1 8 4 8

The University of Mississippi

Back to School: Managing Personalities, Biases, & Conflict

- **Juawice McCormick, Ph.D., LPC-S, NCC, NCSC, BC-TMH**
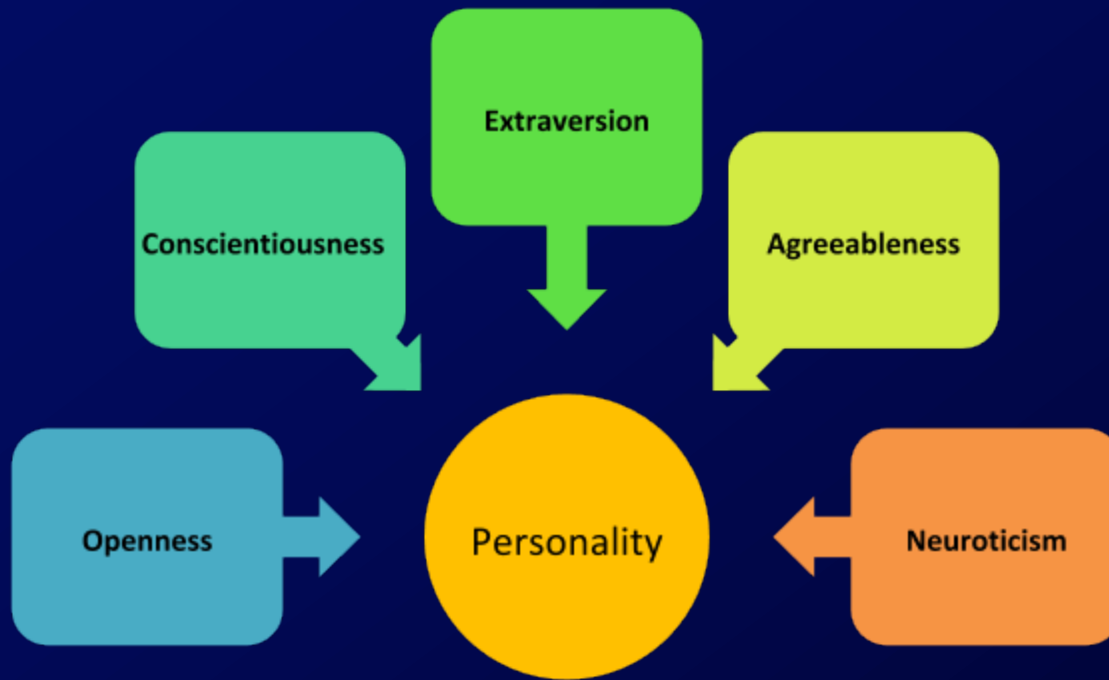 - **Assistant Director, University Counseling Center**

The University of Mississippi

What we are going to talk about today:

- Work Personality Considerations
- Impact of Bias at Work
- Managing Conflict Effectively
- Questions or Comments?

Personality Traits and Employee Tendencies

Personality Trait	Employee Tendencies
Openness	•excel when flexibility is required •do well in training •adapt well to unexpected changes •can become bored with routine jobs
Conscientiousness	•high levels of effort and motivation •low levels of absenteeism and turnover •only personality trait that is consistently linked to career success over time •can become consumed with details and miss the big picture
Extraversion	•can be successful managers who motivate employees •often successful in jobs involving sales •can be poor fits for jobs that do not provide sufficient social interaction
Agreeableness	•often display high willingness to help others at work and display good organizational citizenship behaviors •create fair environments when in management positions •work well in team settings •might be hesitant to engage in constructive criticism and encourage change, even when it is needed
Neuroticism	•excitable, often very dynamic •tendency to analyze self and world more realistically and critically[1] •high tendencies towards job dissatisfaction and intention to leave their jobs •tend to create unfair environments when in leadership positions

The University of Mississippi
1848

The "Be Perfect"

The "Try Hard"

The "Hurry Up"

The "Please Others"

The "Be Strong"

Most Work Conflicts Are Not Due to Personality

They are:
- Complex
    - Nuanced
        - Politically Sensitive

Types of Bias

- Conformity Bias

  - Beauty Bias

    - Affinity Bias

  - Halo Effect

  - Horns Effect

      - Similiarity Bias

        - Contrast Effect

          - Attribution Bias

Assessing Your Bias

The Harvard IAT : Assesses your conscious and unconscious preferences for over 90 different topics ranging from pets to political issues, ethnic groups to sports teams, and entertainers to styles of music.

https://implicit.harvard.edu/implicit/research/

Managers spend 30-40% of their time dealing
With conflict in their workplaces

$359 Billion in paid hours or the equivalent of 385
million working days are lost each year to workplace
conflict

29 percent of employees deal with it almost
constantly

The University of Mississippi

Common Contributors to Conflict at Work:

Ambiguous Roles & Responsibilities

Assumptions & Expectations

Core Values Not Being Met

Differing Worldviews

Emotions Hijacking Conversations

Group Dynamics

Miscommunication or Vague Language

The Hard Costs of Conflict

Wasted Time

Lost Workdays

Reduced Productivity

Healthcare costs associated with stress

Sabotage and theft

Turnover

The Soft Costs of Conflict

Morale

Decreased Service to Our Stakeholders

Reputation

Loss of Skilled Employees

The University of Mississippi

1. Looking back over the past 6 months, how much time each week, on average, did you spend dealing with conflict?_____hours/week

2. What is your rate of pay per hour? $_____

3. Multiply your answer in #1 x your answer
   in#2 =   _____/week

4. Multiply your answer in #3 x the number of weeks you work   each year = $_____.

This is about ¼ of the cost of conflict for you in the workplace.

