

THE CHAPTER DISPATCH

March 2005

TOPICS IN THIS ISSUE

*(To go directly to a section of the newsletter,
simply click the headings below)*

Important Dates
National Updates
Conference Updates
Chapter Reminders
Chapter Highlights
Leadership Resources
Membership Resources
Communication Resources

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AT A GLANCE – Important Dates

Mark your calendars!

2005

April

Apr 1 Nomination Deadline for **Chapter Presidents' Council (CPC) Rep Position**
Apr 29 **Super Saver Discount** deadline for CMSA Annual Conference Registrations
Apr 30 Entry Deadline for **Chapter Innovation and Excellence Awards**

June

Jun 21–25 **15th Annual Conf**, Orlando, FL

October

Oct 9–15 **National Case Management Week**

Member-Get-A-Member Campaign

Help promote CMSA's Member-Get-A-Member Campaign. The members are the voice to the case management industry. Help strengthen this voice by making other case managers aware of the association, and resources available to them in the case management industry. Through CMSA's Member-Get-A-Member Campaign, the members are being challenged to help grow the industry and build the future of case management!

This campaign runs from February 1 - April 30, 2005. CMSA Members who recruit new members during this timeframe will be eligible for special recognition and incentives at the National level.

It's easy! Visit the CMSA Home Page at www.cmsa.org for more details on the contest, applications and forms you can download, ideas on finding potential members in your area, and campaign incentives. Or, simply go to: www.cmsa.org/Membership/Recruitment/.

Chapter leaders – this is a great opportunity to get your members involved and help increase the number of members in your chapter. Many local chapters have already begun incorporating this campaign with local recognition and incentive programs for their members that participate in this campaign. Campaign labels are available to put on pre-printed Membership Applications. Contact Michele Lee at mlee@acminet.com.

Time is running out - start sharing CMSA today!

**Jump on the Recruitment Wagon today with these CMSA members!
Applications have already begun arriving from these Recruiters. Way to get going!**

<u>Recruiter Name</u>	<u>Chapter Location</u>
Erfling, Melissa	Springfield, MO
Stover, Betty	Ft. Lauderdale, FL
Lilly, Helen	New England
Lowery, Sandra	New England
St. Couer, Margaret	New England
Thorne, Jacquelyn	Newark, DE
Klinger, Rick	Spokane, WA

CONFERENCE UPDATES

CMSA's Annual Conference - *Registration Discount Opportunities*

GROUP Discount: At least 3 attendees may register together and save \$200 each! Registrations and payment must be received in the same envelope. This is in **addition** to your \$100 membership discount. This discount *does not apply to online* registrations! (See registration for restrictions).

SUPER SAVER Discount: For the deepest discounts, register by April 29!

OTHER Discounts: Students, Military, and VA attendees have an opportunity for additional savings. See registration for details.

Visit www.cmsa.org/conference for conference details and information. Brochures arrived to each member in the Jan/Feb issue of *The Case Manager*. Members may receive up to 3 conference brochure mailings. Encourage them to share their extras with a friend or allow the chapter to disburse to those in need. Chapters have been sent extra brochures to hand out to *non-members* at their local events. If you need more, please let us know at www.cmsa.org.

Chapter Leadership Workshop

CMSA Chapter Leadership Workshop

Tuesday, June 21, 1:00p-5:00p

CMSA 15th Annual Conference, Gaylord Palms Resort & Convention Ctr, Orlando, FL

CMSA's Chapters help members and non-members alike overcome real-life problems with real-life solutions. With 67 affiliated chapters throughout the US, this half-day program is designed to bring together CMSA chapter leaders to centralize their experiences via interactive discussions and best practices/case studies. The workshop will cover the most important issues affecting chapters today and how chapters can make a difference. The interactive networking is one of the most effective ways that chapters can gain access to valuable resources addressing daily questions and concerns that arise from leading a volunteer-staffed organization.

You'll discover that your challenges are shared by your peers, and you'll learn how others have overcome these same obstacles. Come prepared to take lots of notes, make lots of new friends, and leave feeling more secure that your chapter can accomplish the goals necessary to advance the CM industry.

Trivia Quiz Winner

Congratulations to the first 2005 Trivia Quiz Winners!

January 2005: **Wendy Spear in Ormond Beach, FL** and a member of the Orlando chapter.
February 2005: **Susan Manning in Indianapolis, IN** and a member of the Indianapolis chapter.

