



*Photo by Lauri Väin*

## YouLEAD - LEADERSHIP CALL

10:00-11:00, Feb. 8th

Embracing Conflict in a  
More Positive Way

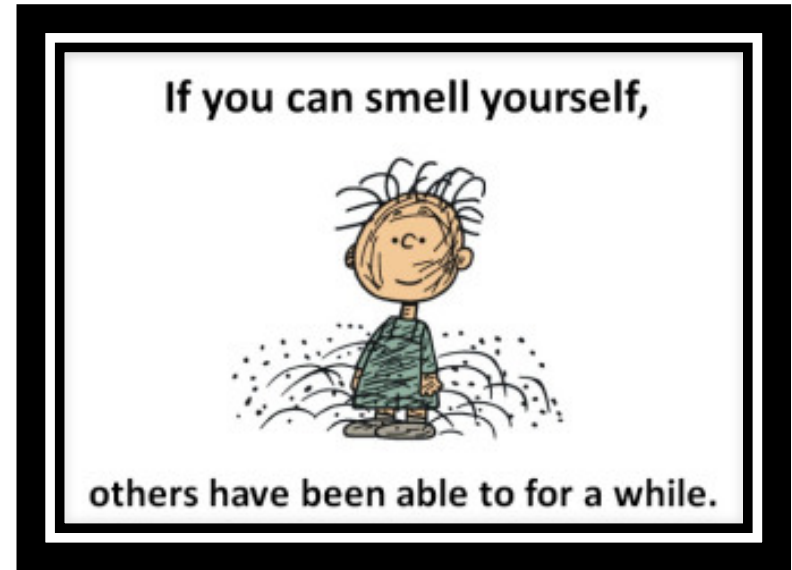
Host – Elaina Mack  
Facilitator - Kathleen Manion

**How can we better  
handle conflict as  
leaders?**

People are  
messy



[www.babble.com](http://www.babble.com)

