

# Navigating Conflict Learning Lab

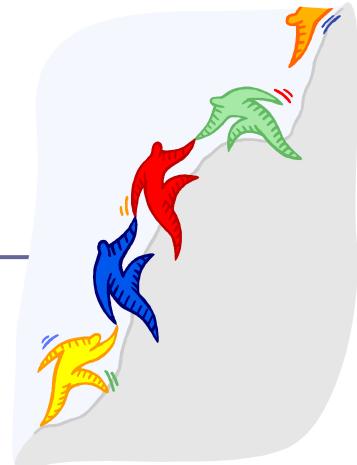


**A Toolkit for  
NYSACHO Leaders**

June 16, 2022

# Our Learning Alliance

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1. Presence and Participation
2. **Make Space - “Volley the Ball”**
3. Judgement-Free Zone - every voice valid
4. **Bottom Line**
5. Confidentiality – The Vegas Rule

**FIRST....**

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**RESILIENCE**

**Check In**



Conflict-related observations, reflections,  
actions?

# Learning Lab Objectives

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A deeper dive into navigating conflict at work constructively including:

1. Recognizing our own and others' conflict reactions and behavior, through the DiSC lens
2. Crafting proactive 'Team Agreements' as a way to circumvent conflict
3. Applying conflict learning to real work scenarios

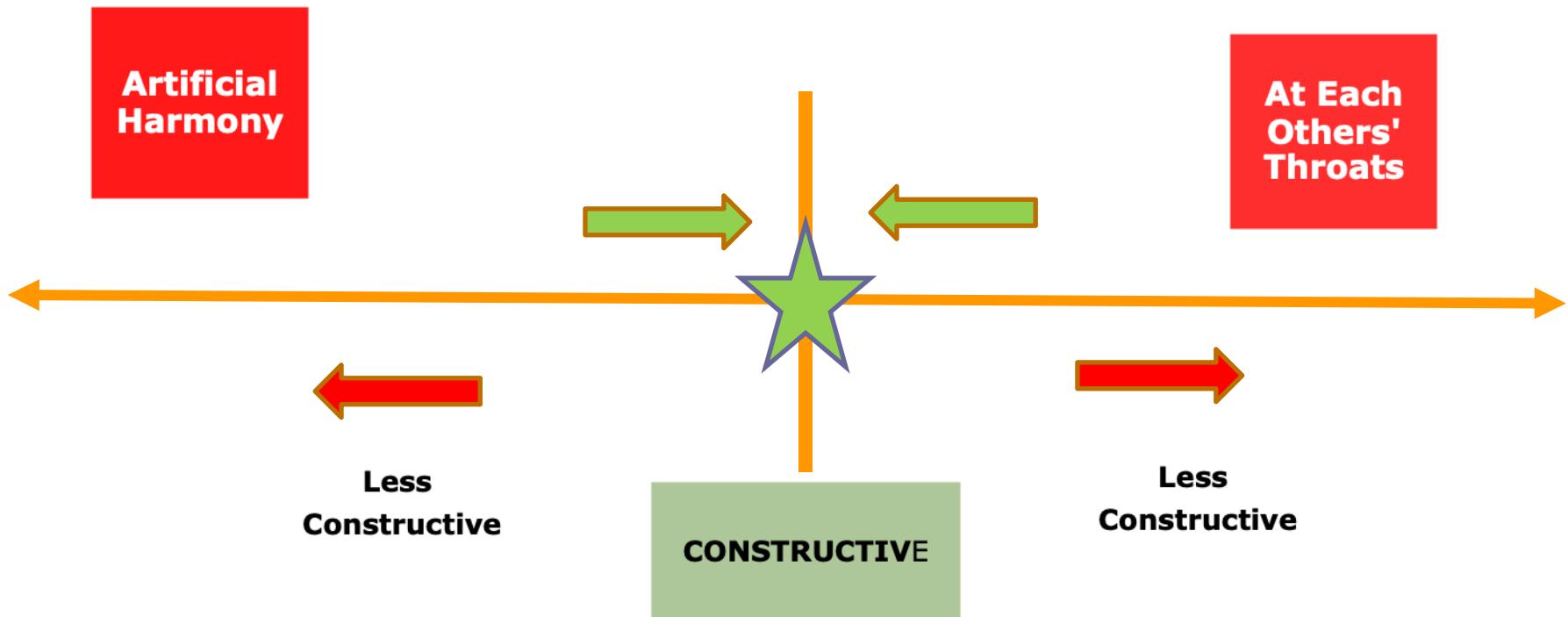
# The Nature of Conflict

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- Conflict is a natural occurrence and can be expected to arise within work relationships
- Conflict may be needed to give rise to change.



# The Conflict Continuum



Source: The Five Behaviors of a Cohesive Team, Patrick Lencioni

# Primal Leadership (Daniel Goleman)

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In organizations one of the foremost jobs of a leader is to:

- Drive the collective emotions in a positive direction which brings out everyone's best, and raises team performance.
- Clear any smog created by toxic emotions



## The 5 Functions of a Cohesive Team (Patrick Lencioni)



# Conflict “done well” yields positive results...

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## Summary

Increase ratio of positive to negative interactions

Increase positive interactions during/after conflict:

1. Use softened start up
2. Extend effective repair bids
3. Dialogue effectively through active listening

Decrease negative interactions during conflict

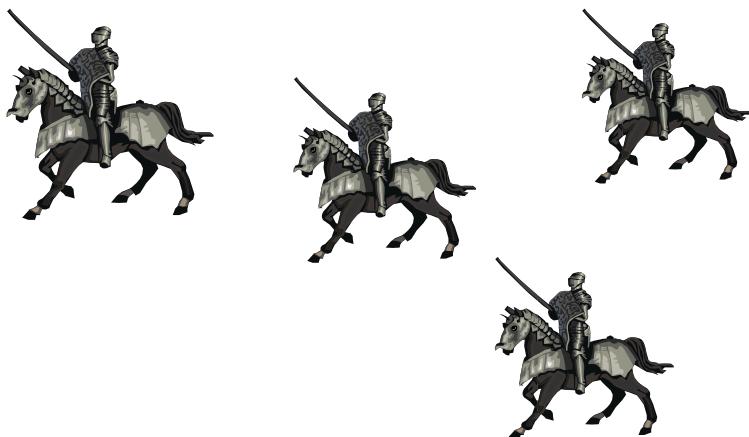
1. Reducing/eliminating “Toxins” by using antidotes
2. Put the problem out in front
3. Find the request behind the complaint

