Navigating Conflict
Part 1:
The Basics of Conflict

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The Basics of Conflict

WELCOME!

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Introduction

Numbers 27:1 The daughters of Zelophehad son of Hepher, the son of Gilead, the son of Makir, the son of Manasseh, belonged to the clans of Manasseh son of Joseph. The names of the daughters were Mahlah, Noah, Hoglah, Milkah and Tirzah. They came forward. **⁶** And the LORD spoke to Moses, saying: **⁷** "The daughters of Zelophehad speak *what is* right; you shall surely give them a possession of inheritance among their father's brothers, and cause the inheritance of their father to pass to them.

This training will teach the basics of Conflict. It will instruct you on understanding the necessity of conflict and how conflict benefits the one on one, or group dynamic. These five sisters had no husbands or sons but bound themselves together through conflict and it lead to them being blessed and being entitled to their portion of their tribal land.

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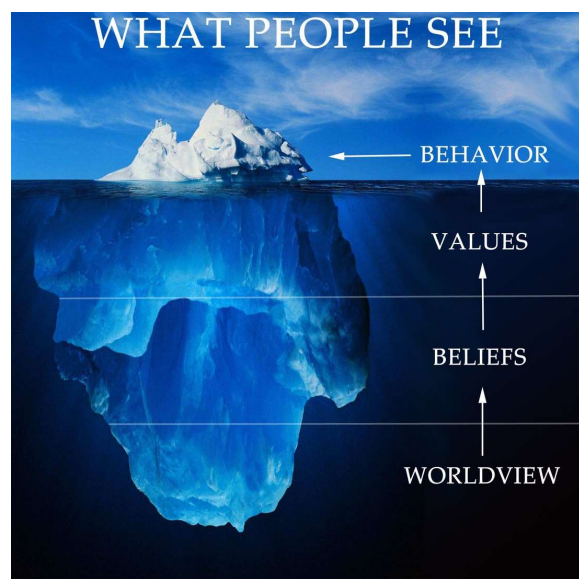
The Basics of Conflict

What is Conflict?

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The Basics of Conflict

- Conflict is a struggle between people, or ideas. Conflicts can be singular meaning between person to person, or a group dynamic.

- What we see on the surface of the conflict isn't always the truth of the conflict. We must learn to look deeper.

WHAT PEOPLE SEE

BEHAVIOR

VALUES

BELIEFS

WORLDVIEW

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The Basics of Conflict

Is Conflict healthy or Unhealthy?

HEALTHY CONFLICT

HEALTHY CONFLICT CAN:
1) MAKE GROUPS CONSIDER A WIDE RANGE OF OPTIONS
2) BOOST CREATIVE THINKING
3) KEEP GROUPS ATTENTIVE TO ALL INTERESTS
4) HELP HEAR EVERYONE'S IDEAS
5) FOCUS ON THE FACTS AND STAY OBJECTIVE
6) USE A LOGICAL APPROACH TO CONSIDER SOLUTIONS

UNHEALTHY CONFLICT

UNHEALTHY CONFLICT CAN:
1) ENCOURAGE THOSE WHO THINK THEY ARE "RIGHT" TO FEEL SUPERIOR TO THOSE WHO ARE "WRONG"
2) BRING OUT PERSONAL ATTACKS AND BLAME
3) GENERATE DISTRUST
4) STIFLE COLLABORATION
5) MAKE PARTICIPANTS UPSET

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The Five Dysfunctions of a Team via Mismanaged Conflict

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

01
DYSFUNCTION #1: **ABSENCE OF TRUST**
The fear of being vulnerable with team members prevents the building of trust within the team.

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DYSFUNCTION #2: **FEAR OF CONFLICT**
The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

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DYSFUNCTION #3: **LACK OF COMMITMENT**
The lack of clarity or buy-in prevents team members from making decisions they will stick to.

