

# Working Through Conflict

Leading Yourself and Collaborating with Others

# Working Through Conflict



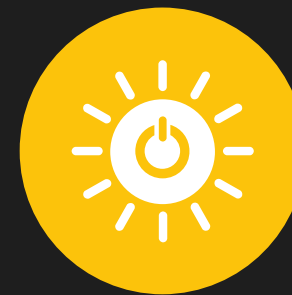
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**Intro + Why  
Conflict  
Matters**



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**Reframe How  
We View  
Others**



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**Reset How We  
Respond to  
Conflict**



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**Know Our Style,  
Flex Our  
Approach**

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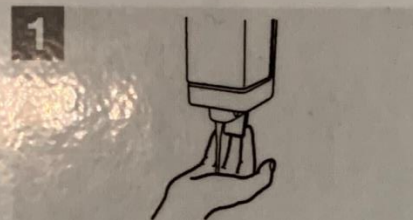
# How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



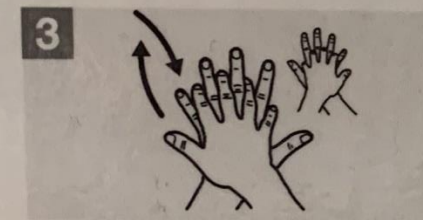
Wet hands with water;



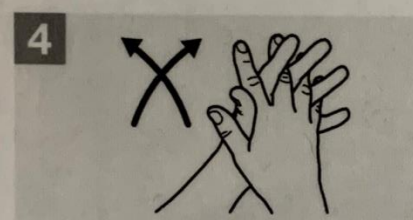
Apply enough soap to cover all hand surfaces;



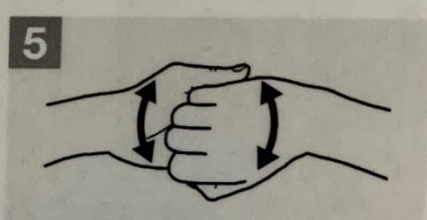
Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



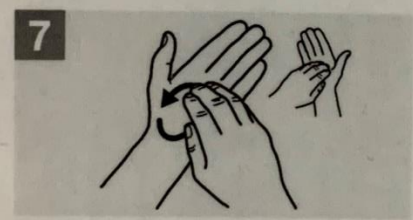
Palm to palm with fingers interlaced;



Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



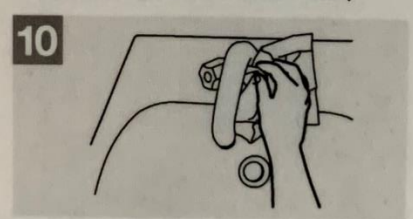
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



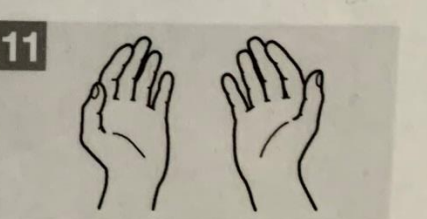
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.



World Health  
Organization

Patient Safety

A World Alliance for Safer Health Care

SAVE LIVES  
Clean Your Hands

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May 2009

Conflict

Differences

# Conflict Management

Navigating differences...

...while growing the  
relationship

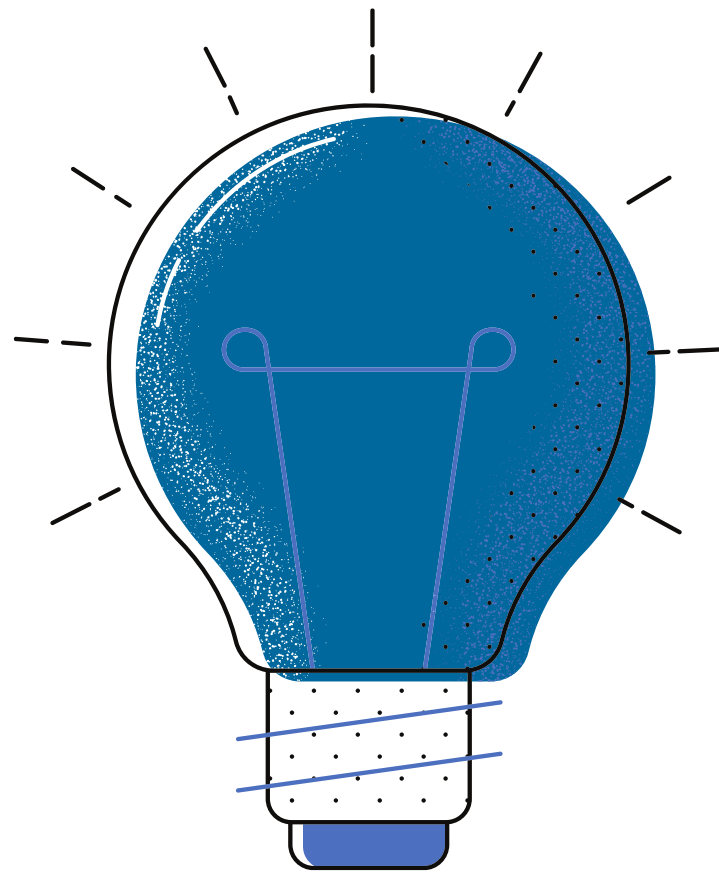


“The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them.”

Thomas Crum, author

# At Your Table

Think about yourself or a leader whom you observed, who managed conflict effectively, or did not manage conflict effectively?



- What did you observe them doing well?
- What did you observe them doing poorly?
- What was the impact to the team?
- What are some lessons that you could use for the future?