# Reduce Negative Affect during Conflict

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Reduce/eliminate “Toxins” from interactions

- A. Blame
- B. Defensiveness
- C. Contempt
- D. Stonewalling



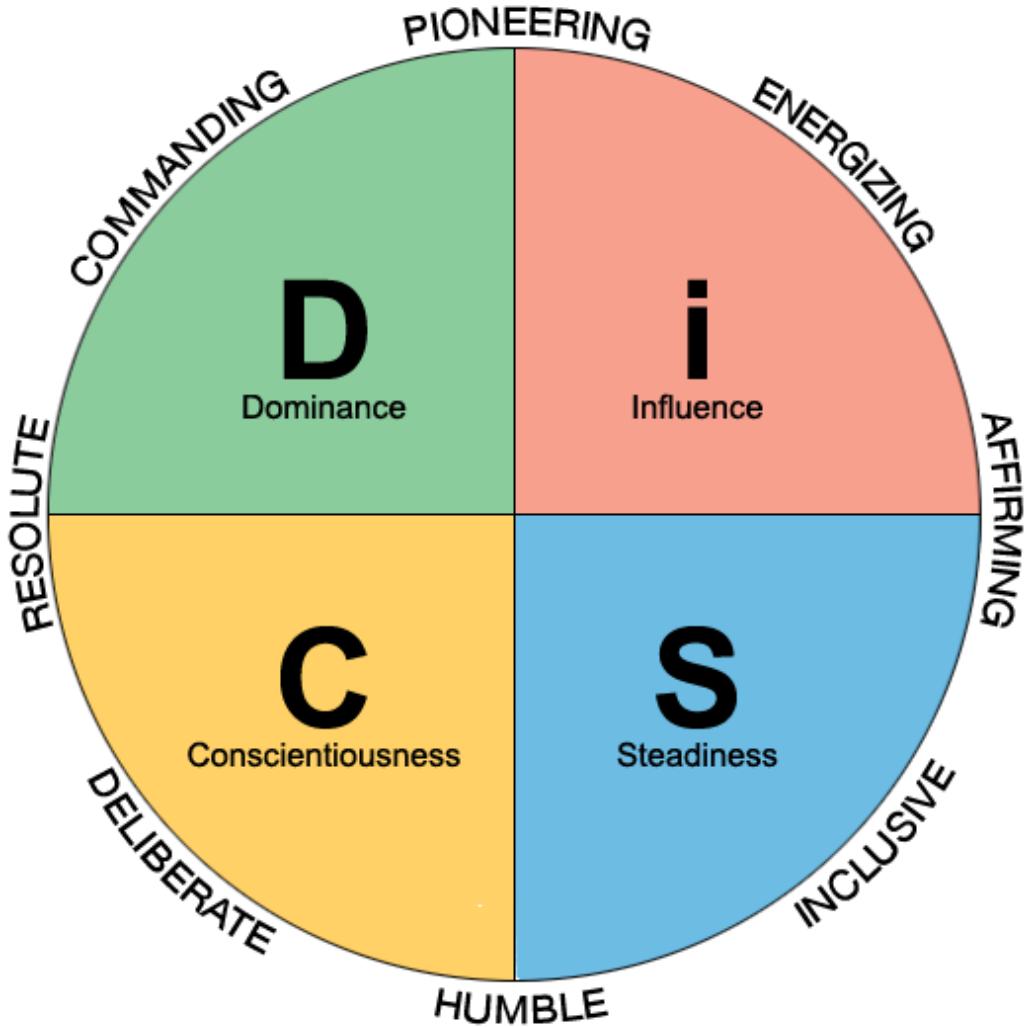
*4 Horsemen of the Apocalypse*

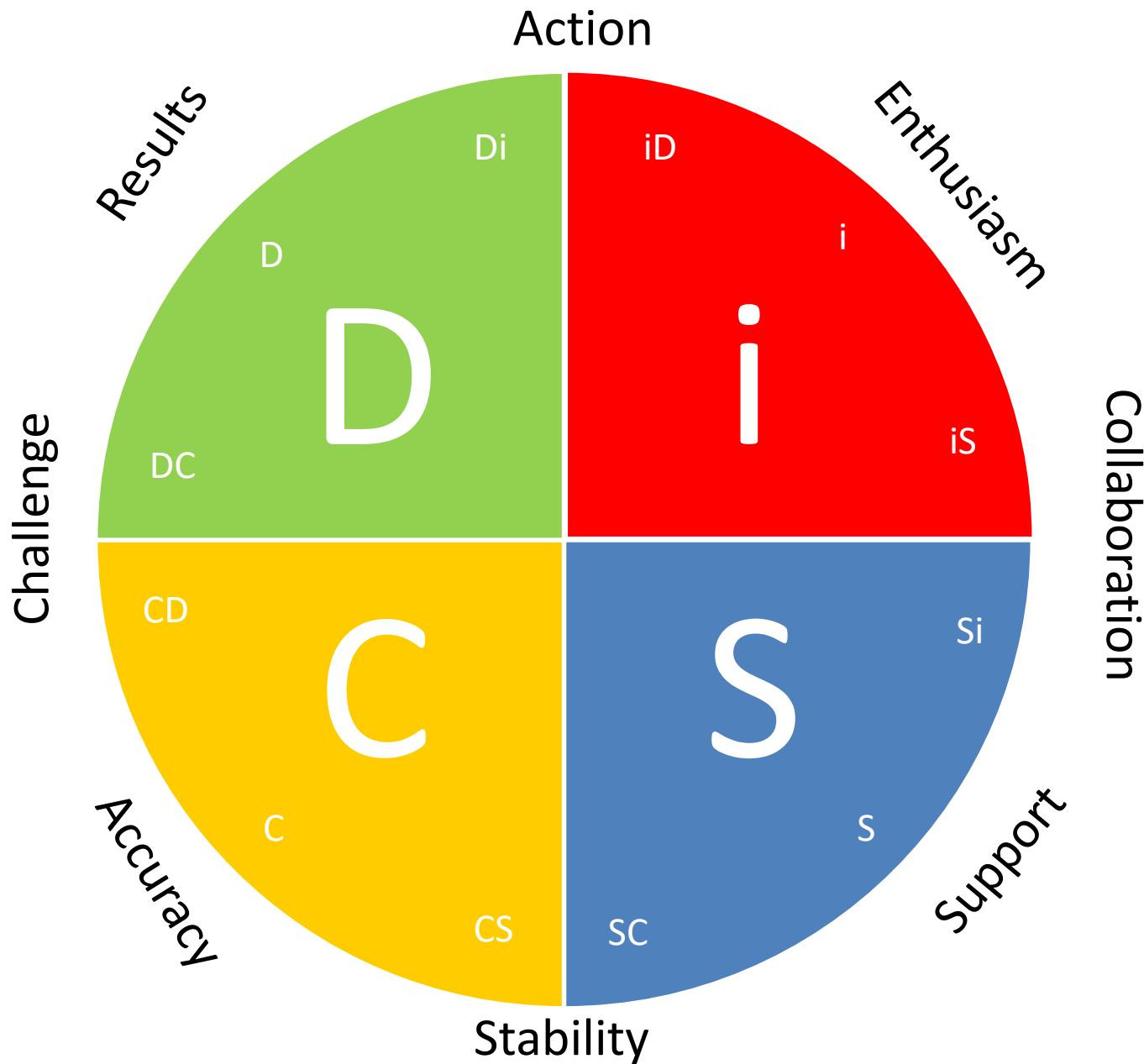
# How Do I Approach Conflict?