04
DYSFUNCTION #4: **AVOIDANCE OF ACCOUNTABILITY**
The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

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DYSFUNCTION #5: **INATTENTION TO RESULTS**
The pursuit of individual goals and personal status erodes the focus on collective success.

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👎 TEAMS THAT FEAR CONFLICT...

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

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👍 TEAMS THAT ENGAGE IN CONFLICT...

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

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> "Teams that trust each other are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions."
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> **Patrick Lencioni**

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Introduction

"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude."

—William James

This training focuses on ways that supervisors can work with employees to resolve conflict in the workplace by recognizing the causes of workplace conflict, understanding how to facilitate resolution of conflict and how to manage the work relationships once the conflict has been resolved.

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Causes of Workplace Conflict

Conflict often arises because employees:

- Have different points of view.
- Communicate with one another differently.
- Spend large amounts of time together.
- Depend on one another to "get the job done."
- Have established expectations of one another that are not communicated and then not met.

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Causes of Workplace Conflict (cont.)

Conflict does not always have to be negative. When employees are able to challenge one another's ideas in a supportive environment, new ideas are generated and fostered.

It is important to remember that conflict will always exist between employees. Effective supervisors have the skills to manage the conflict process and turn disagreements into ideas.

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Causes of Workplace Conflict (cont.)

Examples of Healthy vs. Damaging Conflict

Healthy conflict:
- Disagreements communicated in a supportive environment that foster the generation of new ideas or ways to problem-solve.
- Tension that increases awareness or sheds light on a growing workplace problem.

Damaging conflict:
- Name calling.
- Personal attacks.
- Employees becoming silent, withdrawn and/or afraid to speak up.
- Cliques, gossip and rumors.
- Lack of mutual respect.

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Importance of Resolving Conflict

- As supervisors, you must learn to manage conflicts among your team members so that the business continues to run effectively and objectives are met.
  - Consequences of letting conflict fester:
    - Employees not involved in the conflict either "pile on" or withdraw from the conflict.
    - Employees take sides or "check out" from work entirely.
    - Morale and productivity are lowered because employees are focused on the conflict.
    - Employees who work in teams are now divided because of the conflict.

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Importance of Resolving Conflict (cont.)

- In extreme instances, unresolved conflict can lead to violent or aggressive situations.
    - Employees may become injured.
    - The company may have legal risks associated with violent situations in the workplace.
    - Work can slow dramatically or halt altogether.

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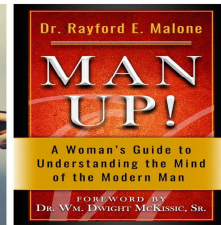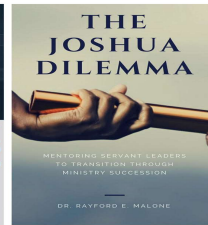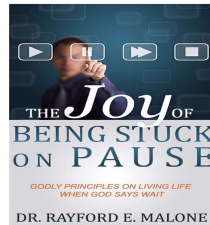## How To Resolve Conflict
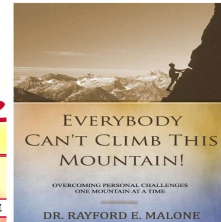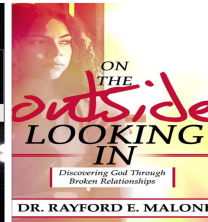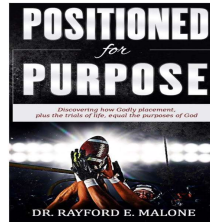
- **Developing Strong Employee Relations**

- When it occurs, conflict must be resolved equitably and quickly. It is also important, though, to try to prevent it—that is, to create an environment in which corrosive conflict is less likely to occur in the first place. The foundation of such a culture is employee relations, the process of building strong relationships between managers and employees based on fairness, trust and mutual respect. It takes time, effort and money to create such a work environment, but a good employee relations climate supports motivation, loyalty and high performance among employees, and it encourages them to try to achieve the best results possible for their organization.

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Questions? Comments?

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