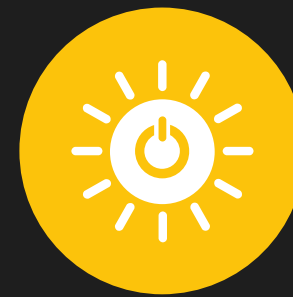
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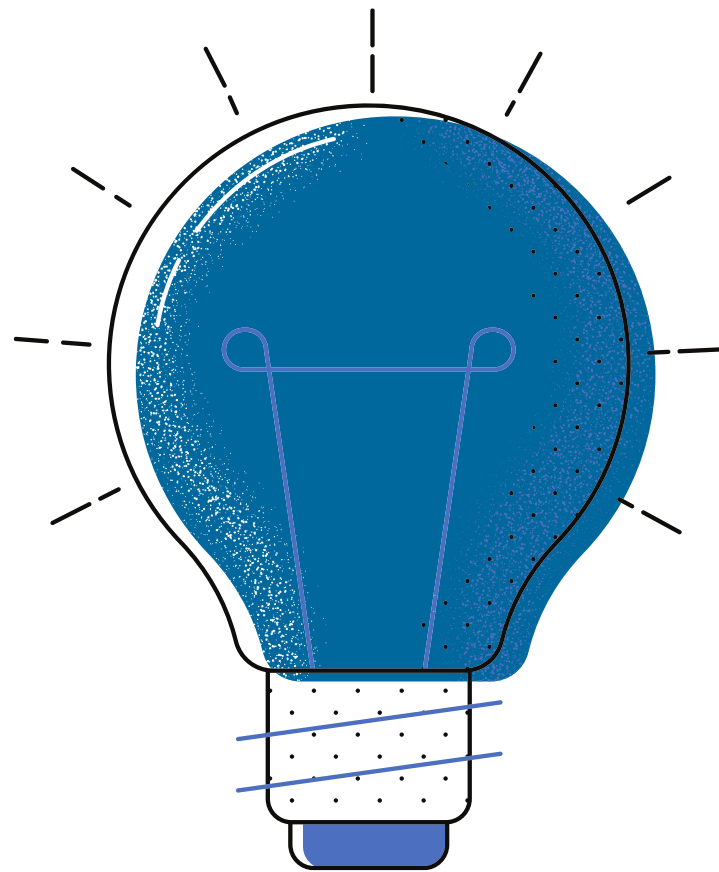


.....  
**Reset How We  
Respond to  
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**Know Our Style,  
Flex Our  
Approach**

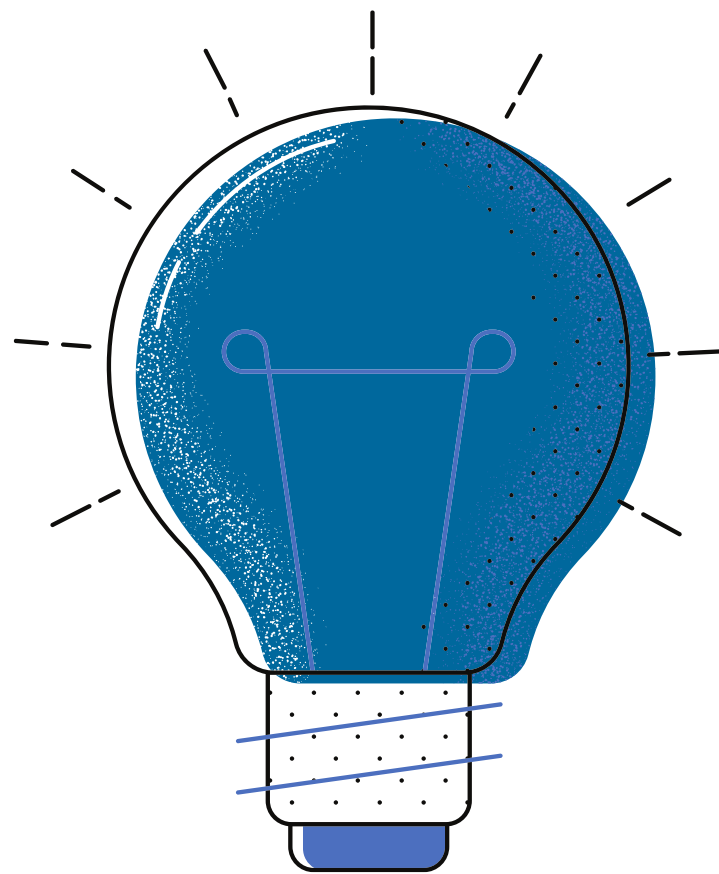
Interview each other with the questions in your handout:



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 listed behaviors do you tend to utilize when you are not managing conflict effectively?
4. What are some reasons that you tend to use those behaviors?

# Analyze a Conflict

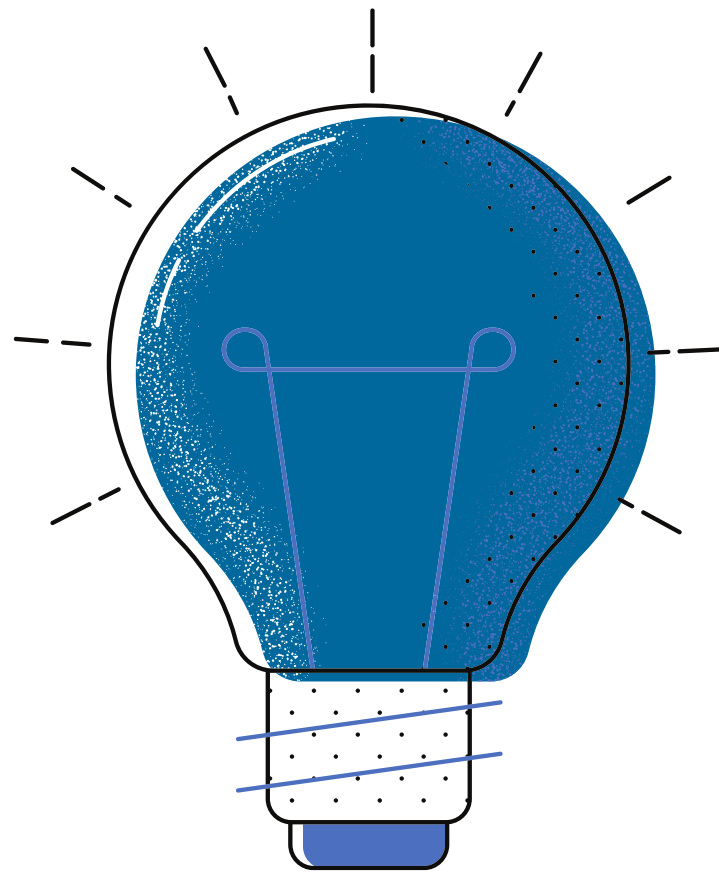
Think about a specific conflict that you had with another person and write a brief description. It could be one of the following:



- A conflict you had in the last few months that did not go well.
- A conflict you avoided in the last few months, anticipating it would not go well.
- A conflict you anticipate having in the near future.
- A conflict you anticipate having if you confronted someone's behavior.

# Analyze a Conflict: Part 1

Answer these questions about the conflict situation:



1. Describe how you viewed the other person, based on the Emma-Olivia continuum?
2. What assumptions did you make?
3. Which strategy did you use? (manipulation or curiosity)
4. What might be the motive behind the other person's behavior?
5. What might have been different had you leaned in with more curiosity?



