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?

Photo by Lauri Väin
People are messy

If you can smell yourself,

others have been able to for a while.

therefore conflict is normal

www.babble.com

www.demeterclarc.com
Conflict is almost always stressful
but stress isn't always a bad thing

Conflict breeds uncertainty...
and vice versa
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

www.4thestate.co.uk
Iceberg Model

• Surfacing the motive and impact (Harper, 2004)
Maslow's Hierarchy of Needs

- **Physiological**: breathing, food, water, sex, sleep, homeostasis, excretion
- **Safety**: security of: body, employment, resources, morality, the family, health, property
- **Love/belonging**: friendship, family, sexual intimacy
- **Esteem**: self-esteem, confidence, achievement, respect of others, respect by others
- **Self-actualization**: morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts

Wikimedia.com
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.
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-judgmentally

Use your big brain and get curious not furious!

~ Jon Kabat-Zinn
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...

Thomas-Kilmann Conflict Modes

- **Competing**
  - Zero-sum orientation
  - Win-lose power struggle

- **Collaborating**
  - Expand range of possible options
  - Achieve win/win outcomes

- **Compromising**
  - Minimally acceptable to all
  - Relationships undamaged

- **Avoiding**
  - Withdraw from the situation
  - Maintain neutrality

- **Accommodating**
  - Accede to the other party
  - Maintain harmony

**Assertiveness**
Focus on my needs, desired outcomes, and agenda

**Cooperativeness**
Focus on others’ needs and mutual relationships
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?
6. What is the other person thinking, feeling, needing and wanting? What am I missing or avoiding?
7. What can I learn? (from this person, situation, mistake, failure, success)
8. What questions should I ask myself and others?
9. What action steps make the most sense?
10. How can I turn this into a win-win?
11. What is possible?
References