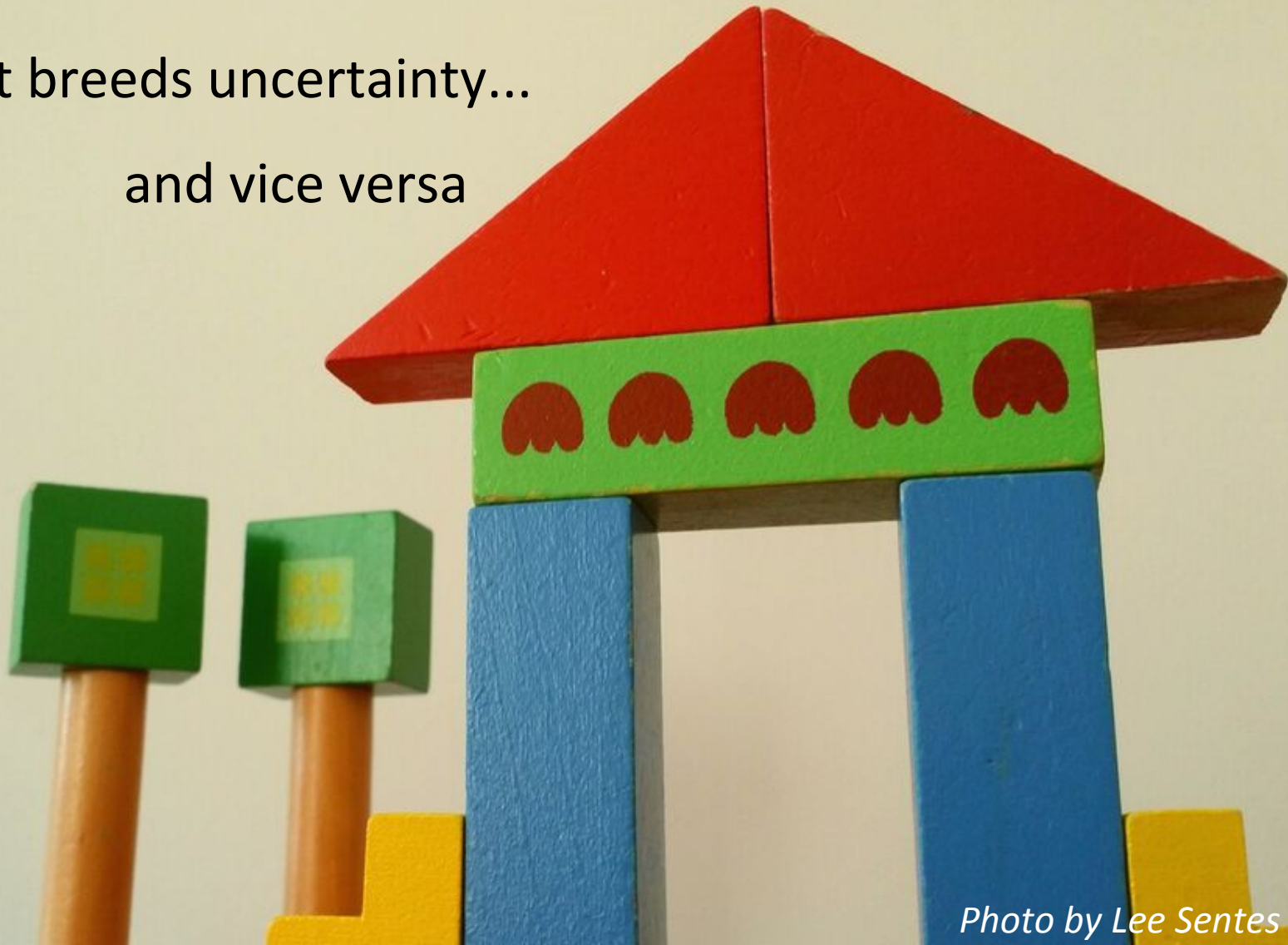


[www.demeterclarc.com](http://www.demeterclarc.com)

therefore conflict is  
normal

Conflict is almost always stressful  
but stress isn't always a bad thing

Conflict breeds uncertainty...  
and vice versa



*Photo by Lee Sentes*





**Conflict isn't always bad**  
**Conflict comes in many different flavours**

**Destructive**

**Constructive**

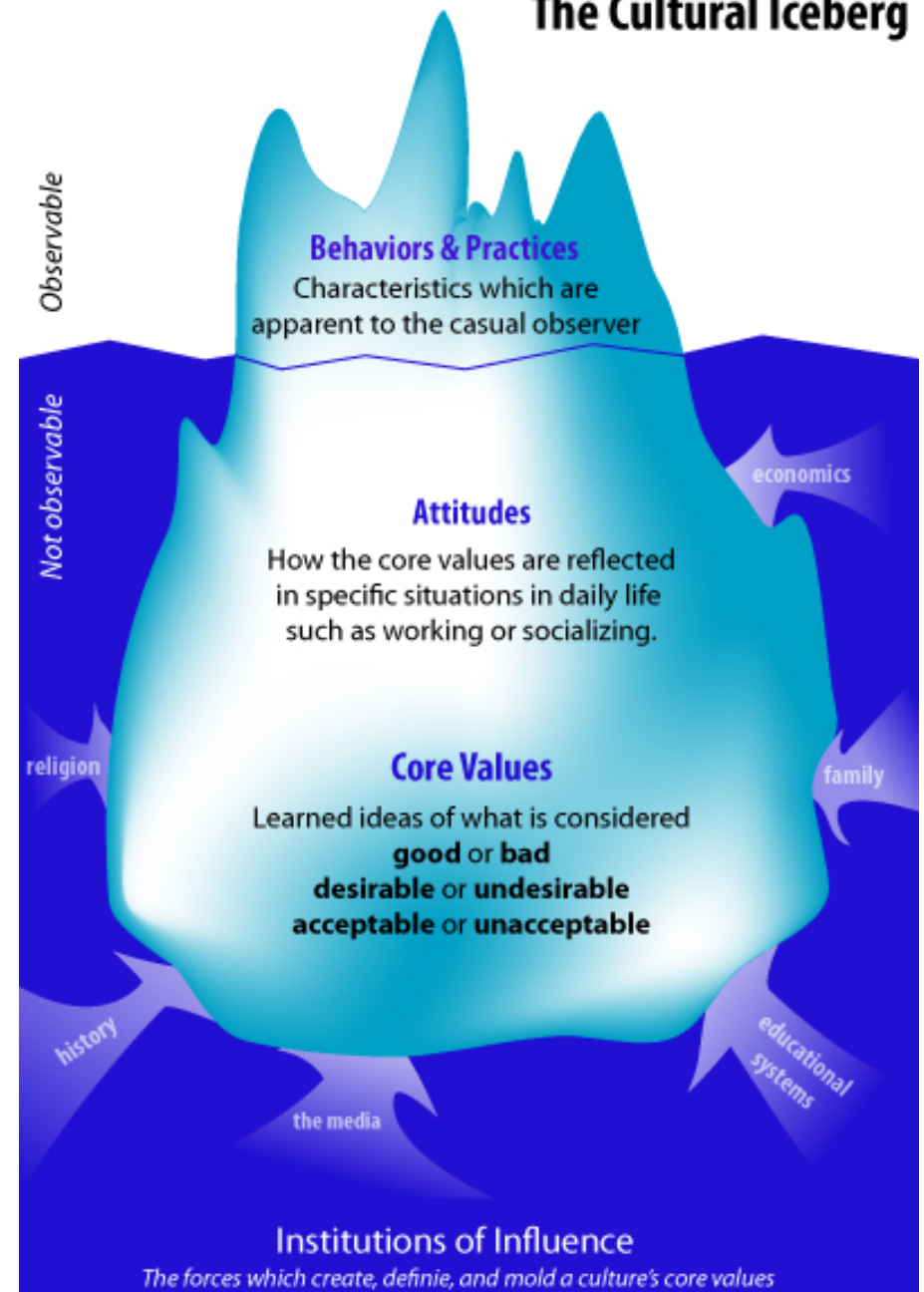
# Listening

- Silence is important-try it!
- Prepare to listen
- Get the full story
- Reframe- check in, check out
- Create the space- put talker at ease, avoid distractions, be non-judgemental, watch for non-verbal cues