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# DiSC® and Leadership



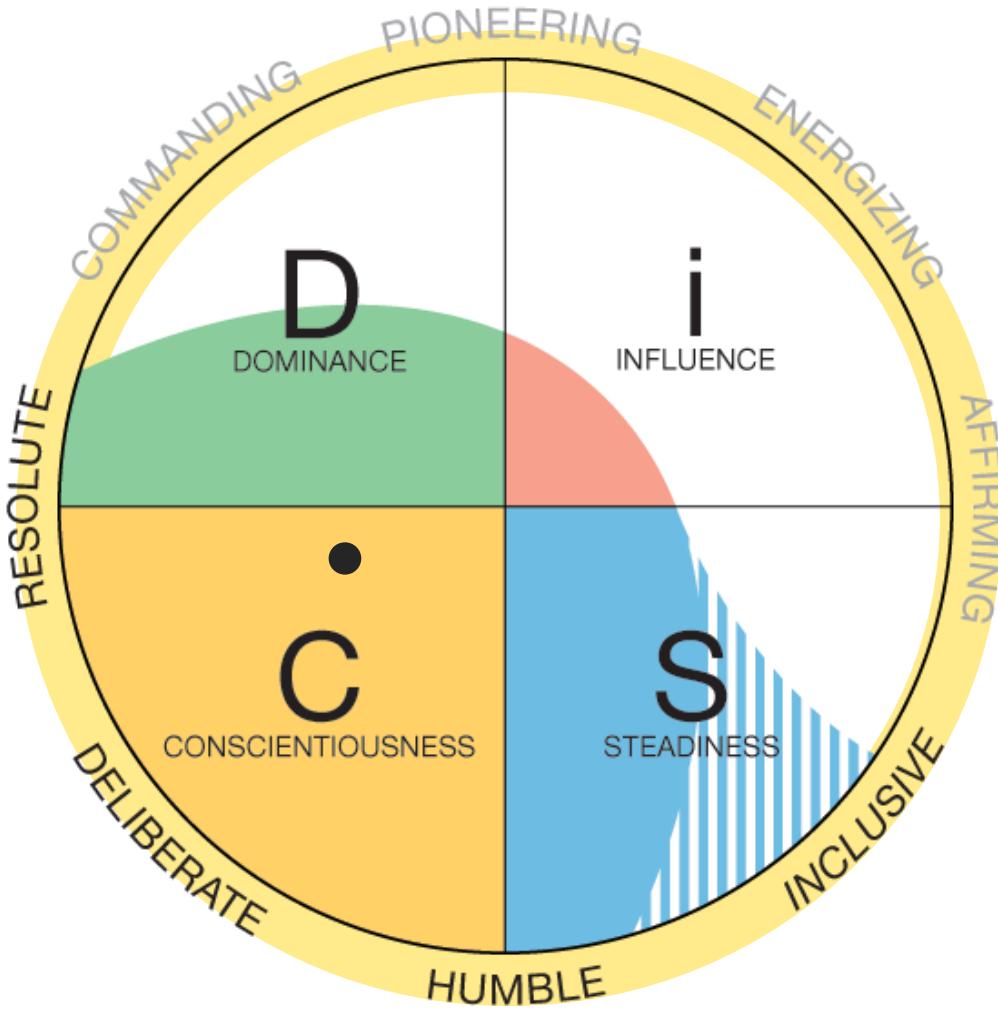


# We are not one just one thing...

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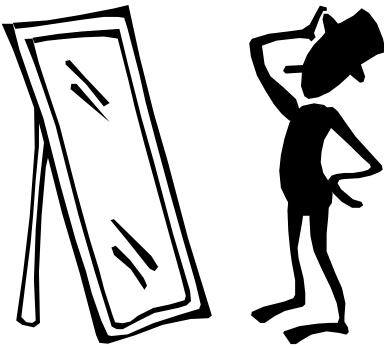
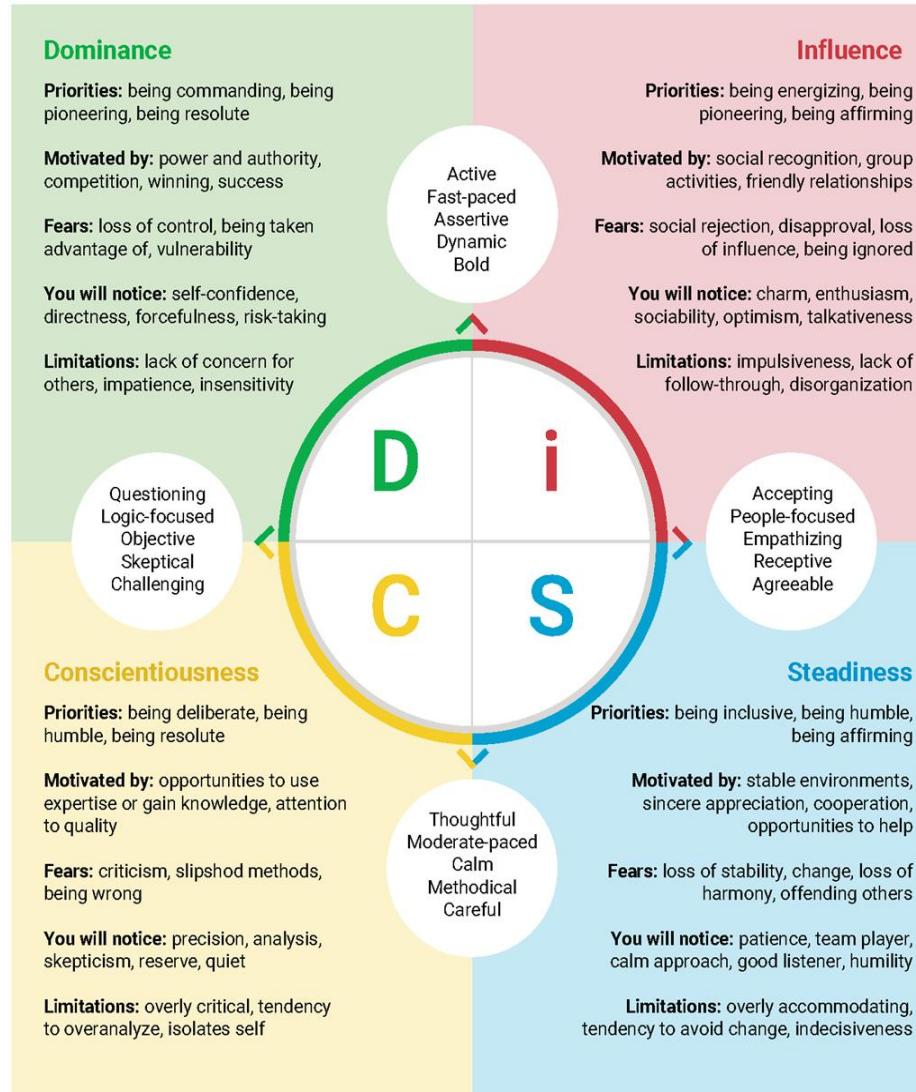
- We have access to the whole map
- We likely have a default, home base
