

Embracing Conflict



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Agenda

- Challenges of conflicts with team members
- Individual personality conflicts and how they affect the team
- Paths to conflict resolution
- Turning conflict into successful outcomes
- Using conflict to improve the team going forward

Top 4 Causes of Conflict

1. Personality Differences
2. Non-Compliance with Rules and Policies
3. Misunderstandings
4. Competition

5 Conflict Resolution Strategies*

Strategy #1: Avoiding

Avoiding is when people just ignore or withdraw from the conflict. They choose this method when the discomfort of confrontation exceeds the potential reward of resolution of the conflict. While this might seem easy to accommodate for the facilitator, people aren't really contributing anything of value to the conversation and may be withholding worthwhile ideas. When conflict is avoided, nothing is resolved.

Strategy #2: Competing

Competing is used by people who go into a conflict planning to win. They're assertive and not cooperative. This method is characterized by the assumption that one side wins and everyone else loses. It doesn't allow room for diverse perspectives into a well-informed total picture. Competing might work in sports or war, but it's rarely a good strategy for group problem solving.

Strategy #3: Accommodating

Accommodating is a strategy where one party gives in to the wishes or demands of another. They're being cooperative but not assertive. This may appear to be a gracious way to give in when one figures out s/he has been wrong about an argument. It's less helpful when one party accommodates another merely to preserve harmony or to avoid disruption. Like avoidance, it can result in unresolved issues. Too much accommodation can result in groups where the most assertive parties commandeer the process and take control of most conversations.

Strategy #4: Collaborating

Collaborating is the method used when people are both assertive and cooperative. A group may learn to allow each participant to contribute with the possibility of co-creating a shared solution that everyone can support.

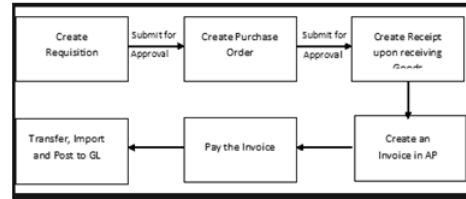
Strategy #5: Compromising

Another strategy is compromising, where participants are partially assertive and cooperative. The concept is that everyone gives up a little bit of what they want, and no one gets everything they want. The perception of the best outcome when working by compromise is that which "splits the difference." Compromise is perceived as being fair, even if no one is particularly happy with the outcome.

BE NATURALLY CURIOUS

*The Participation Company, "5 Conflict Resolution Strategies We All Use"

Scenario #1



- Susan works within the Procure to Pay area in Supply Chain Management and her responsibility is to create Purchase Orders once she receives an Approved Requisition and then send it through the workflow. Chad continues to send Requisitions to Susan without proper approvals and wants to move the PO through asap. This is not a "one off" but Chad's SOP. Susan continues to be frustrated as she has told Chad he needs the proper approvals before moving forward. She even went to her boss to share her frustrations and Chad's boss is also aware of this. Chad usually does have the required approval, he just doesn't submit it properly. Susan's frustration has risen to the level that she will often ignore Chad's request until the end of the day and then e-mail him that he needs the approval before creating the Purchase Order and moving it through the system.
- Using the idea of "Be Naturally Curious" how would you Embrace this conflict?

Notes:

Scenario #2

- You are managing a very large project and like all projects there are a lot of moving parts. In the beginning of the project, Rebecca expressed some concerns with the direction provided by senior management. There was not a lot of time to discuss alternatives and the path was decided without the whole teams' input. Lately Rebecca has been missing deadlines and seems disengaged in the project meetings. It is beginning to affect the health of the project.
- What will you do to get Rebecca back on track?

Notes:
