

Part 3

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Navigating Conflict for Successful Collaboration



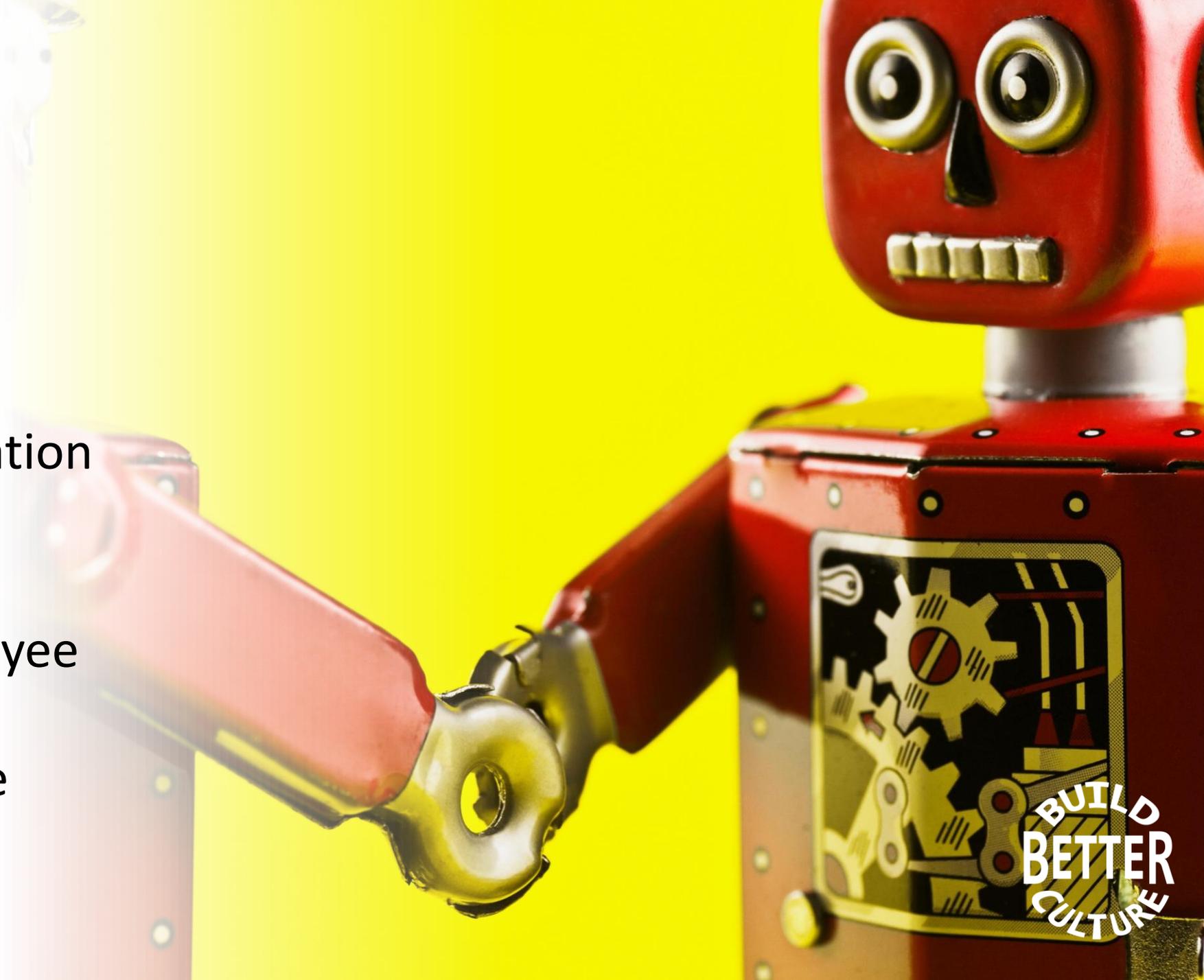
The Cost of Conflict

- Decreased productivity.
- Low morale
- Increased absenteeism
- Employee turnover

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The Power of Collaboration

- Stronger teams
- Increased innovation
- Improved performance
- Enhanced employee satisfaction
- Higher employee retention



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Identifying Conflict Styles

- People have different natural tendencies for approaching conflict.
- These styles are Competing, Avoiding, Compromising, Accommodating, and Collaborating.
- Understanding your own style and others' styles is crucial for effective communication



5 Modes of Conflict

- **Competing** (High Assertiveness, Low Cooperativeness)
- **Collaborating** (High Assertiveness, High Cooperativeness)
- **Compromising** (Medium Assertiveness, Medium Cooperativeness)
- **Avoiding** (Low Assertiveness, Low Cooperativeness)
- **Accommodating** (Low Assertiveness, High Cooperativeness)