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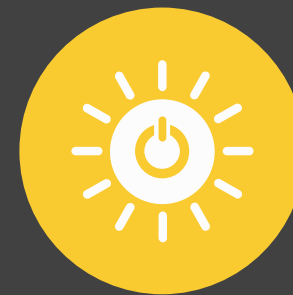
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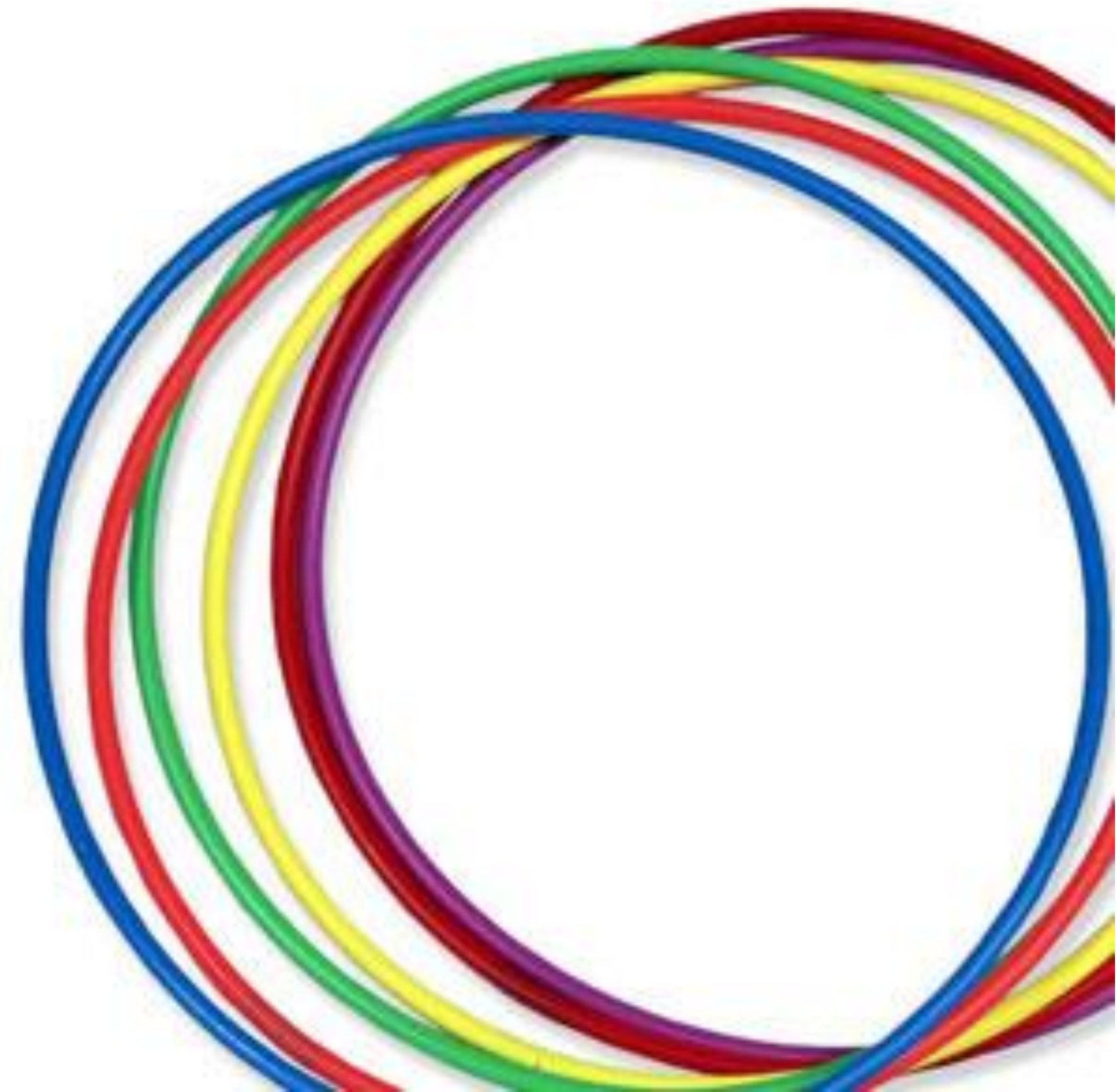
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**Reset How We  
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# Reset our Reactions

- Feeling disrespected
- Not being heard or interrupted
- Being blamed for something
- Sudden change without warning
- Someone taking credit for your work
- Feeling excluded or left out
- Passive-aggressive comments
- Being micromanaged
- Tone of voice or body language
- Perceived unfairness or favoritism
- Lack of appreciation or recognition
- Someone questioning your competence
- Feeling rushed or under pressure
- People who don't follow through
- Someone talking over others
- Perceived dishonesty or hidden agendas

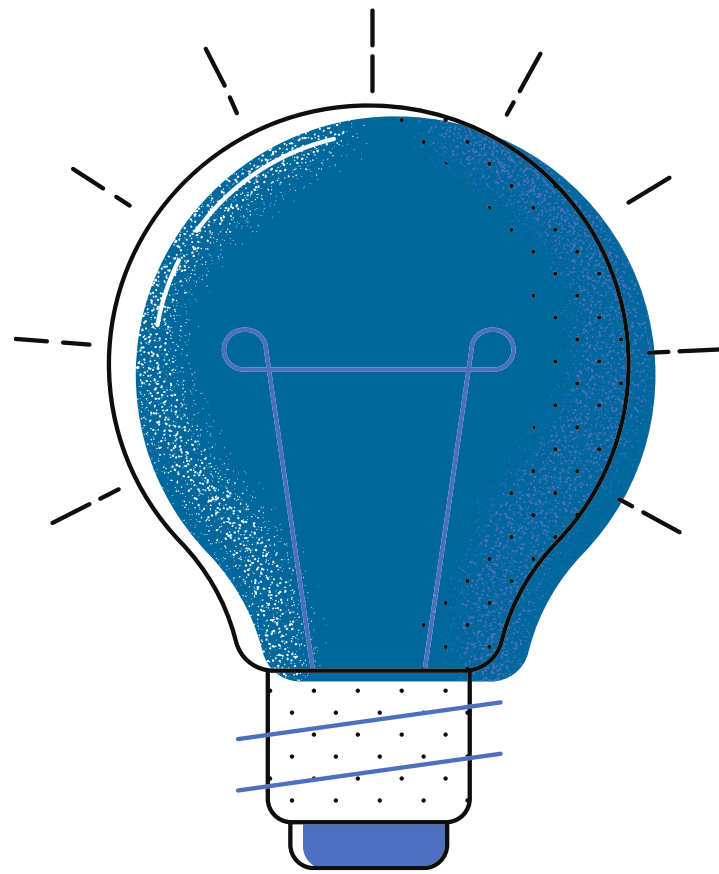


## Tools to Retreat and Rethink

- Ask a curious question.
- Take a deep breath.
- Count to five.
- Excuse yourself.
- Sip water.
- Name what you're feeling (internally).
- Remind yourself: This isn't personal.
- Focus on listening instead of fixing.
- Mentally reframe the moment.
- Clench and release your hands.
- Jot a note.
- Visualize a pause button.

