Agenda

Background
When Conflict Arises
Good Conflict
Tools
Is the homicide rate for postal workers higher or lower than all other industries?
Definition of Conflict

A process that begins when an individual or group perceives differences and opposition between itself and another individual or group about interests and resources, beliefs, values, or practices that matter to them.
How many people or groups does it take to have a conflict?
Conflict Between...

- Executive
- Manager
- Team
- Worker
- Spouse or Family Member

Turbocharged Leadership

© pranapower, llc
Why Does Conflict Occur?

- Expectations
- Different Knowledge
- Fear
- Attachment
- Poor Communication
- Incompatible Values
- Stress
- Past Trauma
- Scarce Resources
- Misunderstanding
- Different Paradigms
- Perceived Oppression
- Scarce Resources
Plato’s Cave

Source: Gruber (1990) The Cooperative Synthesis of Disparate Points of View
Anger

Expectations

Attachments
Effects of Conflict on Your Business

Job Satisfaction  ↓

- Turnover  ↑
- Absenteeism  ↑
- Health Issues  ↑
  - Cost  ↑
  - Job Satisfaction  ↓

Job Performance  ↓
Creativity & Innovation in Groups

Team Members with Diverse Backgrounds

Open & Safe Atmosphere

Encourage All Views to be Heard

Share Viewpoints, Mental Models, Experience

Listen & Discuss Content & Process
Is Conflict Always Bad?

Team Processes

Trauma in Our Personal Lives

“Creative Tension”

Learn New Skills

Feal to Executives

Deep Bonds

© pranapower, llc
Tools

Drama Triangle
- Model to Raise Awareness

Mirroring Dialog
- From Couples Therapy (Imago)
- Promotes Active Listening, Ensuring You Are Heard
- Limits Personal Attacks

Thomas-Kilman Conflict Mode Instrument (TKI)
- Competing, Collaborating
- Compromising
- Avoiding, Accommodating
Drama Triangle

Persecutor

Victim

Rescuer
Mirroring Dialog - An Example

Sender: “I…”

**Receiver:** “What I hear you saying is…, Is that correct?”

Sender: “Yes, that’s correct.” or “Well sort of, except…”

**Receiver:** “Is there more?”

Sender: “No.”

**Receiver:** “It makes sense to me that… That must make you feel…”

© pranapower, llc
Questions

What is the Level of Conflict in Your Organization?

Is the Conflict (or Lack of it) Helping or Hurting Your Organization?

What Conflict Management Strategies Does Your Organization Use?

Which Tools Do Your Managers have Available to Resolve Conflict?
Questions?
Back-up
Escalation

Pros

• Conveys Importance of the Situation
• Can Encourage Information Gathering & Problem Solving

Cons

• Can Crowd Out Integrative Thinking
• Can Provoke Hostility
• May Impede Creative Thinking
Mental Models

Deeply Held Internal Images of How the World Works

Limit Our Thinking & Acting to Ways that are Familiar to Us
Aggression

Physical or Verbal

Direct or Indirect

Active or Passive
A Study of Studies (Meta-Analysis)

Interpersonal Conflict → Interpersonal Aggression (14%)
Trait Anger → Interpersonal Aggression (8%)
Gender → Interpersonal Aggression (3%)
Job Dissatisfaction → Interpersonal Aggression (8%)
Situational Constraints → Interpersonal Aggression (4%)

Organizational Aggression

Source: Hershcovis et al., (2007)
Conflict Resolution Strategies

Most Successful

• Discuss or Debate
• Open Communication
• Compromise or Reach Consensus
• Rotating Responsibilities

Less Successful

• Avoid or Ignore
• Idiosyncratic
• Vote

Source: Behfar et al., (2007)
What is Fair?

Research Shows Fair Treatment & Procedures are More Important Than a Fair Outcome

• Procedural Justice

We Perceive Fair Treatment & Procedures as Producing Fair Outcomes

Ensure:

• All Parties Have a Voice, Respected
• Unbiased
• Consistency
• Valid Information
Remember…

working here is always a choice
It Only Takes One...

If Any One Party Does Not Want the Conflict Resolved, it will Not be Resolved
How Do We Resolve Conflict?