Each winner has received a complimentary registration to the 2005 Annual Conference in Orlando. If you have not yet entered the Trivia Quiz contest, it is not too late. Simply go to <http://www.cmsa.org/Conference/TriviaQuiz/> for your chance to win!

Chapter Presidents' Council (CPC) Meeting

CMSA Chapter Presidents' Council (CPC)

Wednesday, June 22, 11:15a – 12:45p

CMSA 15th Annual Conference, Gaylord Palms Resort & Convention Ctr, Orlando, FL

During the Annual Conference, CMSA chapter leaders come together for an annual Chapter Presidents' Council (CPC) meeting. The CPC is made up of chapter presidents, president-elects and vice-presidents. At this time, the CPC will vote on the CPC Rep for the CMSA National Board. The nominees for the CPC Rep are current chapter presidents, and only current chapter presidents may vote for their choice. It is during the meeting that the final ballots are cast and the new CPC Rep is announced. Other activities in this meeting include the announcement of the Chapter Excellence & Innovation Award recipients, as well as recognition in membership growth over the past year.

ALL chapter Presidents, President-Elects and Vice-Presidents are invited and encouraged to attend this annual CPC meeting.

This year's program is sponsored by Otto Bock Healthcare, www.ottobockus.com.

Show Off Your Voice and Be a Winner!

Start warming up your voices now!

This year, CMSA's Karaoke Party has a new twist – a competition with cash prizes!

Opening Night KARAOKE PARTY – *Sponsored By Infusion Technologies, Inc.*

Wednesday, June 22, 7:00p

NEW FOR 2005 – Your voice could earn you a loot in the Karaoke Competition Challenge!

5 GREAT CASH PRIZES:

- 1st Prize: \$500
- 2nd Prize: \$250
- (3) Runner up Contestants will each receive \$100.

Start practicing your song today and join us for a fun-filled evening of singing, dancing & networking!

The special days of the conference mean so much when you've had a chance to party with old friends and new, current and former (and maybe even future) colleagues. Here's a great chance to see who's at conference this year and to make plans for getting together in the days ahead.

CHAPTER REMINDERS

Excellence and Innovation Awards

Start planning now to enter your chapter activities in the areas of Membership, Conference, Educational Programming, Technology or Print Publications!! You may enter more than one category. 2005 Entry Forms are available on the website under Professional Development, then the Awards section or <http://www.cmsa.org/Professional/Awards/CEIA/>.

Here is your chance to shine and show the hard work that your chapter has put into this past year. Start planning now to prepare your entry! **Entry deadline is April 30, 2005!!** *These must be in the CMSA office by this date.* Here is a list of last year's winners announced at CMSA's Annual Conference in June 2004:

1. **Award of Excellence for Chapter Conference** - *Northern New Jersey Chapter of Case Management Society of America*
2. **Award of Excellence for Membership Development** - *Northern New Jersey Chapter of Case Management Society of America*
3. **Award of Excellence for Best Use of Technology** - *Case Management Society of New England*
4. **Award of Excellence for Chapter Educational Program** - *Houston/Gulf Coast Chapter of the Case Management Society of America*
5. **Award of Excellence in Print** - *The Rio Grande Chapter*

Chapter Presidents' Council Rep

Be a National Board Member and the voice of the chapters! This liaison position is the voice for the chapter leaders to the National Board and shares industry issues, requests, needs, and solutions related to chapters. This position is elected by the Chapter Presidents during the Chapter Presidents' Council Meeting at this year's annual conference in Orlando, FL. Chapter Presidents not attending the annual conference will have the opportunity to vote by mail or proxy.

Nominations packets were emailed to all Chapter Presidents on January 24, 2005. If you do not receive yours, please contact mlee@acminet.com for a copy. See your packet for eligibility criteria or contact the National Office. **Nominations must be postmarked by April 1, 2005.** You may also contact the current CPC Rep, Becky Perez, for more details of this position. Becky can be reached at bperez@carpdc.org.

CHAPTER HIGHLIGHTS

Pending CMSA Chapters

Las Vegas, NV

Case Management Association of Las Vegas (CMA-LV) held their second meeting on February 9th. The key note speaker was Debra Scott, RN the current Director of the Nevada State Board of Nursing. Her comments were directed at new or pending legislation that affects the role of the CM. The group had 62 people in attendance at this meeting. CMA-LV is now encouraging attendees to join CMSA.

