

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

BOY DO I HATE BEING RIGHT ALL THE TIME

No you're right, let's do it the dumbest way possible because it's easier for you.

I can explain it to you, but I can't understand it for you.

I DON'T UNDERSTAND IGNORANCE AND I DON'T WANT TO.

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 the easiest approach, it doesn't result in the best outcome. 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 or 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. Thinking that by "giving in" creates harmony but, like avoidance, it can result in unresolved issues.

**Strategy #4:
Collaborating**

- Collaborating is the method used when people are both assertive and cooperative. A group may learn to allow each participant to make a contribution with the possibility of co-creating a shared solution that everyone can support. This can be one of the most productive strategies.

Strategy #5: Compromising

- Compromising is 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 you "split the difference." Compromise is perceived as being fair, even if no one is particularly happy with the final outcome.

BE NATURALLY CURIOUS

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?



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?

Avoiding Breakdowns...

The percent of breakdowns in **task** caused by breakdowns connected to **teaming, communication and/or relationships...**

72-80%

Source: The Gallup Organization/Towers Perrin

How can we improve going forward?



Summary and Questions

- Causes of Conflict
- Possible Strategies for Resolution
- Be Naturally Curious
- Beliefs Dictate Behavior; Behavior Dictates Results
- Better Communication = Better Outcomes

Thank you!



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