



Conflict Management Workshop

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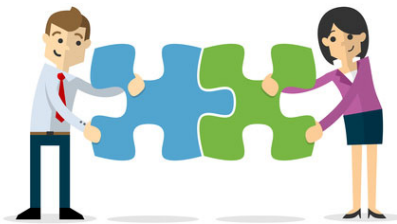
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Housekeeping



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Introductions!



- Your Name
- Where you are from
- Your subject of study
- What you do for fun!

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Agenda



- **Definition** of the term Conflict
- **Why** Conflict occurs
- **Trust, Try and Tell**
- **Click!**
- **5 Social Styles** in our selves and recognising them in others
- **Framing** a Conversation
- Role Play

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Conflict



- The Dictionary defines **Conflict** as:
 - ...to come into **collision** or **disagreement**; **be contradictory, at variance, in opposition** or **clash**
 - ...**discord of action, feeling, or effect**; antagonism or opposition, as of interests or principles
 - Examples....
 - You are studying in your room and your neighbour is a working person watching TV, next door, very loudly.
 - You're a married couple and your partner wants to take a job in a new state.....

Source: <https://www.dictionary.com/browse/>

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Why Conflict occurs



- A disagreement **at any level**
 - Any of those situations when you are trying to win someone over to your idea
 - Most of us are uncomfortable with conflict, and so we don't handle it well, we either **ignore it, give in**, or become **competitive**, and if left unaddressed... grumbling, back stabbing and **tension result** that can lead to much larger problems
 - Learning **how to recognise and resolve conflict** is a skill every person needs to learn and practice to become more comfortable in having them

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Trust, Try and Tell



- Bill Treasure – Book - Courage goes to work: How to build Backbones, Boost Performance, and Get Results
 - **Trust** your team, which requires you to put yourself at **risk**, which will make you feel vulnerable
 - **Try** – Be willing to do something different to **break a pattern** and find new way of working
 - **Tell** – This requires respect, and for you to bold enough to address issues. Realising when something needs to be said, and being able to use the **right style of communication**, is Conflict Management

YouTube: <https://www.youtube.com/watch?v=vM062FY3vLw>

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Trust, Try & Tell



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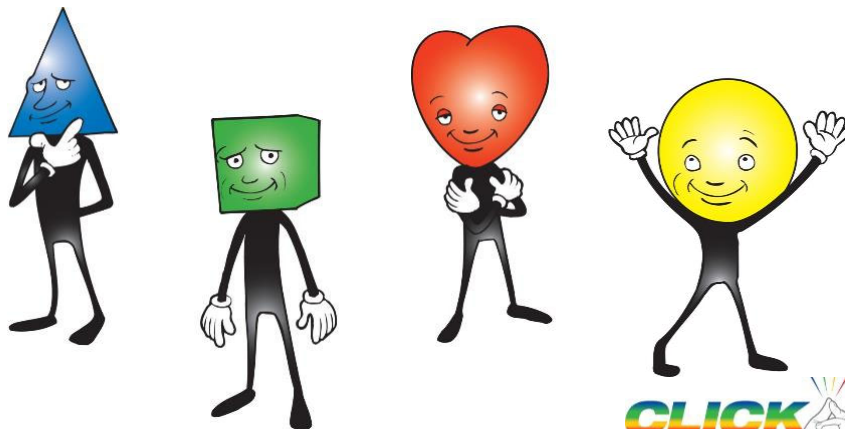
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Briefing

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None of us has it all together,
but together we have it all



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5 Minutes...



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Click! Reminders



Analysers

Analytical, logical and Problem Solving



- Practice being patient with people you think are “fluffy”
- Recognise that other personalities want and even need, team building type activities
- Be careful not to hurt others’ feelings by being too blunt or dismissive

Safe keepers

Practical, Careful and Organised



- Recognise that not everyone has the same ordered mind as you
- Be willing to consider that change may actually be a good thing!
- Be prepared to recognise that a well prepared plan may be worth the risk

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Click! Reminders



Players

Curious, Impulsive and Playful



- Listen more, and speak less
- Don't take on too many projects, finish the ones you have started
- Don't interrupt people and finish their sentences

Carers

Sensitive, Spiritual and Emotional



- Focus on making decisions based on fact rather than emotion
- Recognise that some 'bottom line' decisions have to be made
- Don't take it personally if someone disagrees with you or raised their voice

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Click!