Official CMSA Chapters

Indianapolis, IN

In the Central Indiana Chapter of CMSA, the CMAG program was presented in March in lieu of the monthly Central Indiana CMSA meeting. The chapter has seen several case managers join CICMSA to become eligible to participate in this significant educational program.

At the February CICMSA Board meeting there was a discussion regarding the need to increase awareness of case management to medical professionals and to the public, to contact members who may be ill or suffered a loss and to compliment members who have made a noteworthy contribution to case management. The Public Relations committee was formed to assist the Board to accomplish these tasks. There was great enthusiasm during the first meeting of this committee.

How CICMSA may be of assistance in meeting the ever-changing state of affairs of hospital case management is the focus of a meeting with the Directors of Case Management in the Indianapolis and surrounding county hospitals. Initial contacts have proven that there is interest and now time and location are being research.

Detroit, MI

For the CMSA Detroit members and attendees, the January Beach Bash was a blast! The Bash was held on January 18th at a local hotel and gave case managers a chance to meet their new Board Members and to mix with fellow case managers. Members were asked to bring friends that would be interested in becoming CMSA Members. Hors D'oeuvres and drinks were available. The highlight of the evening was the milk chocolate fountain that attendees dipped fruit, cookies, cake and marshmallows into for dessert. The event was a great success and the feedback was; "When will the next Bash be held?" Three (3) new members signed up that evening.

A Fall CCM Prep Course is being planned jointly by both Michigan Chapters. Positive interest was expressed by members from both chapters. Date to be announced.

Minneapolis, MN

CMSA Minnesota Chapter may be way behind the times but this year they are excited to begin sending out invitations to upcoming meetings and CE's as e-mail attachments in an effort to save on postage. So far the response has been great. The board wishes they had thought of this earlier! In another effort to reduce time and expense, the group is looking into establishing the programs for the year all at once and receive CCM credit as a group and prior to the events. The third effort the chapter is currently embarking is to secure financial sponsorship for their events. This is a new venture and any tips would be helpful. You can send ideas to Maggie Piehowski at mapiehowski@yahoo.com. The group is looking for sample contracts and pricing structures.

Raleigh/New Bern, NC

The Triangle Chapter of CMSA recently conducted a survey on how to meet members needs better with meeting times, etc.. The results created a 2nd meeting during the month on the 4th Wednesday of the month at Western Wake Medical Center in Cary, NC at 3:00p. The chapter will also continue to have the routine meetings at Wake Medical Center in Raleigh, NC on the 1st Wednesday of the month at 8:30a. The Triangle Chapter is also busy planning their regional 2005 Conference to be held August 2005 in Cary, NC.

Woodbridge, NJ

The Northern NJ CMSA chapter held its' first conference of 2005 on March 9th at the Woodbridge Hilton. The chapter had 110 pre-registered attendees and four sponsors (Bartley Healthcare, Advanced Physical Therapy Associates, Multi-care and ReMed Brain Injury Rehabilitation). The chapter was delighted to have Peter Moran, RN C BSN MS CCM as the guest speaker who spoke on *ER Case Management Incorporating Standards Into Practice*. Peter brought a very informative and interesting topic, along with practical applications.

The chapter is in the final preparation for the 9th Annual Program on April 6th also at the Woodbridge Hilton. This 5 CCM program entitled, *Keeping Pace With Changing Times Case Management 2005*. The three speakers are CMSA's 2004's Case Manger of the Year, Major Melanie Prince, "Can It Be Done". Melanie will also incorporate an overview of the US Military's Medical Management Program. Mindy Owen Past President of National CMSA ('91-92) will speak on Cardio-Vascular Disease and Hypertension (sponsored by Novartis) and Dr. James Cope, Medical Director of United Government Services will speak on "Medicare: Changes and Updates" Already 22 vendor booths and 5 table sponsors have joined the program. The chapter is looking forward to a great program. In addition, the case managers in the area are also excited to be participating in CMSA's CMAG workshop to be held in the same location on April 13th.

Albuquerque, NM

The Rio Grande Chapter recently changed its monthly educational meetings to the 3rd Thursday of the month and the Board meetings to the 3rd Wednesday nights to better accommodate rural Board Members. The chapter has also been busy preparing for their yearly Seminar which is held during the Albuquerque Balloon Festival in order to attract rural and out-of-town case managers, nurses and social workers. This year the Seminar will be held Sept 29-30.

