Navigating Effectively Through Conflict

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High Performance Systems, Inc.
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Welcome

• Thank you for joining us for this College of Continuing Education webinar.

• Navigating Effectively Through Conflict

• Moderator: Jean McLeod
  Program Director
  College of Continuing Education
  Professional Development Programs
Please submit questions at any time during the webinar. Questions will be addressed as time permits at the end of the webinar.

To submit questions:

- On the upper left hand portion of screen click the “Ask a question” button.
- Type your question and click send.
Webinar Recording

- A link to a recording of this webinar will be e-mailed to all registrants.

- You can expect to receive the webinar link in the next few days to the e-mail you submitted during your registration.
Stephanie McGovern

- Stephanie holds a master’s degree in industrial relations from the University of Minnesota and a coaching certification through the Hudson Institute of Santa Barbara.
- She is certified in Myers-Briggs, Situational Leadership, and Leader Effectiveness Training. She is currently founder and president of an organization dedicated to maximizing individual, team, and organizational performance.
- In her work, she applies skills and strategies that have proven effective over more than 20+ years at Honeywell, Alliant Techsystems, and Cummins Power Generation.
- She has demonstrated skills developing leaders, coaching, facilitating small and large group meetings, creating and maintaining high performance teams, conducting needs assessments, designing curriculum, and delivering training.
Taking time to do nothing, often brings everything into perspective.

Doe Zantamata
Session Goal

Increase your ability to resolve conflict successfully when you are personally involved.
Objectives

• Recognize your natural response to conflict
• Learn seven behaviors that help productively resolve conflict
• Learn eight behaviors that make conflict worse
• Manage your hot buttons to prevent or reduce negative effects of conflict
Have you ever said…?

“If those other people would get better at dealing with conflict it would make my life easier.”

“I know what I should do and say, but in the heat of the moment I either lash out or freeze.”

“It’s not appropriate to get emotional at work.”

“It’s better not to confront the issue. If I leave it alone, it will go away.”
Facts about Conflict

• Today’s workplace is much more collaborative and interdependent than 20 years ago – conflict is inevitable.

• 65 percent of performance problems at work come from strained relationships with other employees – not from lack of skill or motivation.

• Poorly managed conflict:
  – Reduces decision quality, employee engagement, communication, and innovation
  – Increases turnover, wasted time, health care costs, lost work time, and sabotage
Assumptions

1. We can’t control others’ behavior (rats!).
2. Change comes from changing ourselves.
3. Conflict is tricky because it has an emotional component.
4. Conflict competence is about creating more awareness and choice in the moment.
Count the black dots! :o)
Are the horizontal lines parallel or do they slope?
How many legs does this elephant have?
If you take a look at the following picture, let me tell you... it is not animated. Your eyes are making it move. To test this, stare at one spot for a couple seconds and everything will stop moving. Or look at the black center of each circle and it will stop moving. But move your eyes to the next black center and the previous will move after you take your eyes away from it.... Weird
Which circle in the middle is bigger?
You should see a man's face and also a word...
Hint: Try tilting your head to the right; the word begins with 'L'
People take different roads seeking fulfillment and happiness. Just because they're not on your road doesn't mean they've gotten lost.

~ Dalai Lama ~
What Is Conflict?

Any situation in which people have incompatible interests, goals, principles, or feelings.

Runde and Flanagan, 2007
Conflict Is Difficult when…

• It triggers emotions.
• When we are triggered, it is hard to access the creative, problem solving part of our brain.
• The outcome is uncertain.
• It often feels like respect and self-esteem are at stake.
Not to spoil the ending for you, but everything is going to be okay.
“Remember that not getting what you want is sometimes a wonderful stroke of luck.”

- Dalai Lama
David Rock’s Brain Research

We are wired with five core human needs

- **Status**
- **Certainty**
- **Autonomy**
- **Relatedness**
- **Fairness**

*Conflict can threaten all of these.*
More About the Brain

Cerebrum - *creative problem-solving brain*
Largest part of the brain associated with higher brain function such as thought and action

Limbic System – *emotional brain*
Buried in the cerebrum. Contains the thalamus, hypothalamus, Amygdala, and hippocampus. Regulates emotion and mood.

Brain stem – *reptilian brain*
Regulates breathing, sleep, heart rate, etc.
Conclusions

1. People can change the way they respond to conflict.

2. Conflict unfolds. It doesn’t usually happen all at once.

3. The earliest responses to conflict have the largest effect on how conflict unfolds.

4. The more we know about our response patterns, the better equipped we are to change.
The Conflict Dynamics Profile

- Research based
- Developed by psychologists and the Leadership Development Institute at Eckerd College
  - Measures situations and behaviors that trigger conflict
  - Provides insight into how people respond behaviorally to conflict.
- Used by Center for Creative Leadership
Conflict Dynamics Profile

Hot Buttons are people or situations which may irritate you enough to provoke conflict by producing destructive responses.