- We probably have a major and a minor one
- The one opposite on the diagonal may, at times, pose more of a challenge for us to interact with
- Taking on the perspective and behavior of another may feel foreign, outside our comfort zone

# Your Shading Expands the Story

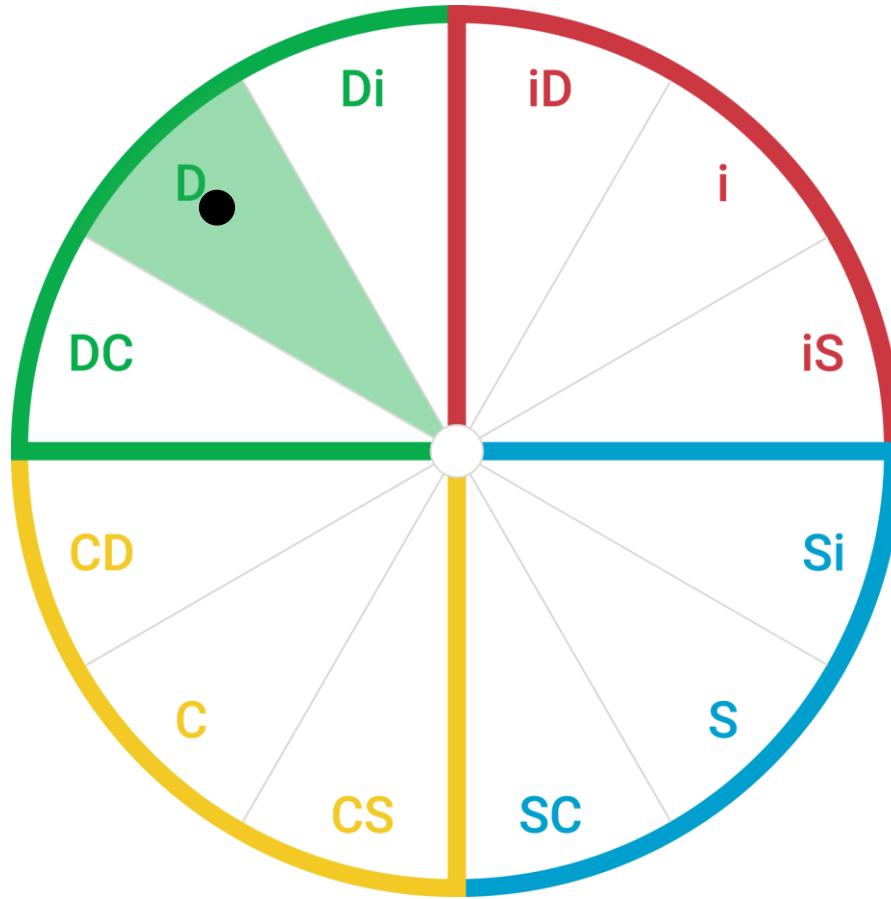


# Overview of DiSC®

The graphic below provides a snapshot of the four basic DiSC® styles.

