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How to Deal with Conflict

To handle conflict among your employees:

- **Ask those** who disagree to paraphrase one another's comments. This may help them learn if they really understand each other.
- **Work out** a compromise. Agree on the underlying source of conflict, then engage in give-and-take and, finally agree on a solution.
- **Ask each member** to list what the other side does. Exchange lists, select a compromise all are willing to accept and test the compromise to see if it meshes with team goals.
- **Have each side** write 10 questions for their opponents. This will allow them to signal their major concerns about the other side's position. And the answers may lead to a compromise.
- **Convince** team members they sometimes may have to admit they're wrong. Help them save face by convincing them that changing a position shows strength.
- **Respect** the experts on the team. Give their opinions more weight when the conflict involves their expertise, but don't rule out conflicting opinions.



Why the Best Leaders Take Action First

Aspiring leaders often assume that their role models are successful because they make careful, deliberate decisions.

The truth is a little more complex. While it is true that executives who act impulsively - without considering available intelligence - risk making huge mistakes, it is also true that highly effective leaders believe quick action is the key to success.

Here's why:

There is no answer book. Today's global leaders face an extremely fluid marketplace. They are often better served by taking small steps to "test" their ideas - and learn more in the process.

Timing is everything. "Implementing the second-best idea now is a better strategy than doing the best idea a week from now. It's a bigger risk to delay making decisions than to make marginal ones.

Winning is a numbers game. Successful salespeople believe every "no" they get brings them one step closer to hearing "yes," and thus do not fear taking risks. Great leaders make decisions with a similar mind-set. When a problem is particularly complex or novel, they trust their instincts because the chances of making mistakes are so great anyway.



Change "I Can't" to "I Can"



Negative self-talk generally stems from childhood messages that return to haunt us even though they have no validity in light of our current abilities and achievements.

Here are some tips for countering negative talk:

- Be aware of negative internal dialog: "I can't...", "I could never...", "I ought to...", "I should...", "I shouldn't...", "If I hadn't..."
- Keep a record of your negative self-talk. Every time you use "I can't," for example, write it in a notebook.
- Analyze each example of negative self-talk. Ask yourself why you said it, where did it come from, what happened in the past to make me believe I can't do this?
- Determine if it's valid. If it's not, then stop short whenever you catch yourself with a negative thought of your abilities and switch immediately to, "Of course I can." And even if your negative self-talk is based on reality, you can change things by visualizing yourself as you'd like to be. If you want to be confident when talking with demanding clients, for example,

visualize yourself that way several times before encounters with them.

For Safety, Put Prevention to Work

1. *At Home.* More injuries happen at home than anywhere else - and most are preventable. *Wise:* Do a safety audit... avoid slips and trips by placing rubber matting underneath rugs... install fire extinguishers and smoke detectors on every floor... place child-safe covers over exposed electrical outlets.
2. *At Work.* Falling causes millions of on-the-job injuries. *Prevention:* Clean up spills immediately or mark them until you can... turn on the light before entering a room or storage closet... keep work areas and walk-ways clutter free... use a ladder (not makeshift footstools, like boxes or garbage cans) to reach something overhead.
3. *On Two Wheels.* Wear a helmet when biking. *Why:* Up to 85% of serious or fatal bike accidents involve injuries to the head. And watch out at intersections, where most car-bike accidents occur.
4. *On Four Wheels.* Don't drive when drowsy - operating a vehicle when you haven't had enough sleep can be as dangerous as driving drunk. *Fact:* In one study, one night without sleep was rated just as hazardous as having the legal limit of alcohol in the blood.

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