# Analyze a Conflict: Part 2

Answer these questions about the conflict situation:

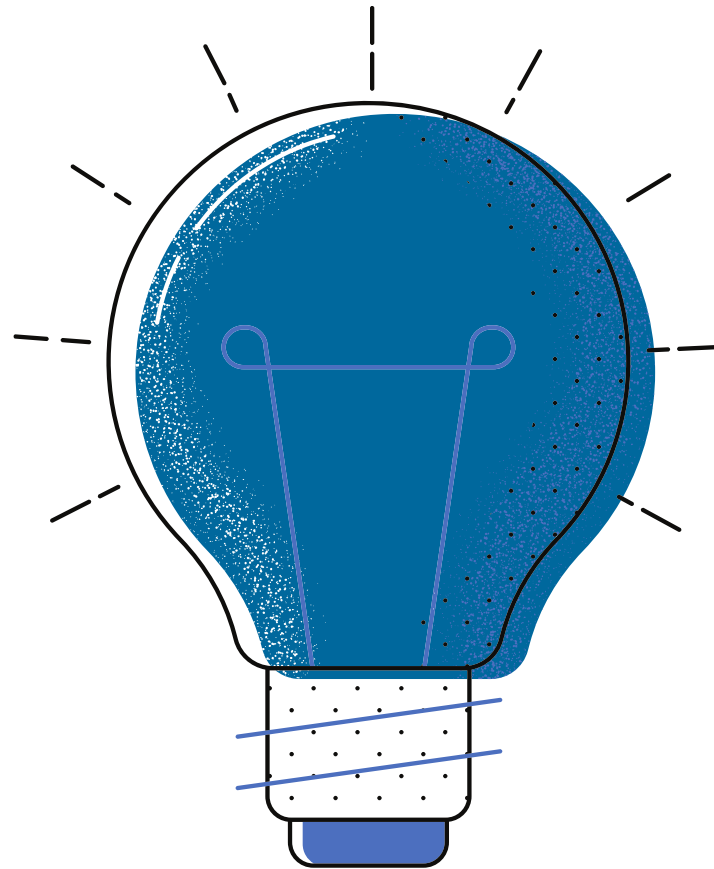


1. What were the specific triggers for you in this situation?
2. How did you react initially?
3. What was the effect of your initial reaction?
4. What might have been different if you had first retreated and rethought, before reacting?

# Reset our Behaviors

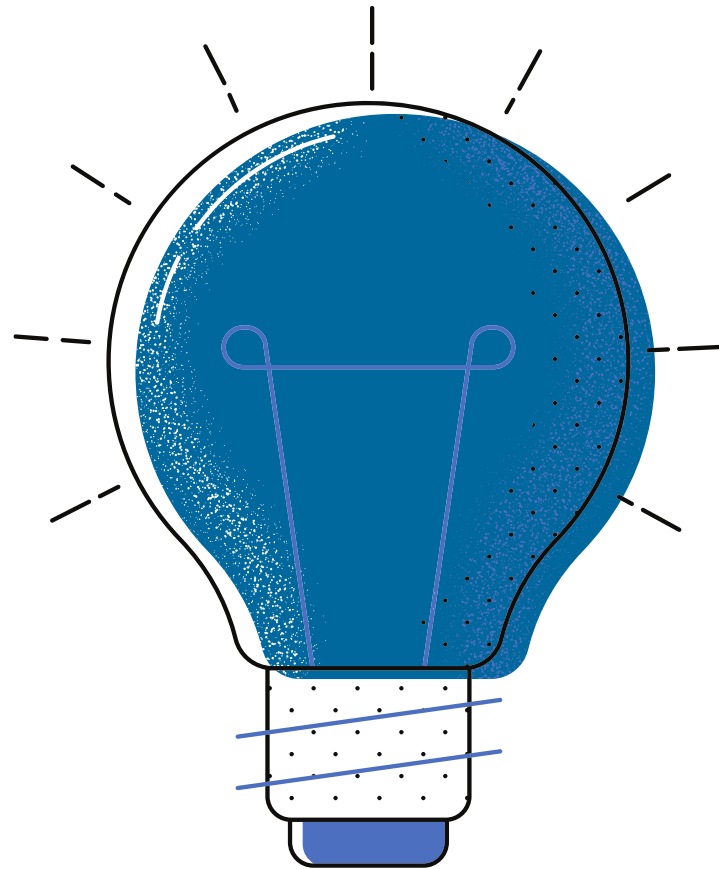
- Blame others (instead of taking responsibility)
- Make up excuses
- Too direct / say things that cause problems
- Don't speak up / stay quiet
- Overstate negative views
- Shade the truth
- Sarcastic
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Dis-engage: reject conflict or politics





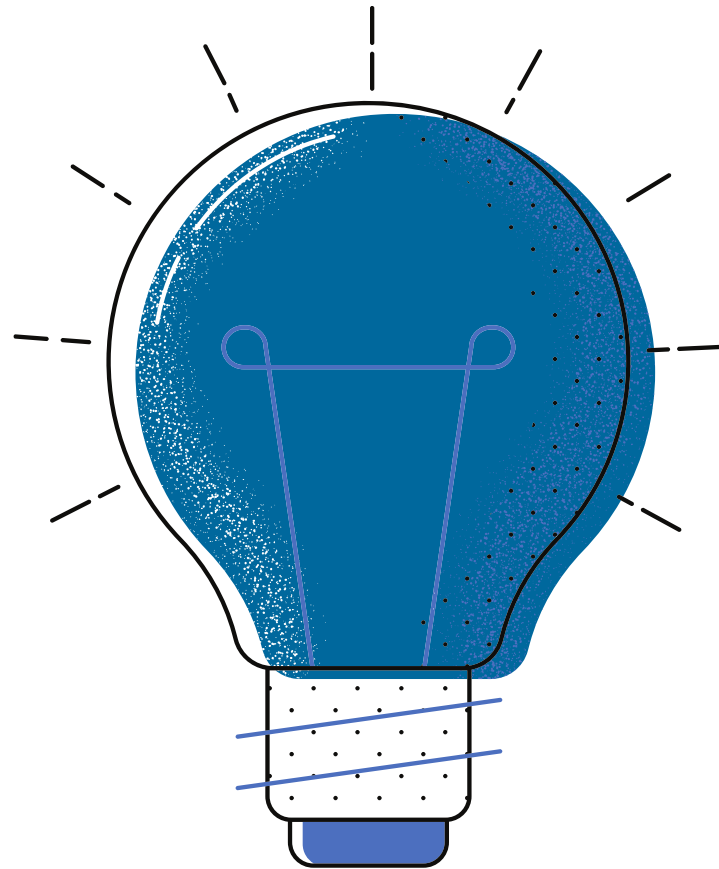
## How to Get Good Feedback:

1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.



