



# Conflict Management

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Impact Facilitation

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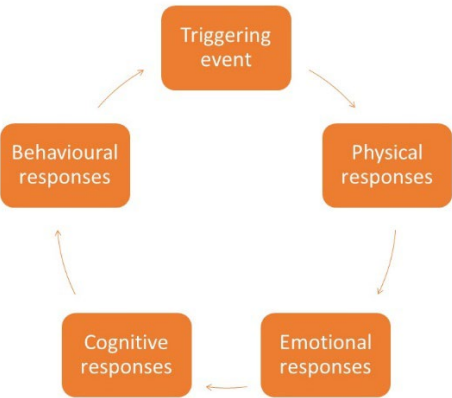
Peter Watson 0407278175

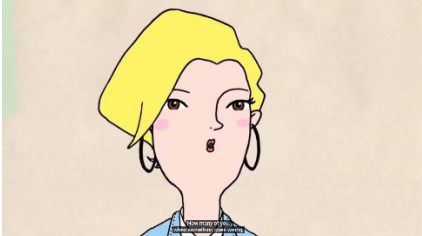
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<p>The Glen</p>	<ul style="list-style-type: none"> <li>• How would you define conflict management?</li> <li>• What negative problems might be caused by conflict in the workplace?</li> <li>• What positive outcomes might be achieved by conflict in the workplace?</li> </ul> <p>Each group will share one positive and one negative</p>	<p><b>To start your thinking about conflict management, take a few moments to jot down some notes on these questions.</b></p>
<p>The Glen</p>	<p><b>Topics:</b></p> <div data-bbox="300 1630 432 1776"> </div> <p>Focusing on interpersonal conflict</p> <p>Developing an action plan in our coaching sessions this afternoon</p> <div data-bbox="300 1809 432 1944"> </div> <p>Organisational perspectives on conflict</p> <p>System issues</p> <p>Serious levels of conflict</p>	<p>Note that this is the first part of a 2 part series of workshops and that this afternoon there will be a practical coaching session. We will then follow up with an online session on dealing with more serious conflict and organisational and system issues.</p> <p>Today we are focusing on how we can provide better responses to the interpersonal conflict that happens at work. In the next session we will be taking more of an organisational perspective – thinking about more serious levels of conflict and how we can be supportive at The Glen.</p>

	<p>Through today you will be able to apply what you learn with your clients – but our focus is on how you are working together as a team.</p>
<div data-bbox="217 412 256 602" data-label="Page-Header">The Glen</div> <p><b>This session....</b></p> <p>How we respond to conflict</p> <ul style="list-style-type: none"> <li>• Physiological changes</li> <li>• Triggers</li> <li>• Blame</li> </ul> <p>Levels of conflict</p> <p>Causes of conflict</p> <ul style="list-style-type: none"> <li>• Power and control</li> </ul> <p>Responding to conflict</p> <ul style="list-style-type: none"> <li>• Thomas Kilman conflict handling modes</li> <li>• Emotional Bank Account</li> <li>• Curiosity</li> </ul> <p>When its not working</p> <ul style="list-style-type: none"> <li>• The amygdala hijack</li> <li>• BATNA</li> </ul>	<p>These are the specific topics that we will be working through – starting with what conflict is, and some frameworks around causes of conflict. Then we will start looking at how we respond to conflict and giving you some strategies for this. My main message is that conflict happens because of, and in, relationships. The solution to conflict is not a set of strategies but an improvement in how we relate to each other.</p>
<div data-bbox="217 860 256 1072" data-label="Page-Header">The Glen</div>  <pre> graph TD     TE[Triggering event] --&gt; PR[Physical responses]     PR --&gt; ER[Emotional responses]     ER --&gt; CR[Cognitive responses]     CR --&gt; BR[Behavioural responses]     BR --&gt; TE   </pre>	<p>This is the cycle of conflict – starting with a triggering event and moving through a series of different responses. Note that they don’t all follow on in a neat circle but all the different types of responses happen at once.</p> <p>Its important that you know the types of responses that you have to conflict so that you can recognise when you think conflict is occurring. Its also useful to be able to spot these triggers in someone else.</p> <p><i>Physical responses</i> Include rapid breathing, increased heart rate, accelerated or shallow breathing, tunnel vision and heightened stress.</p> <p><i>Emotional responses</i> The feelings experienced in conflict –You might feel fear, anger, withdrawal, shame.</p> <p><i>Cognitive responses</i> The perceptions and thoughts – Thinking of running away or avoiding in some other way, blaming others, justifying, defensiveness</p> <p><i>Behavioural responses</i> The actions taken in response to conflict – turning away, shaking your head, rolling your eyes, leaving the room, hitting someone.</p> <p>In my experience people tend to respond, initially at least, on the basis of their perceptions of the situation, rather than an objective view of it. And I have learned that people filter their perceptions (and reactions) through their values, culture, beliefs, information, experience, gender, and other variables. Also, their response is not always related directly to the presenting situation – it may also relate to other things going on in their lives.</p>