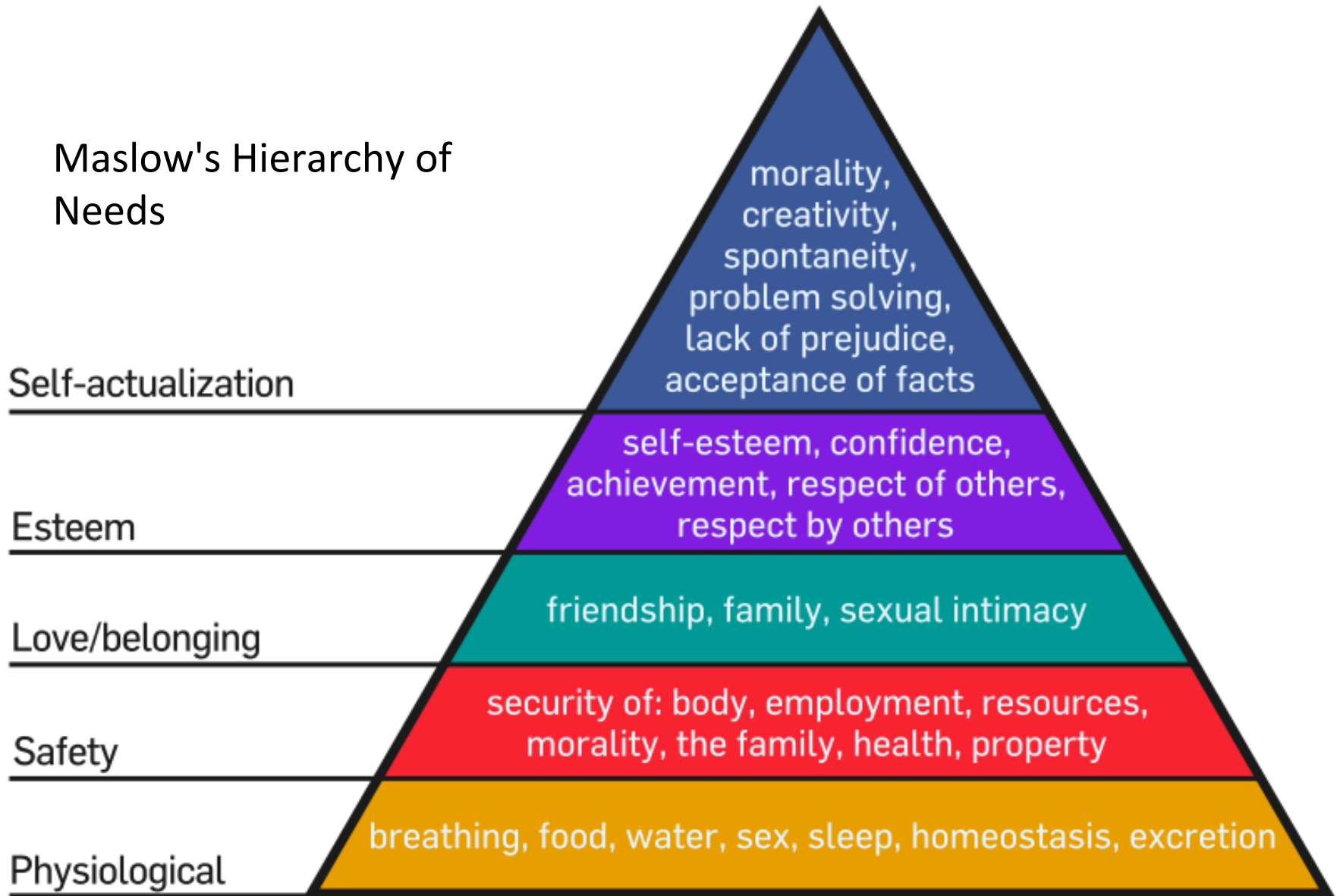


## Iceberg Model

- Surfacing the motive and impact (Harper, 2004)



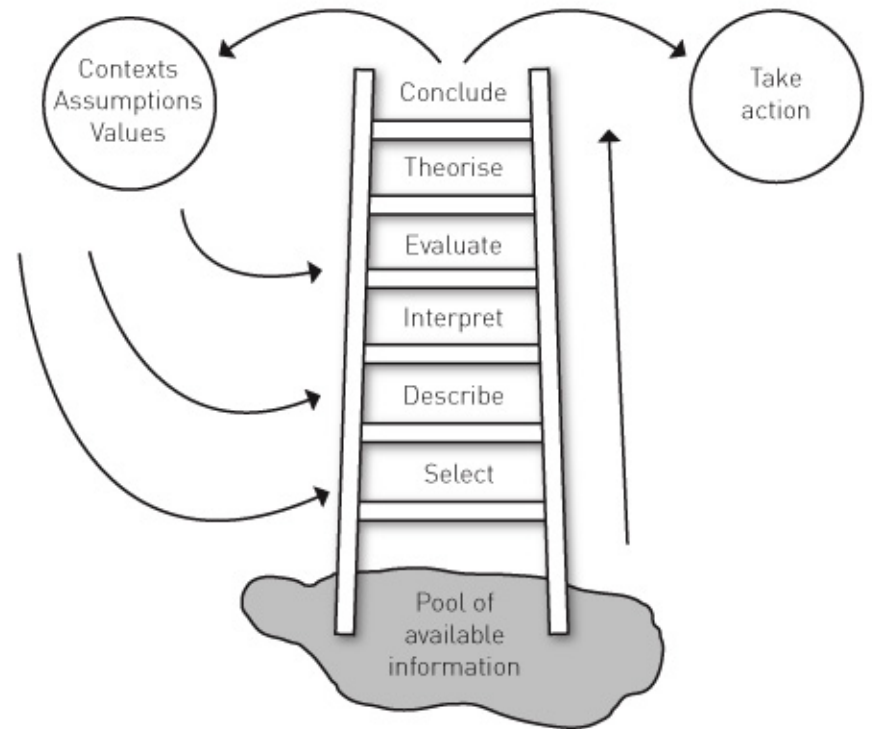
# Maslow's Hierarchy of Needs



# Data and Interpretation


## Ladder of Inference

(From TKI, adapted  
from Argyris & Schon)






Think about a common conflict you have seen in your office or family. Try to think about what might be the underlying needs at play.

A person is crouching on a sandy beach, looking out at a large body of water. The scene is bathed in the warm, golden light of a sunset or sunrise. In the background, there are dark, silhouetted mountains. The water is calm with gentle ripples. The overall mood is peaceful and contemplative.