# How to Get Good Feedback:

“How can I do better?”



# Feedforward

1. Find one other person.
2. Describe the one behavior you would like to change.
3. Ask them for two suggestions for the future that might help you achieve a positive change in your selected behavior.
4. Do this with two different people.
5. Be prepared to share one suggestion you heard.

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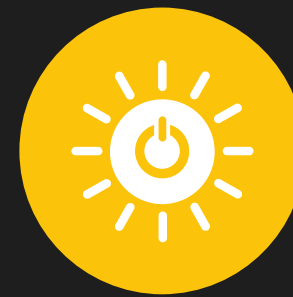
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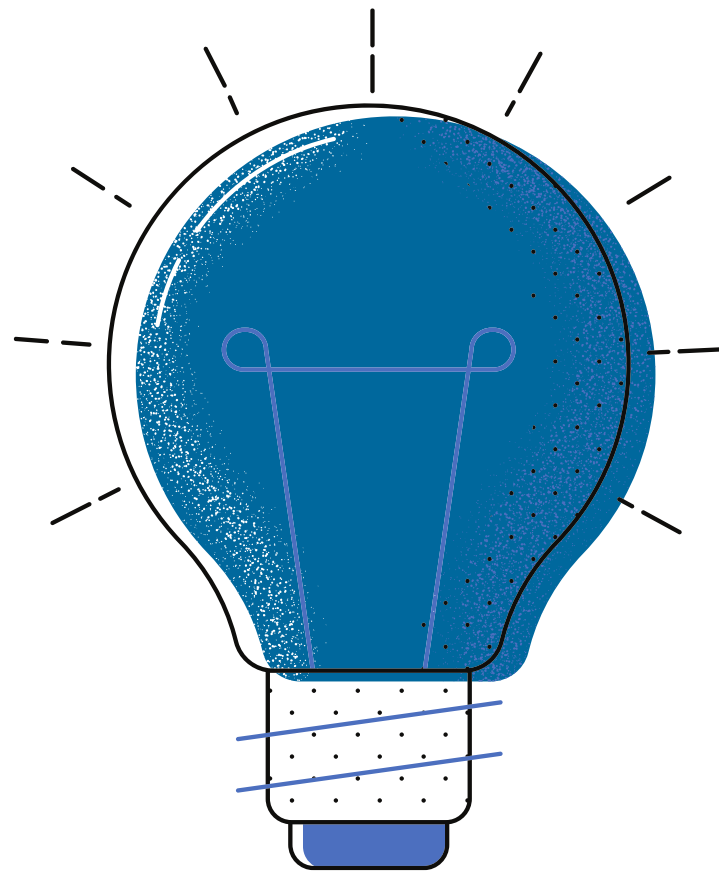
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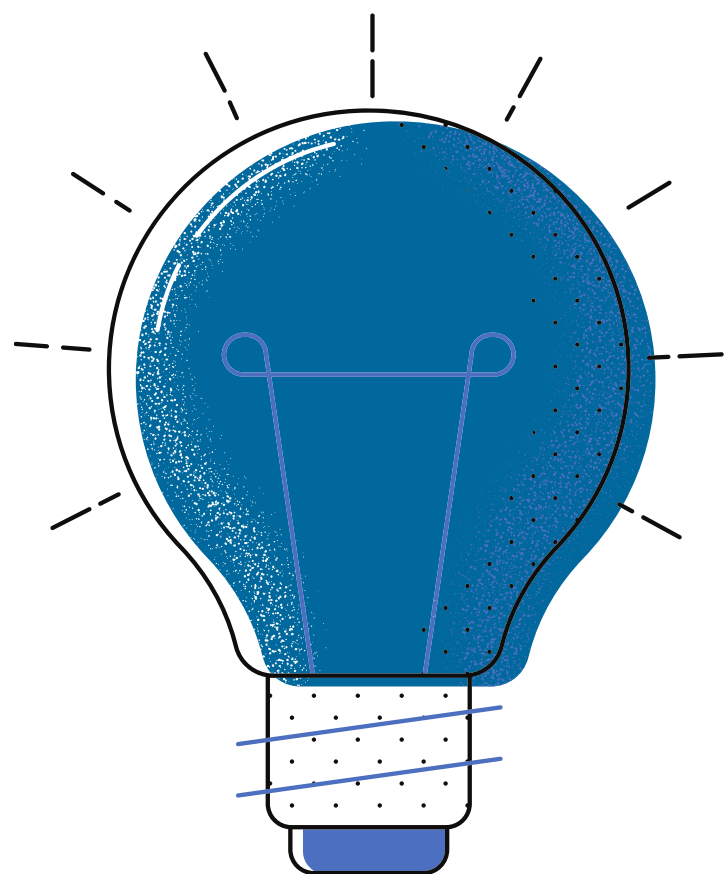
# Take the Conflict Styles Inventory

Complete pages 4-6.