Debriefing

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Belbin Team Roles and Conflict



Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Social Roles (CO, TW and RI)



- People with prominent Social Roles are likely to emphasise the importance of effective communication and knowledge sharing to avoid duplication of effort

Co-ordinator



Teamworker



Resource Investigator



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Action Roles (IMP, CF and SH)



- People who are at their best in Action Roles are likely to focus on the process and tasks, and tend to be efficient and accurate

Implementer



Completer
Finisher



Shaper



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Thinking Roles (PL, ME and SP)



- Thinkers are likely to consider approach to problem solving, they like to contemplate potential solutions and their implications.

Plant



Monitor
Evaluator



Specialist



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Team Characteristics

Click and Belbin Cross reference

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Team Characteristics

- Re-acquaint yourself with your order of your **Click! Cards**
- Read through the **Belbin Poster**
- Review the Team Characteristics Chart with your team, to identify:
 - Top Click! Card
 - Top Belbin Team Role
 - Write your Name in the corresponding box
 - Repeat the process with your second Belbin Role.





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Team Characteristics




Your Team

Plant					
Resource Investigator					
Co-ordinator					
Shaper					
Monitor Evaluator					
Teamworker					
Implementer					
Completer Finisher					
Specialist					

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Team Characteristics

Debrief

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5 Social Styles

Debrief

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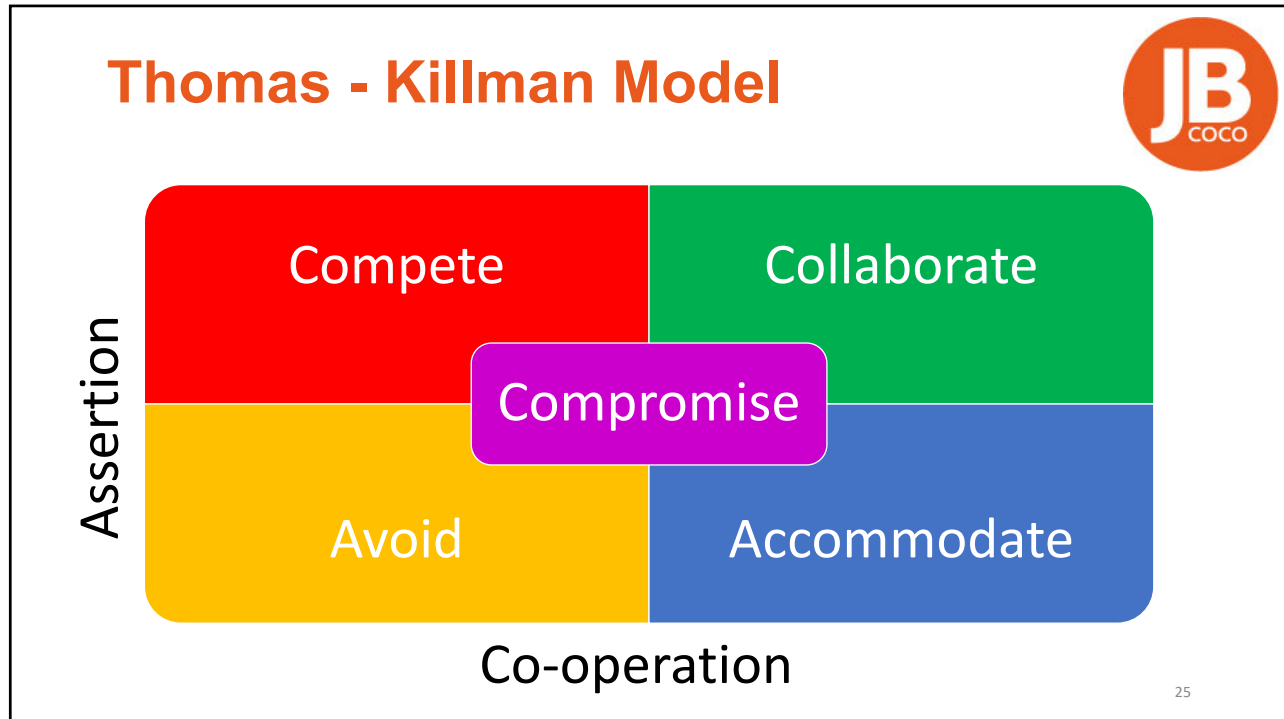