BEING A GOOD CONFLICT RESOLUTION  
PRACTITIONER AND UNDERSTANDING  
OTHERS MEANS FIRST KNOWING  
YOURSELF

*Photo by Kathleen Manion*





**Mindfulness...**

Pay attention

On purpose

In the present moment

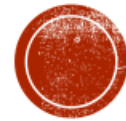
Non-judgementally

~ Jon Kabat-Zinn

*Use your big  
brain and get  
curious not  
furious!*

Think about yourself in a conflict. How well do you know yourself? What are your needs? What are your triggers? What can you do to help yourself embrace conflict in a healthier way?





1. Data
2. Interests
3. Relationships
4. Values
5. Structures

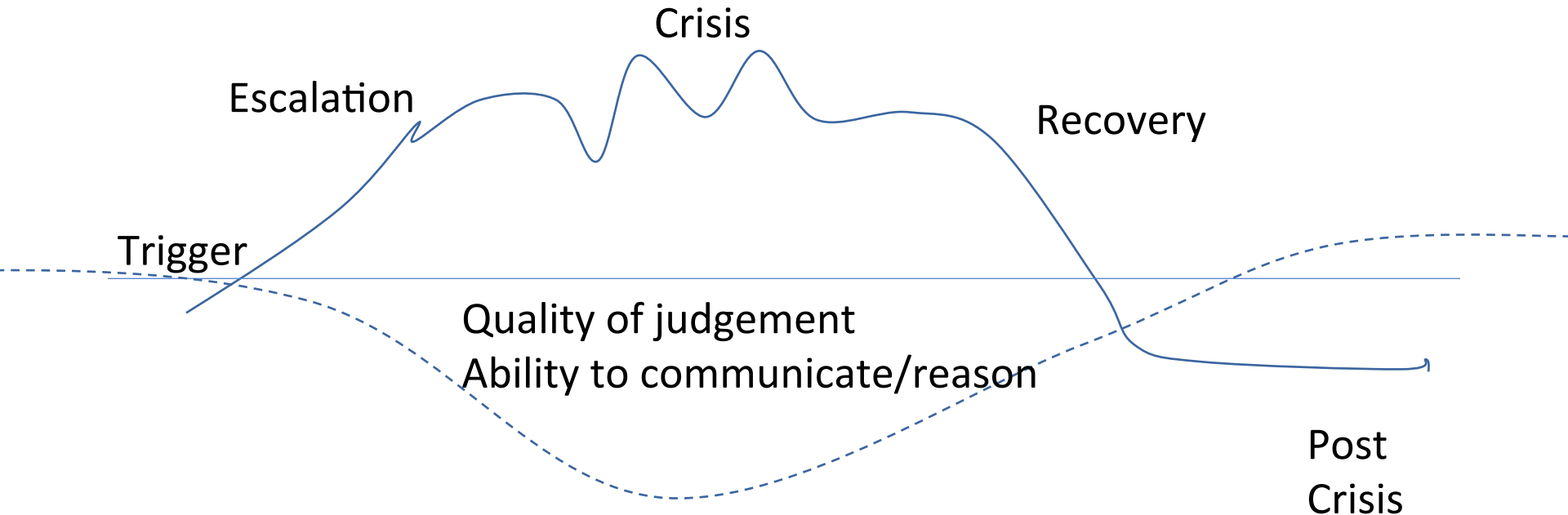
## 5 KINDS OF CONFLICT (MOORE, 1996)

# People react differently to conflict...



# Key tip – beware of the crisis period

## Anger Arousal Cycle (Harper, 2004)



# Top 12 Questions for Change

(Adams, 2004)

1. What do I want?
2. What are my choices?
3. What assumptions am I making?
4. What am I responsible for?
5. How else can I think about this?
7. What is the other person thinking, feeling, needing and wanting? What am I missing or avoiding?
8. What can I learn? (from this person, situation, mistake, failure, success)
9. What questions should I ask myself and others?
10. What action steps make the most sense?
11. How can I turn this into a win-win?
12. What is possible?



By Frits Ahlefeldt



# References

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- Argyris, C., & Schon, D. (1978). *Organisational learning: A theory of action perspective*. Reading, Mass: Addison Wesley.
- Harper, G. (2004). *The Joy of Conflict Resolution: Transforming Victims, Villains and Heroes in the Workplace and at Home*. Gabriola Island, BC: New Society Publishing.
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- Moore, C. (1996). *The Mediation Process: Practical Strategies for Resolving Conflict* (2nd ed.). San Francisco: Jossey-Bass Publishers.
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