## Guidelines

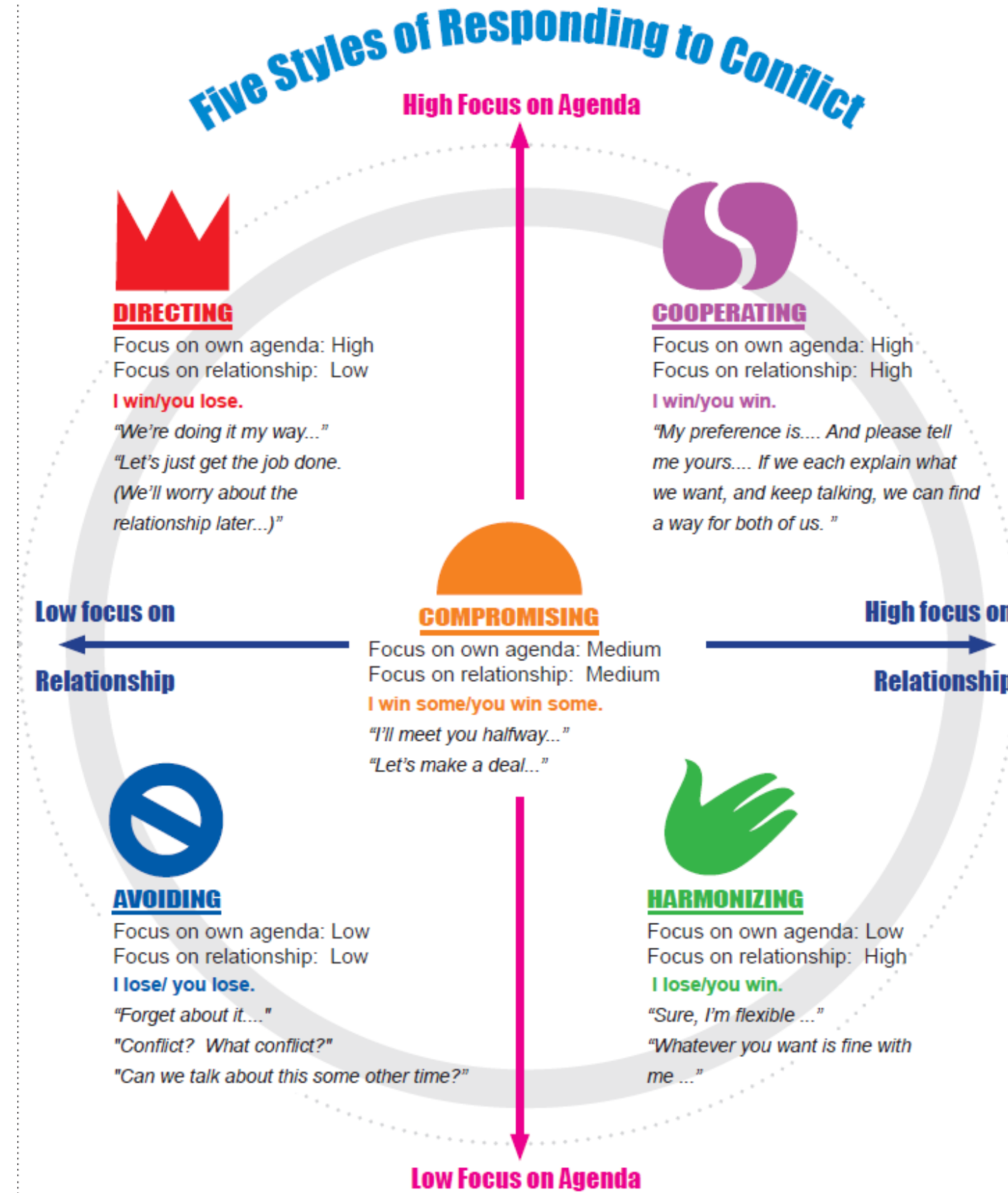
1. Think about your typical response when your wishes differ with those of another person.
2. What is your typical response? Your “gut-level” response to the question is likely to be the most accurate.
3. For each question, choose the number between 1 and 7 that best describes what you actually do in the situation.



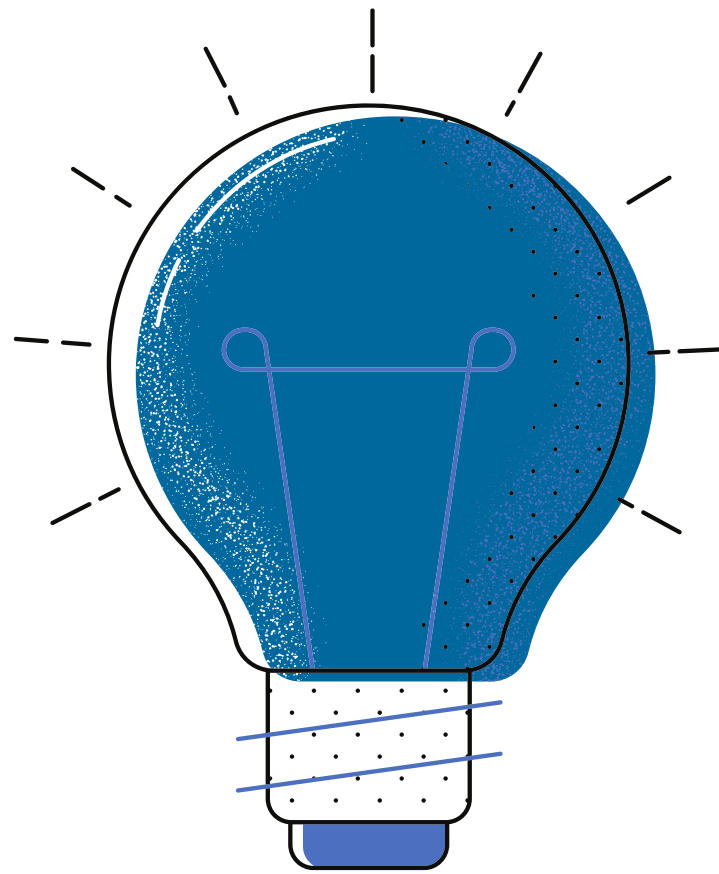
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# Conflict Styles



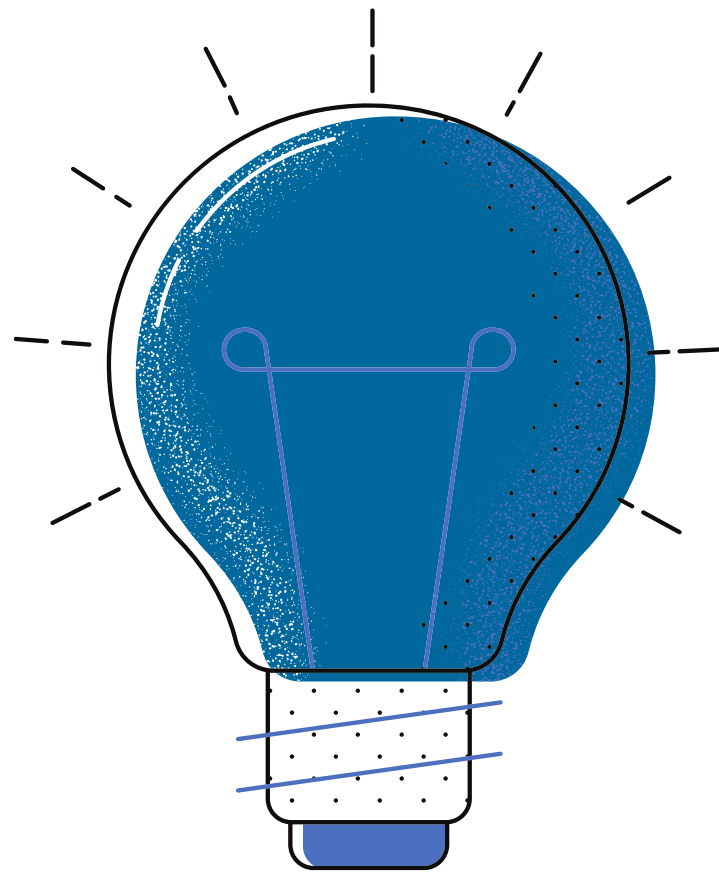
# Quiet Time



On your own, review your results and study the styles on pages 12-14.