The “hotter” the hot button the more likely it is to produce:

- Strong negative emotions
- Automatic and impulsive responding
- Increased tension
## CDP Hot Buttons

<table>
<thead>
<tr>
<th>Hot Button</th>
<th>Description</th>
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<tbody>
<tr>
<td>Unreliable</td>
<td>Those who miss deadlines and cannot be counted on</td>
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<tr>
<td>Overly Analytical</td>
<td>Perfectionists who over-analyze things and focus on minor issues</td>
</tr>
<tr>
<td>Unappreciative</td>
<td>Those who fail to give credit or seldom give praise</td>
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<tr>
<td>Aloof</td>
<td>Those who isolate, do not seek input, or are hard to approach</td>
</tr>
<tr>
<td>Micro-Managing</td>
<td>Those who constantly monitor and check up on others</td>
</tr>
<tr>
<td>Self-Centered</td>
<td>Those who are focused on themselves, and believe they are always correct</td>
</tr>
<tr>
<td>Abrasive</td>
<td>Those who are arrogant, sarcastic, and abrasive</td>
</tr>
<tr>
<td>Untrustworthy</td>
<td>Those who exploit others, take credit, and can’t be trusted</td>
</tr>
<tr>
<td>Hostile</td>
<td>Those who lose their tempers, become angry, and yell</td>
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</tbody>
</table>
Managing Hot Buttons

1. Center and breathe.
2. Take a break – this is different than avoiding…
3. Notice your “Story” – is it helpful or destructive?
4. Remember – you are responsible for how you feel – no one makes you feel a certain way.
5. Create a new habitual response – one you can draw on in the heat of the moment.
6. Change your physical posture.
Conscious Choice

Once we have been triggered – we have a choice - even though it may not feel like we do.

Do we take the high road?

Or

Do we take the low road?
Sometimes you just have to change your point of view.
Behavior Cycle

Making up Stories

Data

Result

Action

Story
Key to Successful Behavior Change

*Data and Story* (Internal Process)

*Action and Result* (External)

*Key to Success*
If we want to change the *Action and Result*, we need to get new *Data* and/or change our *Story*
Reflection

Think of a conflict

1. What actually happened? (Just the facts please)
2. What story did you make up about it?
3. What possibilities open up if you change or drop your story?
When you blame and criticize others, you are avoiding some truth about yourself.

- Deepak Chopra
## Conflict Response Categories

<table>
<thead>
<tr>
<th></th>
<th>Constructive</th>
<th>Destructive</th>
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</thead>
<tbody>
<tr>
<td><strong>Active</strong></td>
<td></td>
<td></td>
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<tr>
<td>Perspective Taking</td>
<td>Winning at All Costs</td>
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<tr>
<td>Creating Solutions</td>
<td>Displaying Anger</td>
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<tr>
<td>Expressing Emotions</td>
<td>Demeaning Others</td>
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<tr>
<td>Reaching Out</td>
<td>Retaliating</td>
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<tr>
<td><strong>Passive</strong></td>
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<tr>
<td>Reflective Thinking</td>
<td>Avoiding</td>
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<td>Delay Responding</td>
<td>Yielding</td>
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<td>Adapting</td>
<td>Hiding Emotions</td>
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<td>Self-Criticizing</td>
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Did you know?

THE OCEAN GETS ITS SALTINESS FROM THE TEARS OF MISUNDERSTOOD SHARKS THAT JUST WANT TO CUDDLE.
Stages of Learning

1. Unconsciously Incompetent
2. Consciously Incompetent
3. Consciously Competent
4. Unconsciously Competent
5. Reflective Competence
life begins 
AT THE END 
of your 
COMFORT ZONE
The most intense conflicts, if overcome, leave behind a sense of security and calm that is not easily disturbed.

Carl Gustav Jung (1875-1961) Swiss psychologist and psychiatrist
Additional Resources

*Becoming Conflict Competent*, by Craig Runde and Tim Flanagan

*Beyond Reason: Using Emotions As You Negotiate* by Roger Fischer and Daniel Shapiro

*Difficult Conversations*, by Douglas Stone, Bruce Patton, and Sheila Heen

*Fierce Conversations*, by Susan Scott

*Beyond Reason: Using Emotions As You Negotiate*, by Roger Fischer and Daniel Shapiro


http://www.conflictdynamics.org
Questions
Thank you for attending

• Look for an e-mail with link to the presentation in the next few days.
• Stephanie McGovern’s upcoming courses
  – Principles of Supervision – July 31 & August 1, 2013
  – In-Depth Coaching: Lead Individual Change Interventions – September 19 & 20, 2013

For a full list of courses:
www.cce.umn.edu/professionaleducation
612-624-4000