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Choosing the Right Conflict Mode

- Consider these factors when choosing a conflict mode:
 - The importance of the issue
 - The time available
 - The relationship with the other person
 - Your own strengths and weaknesses

Impact of Conflict Styles

- **Competing:** Effective in urgent situations but can damage relationships if overused.
- **Avoiding:** Might postpone necessary conversations but can lead to resentment.
- **Compromising:** Can find quick solutions but might not address underlying issues.
- **Accommodating:** Maintains harmony but might neglect own needs and can breed resentment.
- **Collaborating:** Creates the most sustainable solutions but requires time and effort.

Adapting Your Approach

- No "one size fits all" approach to conflict resolution.
- The most effective approach depends on the context and the other person's style.
- By being flexible and adapting your communication style, you can increase the chances of a positive outcome.



Activity 1: Conflict Style Scenarios

- Conflict Scenarios ahead
- Identify most appropriate conflict style per situation
- Explain why

Scenario 1

- **Missed Deadline: Competing vs. Compromising**
- **Context:** A team member consistently misses deadlines on assigned tasks, impacting project timelines.
- **Competing Approach:** The manager directly confronts the team member, emphasizing the urgency and potential consequences of missed deadlines. They propose a stricter deadline with clear expectations and repercussions for future delays.
- **Compromising Approach:** The manager acknowledges the pressure on the team member and suggests a revised deadline that might be more achievable. They offer additional support or a redistribution of tasks if needed.
- **Most Appropriate Style:** Consider guiding participants towards a **Compromising** approach in this scenario. While addressing the missed deadlines is crucial, maintaining a collaborative spirit and offering support can be more effective in the long run.



Scenario 2

Differing Creative Vision (Accommodating vs. Collaborating)

Context: A manager and a creative team member have fundamentally different visions for a marketing campaign. The team member feels strongly about their concept but hesitates to express it for fear of being disregarded.

Accommodating Approach: The manager might simply approve the team member's vision to avoid conflict, even if they disagree with it.

Collaborating Approach: The manager encourages the team member to present their vision and actively listens to their ideas. They then share their own perspective and work together to find a solution that incorporates elements of both ideas.

Most Appropriate Style: In this scenario, a **Collaborating** approach is ideal. By fostering open communication and exploring both perspectives, the manager can reach a solution that leverages the strengths of both ideas.



Scenario 3

- **Micromanagement Concerns (Avoiding vs. "I" Statements)**
- **Context:** A team member feels micromanaged by their supervisor, leading to frustration and a decrease in productivity.
- **Avoiding Approach:** The team member might choose to avoid the situation altogether, hoping the micromanagement will stop, but resentment could build.
- **"I" Statements Approach:** The team member could use "I" statements to express their concerns. For example, "I feel overwhelmed when I receive constant updates on my tasks. Would it be possible to set regular check-ins instead?"
- **Most Appropriate Style:** Using "I" statements to directly address the issue in a non-confrontational way is the most effective approach.



Scenario 4

Unrealistic Client Demands (Competing vs. Negotiating)

- **Context:** A client makes unreasonable demands regarding project scope and deadlines. The manager needs to uphold the team's capacity and protect their well-being.
- **Competing Approach:** The manager might forcefully reject the client's demands, potentially damaging the client relationship.
- **Negotiating Approach:** The manager could explain the team's limitations and propose alternative solutions that meet the client's needs while being realistic for the team.
- **Most Appropriate Style:** Negotiation is a crucial skill in this scenario. By presenting a clear understanding of the situation and offering alternative solutions, the manager can find a win-win outcome.



Scenario 5 (last one)

Minor Disagreement on Process (Accommodating vs. Ignoring)

- **Context:** Two team members have a minor disagreement on how to approach a specific task. It's a matter of personal preference and doesn't significantly impact the overall outcome.
- **Accommodating Approach:** One team member might simply defer to the other's preferred method to avoid any conflict, even if they have a better approach.
- **Ignoring Approach:** The team members might simply ignore the disagreement and proceed with their preferred methods, potentially leading to confusion or inefficiency.
- **Most Appropriate Style:** In this scenario, it might be best to **discuss the options briefly** and choose the most efficient or logical approach without dwelling on the minor disagreement.



Fostering Open Communication

- **Hold Space** for open communication.
- **Encourage** the truth.
- **Acknowledge** feelings.
- **Research** your desired outcome.
- **Talk** tentatively (be open to different perspectives).



