

Transforming Conflict Into Collaboration

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What You'll Learn:

Various Challenges Around Conflict

Unhealthy vs Healthy Conflict

Fostering An Environment For
Healthy Conflict

Conflict Resolution vs
Managing What Can't Be Resolved

**What Are Your Unique
Challenges
Around
Handling Conflict?**

Hope the situation will improve on its own

Wonder if I will make the situation worse

I want to be liked

Try to avoid it because it makes me
uncomfortable

Tell myself I will address it tomorrow when
less busy

What else?

**What Has Been Your Greatest Challenge?
How Would You LIKE To Better Handle It?**

Why You Need To Handle & Resolve Conflict Well



It is your role as a leader to model



It Increases productivity and
quality



Your facility will be "calmer"



Unresolved / Unmanaged conflict
rarely gets better on its own

Different Influences

History with conflict

Behavioral style

Perspectives





Family History Of Conflict

How Did Your Family Handle Conflict?
What Have You Had To Learn
From That Experience As A Leader?

Behavioral Style:

The Initiator

Outgoing & Confident

Addresses Conflict
Head-On
Without Hesitation

May Intimidate or
Debate





Behavioral Style:

The Optimist

Outgoing & Positive

Likes To Talk

May Minimize or
Dismiss

Behavioral Style:

The Nurturer

Reserved & Supportive

Agreeable

May Appear to
Avoid





Behavioral Style:

The Analyst

Reserved & Quiet

Objective

May Distance or
Ignore Feelings

Which Style Do You Most Identify With and Why?



Nurturer



Analyst



Initiator

Optimist





What Style Most Describes You?

Which Style Most Describes The Person With Whom You Have Conflict?



Avoiding



Ignoring Feelings



Intimidating

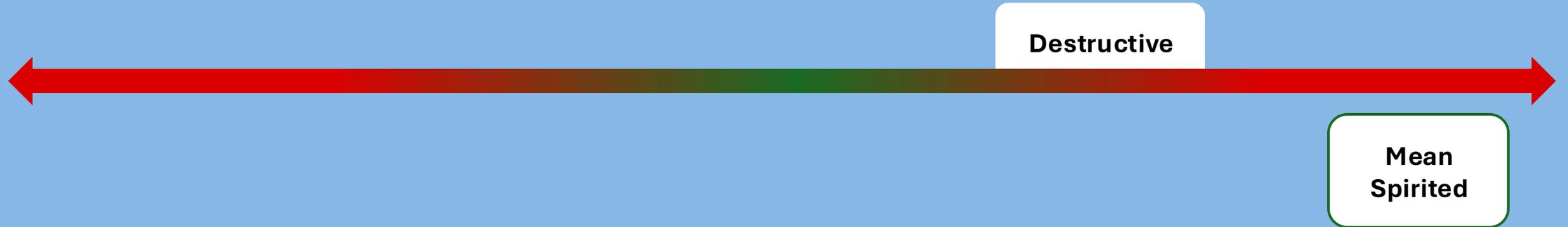
Minimizing





Navigating Conflict Resolution

Conflict Continuum





Peace Breaking

- Forces their way on others with each slight or conflict
- Does not consider or own their role in the conflict
- Cares more about getting their way vs preserving a relationship
- Battle ready and on high alert to identify the wrong in others

Conflict Continuum



A horizontal continuum with a red arrow pointing left and a green arrow pointing right. The green arrow is positioned above the red arrow, and they overlap in the center. A white box labeled 'Artificial' is positioned above the green arrow. A white box labeled 'Artificial Harmony' is positioned below the red arrow on the left side.

Artificial

**Artificial
Harmony**



Peace Faking

- Sends vibe of artificial harmony
- Walks on eggshells to not upset anyone
- Stays silent but fumes or stresses internally
- Talks about it with others but not the involved parties
- Avoids the issue, leading to bitterness and/or exploding in anger

Your Team May Be Exhibiting Artificial Harmony If...

- They are silent.
- They don't express concerns or disagreements.
- They “agree” yet there is negative chatter.
- Disagreements are “tabled” or shut down.

