

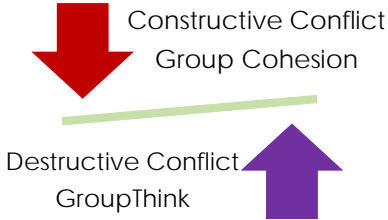
YES NO

Moving from Conflict to Conversation

2017 Women's Council
Leadership Academy
James S. DeLizia, CAE *Facilitator*

Conflict to Conversation

Conflict Management



Constructive Conflict
Group Cohesion

Destructive Conflict
GroupThink

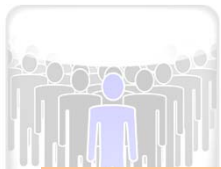
Conflict to Conversation



Session Objectives

- Dynamics of conflict: types and sources
- Conflict management process
- Conversation language skills
- One source of conflict: challenging behaviors
- Practice!

Conflict to Conversation



Managing conflict . . .
... in a volunteer setting
... with entrepreneurs

What are the dynamics?

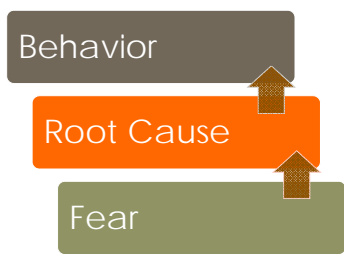
Conflict to Conversation

Types of Conflict

Substantive Conflict over ideas or issues.	Procedural Conflict over methods or process to follow.
Affective Conflict around group member personalities, styles, emotions	

Conflict to Conversation

Sources of Conflict



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graph BT; Fear --> RootCause[Root Cause]; RootCause --> Behavior
```

Conflict to Conversation

Example:
Types and Sources of Conflict

A conflict with the Treasurer regarding where and how certain expenses should be charged to the budget.

Procedural

- Different Understanding
- Fear of not meeting goals (budget)

Conflict to Conversation

Example:
Types and Sources of Conflict

A President who regularly dismisses ideas expressed by the President-elect.

Affective

- Different Ideas, perspectives, experience
- Fear of failure in a leadership role
- Fear of being seen as weak, ineffective

Conflict to Conversation

Example:
Types and Sources of Conflict

A conflict over which community organization to support.

Substantive

- Different Ideas
- Different values (e.g., critical issues, priorities in the community)

Conflict to Conversation

Conflict Management Process



Principles

- Separate the 'people' from the 'problem'
- Separate 'interests' from 'positions'

Conflict to Conversation

Conflict Management Process



1. Identify the issue or problem and restate.
2. Set the issue or problem in context.
3. Evoke accepted guidelines.
4. Focus on and understand 'interests' not 'positions'.
5. Agree to objective criteria to evaluate the best solution
6. Develop solutions.

Conflict to Conversation

Understanding Interests and Perceptions

Tenant Interest/Perceptions	→	Landlord Interest/Perceptions
• The rent is too high.	→	
• With other costs going up, I can't afford to pay more.	→	
• Young people like me can't afford to pay high rents.	→	
• I am a desirable tenant with no pets.	→	
• I always pay the rent whenever she asks for it.	→	

Conflict to Conversation



Conflict Resolution
Practice

Conflict to Conversation

Conflict Resolution Scenario 1

The Facts

The President-elect is at her wits end. Although the President was the one who mentored her and encouraged her to originally get involved in the network and take on a leadership role, their relationship has soured in the past six months. The President seems unwilling to give the President-elect the visibility at Governing Board and membership meetings to talk about her ideas or plans for the coming year, and she has had limited time to organize her team. When she is able to share her ideas, they are strongly criticized by the President.

Conflict to Conversation

Conflict Resolution Scenario 2

The Facts

The Network Governing Board is at odds with a number of Project Team leaders. Although a description of each Team's task was prepared and the Project Team leaders were part of the network planning retreat and understand their charges for the year, some of the Team leaders have interpreted that as direction to 'get the job done' . . . whatever it takes. As a result, there have been a number of issues regarding use of the network credit card and unauthorized spending by Team leaders. The cumulative impact has been to put the overall network budget in the red for the year.

Conflict to Conversation

Moving to Conversation

A	Assumption
E	Expression
I	Identification
O	Outcomes
U	Understanding

Conflict to Conversation

Asking Non-Threatening Questions

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    graph BT
      Fear[Fear] --> RootCause[Root Cause]
      RootCause --> Behavior[Behavior]
  
```

- Open up discussion and possibilities
- Engage participants, with permission to think independently creatively
- Keep focus on the issue
- Seek to better understanding feelings and opinions
- Help get closer to the real issues or root cause
- Avoid putting others on defensive
- Objective; don't presuppose the answer or represent disguised opinions

Conflict to Conversation

Questioning Skills
Practice

Conflict to Conversation



"Where all think alike,
no one thinks very
much."
Walter Lippmann

Managing Differences



Differences
make a
difference!

Managing Differences

Behavior


- Behavior or style **IS**: manner of conducting oneself, the way someone acts; observable; at times hardwired
- Behavior or style **IS NOT**: directly related to intelligence, values/beliefs, skills, experience

So . . . **Don't Judge It, Understand It!**



Managing Differences

The Know-It-All




**Weighs in on every issue.
Thinks she knows a lot (and probably does!)
Can be insensitive.
Often narrow-minded.**

Managing Differences

Challenging Personalities

Situation

You are gathering input from the team on a somewhat controversial issue. Mid-way through the discussion, a respected member of the team with a strong personality prefaces her comment by saying: "From all of my years of experience with this network, I can tell you there is only *one* viable solution to this issue." How do you respond to keep the conversation going?



Conflict to Conversation



Do more than belong: **PARTICIPATE**
 Do more than care: **HELP**
 Do more than believe: **PRACTICE**
 Do more than be fair: **BE KIND**
 Do more than forgive: **FORGET**
 Do more than dream: **WORK**

William Arthur Ward