"I" Statements & Active Listening

- "I" statements help focus on your own perspective and feelings, reducing defensiveness. (e.g., "I feel frustrated when...")
- Active listening demonstrates that you're paying attention and trying to understand the other person's viewpoint.
- Techniques include maintaining eye contact, using minimal encouragers ("uh-huh"), and **paraphrasing** for understanding.

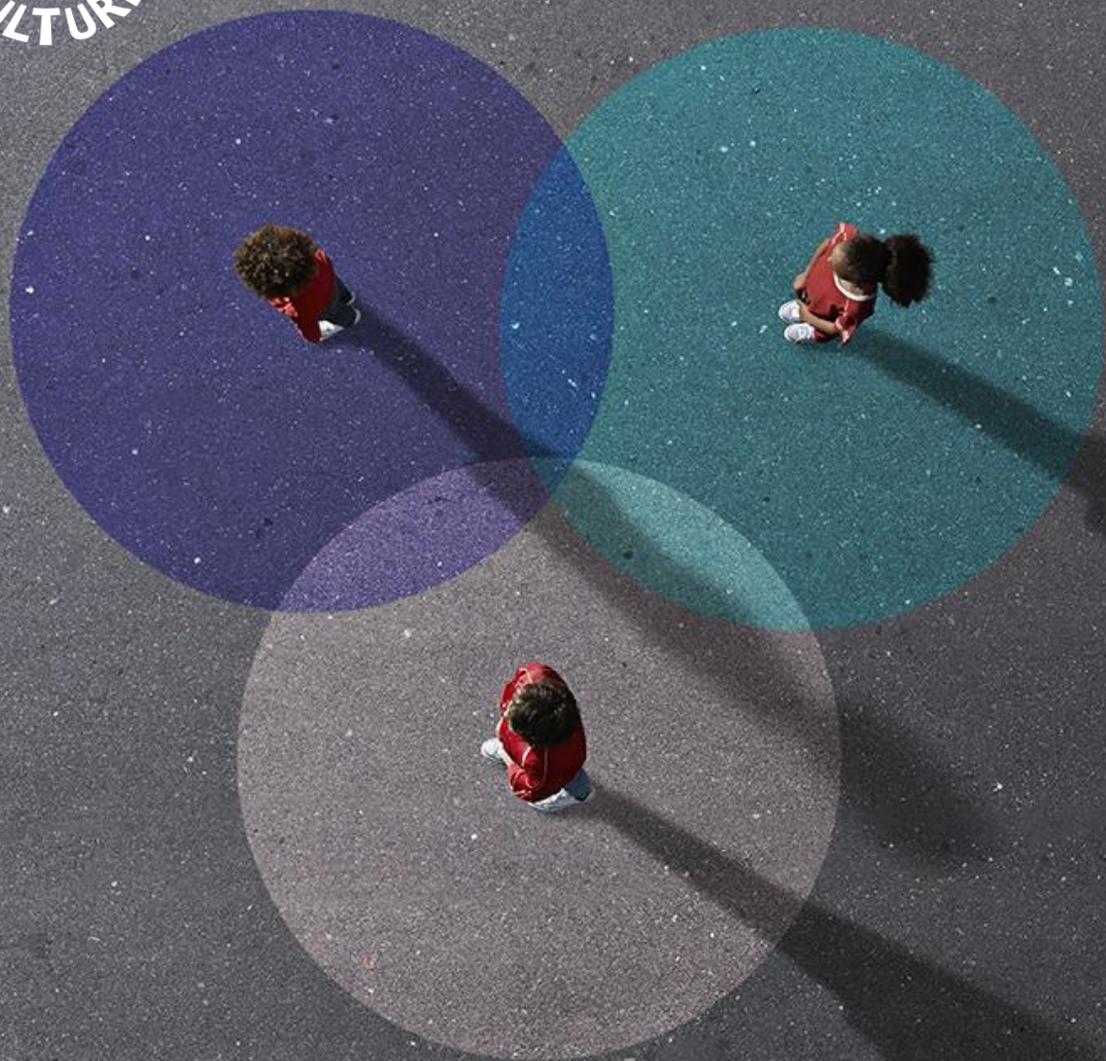


What I hear
you saying
is...



Separating Fact from Emotion

- Emotions can cloud judgment and make it difficult to have a productive conversation.
- It's important to separate facts from emotions to have a clear understanding of the situation.
- Focus on observable behaviors and data-driven facts to support your points.