5 Social Styles

- Social Styles identify the ways in which we like to work, and a default style we adopt when we are in conflict situations
 - So understanding our own style, helps us to spot the conflict when it is happening, and make intelligent decisions about how to approach various scenarios
- Kenneth Thomas and Ralph Killman Model
 - **Assertion** – the more assertive we are, the more interested we are with our own concerns and not the other persons
 - **Co-operation** – the more cooperative we are, the less concerned we are with our concerns

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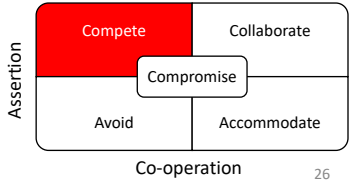


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Compete

- Assertive and Unco-operative
 - You perceive your own concerns at the other persons expense – a power orientated mode
 - Use their own abilities to argue, using rank etc.
 - It is not wrong – If you have strong beliefs and you are standing up for them for example, or you are trying to win, like in a debate.
 - For example, in a fire, you want someone to take the lead
 - In a non-emergency situation it can become bullying





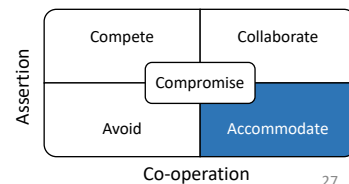
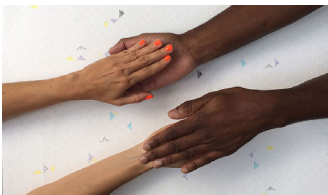
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Accommodate



- Cooperative and unassertive
 - You neglects your own concerns to satisfy the concerns of the other person
 - An element of self sacrifice in the mode (its not a win-win)
 - Charity, or yielding to another persons point of view
 - If you “give in” in the wrong situation, you can become bitter
 - Accommodate if you can let it go cheerfully!

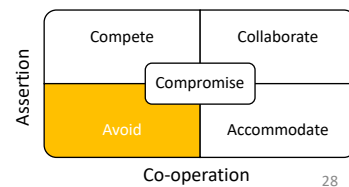


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Avoid



- Unassertive and unco-operative
 - The person does not immediately pursue their own concerns or the concerns of the other person
 - You may avoid a small issue that doesn't bother you or you should avoid, like a person who cuts you off on the road
 - You are not highly emotionally involved in the outcome
 - Takes the form of diplomatically sidestepping an issue, postponing and issue or simply withdrawing from the situation

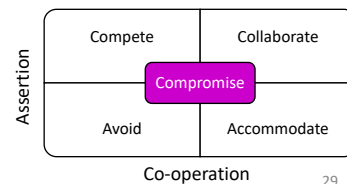
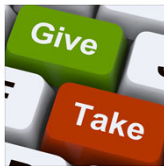


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Compromise



- Between Assertiveness and Co-operation
 - Finding a **quick, mutually acceptable**, solution that **partly** satisfies both parties
 - It addresses an issue more directly than avoiding does, but doesn't explore it as much as collaborating
 - Means splitting the difference, seeking a middle ground, it gives up more than competing, but less than accommodating
 - If emotions are high, and trying to compromise, you run the risk of the next conflict becoming a competing scenario
 - Mediation and Arbitration

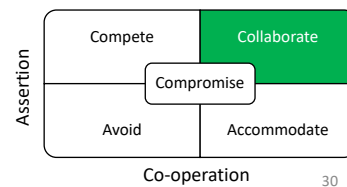


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Collaborate



- Assertive and Co-operative
 - It is the opposite of avoiding – it is the attempt to work with another to find a solution which fully satisfies the concerns of both people (a win-win – Martin Deutch says it can be achieved in 80% of cases)
 - A difficult position which requires discussion of both peoples points of views, to find an alternative, that meets both sets of concerns
 - Exploring a disagreement, confronting and finding a creative solution



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Conflict Techniques Video



Source: www.myteamworks.biz - <https://www.youtube.com/watch?v=NJH0XV9jGIE>

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5 Social Styles / Modes Exercise

Evaluation of self & others' style

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Investigate these 5 Styles / Modes



- Which style / mode do you tend to **default** to?
- Which style / mode do you tend to **avoid**?
- Use the template to evaluate how well you use each style / mode and what each means....
- Find your default mode, is it constructive?

