Using Conflict as a Catalyst

for individual & organizational growth

BRIDGE ALLIANCE

OCTOBER 24, 2019
Before We Start

3 Beliefs...

TRUST & RESPECT

People want to be *listened to.*
What We'll Cover...

1. conflict: an overview.
2. emotions & impartiality.
3. control.
4. your conflict situations.
5. how you show up: conflict management styles.
   flexing to other styles

6. assessing & working towards resolution.
   the onion tool
   mutually acceptable vs mutually beneficial

7. some tips & recommendations.

8. final thoughts / q&a.

©2019 ONE EIGHTY, LLC. All Rights Reserved.
Some Ground Rules...

- BE PRESENT.
- STAY OPEN-MINDED.
- NO ATTRIBUTION.
- REMEMBER: TRUE CHANGE REQUIRES EACH OF US TO TAKE THE TIME TO LEARN ABOUT EACH OTHER, OURSELVES, AND HOW OUR ACTIONS HAVE A RIPPLE EFFECT (POSITIVE AND NEGATIVE).
Hello, there!

Your Name

Role + Company

1 word you associate with conflict
Healthy vs Unhealthy
The Cost of Unhealthy Conflict.

- **95%**: struggle to speak up
- **10%**: have never experienced a conflict that grew into something bigger
- **8%**: estimate their conflict avoidance has cost >$10k

*Study: "Cost of Conflict: Why Silence is Killing Your Bottom Line"*
one 8-hour workday
Impartiality allows us to reduce the time between an emotional response and the time it takes to look at a situation objectively.

Emotions happen ½ second before we’re aware of them.

On average, it takes about 17 minutes to recover.

Circle of Control

ADAPTED FROM STEPHEN COVEY’S 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

concern = no control (weather, traffic, natural disaster, stock market, others’ actions, values, beliefs)

influence = indirect control (family, friends, colleagues)

control = direct control (what you eat, rest, exercise, your friends, what you read/watch, what you say + your own actions)
how we show up...

Conflict Management Styles
COMPETER
(Shark)

Competers typically value their goals over relationships, meaning that if forced to choose, they would seek to achieve their goals, even at the expense of the relationship with the other person.

PRO: Goal-oriented, quick.

CON: May breed hostility.

Q 4, 9, 12

Adapted from the TKI Conflict Mode Model
Compromisers are concerned with both their goals and their relationships with others. They seek a conflict solution in which both sides gain something and often give up part of their goals to find agreement.

**PRO:** Useful in complex issues without simple solutions; parties feel equal in power.

**CON:** No one is ever truly satisfied; less than optimal solutions get implemented.

Q 2, 8, 13
AVOIDER
(Turtle)

Avoiders tend to value avoiding confrontation more than either their goals or relationships. They often find it easier to withdraw from a conflict than to face it. This might even include completely giving up relationships or goals that are associated with the conflict.

PRO: Does not escalate conflict; postpones difficulty.

CON: Unaddressed problems, unresolved issues.

Q 6, 10, 15

Adapted from the TKI Conflict Mode Model
COLLABORATOR
(Owl)

Collaborators highly value both their goals and their relationships. They view conflict as a problem to be solved and seek a solution that achieves both their goals and the goals of the other person. They strive to resolve tensions and maintain the relationship by seeking solutions that satisfy both themselves and the other person.

PRO: Creates mutual trust; maintains positive relationships; builds commitments.

CON: Time consuming; energy consuming.

Q 1, 5, 7

Adapted from the TKI Conflict Mode Model
ACCOMMODATOR
(Teddy Bear)

Accommodators typically value relationships over their own goals; if forced to choose, Teddy Bears will often sacrifice their goals in order to maintain relationships. Accommodators generally want to be liked by others, and prefer to avoid conflict because they believe addressing it will damage relationships.

PRO: Minimizes injury when they are unmatched; relationships are maintained.

CON: Breeds resentment.

Q 3, 11, 14
There's no right answer.

(Really.)

Adapted from the TKI Conflict Mode Model
What if someone's style is different from mine?

That's actually good news.
Adapted from the TKI Conflict Mode Model
Conflict Pairings.

what should you do?

If you are both avoiders...

• One of you needs to take the lead.
• Say directly, “I know neither of us likes conflict, but instead of ignoring the problem, what can we do about it?”
• Do your best to draw the other person out in a sensitive, thoughtful way.
• If things get tough, don’t shy away. Fight your natural instinct in this case.

Conflict Pairings.

what should you do?

If you are both seekers...

• Since you’ll both be eager to address the situation, take extra time to prepare for the conversation.

• Know that you’re likely to feel impatient, and schedule your discussion in a way that allows you both to take breaks.

• Be ready — things may get heated. Suggest a coffee break or a walk or a change of scenery to help even out emotions.

If you are a seeker + they are an avoider...

- Ask the person to participate actively in the conversation — not hide their opinions. *(Note: For this to work, they have to trust you!)*
- Don’t be a bully.
- Be patient with the pace of the conversation.

Conflict Pairings.

what should you do?

If you are an *avoider* + they are a *seeker*...

- Explicitly ask for what you need: “To have a productive conversation, I need you to be patient with me and watch the tone and volume of your voice.”
- Earn the seeker’s respect by being direct and to the point.
- Don’t signal disrespect, which is likely to set off the seeker.

working towards resolution...

The Onion Tool
Listen for...

POSITIONS
what they say they want
Listen for...

INTERESTS
what they really want / what they’re motivated by
Listen for...

what they *actually need* in order to resolve the issue and move forward
now, apply it to your conflict situation

The Onion Tool

- what did they say they wanted?
- what were they actually interested in?
- what did they actually need?
when working towards resolution, remember...

Mutually Acceptable solutions are OK.
Some Tips & Recommendations.

1. **Conflict does not have to be a bad word!**
   Acknowledge it and expect it. Interpersonal tension is natural and necessary.

2. **Once you acknowledge conflict exists, recognize what your role in it might be and how you might be contributing to or perpetuating it.**
   Then work from that place of awareness.

3. **Realize others’ reactions are not within our control.**
   You can not fundamentally change who someone is, what they value, or what they believe in. But you can control how you engage and communicate with them.

4. **Suspend judgment and opinions in tense moments so you can understand what the other person is saying.**
   What types of words are they using? What are they NOT saying—can you learn more by paying attention to their body language and tone?

5. **Listen, listen, listen!**
   Never underestimate the power of active listening. Acknowledge the fundamental choice points in conversations, especially when you are in disagreement.

6. **Take the bullets out of words.**
   Be intentional about the words you choose to use. HOW we communicate matters, and people pay attention.
Thank you!

#DOAONEEIGHTY

Natalie Garramone
natalie@oneeighty.io

www.oneeighty.io