<div data-bbox="213 293 256 472">The Glen</div> <h3 data-bbox="272 230 549 259">What triggers conflict?</h3> <ul data-bbox="280 288 655 477" style="list-style-type: none"> <li>• Irritating personal habits</li> <li>• Communication issues eg criticism</li> <li>• Unmet expectations and demands</li> <li>• Cumulative impact of stress</li> <li>• Rejection</li> <li>• Power with and power over</li> <li>• Control or lack of control leading to frustration</li> </ul>	<p data-bbox="799 197 1347 226">Think about what happens to trigger conflict?</p> <p data-bbox="799 232 1174 262">We can often group these into:</p> <ul data-bbox="847 271 1390 555" style="list-style-type: none"> <li>• Irritating personal habits</li> <li>• Communication issues eg criticism</li> <li>• Unmet expectations and demands</li> <li>• Cumulative impact of stress</li> <li>• Rejection</li> <li>• Power imbalance</li> <li>• Control or lack of control leading to frustration</li> </ul> <p data-bbox="799 564 1390 739">Most often in a work place, the biggest triggers for conflict between staff are communication issues, unmet expectations (often as a result of the communication issues) and the cumulative impact of stress.</p>										
	<p data-bbox="799 779 1390 846">Watch this video by Brene Brown and the role of blame in conflict.</p> <p data-bbox="799 853 1050 882">You can view it here:</p> <p data-bbox="799 889 1385 956"><a href="https://www.youtube.com/watch?v=RZWf2_2L2v8">https://www.youtube.com/watch?v=RZWf2_2L2v8</a></p> <p data-bbox="799 994 1262 1023">The points to note from this video are:</p> <ul data-bbox="847 1032 1390 1247" style="list-style-type: none"> <li>• Blame is simply discharging of discomfort and pain</li> <li>• It impacts on accountability</li> <li>• It is corrosive in relationships</li> <li>• It causes us to miss our opportunities for empathy</li> </ul>										
<div data-bbox="213 1395 256 1585">The Glen</div> <h3 data-bbox="277 1305 469 1328">Pondy's Conflict Levels</h3> <table border="1" data-bbox="296 1406 651 1648"> <tbody> <tr> <td>Latent</td><td>You don't notice OR conflict is possible</td></tr> <tr> <td>Perceived</td><td>You think you can sense conflict</td></tr> <tr> <td>Felt</td><td>A more obvious noticing of the conflict</td></tr> <tr> <td>Manifest</td><td>Conflict is felt in wider ways</td></tr> <tr> <td>Aftermath</td><td>The results of the conflict are noticed</td></tr> </tbody> </table>	Latent	You don't notice OR conflict is possible	Perceived	You think you can sense conflict	Felt	A more obvious noticing of the conflict	Manifest	Conflict is felt in wider ways	Aftermath	The results of the conflict are noticed	<p data-bbox="799 1288 1390 1426">Pondy's conflict levels help us to think about conflict that we might need even think is conflict. There is an article on Conflict Levels in your readings.</p> <p data-bbox="799 1433 1329 1462">You can watch a video on this concept here:</p> <p data-bbox="799 1469 1377 1536"><a href="https://www.youtube.com/watch?v=YXcwBGTZ5hU">https://www.youtube.com/watch?v=YXcwBGTZ5hU</a></p>
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### Group Activity

- What we might see/feel/hear at The Glen at this stage?
- What processes are there in place to manage this?
- What is our personal responsibility?