# In Threes

Share the following:

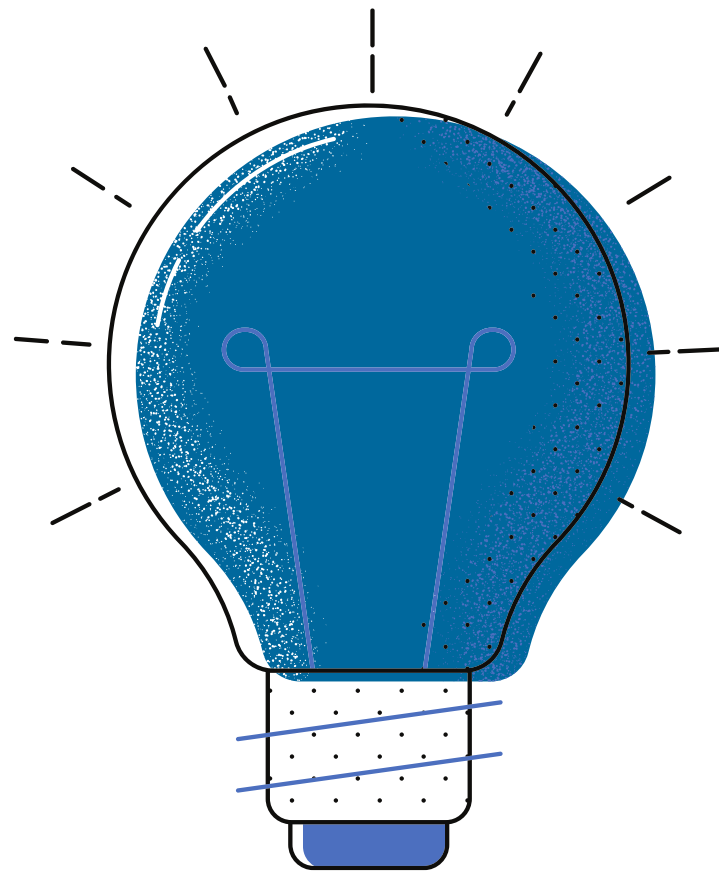


1. Your highest score.
2. Your lowest score (storm or calm). What would it look like to try and use this style more?
3. A situation from the past few months where your calm or storm style was evident.



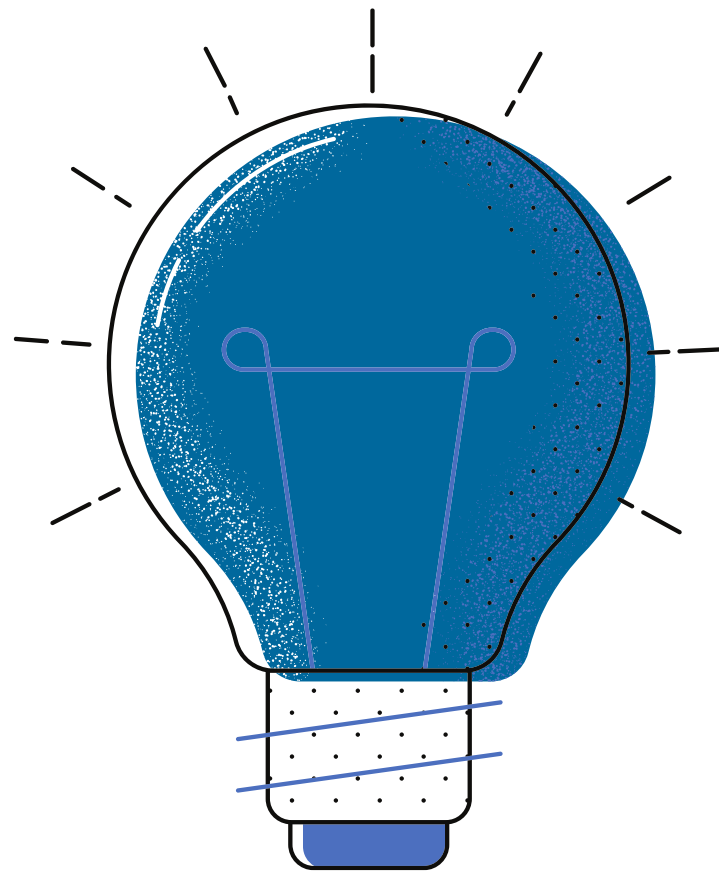
# Group Activity

Complete the following on your paper:



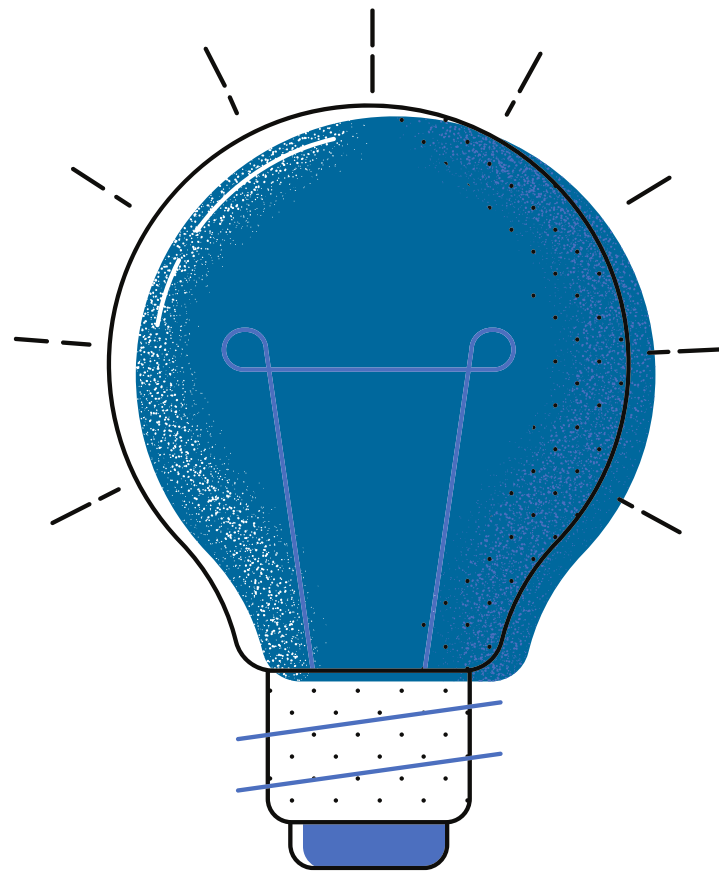
1. Write the name of your Style as a header at the top.
2. List situations in your work where this style is most useful (reference p. 15-16).
3. List the dangers of overuse.
4. Draw a picture that represents what you really want people to know about your style.