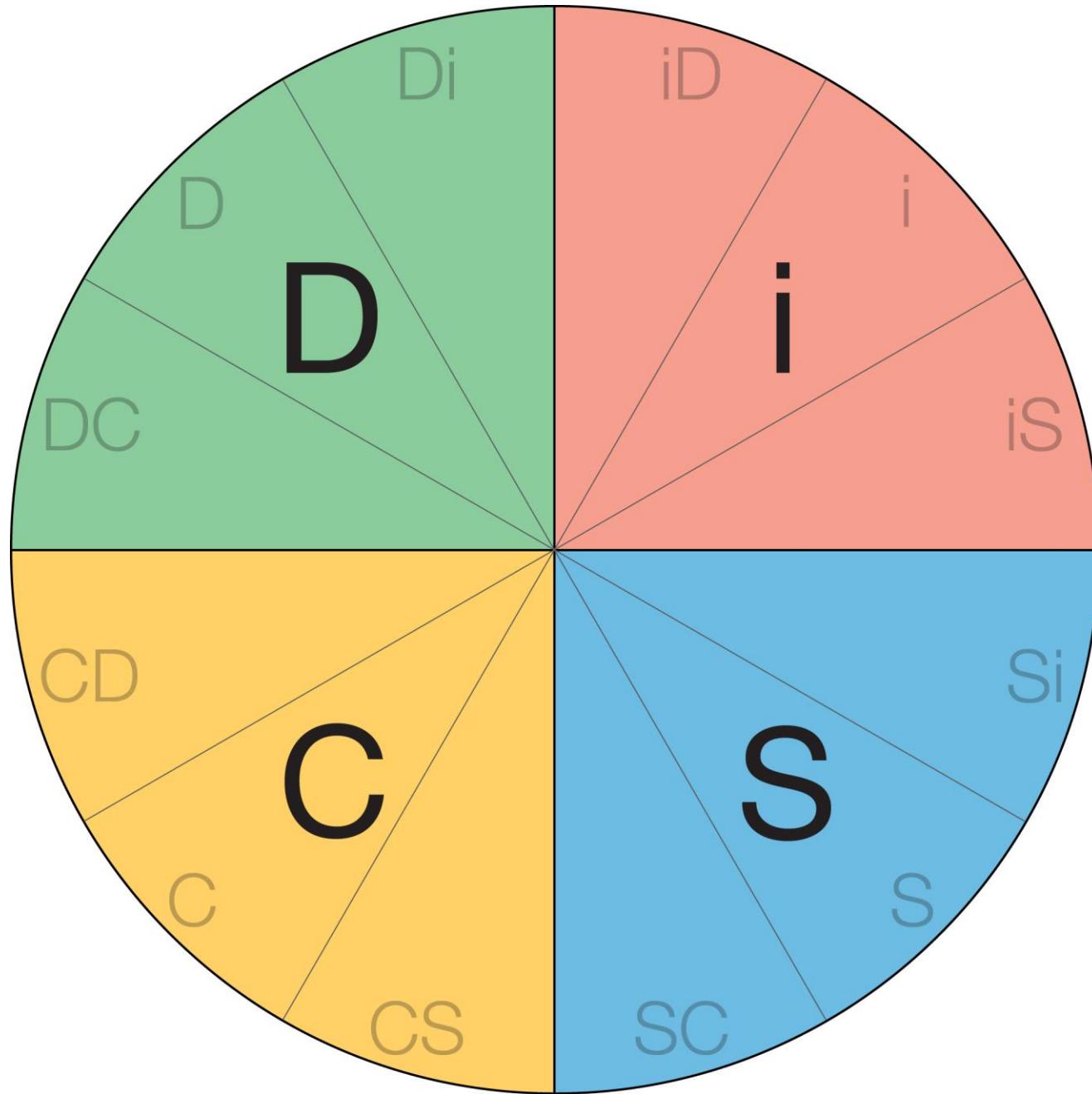


# Your DiSC® Style





**Straight  
from the  
HORSES  
mouth...**



# YOUR DISC® STYLE

## How might this style show up during conflict?

1. What can be helpful about this style during conflict?
2. What can happen when this style is overused or is in overdrive?  
How might this style interfere with constructive conflict?
3. What would be helpful for others to know about how to best work with my style most effectively, during conflict? How can other's best communicate with me?

# Dominance

## ...Or Drive

### UNDERSTANDING THE "D" STYLE IN CONFLICT

#### Goals

- Victory
- Results
- Personal accomplishment

#### Overuses

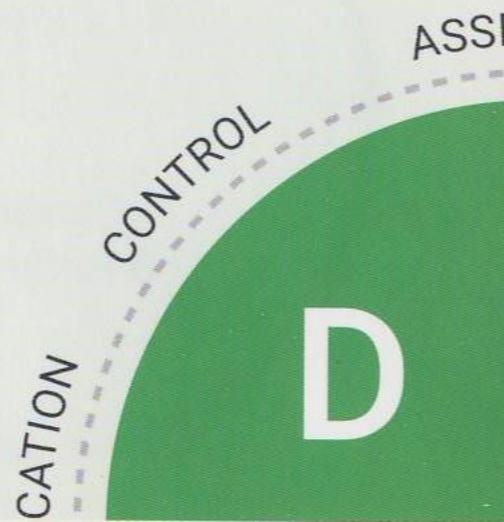
- The need to win
- Impatience
- Bluntness