Think about the levels of conflict as described by Pondy.

Answer the questions on the slide.

Some possible responses are:

#### *Signs of latent conflict*

Dysfunctional meetings, mood changes and a slow down in productivity. It appears to be bubbling under the surface at this stage, not too aware of what is going on.

#### *Signs of Perceived conflict*

Conflict is a misunderstanding of each other's true position.

The conflict is the result of a latent conflict – linked to the central value of a person's personality.

#### *Signs of Felt Conflict*

Reflected through the expression of anger, tension, and the conflict take a personal character amongst participants.

#### *Signs of Manifest Conflict*

Often appears tactical such as using indifference, and strictly adhering to the rule. One participant knowingly engages in behaviours to frustrate or block other's goals and must be perceived by both disputants as conflicted.

#### *Signs of Aftermath of conflict*

If the conflict is suppressed with resolution, it can form the basis for conflicts exploding in a dangerous way. If resolved early, and in a satisfactory way to both parties it can create cooperation between participants in the future and can prevent it from further developing.

As a team and organisation it often seems that the danger is when conflict is felt and manifest.

However when conflict is latent it impacts on the culture of the team- it can lead to uneasiness and a level of distrust.

When conflict is at the perceived level it is still not being dealt with, and the burden of it may be falling on specific team members who do not feel that they can bring it out into the open.

And at the aftermath level there are the left over bits of the conflict that have not been satisfactorily resolved, and may well lead to the next conflict!

Moving on to think about how you manage conflict.

In your attached notes is a pdf document called

	<p>Conflict Management Assessment. There are 15 questions – assume that you are in a work context as you answer these and don't think too deeply about your responses – mostly your first reaction is the most honest one.</p> <p>Remember that there are no right or wrong answers – and no right or wrong way to manage conflict.</p> <p>Once you have finished add up your answers and review which modes you use the most and the least.</p> <p>Then watch this video to learn more about the 5 Conflict Modes.</p> <p><a href="https://www.youtube.com/watch?v=7YuJPYlsz30">https://www.youtube.com/watch?v=7YuJPYlsz30</a></p>
<div data-bbox="215 947 256 1135" data-label="Page-Header">The Glen</div> <h3 data-bbox="277 875 472 907">Conflict Modes</h3> <ul data-bbox="284 938 730 1176" style="list-style-type: none"> <li>• Competing: Is assertive and uncooperative. In this mode, you try to satisfy your own concerns at the other person's expense.</li> <li>• Collaborating: Is both assertive and cooperative. In this mode, you try to find a win-win solution that completely satisfies the concerns of both individuals involved.</li> <li>• Compromising: Is intermediate in both assertiveness and cooperativeness. In this mode, you try to find an acceptable solution that only partially satisfies both individual's concerns.</li> <li>• Avoiding: Is both unassertive and uncooperative. In this mode, you work to sidestep the conflict without attempting to satisfy either individual's concerns.</li> <li>• Accommodating: Is unassertive and cooperative. In this mode, you try to satisfy the other person's concerns at the expense of your own concerns</li> </ul>	<p>This is a summary of the 5 conflict modes.</p> <p>Think about:</p> <ul style="list-style-type: none"> <li>• When do you use which mode?</li> <li>• In what situations are each mode the most appropriate?</li> <li>• Do you need to make some changes to how you respond?</li> </ul> <p>The more options you have in how you respond to conflict, the more effective you will be in the workplace.</p>
<div data-bbox="215 1384 256 1572" data-label="Page-Header">The Glen</div> <h3 data-bbox="277 1314 604 1346">Emotional Bank Account</h3> <ul data-bbox="284 1384 738 1630" style="list-style-type: none"> <li>• Make an effort to understand the other person</li> <li>• Don't underestimate the power of small actions</li> <li>• Keep your promises</li> <li>• Make sure you and the other person understand your expectations of each other</li> <li>• Show your personal integrity by being honest, and by treating everyone with the same values and principles</li> <li>• Love unconditionally</li> </ul>	<p>Stephen Covey wrote a book called The Seven Habits of Highly Effective People.</p> <p>In that book he talks about the concept of the emotional bank account.</p> <p>Think about the emotional bank account in the same way that you think about your financial bank account. If the balance is in the positive, you can afford to make some withdrawals. If its in the negative – you don't have any cash to play with.</p> <p>Learn more by watching this video:  <a href="https://www.youtube.com/watch?v=NoEy_zA3ZEK">https://www.youtube.com/watch?v=NoEy_zA3ZEK</a></p> <p>Think about the people that you work with at The Glen. Which of these do you have a positive or negative emotional bank account with?</p> <p>Its important to make contributions when you can, so that you can draw on this when things</p>