Conflict Continuum

Where does your team fall on this spectrum?

Artificial

Destructive

**Artificial
Harmony**

**Mean
Spirited**



Pat Lencioni on Artificial Harmony:

“When leadership team members fail to disagree around issues, not only are they increasing the likelihood of losing respect for one another and encountering destructive conflict later when people start griping in the hallways, they’re also making bad decisions and letting down the people they’re supposed to be serving.

And they do this all in the name of being ‘nice’.”



Artificial Harmony: Outcomes

Suppression

Inner opinions/feelings

Avoidance

The Other Person(s)

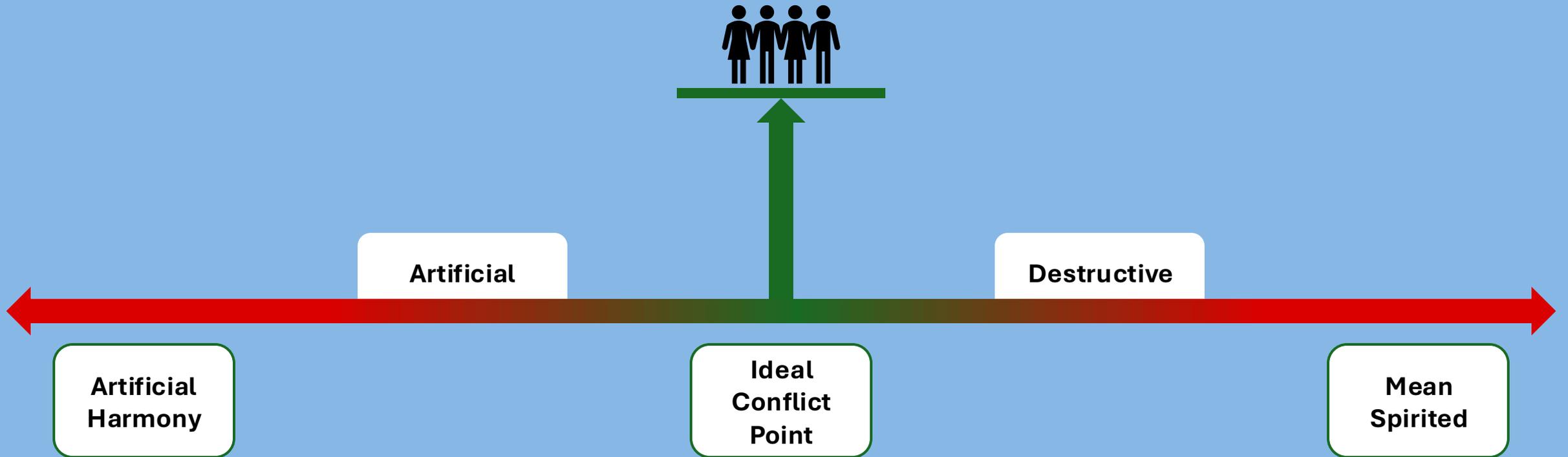
The Subject

Retribution

Aggressive

Passive-Aggressive

Conflict Continuum



The Foundation For Healthy Conflict



Two Different Kinds Of Trust:

Predictable Trust:

I can count on you to...

- Meet Deadlines
- Follow Through
- Produce high quality work
- Be dependable

Vulnerability-Based Trust:

I trust you to...

- Admit when you don't know something
- Admit when you've made a mistake/failed
- Admit when someone else can do something better
- Be open about your challenges



