

# Welcome

Fundamentals in Practical Leadership for New & Emerging Leaders

## Session 5: Conflict Resolution

*"In a spirit of mutuality and understanding of our relationships with one another, with the courage to be honest, use appropriate skills to engage in good conflict with gentleness."*

*- One of our Client's Definition*

*What happens when we don't all get along? How to navigate personalities that provide a challenge to you in your work.*

Differing perspectives are valuable – how to nurture open discussion while navigating those who don't approach things in a constructive way. What does conflict do to you personally? How do you take care of yourself as you become more aware of how you work through conflict? How does the impact of working through conflict affect who you are as a leader in conflict?

1. Self-Awareness
  - What happens to you during conflict?
2. Knowledge
  - Thomas Killman's work on conflict styles
3. Practical Examples of different types of challenging behaviour and how to manage them
4. Tool – steps for navigating conflict



# EXPERIENCES WITH CONFLICT



*“Conflict is inevitable,  
but combat is  
optional.”* — Max Lucade

# Thomas Killman – 5 Conflict Styles



## Compete

- Someone wins: someone loses
- Poorly Used = stubborn, aggressive
- Well Used = stand up for what's important, courage under fire, clear direction

## Collaborate

- I win: they win
- Poorly Used = complicate things unnecessarily, avoid decisions that they should make
- Well Used = creative problem solving, listen to all viewpoints

## Compromise

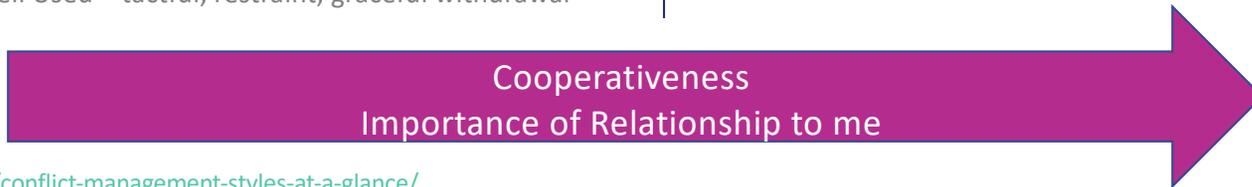
- Everyone wins a bit and loses a bit
- Poorly Used = gamesmanship, rush to solution, unprincipled
- Well Used = flexible, reasonable solution

## Avoid

- No-one wins or loses
- Poorly Used = secretive, mistrust, seen as not caring about things
- Well Used = tactful, restraint, graceful withdrawal

## Accommodate

- I lose: they win
- Poorly Used = aren't firm, aren't direct, not principled
- Well Used = thoughtful of others, follow rules, graceful in defeat





## Behaviours that can be our greatest challenges to work with:

 Identify the behaviour

 Understand why

 Tips to navigate



Behaviour	Identify	Understand	Tips
<b>Passive-Aggressive</b>	Maintain technical “correctness” while subtly undermining.	Aggressive because feel wronged somehow – passive because they don’t know how to be assertive (and because it has worked for them)	Be direct, don’t ignore the behaviour. Stay calm and be direct about what is wrong with the behaviour. When addressing it one on one - create space for them to express their feelings in an open way.

<https://www.glassdoor.com/blog/passive-aggressive-coworker/>

<https://www.universalclass.com/articles/business/difficult-workplace-personalities-and-how-to-deal-with-them.htm>



Behaviour	Identify	Understand	Tips
<b>Victim</b>	Constant complaints about their problems (or perceived problems). When something goes wrong it is not only not their fault, but may express that someone “purposefully” undermined them.	Often very conscientious workers and try to control all aspects to avoid feelings of helplessness. Truly believe they have been victimized.	Be patient in conversations – empathize without supporting the tendency toward “helplessness”. Point out evidence that is contrary to their victim narrative. Maintain boundaries. Follow-up with written summary and action steps is key, providing productive ways for them to address their own concerns.



Behaviour	Identify	Understand	Tips
<b>Blaming</b>	Don't take responsibility for own actions, always redirecting to someone or something else that "caused" the problem.	Often fear that taking responsibility will have severe consequences, or impact their self-esteem.	Redirect them from their "version" of events and focus on the verifiable facts of the situation. Create a culture of learning from mistakes. Hold accountable for things that are clearly theirs to own.



# Understanding the why behind behaviours – SCARF Model

*created by David Rock*

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness



# Proactive Ways to Address SCARF

## *Minimize Threats and Maximize Reward*

<https://www.mindtools.com/pages/article/SCARF.htm>

Element	Why it may be happening	Proactive Approach to Address
Status	Feedback is misunderstood (or not skilfully given), someone new joins the team that is skilled and praised, someone feels that they don't get credit for their contributions.	Practice giving feedback, check in if it does not seem to be taken as intended. Provide praise when praise is due. Provide opportunities to develop skills and knowledge
Certainty	There is too much unknown either in a particular issue, or due to an accumulation of various issues that all have a bit of uncertainty.	Break down complex issues into manageable chunks. Be as clear as possible in the things that you can be (but don't "pretend" to be clear on things that are uncertain – this erodes trust).
Autonomy	New policies/procedures, a new leader that they don't know yet asking questions or holding them more accountable to rules.	Allow people to use initiative and try out ideas as long as it is within policy/role scope. Explain policy thoroughly (the why). Delegate.
Relatedness	Less time/opportunity to connect with others (virtual work?), teams being changed, changing leaders.	Set people up with "buddies", check in regularly with people, scheduling regular team meetings, and regular one:one meetings with you.
Fairness	People may believe they are being treated unfairly if (for example) a co-worker has accommodations or appears to be promoted without merit or seniority.	Be as honest (as you can) about what is occurring and why. Encourage mutual acceptance of differences. Consider setting a team charter which clarifies everyone's role and expectations.