Other hidden costs account for the remaining costs of conflict
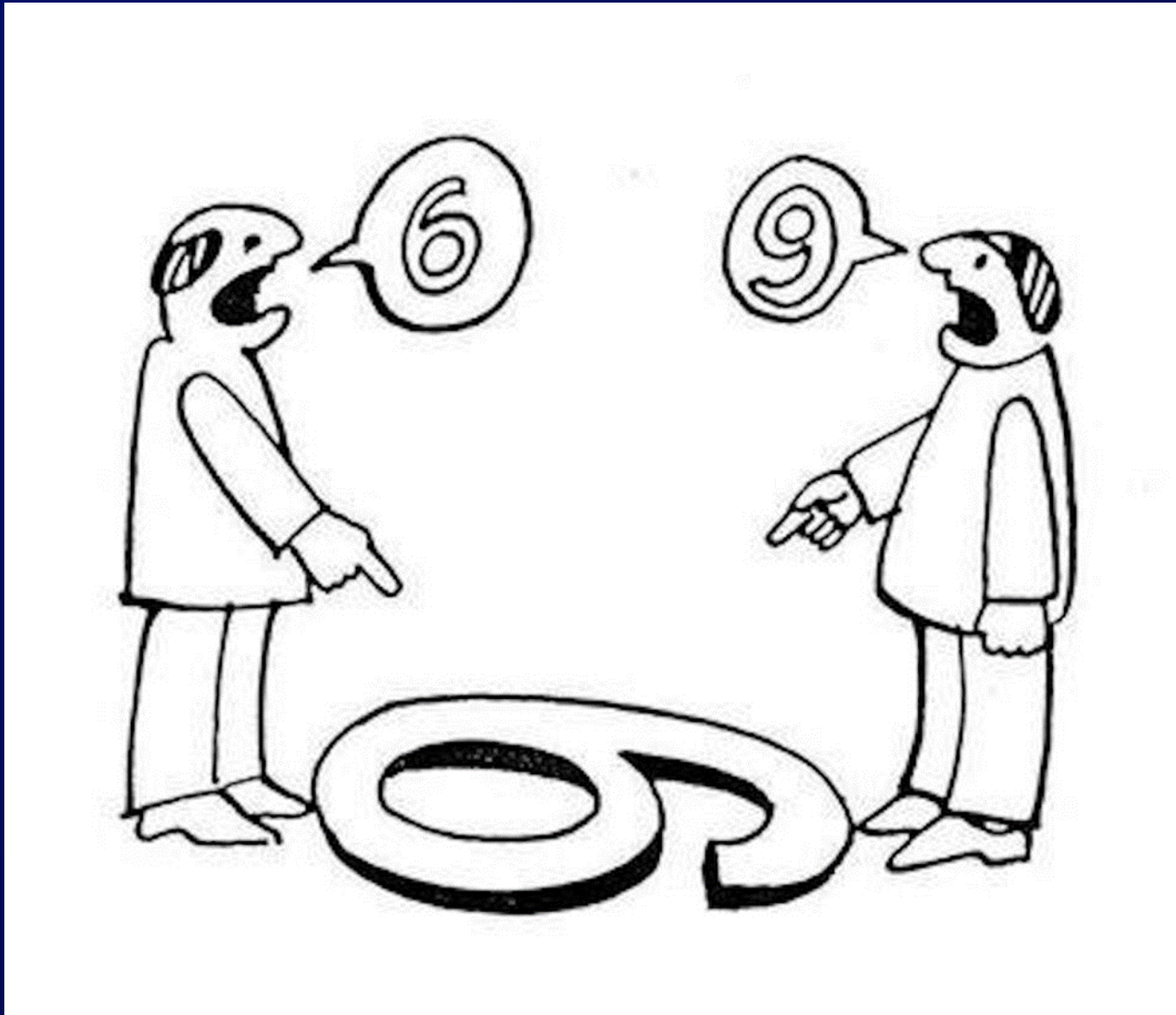
How to Resolve Conflict—Suggestions

Avoid discussing the issue with colleagues
Never respond immediately to the person
Look in the mirror!
Reframe the situation
Focus on the other person's strengths
Use coorperative communication
Document neutrally (if necessary)

Be Open

Be Resourceful

Be Persistent

A Healthy Culture

- Each employee understands their contributions

- Meaning and purpose in the work

- Leadership is cohesive

- Rules are clear and apply to everyone

- ALL are aware of the power and meaning of words

The University of Mississippi

Breathing

Operating with Intentionality

Questions???

Thank You!

jmmccorm@olemiss.edu
662-915-3784

References for all work here provided upon request

The University of Mississippi