Vulnerability-Based Trust Is Built When The Leader Goes First

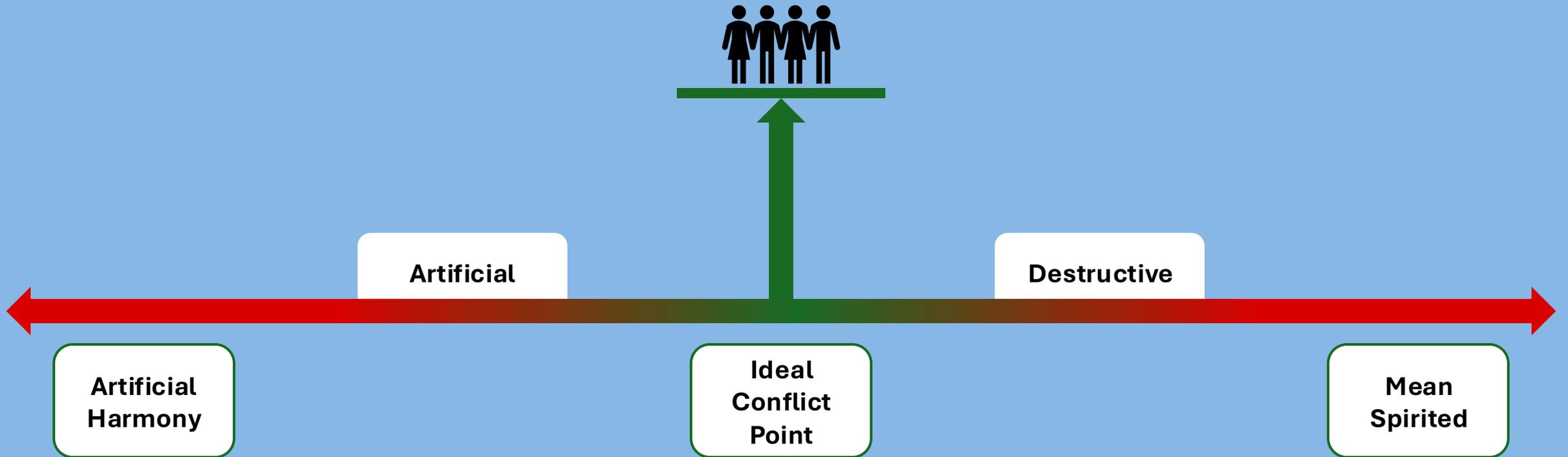
How Can You Show Vulnerability?



Peace Making:

- Willing to address conflict as a carefrontation
- Willing to stand in the discomfort
- Declares noble intent
- Respects the other person's point of view
- Owns responsibility for their part
- Chooses to focus forward

Conflict Continuum





**How Does Healthy Conflict
Evolve Into Collaboration?**

“When conflict becomes a win-lose contest in our minds, we immediately try to win.” Thomas Crum



“True dialogue never occurs when one person or the other refuses to suspend their beliefs for fear that they may be convinced of something new.” - John Griffin

Perspectives...



Sunrise or Sunset?



We are looking
at the exact
same picture,
but drawing
different
conclusions.

Why Is That?



Questions

”What’s your biggest concern?”

“What’s your idea for resolving this?”

“Tell me more...”

”What would you like to see happen?”

“What matters most to you?”

“How can we make this a win for both of us?”

”Taking into consideration non-negotiables / circumstances, what do you believe would be a way forward?”

“When you listen to someone, it’s the most profound act of human respect.” –William Ury

People can trust you

You acquire useful information

You begin to see them as individuals and even allies

You develop solutions that others are willing to accept

They are more willing to listen



Mine For Conflict

Assume silence means disagreement

Don't shut down tension- let it rise to the surface

Reassure that disagreements are good



Reaching Resolution



Get verbal agreement or alignment



Be specific about the outcome



Be vocal about the outcome



Reassure that disagreements are good

What If It Can't Be Resolved?

Conflict resolution:

Seeks a definitive end by finding a mutual agreement to solve the specific problem at hand.

Conflict management:

Involves navigating and influencing ongoing conflicts constructively, aiming to minimize negative impacts and promote positive outcomes for the organization.

Leaky Ceilings vs.

Muddy Puddles



Is It A Problem To Be Solved?

Is It A Tension To Be Managed?

How Will You
Approach &
Handle Conflict
Differently?



Conflict Is

An Outcome

Understanding What's
Under the Surface

An Opportunity To
Make Things Better

Inevitable

Conflict Is Not

Negative

Something You Win

Something To Avoid

Easy

Want To Stay
Connected?