#### Fears

- Being taken advantage of
- Appearing weak

### HAVING PRODUCTIVE CONFLICT WITH THE "D" STYLE

- Address issues quickly and directly
- Don't take their bluntness personally
- Take a step back and reevaluate if both parties dig in
- Resist the urge to give in merely for the sake of harmony



## UNDERSTANDING THE "i" STYLE IN CONFLICT

### Goals

- Approval
- Understanding
- Openness

### Overuses

- Passion
- Impulsivity
- Outspokenness

### Fears

- Rejection
- Not being heard

## HAVING PRODUCTIVE CONFLICT WITH THE "i" STYLE

- Let them express their feelings
- Take a break if things get too heated
- Provide reassurance that your relationship is unharmed
- Don't disregard their perspective even if their delivery is highly emotional

i

ION

EXPRESSION

REASS



## HAVING PRODUCTIVE CONFLICT WITH THE "S" STYLE

- Avoid an unnecessarily confrontational approach
- Give them time to reflect
- Don't gloss over tough issues
- Encourage them to share their opinions

## UNDERSTANDING THE "S" STYLE IN CONFLICT

### Goals

- Agreement
- Acceptance
- Peace

### Overuses

- Passive resistance
- Compromise
- Caving in

### Fears

- Letting people down
- Facing aggression

...Or Support

Steadiness

...Or Drive

## HAVING PRODUCTIVE CONFLICT WITH THE "C" STYLE

- Look for the root cause of problems
- Focus on facts
- Give them space to consider their position
- Keep volatility to a minimum

