

## WORKING THROUGH CONFLICT

### DEFINITIONS

*CONFLICT:* \_\_\_\_\_

*CONFLICT MANAGEMENT:* Navigating \_\_\_\_\_ ... while growing the \_ -  
\_\_\_\_\_.



**REFRAME HOW WE VIEW OTHERS**

*INTERVIEW*

When directed, find a partner and interview each other by asking the following questions. Be prepared to share what you hear from your partner.

1. What is your greatest strength when relating to people?
2. If you could change one thing about the way you handle conflict, what would it be? Why?
3. Which of the following behaviors do you tend to utilize when you are not managing conflict effectively:
  - a. Avoid conflict
  - b. Accommodate conflict, wanting everyone to get along
  - c. Give in and say yes too soon
  - d. Get into conflict by accident
  - e. Let things fester rather than dealing with the conflict directly
  - f. Wait until it goes away
  - g. Excessively competitive and have to win every dispute.
4. What are some reasons that you tend to use those behaviors?



**RESET HOW WE RESPOND**

*RESET OUR REACTIONS**Personal Triggers*

1. Feeling disrespected
2. Not being heard or interrupted
3. Being blamed for something
4. Sudden change without warning
5. Someone taking credit for your work

6. Feeling excluded or left out
7. Passive-aggressive comments
8. Being micromanaged
9. Tone of voice or body language
10. Perceived unfairness or favoritism
11. Lack of appreciation or recognition
12. Someone questioning your competence
13. Feeling rushed or under pressure
14. People who don't follow through
15. Someone talking over others
16. Perceived dishonesty or hidden agendas

#### *TOOLS TO RETREAT AND RETHINK*

1. Ask a curious question
2. Take a deep breath
3. Count to five
4. Excuse yourself
5. Sip water
6. Name what you're feeling (internally)
7. Remind yourself: This isn't personal
8. Focus on listening instead of fixing
9. Mentally reframe the moment
10. Clench and release your hands
11. Jot a note
12. Visualize a pause button

#### *RESET OUR BEHAVIORS*

##### *Obstacles*

1. Blame others (instead of taking responsibility)
2. Make up excuses
3. Too direct / say things that cause problems
4. Don't speak up / stay quiet
5. Overstate negative views
6. Shade the truth
7. Sarcastic
8. Viewed as a loner
9. Pushing narrow / personal interests
10. Don't listen
11. Hedge on tough questions
12. Try to make everyone happy

- 13. Indicate little or no concern for others
- 14. Nervous or freeze with upper management
- 15. Dis-engage: reject politics

The one question: How can I do \_\_\_\_\_?



### KNOW OUR STYLE / FLEX OUR APPROACH

See Conflict Styles Inventory handout.



### TAKEAWAYS

## ABOUT MARK

Mark Kenny works with leaders who want to eliminate silo mentalities and break down barriers to build a collaborative culture.

Mark brings three decades of experience, first in IT and operations, followed by running a software company, and later in keynote speaking and consulting. Over the course of his career, Mark has worked with multiple industries including public sector, technology, healthcare, manufacturing, engineering, financial services, and retail and in a variety of organizations such as Nissan, Mars, State of Tennessee, Ohio State University, HCA, Vanderbilt, and the US Army.

Mark is the author of *The Hippo Solution: Eliminate Territorial Thinking and Unleash the Power of Teams*, and a part-time high-school basketball coach. He currently lives outside of Nashville, Tennessee.

To book Mark to speak for your leadership retreat or event, connect with him at [mark@markskenny.com](mailto:mark@markskenny.com), call (615) 656-0465, or learn more about his work at [MarkSKenny.com](http://MarkSKenny.com).