Hudson Valley, NY

The Hudson Valley Chapter of CMSA is having a great year! The membership is growing in leaps and bounds with an increase of almost 20%. Successful chapter meetings are now averaging 35 attendees each month after a decision was made to offer both breakfast and evening meetings.

The chapter is proud and excited to announce a recently created Chapter Website (www.hvcmsa.org), and have formed a committee to continue to develop the content. It's hoped that by promoting Chapter events through the "web", a link can be created to Case Managers throughout New York State and continue to increase membership and meeting attendance.

It was nice to see that the Hudson Valley Chapter of CMSA had a great turn out for the CMAG training in New York City in January. What a great tool to help case manage patients!

The Chapter is excited about their upcoming 5th Annual Conference *CMI: NY (Case Management Investigation) Everything is Connected*. The conference is sponsored by the Hudson Valley CMSA and NYC Chapters and will be held on April 20th in White Plains, NY. The program will host a dynamic speaker's panel including national "Greats" like Jackie Birmingham and Lynn Muller, plus some regional and local presenters. Both chapters are looking forward to another successful educational forum that will offer a total of 12 CCM credits.

Long Island, NY

The Long Island Chapter just held a successful CCM Prep Course in February at The Bristol Assisted Living facility in North Hills, NY. It was co-sponsored by CCM Associates and the Long Island chapter. The program was well attended with 50% of the attendees representing the acute care arena. The chapter had such a good response we are planning another prep course in late September of this year. Currently the board is working on the October conference, finalizing details and speakers for topics centering around consumer driven healthcare and the challenges for Case Managers. Six board members plan on attending the annual conference in June. As usual the Chapter will be offering a scholarship for the conference for one of their members through a contest.

New York, NY

The CMSA-NYC Chapter held a membership meeting in February with Mindy Owen as the guest speaker. In order to increase attendance, board members were assigned call lists. In the telephone conversation they highlighted the guest speaker. The response was excellent. It was one of their most well attended meetings. The chapter is also planning to repeat this outreach with personal telephone calls to a targeted group of case managers and members to let them know that Connie Commander, the CMSA 2003 Case Manager of the Year, will be the speaker for the membership meeting in March. The chapter is looking forward to another well attended meeting!

Danville, PA

The Danville Chapter held their quarterly luncheon meeting in February. The featured speaker discussed the latest trends in specialty hospitals for sub-acute levels of care. The chapter has decided to meet 4 times a year with 2 luncheon and 2 dinner meetings to promote attendance. Information was shared with the group regarding the CMSA national conference in June in Orlando. The next meeting will be May 12, 1-3:30pm.

Montpelier, VT

The Green Mountain Chapter is growing! The chapter has had more memberships each year. The "Gold Standard" of case management remains CMSA. One thing that the group is proud of is the sharing of educational offerings between the IP case management program, the insurance case managers etc. They have been doing this for a couple of years, mostly the insurance CMS inviting us, but now as the hospital CM/SW program is growing the chapter is expanding it.

Value For Their Time

As an elected leader in your chapter, your biggest challenge is mobilizing and motivating your members to take action. Member involvement is the bottom line in any chapter. With it a chapter can move mountains, without it your chapter's chances for growth and change are minimal at best.

Despite what you have been led to believe, people do want to get involved! Programs for member involvement should not only focus on short-term projects, but also encourage all to make long-term commitments that enrich their lives and the organization.

Today's volunteer has changed dramatically over the last several years. Today's volunteers have much different job and career demands, lifestyle adjustments, and member expectations than the volunteers of just a few years ago. To motivate our members, especially our newer members, we must recognize these changes and adjust accordingly. The one income family is long gone and for many the normal workweek far exceeds forty hours. These two factors leave little time for getting involved in volunteer activities. Make no mistake about it, our biggest competition for involving members and recruiting members is TIME! "Free time" for most of us is gone; therefore people who join and belong to service chapters have greater expectations. They want to know their time is being well spent.

They want "value" for their time. People are finding that building better relationships with their children and spouses is more fulfilling and important than ever before. The key choice for many is setting priorities and assessing what's really important. This has become the new guiding force for people when deciding where and how to spend their time. The factors affecting your members outside the chapter directly relate to their behavior within it. If we are to grow, we must begin to recognize these factors. With limited time to invest, each member looks to his or her chapter to fulfill a specific need. And members expect you and the other elected leaders to make sure they are not disappointed.