## UNDERSTANDING THE "C" STYLE IN CONFLICT

### Goals

- Fairness
- Accuracy
- Rational decisions

### Overuses

- Restraint
- Analysis
- Rigidness

### Fears

- Being wrong
- Strong displays of emotion

Conscientiousness

...Or Clarity

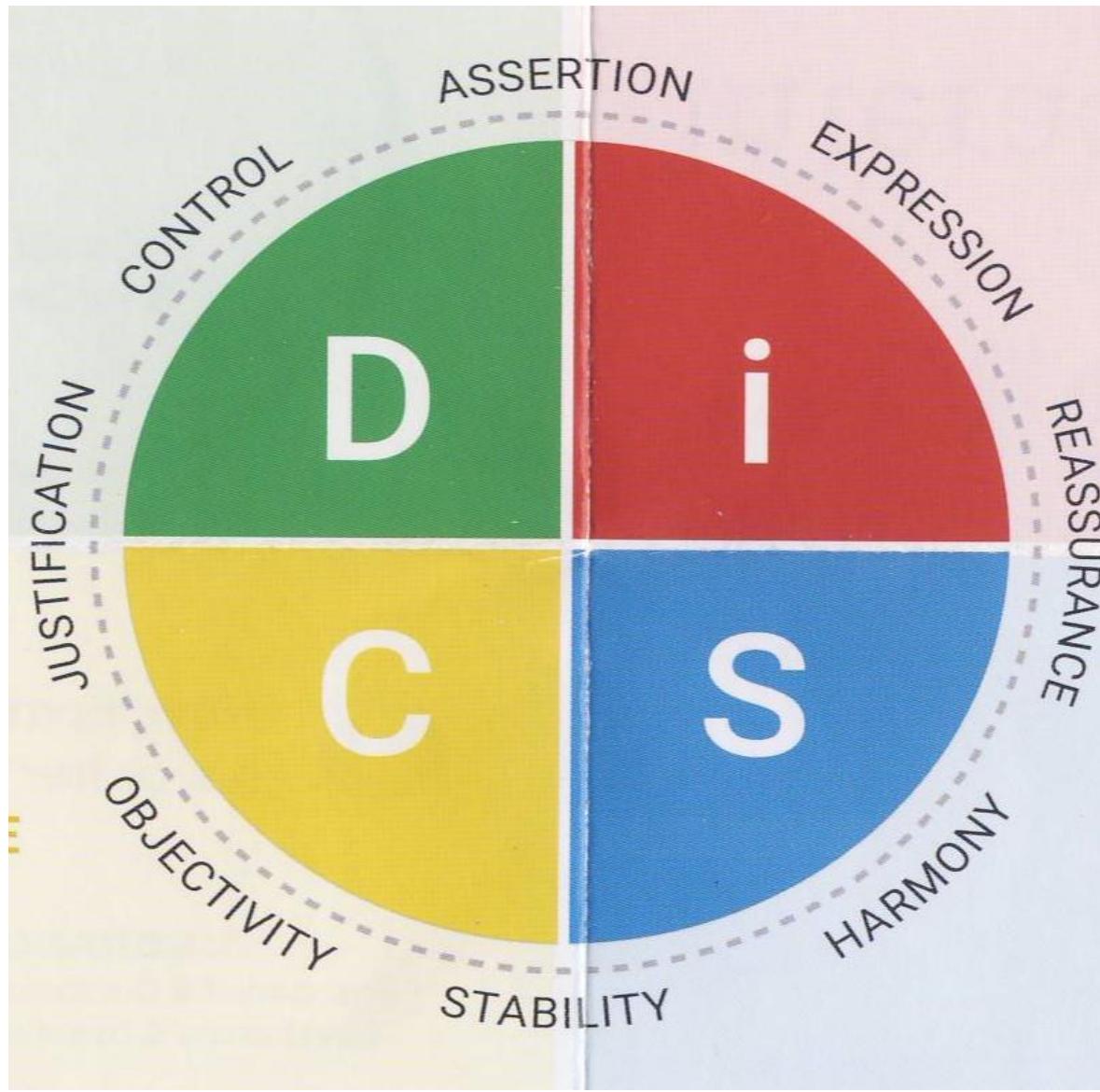
JUSTIFY

OBJECTIVITY

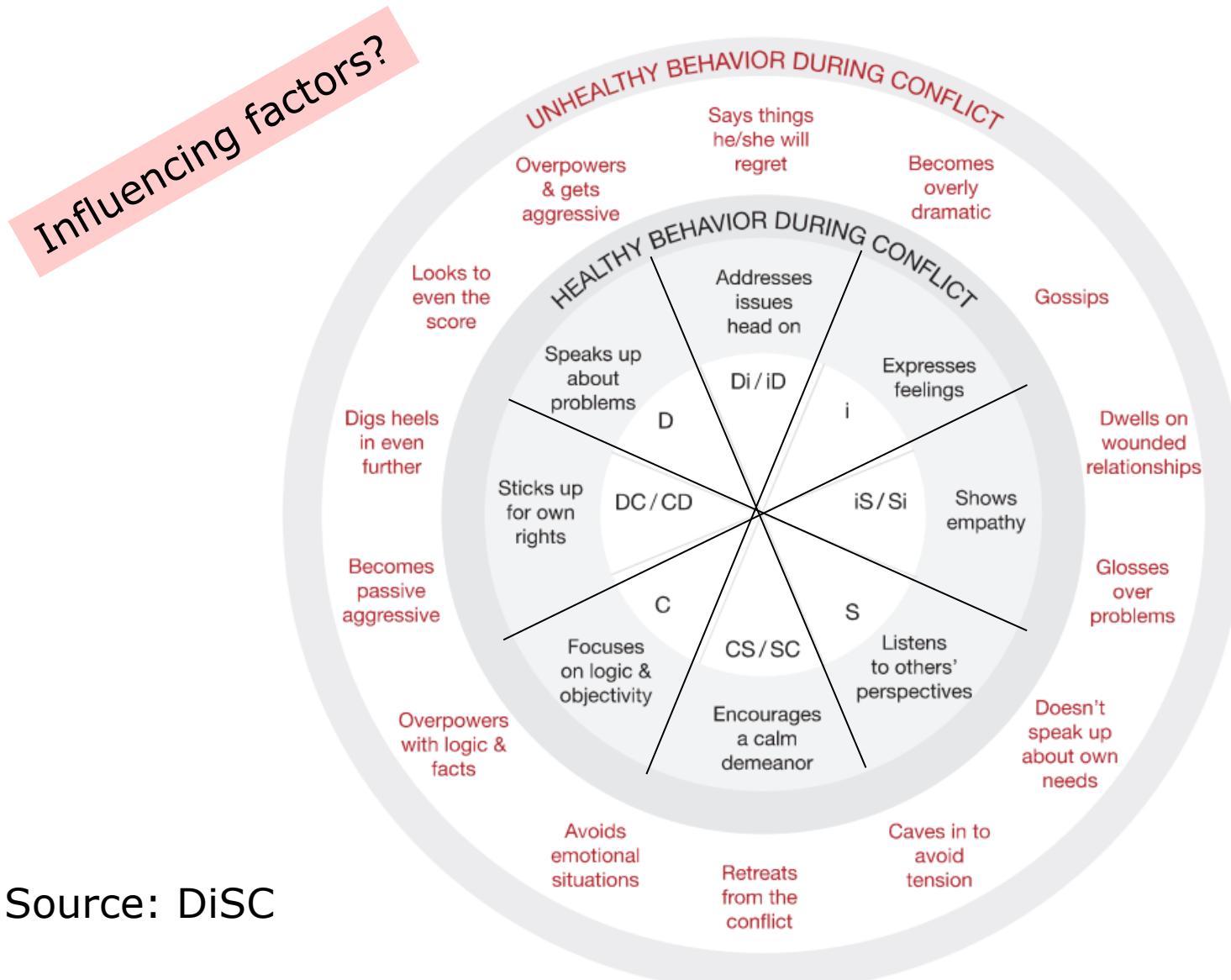
STAE

C

# Tendencies During Conflict



# Your Behavior During Conflict



## Dominance

### UNDERSTANDING THE "D" STYLE IN CONFLICT

#### Goals

- Victory
- Results
- Personal accomplishment

#### Overuses

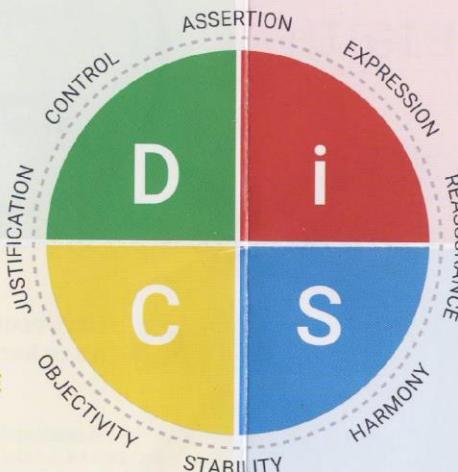
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## Steadiness

# Guiding Principle

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*Everybody is right...*

*but only partially.*

# Guiding Principle

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*People may forget what you said;  
They may even forget what you did;  
But rarely, if ever, will they forget  
How you made them feel.*

*Source: Maya Angelou*

# Trust – a Foundational Component

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Team Members:

- Acknowledge their weaknesses to one another
- Share professional failures and success
- Willingly and readily apologize to one another
- Let go of grudges
- Are unguarded and genuine with one another
- Get to know each other on a personal level
- Ask one another for input regarding their areas of responsibility
- Give credit where credit is due