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Recognising modes in others



- When you are in a conflict. It is really important to understand the other persons position and conflict style
- Looking at the template. What can you do to move someone away from a less helpful mode?
 - For example, someone who has dug in, you may offer a compromise....it may help them to break out of the competing position

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5 Minutes...



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5 Modes Exercise

Debrief

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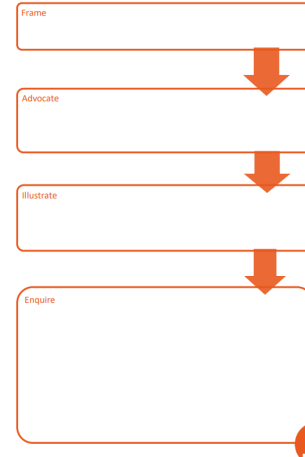
Framing a Conversation



- How can you construct the conversation to engage the other person and doesn't make things worse!

- Conversation Model
 - Frame / Purpose
 - Advocate / Reason
 - Illustrate / Examples
 - Enquire / Discussion

Conversation Starter



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Frame / Purpose



- Start with stating:
 - The **purpose** of the conversation
 - The **dilemma** that needs to be resolve
 - The **assumptions** you are thinking, whether they are shared or not with the other person, but you need to test them out to be sure.
- Framing positions clearly and concisely, what's coming in the rest of the conversation.
- I've asked for this meeting to determine why we are not able to deliver the project within the deadline.

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Advocate / Reason



- This refers to explicitly asserting your option, your perception or feeling, or strategy for action, in abstract terms
- We need to review the Project deliverables, the assignment of tasks and task timings, to identify the issue.

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Illustrate / Example



- Once you have proposed your solution and outcome, you need to illustrate your point, to switch the lightbulb on with the other person effectively
- It involves telling the other person some facts to support the reason to do it your way, (putting meat on the bones of advocacy) and motivates the other person to see the reason to do something more clearly
- For example, we didn't complete this task by the agreed date because we under-estimated the amount of work required.

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Enquiry / Discussion



- This involves raising open questions to the other person in order to learn something from them. Importantly we are creating a discussion.
- The first three steps are quite quick and discussion then allows the other person to take ownership of a solution and feel less threatened.
- So, maybe we need to better define the task and distribute the workload, so that we can deliver it on time. What are your thoughts?

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Enquiry Skills – Active Listening



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Summary of the 4 parts



- Use the 4 parts to pull together the structure of the sentences that allows us to communicate openly and draws the others in, not isolate them, to consider the solution.
- Aim to spend a minute or so on the first 3 parts and most of your time on the enquiry part to investigate ideas, confirm understanding and create buy in

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Framing a Conversation Exercise

Developing a conversation to have in your team



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Summary of the 4 parts

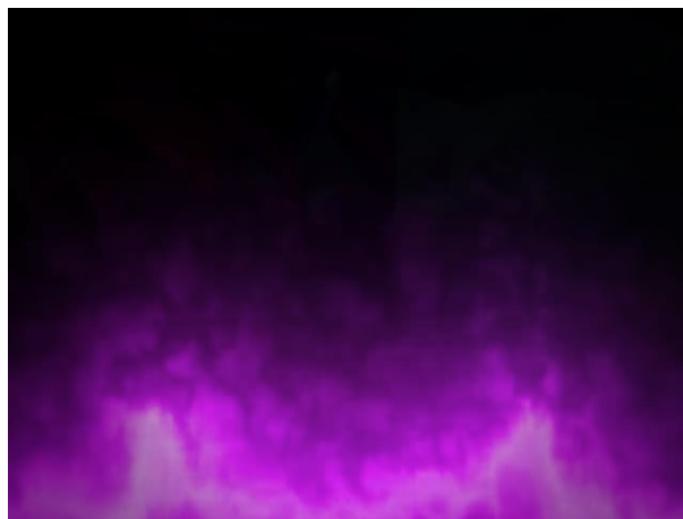


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5 Minutes...



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Framing a Conversation Exercise

Debrief

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Role Play

Briefing

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Role Play

Debriefing

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Conclusion

- **Definition** of the term Conflict
- **Why** Conflict occurs
- **Trust, Try and Tell**
- **Click!**
- **5 Social Styles** in our selves and recognising them in others
- **Framing** a Conversation
- **Role Play**

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Please give me your feedback!



Or use the [Workshop Feedback link](#)

Practice makes Progress! Thank you!

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