# Two Problems



1. We don't manage the Storm Shift.
2. We don't flex our style to the situation and person.

# Analyze a Conflict: Part 3



1. What was the style that the other person in the conflict was using?
2. What behaviors did you observe that led you to your answer?
3. What specific behaviors could you leverage to flex your approach when responding to a similar style in the future? (reference pages 17-19)

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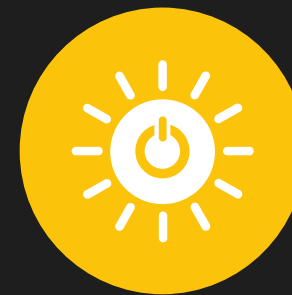
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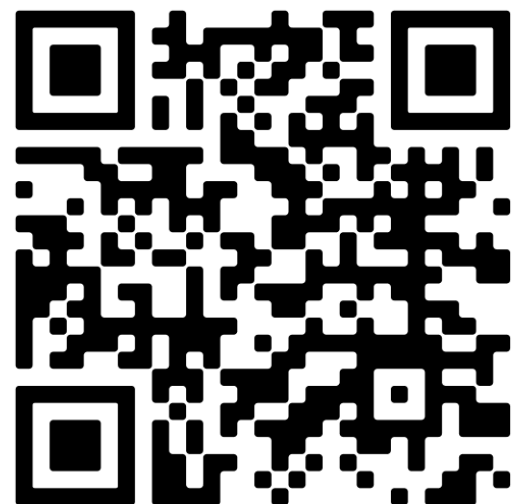
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Sign up for  
Mark's  
Weekly  
Team Tips

[mark@markskenny.com](mailto:mark@markskenny.com)

# Get in touch with Mark

Text: (760) 271-8256  
Email: [mark@markskenny.com](mailto:mark@markskenny.com)

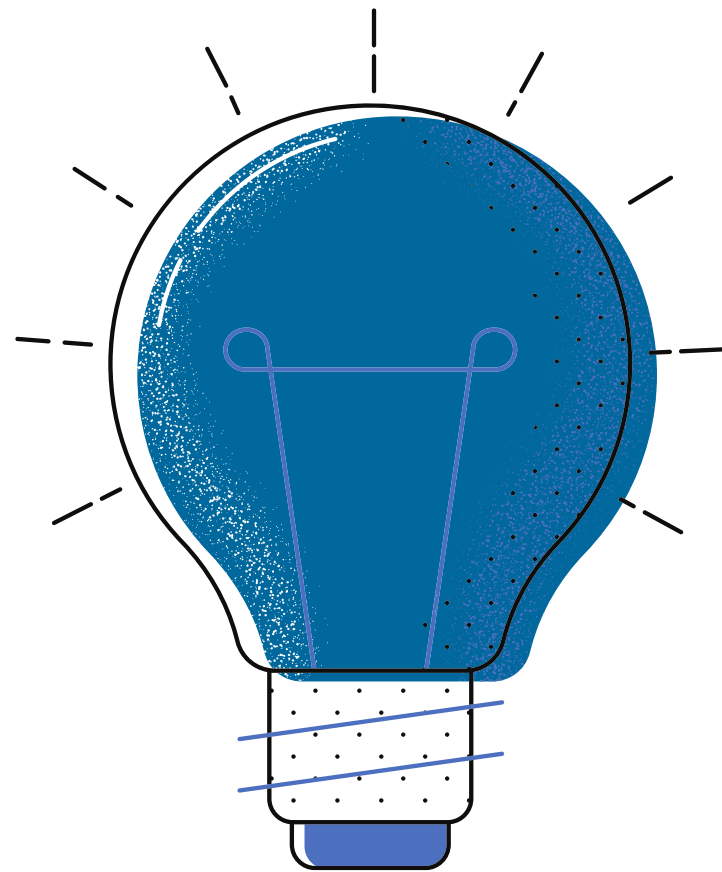
Retreat Speaker | Keynote Speaker | Team Advisor

[markskenny.com](http://markskenny.com)

# “Speed Takeaways”

On your own, write down the following:

1. What surprised you the most today.
2. One action you will take immediately.
3. One tip you will share with your team.

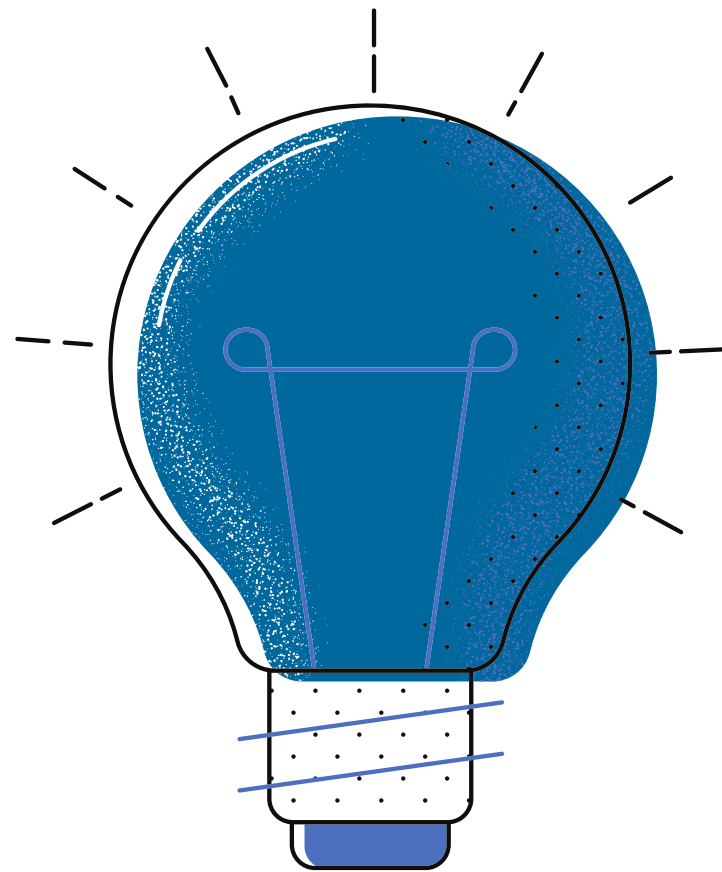




# “Speed Takeaways”

Share what you wrote down:

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