Has your chapter adapted to the changing needs of its membership? Is it truly ready to help members achieve their expectations? In most chapters, two types of leaders emerge.

First, there are those who step forward on their own through a self-selection process. This process is the most common and has proven effective at times. However, it means trusting that the member's own perception of their skill level is relative to reality. Sometimes those who do step forward are not quite ready for the positions they aspire to hold. On the other hand, some members who probably read ready don't always come forward to volunteer for these positions. In either case, the chapter is unable to move ahead when this happens, and the chapter ends up "retrenching" to survive the period of time in which this person holds the position or task.

The other method in which leaders emerge is to have them chosen by the current chapter leaders. In this critical time of transition, when new chapter officers have been chosen and are being trained for the upcoming fiscal year, it is imperative that we cultivate a productive group of leaders for the second tier of leadership in our chapters (i.e. board members, committee members, and chairpersons).

Every member has something to offer and most are willing to offer their assistance but want the experience to be worthwhile for them as well as for the chapter. As leaders we must overcome the common tendency to recruit volunteers from personal contacts within the chapter. Broadening the awareness of member talents allows the chapter to have a greater resource to draw from and to maximize the use of those talents. Find a way to uncover the talents of your members and match those talents with the appropriate positions. Provide these members with leadership development training and your chapter is sure to achieve its goals. There are no magic answers or quick fixes to increasing member involvement. It is an ongoing process that develops and evolves over time.

The rewards your chapter will reap may not be realized immediately, but it will insure the future success of your chapter. Start this process today and watch the enthusiasm and excitement within your current core of leaders grow as they begin to realize their efforts are more meaningful than ever.

Adapted from a resource found at www.ambucs.com.

MEMBERSHIP RESOURCES

Beyond the Facts by Cynthia D'Amour's *Active Member Minute* e-newsletter, www.chapterleaders.com

The local newspaper has been filled with all sorts of facts lately. Two caught my eye that when put together, could have some interesting implications for your chapter. The first is one we've talked about before - people changing their jobs. The latest report I've seen says people will be in nine jobs and four careers during their work life. The second fact of interest found in last week's paper - the average person is moving about every five years. *What does this mean?*

The job changing, whether internally within a company or externally into a whole new career is happening across geographic lines. People are moving in their life and career. So if we extrapolate those two concepts out... if the average person is spending 3-5 years in a position and moving every 5 years, your chapter is going to have a revolving door membership. *What does this mean?*

The typical new member may only stick around in your chapter for 3-5 years. Your chapter needs to find ways to: **Reach out to new people in your area faster.**

Do you have a steady PR campaign running in your chapter? If I'm new to town, I'm not going to know about the fabulous feature article that ran a few months ago. Having your meetings listed on web sites and newspaper calendars will be important.

Are your members trained to invite new colleagues to your chapter? Your members need to be reminded to invite the new person at work to join you for a chapter event. **Help folks new to the area use your chapter as their relationship base.**

Whenever someone new moves to an area, they often know few people in town. They are looking for some people to do things with. Attending a chapter event is an easy way to have access to a new group of people. The question is - **is your chapter ready to welcome them with open arms?**

Do you make guests feel welcome and important? Do you help guests connect with others in the chapter they might enjoy meeting? **Give people who show up a way to be involved in your chapter.**

No matter what time of the year it is, you need to have ways for people to get involved in meaningful work in your chapter. Having a "job" makes them feel like part of the team and chapter community. Plus, you no longer have the luxury of making people wait for the next season of volunteering. They aren't going to be around that long so you need to seize the help when it shows up.

Here are a few more strategic questions you may want to explore around this potential...

- ◆ How does our path to leadership support a potentially revolving-door membership?
- ◆ How can we position our chapter as the organization of choice for people new to the area?
- ◆ How can we celebrate the potential steady stream of new talent for our chapter?
- ◆ How do we support the balance of long-time members with the newer flowing members?
- ◆ How can we create a relocation process that helps our members get happily involved in our association in the next city when it's time for them to leave us?

It's always good to keep your eyes open for interesting statistics and to see what happens when you mix a few together. This type of exercise will help you and your leadership team view your chapter with a fresh set of eyes.

When is the last time your leadership team viewed your chapter activities through a fresh point of view?

How to Resolve Conflicts -- Without Offending Anyone

If you are having to deal with other people, you will, sooner or later, have to deal with conflict. Conflict is not inherently bad. In fact, conflict simply stems from differing viewpoints. Since no two people view the world exactly the same way, disagreement is quite normal. In fact, anyone who agrees with you all of the time is probably telling you what you want to hear, not what he or she actually believes.

