

**Harry Hoffmann**

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**From:** Ken Royer [kenroyer@linkcare.org]  
**Sent:** Friday, April 08, 2011 5:28 AM  
**To:** kenroyer@linkcare.org  
**Subject:** To our Colleagues in Member Care

April, 2011

To our Colleagues in Personnel...

This monthly "resource tool" is designed to provide encouragement for personnel workers in ministry-related areas. If you would like to be removed from the list (or a friend would like to be added), please let me know... [kenroyer@aol.com](mailto:kenroyer@aol.com) or [kenroyer@linkcare.org](mailto:kenroyer@linkcare.org).

"Building Skills for Member Care with Excellence." Reserve the date (Jan. 9-12, 2012).

Program of Restoration and Personal Growth: right now we are in a slower time of the year between a busy winter and the coming summer. Are there those who could profit from a counseling time at Link Care? Don't hesitate to call, OK? We have openings.

For our "tool" this month I'd like to continue our focus from last month on *Conflict – Sometimes beneficial – often draining. When can we avoid conflict? How resolve conflict?* We hope these thoughts will be useful to you.

God bless you... And have a great month.

Ken Royer, for your Link Care friends  
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*Conflict – Sometimes beneficial – often draining. When can we avoid conflict? How resolve conflict?*

Styles of conflict Management, adapted from The Thomas-Kilmann Conflict Mode Instrument (<http://www.kilmann.com/conflict.html>) We offer the following adaptation and application for consideration.

- a) *Competing*. Clear instructions are given and to be followed. This style is important when quick, decisive action is vital, as in an emergency. For example, no one questions or debates with a policeman as to how to manage a tense hold-up situation at a Bank. Orders are given and followed.
- b) *Collaboration* styles in problem solving. Open and direct talking. Isa. 1:18, “Come now and let us reason together...” This style seeks integrative solutions when the concerns are too important to be compromised. It is important to merge insights from people with different perspectives. This style would possibly be ideal to use when dealing with cross-cultural matters and with national leadership.
- c) *Compromising*. One gives a little to realize a higher benefit. For example, my wife Mary (from Fresno) and her sister Fran (from Lancaster) occasionally meet half-way in Bakersfield to have lunch and attend an event. Another example might be bargaining on the open market – you got that for 10 pesos?!
- d) *Avoiding* (withdrawal). Growing up in a home with six children, for the sake of peace we often heard, “If you can’t say anything nice, don’t say it at all.” This style might be useful when the potential damage of confronting a conflict outweighs the benefits of its resolution. This style is useful when the situation is too hot and people need a chance to cool down, reduce tension, and regain perspective. For example, a person in his final semester is annoyed with picayune school rules. Good advice might be, “Be quiet and graduate!”
- e) *Accommodating* (smoothing). One gives in to get along. You don’t like it, but rather than risk a confrontation you choose to yield. Preserving the relationship is a higher value to you than the need to win the argument. For example, a dear friend of ours was convinced that her theological perspective was superior to ours. Finally, in order to preserve our friendship, we requested, “Since we are

together so seldom, may we talk about things on which we agree, rather than those on which we differ?”

To Consider: Can you identify a style you have used in the last week? Is this a style similar to your approach in cross-cultural relationships?

What does it really mean to *listen*?

How can we learn to *talk another's language*?

Have a good month... this is the month of EASTER! He LIVES!

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Ken and Mary Royer in Ghana, April 2010