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## Our Response

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“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”  
(Viktor Frankl)



# — Acknowledge Emotions to De-Escalate Conflict

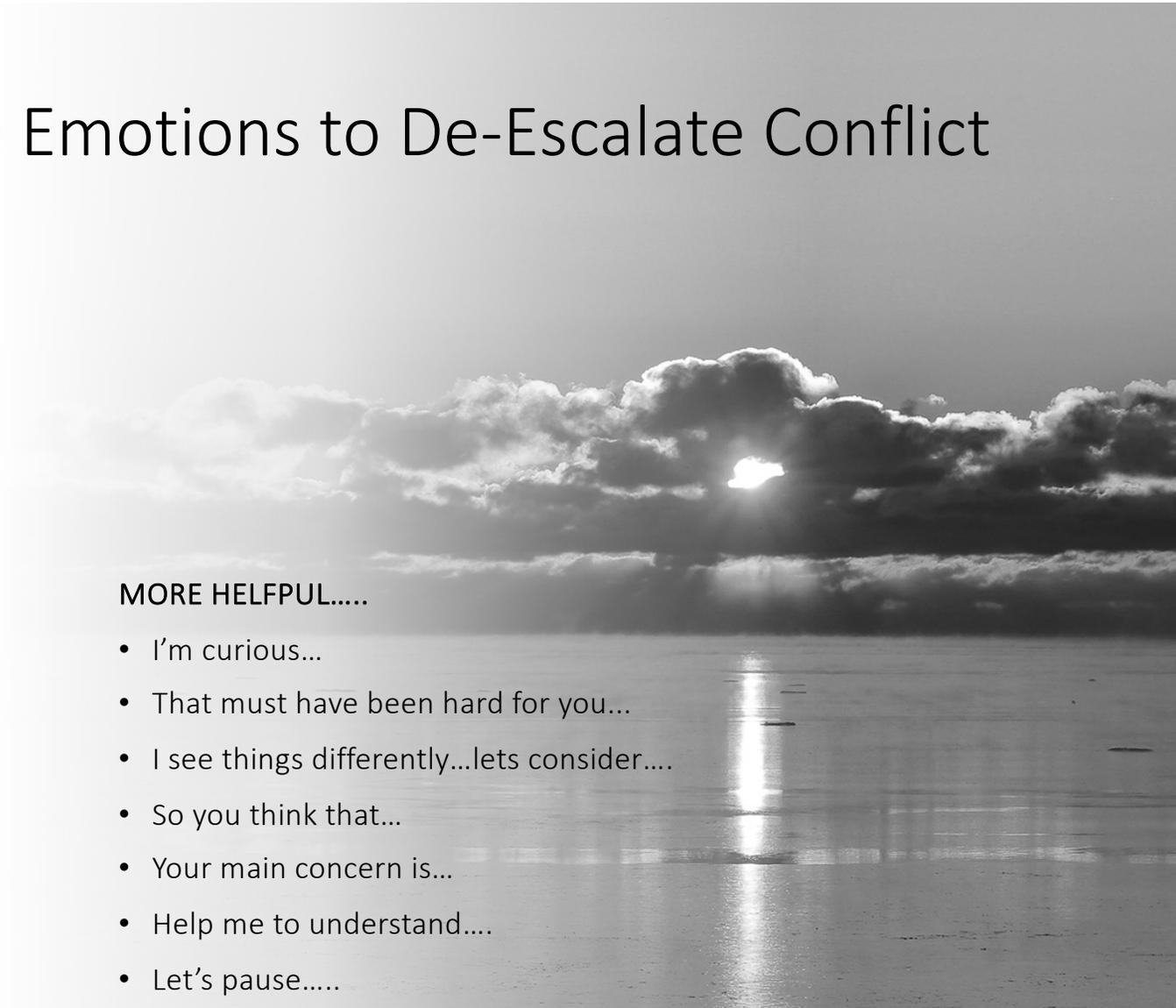
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## NOT SO HELPFUL.....

- Why didn't you listen?
- If you really felt that way you would have...
- You are always disrupting meetings.
- You ought to apologize to her for...
- Everyone thinks/says....
- If I were you...

## MORE HELPFUL.....

- I'm curious...
- That must have been hard for you...
- I see things differently...lets consider....
- So you think that...
- Your main concern is...
- Help me to understand....
- Let's pause.....





# The Way of Healthy Conflict

1. “Cool off”
2. Treat the other person with respect (attitude conveyed by specific behaviour, how we sit, listen, eye-contact, presence etc.)
3. Tell what is bothering you using “I” language
4. Listen until you experience the other side - seek to understand (meaning, feeling and content)
5. State your views, needs, feelings (without using loaded words)
6. Take responsibility
7. Move to collaborative problem solving (focusing on needs not positions and brainstorming solutions until you reach a solution parties can agree with)
8. Affirm, forgive or thank

## Reflection Questions

1. How has your experience in the past with conflict impacted how you react when conflict appears?
2. Which of Thomas Killman's Conflict Styles is your most challenging? What can you do to enhance/practice your skill and comfort with this style?
3. Imagine an interaction with someone that is displaying a behaviour you find especially challenging. How will you navigate it using the tools and theories that we have discussed?

# Thank you!

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