The reason conflict has received such bad press is because of the emotional aspects that come along with it. When there is conflict, it means that there is strong disagreement between two or more individuals. The conflict is usually in relation to interests or ideas that are personally meaningful to either one or both of the parties involved.

Unmanaged conflict can lead to violence and insubordination. Notice I said "unmanaged". The key to managing conflict effectively is to learn the skills necessary to become a good conflict manager.

We are going to examine three main areas where conflicts occur: in interpersonal one-on-one relationships; in meetings; and in negotiations. Although there are similarities between all of these areas, each one takes a slightly different slant depending on the setting the conflict occurs in. Let's take a look at each one in a little more detail and I will show you what I mean.

Conflicts in interpersonal relationships. Sometimes in interpersonal relationships, such as those between you and one of your employees, there may be a conflict that you are not aware of. If someone who is normally upbeat and friendly toward you suddenly begins avoiding you or being rude, there is usually a reason. If the person has remained cheerful with everyone else except you, chances are you are dealing with a conflict situation. In these instances, you will want to address the problem by proceeding through the following steps.

- Try to determine if there is a problem between you and the other person.
- If you think there is a problem, set up a private face-to-face meeting to discuss the problem with the other person.
- In a non-confrontational manner, ask the person if there is a problem. If his/her answer is "No", inform the person that you think there is a problem and explain what you think the problem is.
- As you talk, ask for feedback. Do not "attack" the other person with accusations.
- Try to listen to each other with open minds.
- Be sure to respect each other's opinions.
- Take a few minutes to recycle the other person's opinions in your mind.
- Try to determine why the other person felt the way they did.
- Avoid "finger-pointing."
- Try to work out a compromise that pleases both of you.

Conflicts in meetings. Conflicts in meetings can be very disruptive. But they can also be very helpful. Remember, conflicts are disagreements. If the person who is disagreeing with you is raising valid questions, it may benefit the group to address the issues they are presenting. In fact, by listening to them, you may gain valuable insight into what is and what is not working within your organization. However, if the person continues past the point of disagreement to the point of disruptiveness, specific steps should be taken. Below is a list of conflict resolution tactics that you can use for meetings that get "out of control."

- Find some "grain of truth" in the other person's position that you can build upon.
- Identify areas of agreement in the two positions.

- Defer the subject to later in the meeting to handle.
- Document the subject and set it aside to discuss in the next meeting.
- Ask to speak with the individual after the meeting or during a break.
- See if someone else in the meeting has a response or recommendation.
- Present your view, but do not force agreement. Let things be and go on to the next topic.
- Agree that the person has a valid point and there may be some way to make the situation work for both parties.
- Create a compromise.

Conflicts in negotiations. When you are negotiating with your clients, vendors, or even your employees, it is important to always keep in mind the idea that both parties are seeking a Win/Win situation. No one wants to feel like they are giving away something for nothing. In fact, most conflicts arise because one party feels like the other party is taking advantage of them. In order to avoid these types of situations, there are certain principles you can apply to increase your chances of a successful negotiation.

- Avoid defend-attack interaction: non-productive every time!
- Seek more information: ask a lot of questions!
- Check understanding and summarize: make sure that you are understanding everything!
- Try to understand the other person's perspective: communication is more than just listening; try to see it their way!

Rules for disagreeing diplomatically.

Regardless of the type of conflict you are dealing with, there are several general rules of thumb you should follow whenever you are trying to bring harmony to a volatile situation. Here they are.

- Reflect your understanding of the other's position or opinion. "I feel, think, want, etc." This says, "I am listening to your opinion and I take your opinion into account before I state mine."
- Let the other person know that you value him/her as a person even though his/her opinion is different from yours. "I understand (appreciate, respect, see how you feel that way, etc.)". This says, "I hear you and respect your opinion."
- State your position or opinion. "I feel, think, want, etc." This says, "I don't agree, but I value you - so let's exchange ideas comfortably, not as a contest for superiority."

To become a good conflict manager requires a lot of practice. Just remember that the goal is to reach a compromise that both of you can live with as well as be happy with. In other words, find a way that both of you can walk away feeling like a winner!

Texas Center for Women's Business Enterprise, Austin, TX, <http://www.onlinewbc.gov/Docs/manage/conflicts.html>.