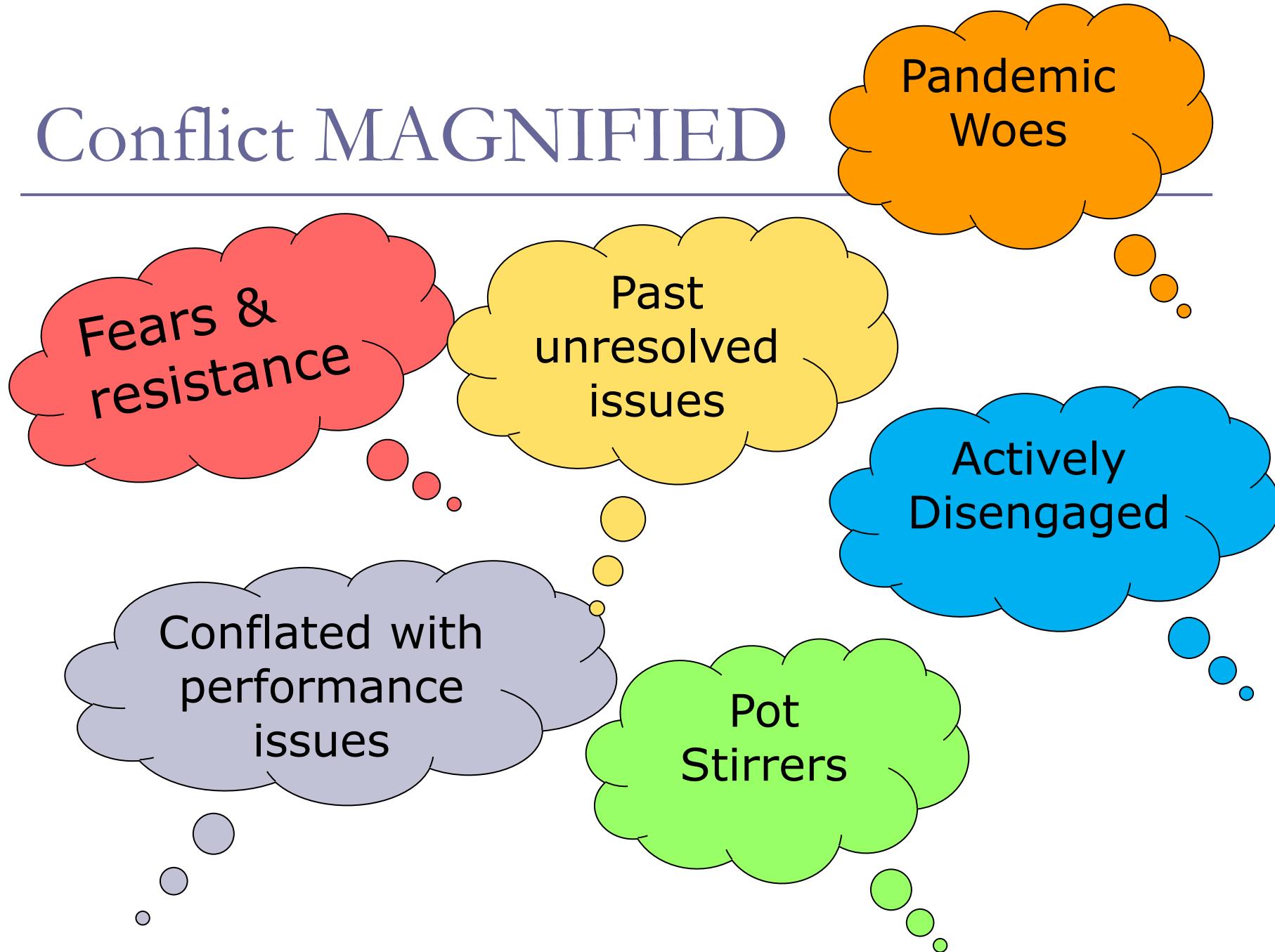
# Tips for When Conflict is Brewing

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- Create psychological safety
  - Consider timing, delay if triggered
  - Open-minded, avoid creating an early narrative
  - Respectful word choice
    - Neutral, matter of fact
    - Naming “it” (Examples)
      - Without blame or other toxins
  - Stay curious, ask for other’s perspective

# Conflict MAGNIFIED

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# Put the Problem Out in Front

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The issue separates the parties.

Put the problem “out in front” rather than between you.



Ask:

1. What is our common interest?
2. Why is this important to resolve?

THEN place the problem (literally) out in front to solve together as a unified team.

Find higher ground together.

# Team Agreements

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- A proactive, practical working agreement
- A valuable tool for creating a shared understanding about how to work together effectively
- A great foundation for creating a high performing team
- Meant to be a living, dynamic guiding document
- How do we want to be together?
- What are the norms we want to agree to?

# Team Agreements

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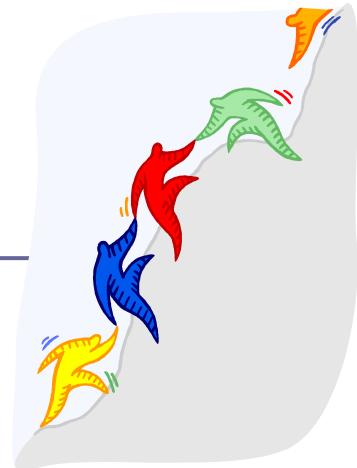


Help the Team to ..

- Hold each other accountable to the team agreements
- Set up conflict management procedures before a conflict arises
- Intervene early when issues flare up between team members

# Our Learning Alliance

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1. Presence and Participation
  2. Make Space - “Volley the Ball”
  3. Judgement-Free Zone - every voice valid
  4. Bottom Line
  5. Confidentiality – The Vegas Rule
  6. Chat and Mute
- Other requests?
- EXAMPLE**

# Agreements/Guidelines – Categories

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- What guidelines might you want to propose for your team to work together better?
  - Attendance, participation, roles
  - Agenda setting
  - Decision making
  - Documentation
  - Contribution and hearing all voices
  - How we want to approach disagreements

# Mastering Conflict

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## Team Members:

- Voice their opinion, even at the risk of causing disagreement
- Solicit each other's opinions during meetings
- Confronts and deal with conflict/the issue before moving onto another subject
- Discuss, the most important and difficult issues
- Minimize politics, and posturing
- Have lively, interesting meetings, debate ideas, focus on issues and solving problems

# Closing

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*NOTE: Remember to change your name back*

Navigating Conflict Learning Lab  
Take-away?

Thank you!