Everyone Must Observe & Own:
- Their Behavior & Emotions
- Their Thoughts & Values

Ensure All Parties Understand Each Person or Group’s:
- Paradigms
- Mental Models

Full Disclosure:
- Fear
- Stress
- Victim, etc.

“Just because that’s the way I feel”
Always!

Respect

Compassion
Your Part

Tools - Use Diagnostic Tools

Observe & Own Your Behavior

Respect & Compassion

Confront Conflict Early & Head-On

Choice - We All Have Choices

© pranapower, llc
Conflict at Many Levels

National Culture

Organization

Group

Individual
Conflict Over…

Resources
- Intra-group or Inter-group

Interpretation of Reality

Information Sharing

Positive Identity
- Values
- Self-Esteem
Styles of Handling Conflict

Integrating

Forcing

Smoothing

Avoiding

Compromising
Conflict Management Strategies

Unilateral

Joint

3rd Party
Times When Conflict Arises

- Mergers & Acquisitions
- Union Negotiations
- Performance Appraisals
- Interpersonal Issues
- Changing Job Functions
- Downsizing
- Reorganizations
Dual Concern Theory

- High Other Concern
  - Win-Win
  - It’s All About Me
- Low Other Concern
  - Apathy, Avoidance
  - Take Me
- High Self Concern
  - It’s All About Me
  - Take Me
- Low Self Concern
  - Apathy, Avoidance
  - Win-Win

Turbocharged Leadership

© pranapower, llc
Conflicts vs. Output (Conceptual)
Models

Myers-Briggs Type Indicator (MBTI)
- Examples - E, I  N, S  T, S  J, P
- Questionable Validity

Big Five Factor Model (NEO-PI, FFM)
- Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
- High Validity

Emotional Intelligence
- Ability to Perceive and Manage Emotions of One's Self and of Others
- Validity is Controversial
Models Cont.

Maslow’s Hierarchy of Needs

• Physiological, Safety, Social, Esteem, Self-Actualization

• No Known Validity Studies

DISC

• Dominance, Influence, Steadiness, Conscientiousness

• High Claimed Validity

© pranapower, llc
Myers-Briggs Flow

How We Gather Energy
Extraversion & Introversion

How We Gather Information
Intuitive & Sensing

How We Make Decisions
Thinking & Feeling

How We Close
Judging & Perceiving
Myers-Briggs Flow

**Extraversion & Introversion**
- How We Gather Energy

**Intuitive & Sensing**
- How We Gather Information

**Thinking & Feeling**
- How We Make Decisions

**Judging & Perceiving**
- How We Close
# A Comparison of Models

<table>
<thead>
<tr>
<th>MBTI</th>
<th>FFM</th>
<th>GMA</th>
<th>WGCTA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion (E)</td>
<td>Extraversion, Openness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introversion (I)</td>
<td>Neuroticism</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensing (S)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intuitive (N)</td>
<td>Extraversion, Openness</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Thinking (T)</td>
<td>Conscientiousness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling (F)</td>
<td>Neuroticism, Agreeableness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Judging (J)</td>
<td>Conscientiousness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceiving (P)</td>
<td>Openness</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Personality and Intelligence in Business People: A Study of Two Personality and Two Intelligence Measures (2007)
Problem Solving

1. Diagnose the Problem

2. Develop Alternative Solutions
The Psychology of Conflict and Conflict Management in Organizations - Edited by De Dreu & Gelfand
- $80, 512 pages, 2007
- Very thorough, pragmatic

The Handbook of Conflict Resolution: Theory and Practice - Edited by Deutsch, Coleman, & Marcus
- $60, 960 pages, 2006
- Many excellent models, a bit more theoretical
Bibliography - 2

**Karpman Drama Triangle**
- Free description at en.wikipedia.org

**Getting the Love You Want: A Guide for Couples by Hendrix**
- $10, 320 pages, 2007 (Latest Edition)
- Good description of the mirroring dialog

**Short-Term Couples Therapy: The Imago Model in Action - by Luquet**
- Mirroring dialog exercises, good resource lists
Bibliography - 3

Thomas-Kilmann Conflict Mode Instrument (TKI)
- $13.50 + Shipping
- Available from www.cpp.com, No ordering restriction

The Fifth Discipline: The Art & Practice of The Learning Organization - by Senge
- A classic in understanding organizational dynamics
- Light on psychology jargon