Finding Common Ground

- Look for common ground, even in seemingly opposing viewpoints.
- Identifying shared goals can help build bridges and move towards solutions.
- Use visuals like a Venn diagram to illustrate finding common ground.

Collaborative Problem-Solving

- Find solutions that work for everyone involved, not a one-sided victory.
- Brainstorm techniques like open-ended questioning and creative thinking can help generate solutions.
- Focus on collaborative problem-solving to reach mutually beneficial outcomes.

Negotiating: BATNA & WATNA

- BANTA – Best Alternative to a Negotiated Agreement
- WANTA – Worst Alternative to a Negotiated Agreement
- A strong BATNA empowers you in negotiation by giving you a viable alternative if no agreement is reached.
- Consider your BATNA before entering a negotiation to strengthen your position.
- Understanding your WATNA (Worst Alternative) helps you avoid settling for an unfavorable outcome



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Win-Win Solutions

- The goal is to find "win-win" solutions that satisfy both parties' needs and interests.
- Focus on collaboration and creative problem-solving to identify solutions that benefit everyone.
- Brainstorm techniques for "win-win" solutions (e.g., brainstorming, open-ended questioning).

Activity 2: Negotiation Role- Play

- Pairs or Trios
- One person is Primary character (someone who wants something), the other is Coworker.
- Negotiate with your partner to reach an agreement using the BATNA/WATNA framework and collaborative problem-solving techniques.



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Scenario 1

Overworked Employee

People Involved:

- Sarah, a Customer Service Representative: Sarah has been with the company for 2 years and consistently exceeds expectations. Due to recent staff shortages, her workload has significantly increased, leading to burnout.
- David, the Customer Service Manager: David values Sarah's performance and wants to retain her but is limited by budget constraints and staffing shortages.

- **What Sarah Wants:** Sarah wants a reduced workload or additional support to manage her current workload effectively. Ideally, she would like to see a new hire brought on to alleviate the pressure.
- Best case result?
- What's the worst-case result?



Scenario 2

Remote Work Request

People Involved:

- Michael, a Software Engineer: Michael has consistently delivered high-quality work and enjoys a healthy work-life balance. He believes his productivity would remain unaffected and requests a permanent switch to remote work.
- Lisa, the Director of Engineering: Lisa acknowledges Michael's performance but hesitates to approve permanent remote work due to concerns about collaboration and team dynamics.

- **What Michael Wants:** Michael seeks permanent approval to work remotely, allowing him more flexibility and potentially increased productivity.
- Best Case Result?
- Worst Case Result?



Scenario 3

Professional Development Opportunity

People Involved:

- Jessica, a Marketing Specialist: Jessica has expressed interest in attending an industry conference focused on the latest marketing trends and tools. She believes it would significantly enhance her skillset and benefit the company's marketing strategies.
- Daniel, the Marketing Director: Daniel values Jessica's contributions but is hesitant due to budget limitations for professional development programs.

- **What Jessica Wants:** Jessica desires approval and financial support to attend the marketing conference, allowing her to gain valuable knowledge and skills.
- Best Case Result?
- Worst Case Result?



Scenario 4 Project Deadline Extension Request

People Involved:

- Olivia, a Project Lead: Olivia's team is working on a critical project but faces unforeseen delays due to unexpected technical challenges. She believes a one-week deadline extension is necessary to ensure high-quality deliverables.
- Catherine, the Vice President of Operations: Catherine understands the importance of quality but is concerned about the impact of the delay on downstream projects and client expectations.

- **What Olivia Wants:** Olivia seeks a one-week extension on the project deadline to allow her team to address the technical challenges and deliver a polished final product.
- Best Case Result?
- Worst Case Result?

Summary

Key takeaways include identifying conflict styles, fostering open communication, using "I" statements and active listening, separating fact from emotion, finding common ground, collaborative problem-solving, and negotiation essentials (BATNA/WATNA).



Action Planning

- Develop an action plan to practice the communication and conflict resolution skills learned in this workshop.
- Consider specific situations where you can implement these strategies.
- Identify resources and support systems that can help you on your journey





Practice Makes Perfect

- Mastering conflict resolution requires consistent practice and application.
- Seek opportunities to use these skills in your daily interactions with colleagues and team members.
- Reflect on your experiences and identify areas for further development.

Resources for Further Learning

- Crucial Conversations by Kerry Patterson et al.
- Never Split the Difference by Chris Voss
- Difficult Conversations by Douglas Stone et al.
- Email me:
tom@buildbetterculture.com



Questions?





To do

- One thing you learned
- One thing you'll start or stop doing
- When you're going to do it (or stop doing it)



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