	<p>aren't quite so good. Choose 3 people that you work with at The Glen and try to work out what would contribute to their EBA.</p> <p>The dot points on the slide summarise some ways in which we make positive contributions.</p>
<div>The Glen</div> <div>Curiosity</div> <div> <a href="https://www.youtube.com/watch?v=jUF9sY4HvxY">https://www.youtube.com/watch?v=jUF9sY4HvxY</a> </div>	<p>Another way in which we can respond to conflict is to stay curious.</p> <p>Start this by watching this video.  <a href="https://www.youtube.com/watch?v=jUF9sY4HvxY">https://www.youtube.com/watch?v=jUF9sY4HvxY</a></p> <p>This person is a hostage negotiator, and she talks about the importance of curiosity in her work. Start the video at the 3.44 mark and continue for about 5 minutes.</p> <p>There is also an article you can read called Curiosity is a Superpower.</p>
<div>The Glen</div> <div>Curiosity:</div> <ul style="list-style-type: none"> <li>• How curious are you in conflict?</li> <li>• Did you allow them to have their own story independent of you?</li> <li>• Were you able to hear their story without the emotional or verbal backlash that we are so good at?</li> <li>• Did you allow their story to become part of the solution?</li> </ul> <div>14</div>	<p>Use these questions to think about how curious you are in conflict. It may help to think about a specific conflict situation that you have experienced.</p>
<div>The Glen</div> <div>Responding to a video example of conflict</div> <div> <a href="https://www.youtube.com/watch?v=0jkYlwnJfZw">https://www.youtube.com/watch?v=0jkYlwnJfZw</a> </div> <p>How might each of the 5 different conflict styles react to this?</p> <p>What are the practical options here for the manager, the man and the woman?</p> <div> <a href="https://www.youtube.com/watch?v=wrbmnq4bV8">https://www.youtube.com/watch?v=wrbmnq4bV8</a> </div>	<p>First step in this exercise is to watch the video here:  <a href="https://www.youtube.com/watch?v=0jkYlwnJfZw">https://www.youtube.com/watch?v=0jkYlwnJfZw</a></p> <p>Consider the questions on the slide.</p> <p>Then watch this video to see what happened. How effective was this? What might you have done differently?</p> <p> <a href="https://www.youtube.com/watch?v=wrbmnq4bV8">https://www.youtube.com/watch?v=wrbmnq4bV8</a> </p>

## Lencioni – 5 Dysfunctions of a Team



Patrick Lencioni researched what made teams work – and developed this hierarchy of what made teams positive and healthy.

He actually focused on the 5 dysfunctions – but in this triangle I have expressed these in the positive way – so the 5 Functions of a Team.

The lowest level is trust – teams have to be able to trust each other before anything else will work well.

Trust is the second level - and its interesting to note that what Lencioni said was a dysfunction was a fear of conflict, not conflict itself. Effective teams do have conflict – but they just manage it well.

Lencioni says that productive conflict:

- Focuses on ideas, not personalities.
- Includes respectful communication
- Uses constructive criticism
- Is outcome-focused

## Summary

- Recognise when we are in the cycle of conflict – and think about our responses
- Check our level of blame – is it warranted and what is the best way to manage this? How can we discharge our discomfort and pain in a more productive way?
- Be aware of when there is conflict – what level is it and how should we respond?

## Summary

- How do we personally respond to conflict – can we use a different mode when it is useful to do so?
- Do we need to add to the emotional bank accounts of others? Do we need to be better at asking?
- How can we practice curiosity?