



# Navigating Conflict Effectively

*Teamwork and Communication Action Series*

*Webinar Three*

*Thursday May 18, 2017*



# Welcome!

**Geoff Schierbeck**



**Danielle Simpson**



# Please note: this webinar is being recorded

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Thursday  
6 April, 2017  
14:00 - 15:00

Thursday  
27 April, 2017  
14:00 - 15:00

Thursday  
18 May, 2017  
14:00 - 15:00

Thursday  
14 June, 2017  
14:00 - 15:00




Foundations  
of Strong  
Teamwork and  
Communication



Strategies  
for Effective  
Communication



Navigating  
Conflict  
Effectively



Trust and  
Leadership



Action Period Work



# Guest Facilitators

**Ryan Sidorchuk**



**Jennie Aitken**



# What We Are Covering Today



Causes and costs of conflict in teams



Personal conflict “styles” and how they influence how you engage in conflict



Tools and strategies to help you navigate conflict effectively

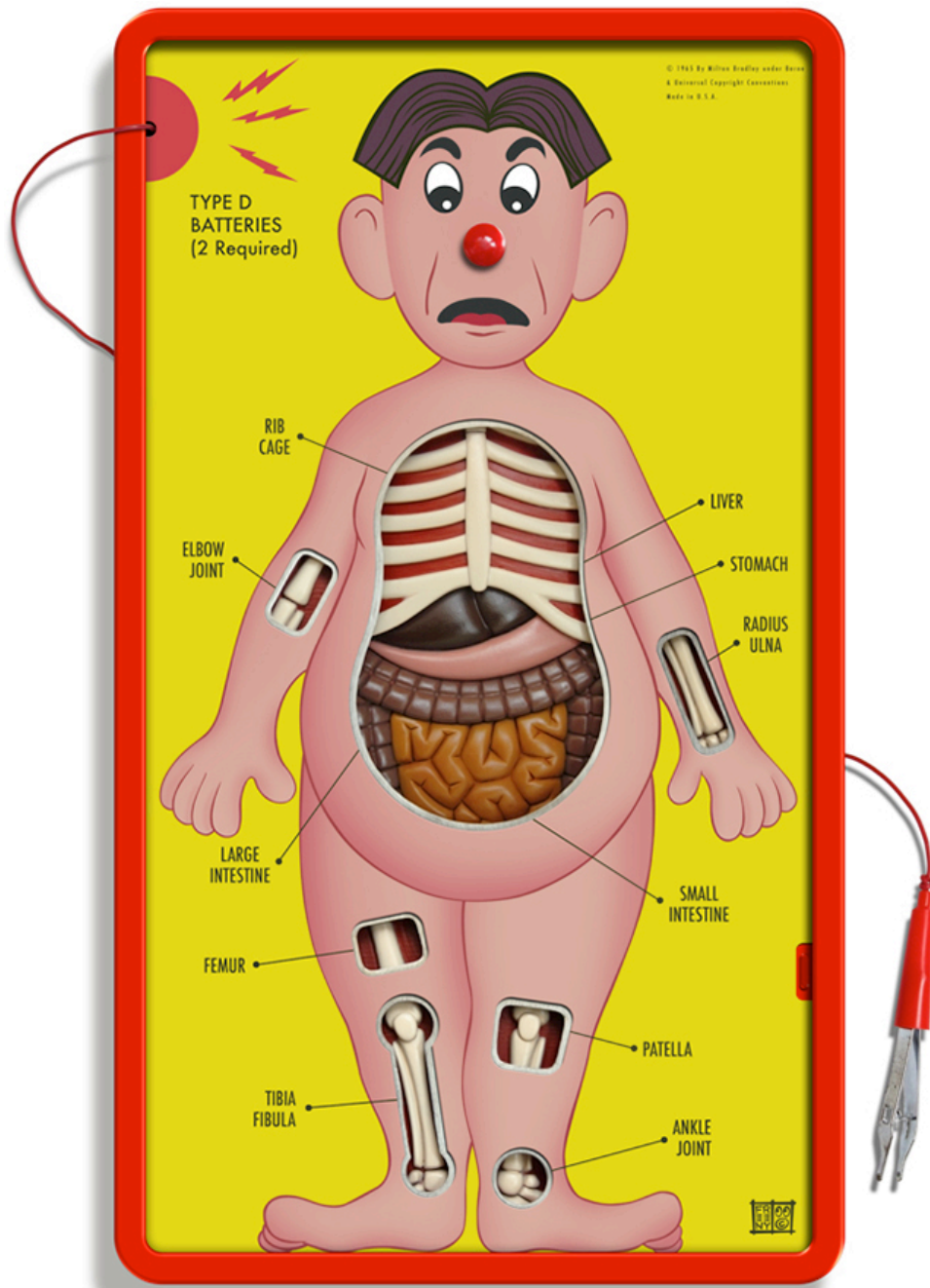


*Fancy-pants definition:*

## **Conflict**

“Conflict is the expressed struggle involving two or more parties who perceive incompatible goals, scarce rewards and interference from the other party in achieving their goals.”





TYPE D  
BATTERIES  
(2 Required)

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& Personal Copyright Conventions.  
Made in U.S.A.

RIB  
CAGE

ELBOW  
JOINT

LIVER

STOMACH

RADIUS  
ULNA

LARGE  
INTESTINE

SMALL  
INTESTINE

FEMUR

TIBIA  
FIBULA

PATELLA

ANKLE  
JOINT







Job satisfaction plummets  
& turnover increases



Operational effectiveness  
declines



Stress & health problems



“Staff have formed into cliques based on culture or other relationship; trust may be higher within a subgroup/clique, but low across groups.”

“When there is conflict, someone is usually targeted for blame, everyone gossips about it, and the person is ostracised.”

“This team has practiced avoiding behaviour resulting in continued misunderstanding.”

# How is conflict manifested on your team?



Silence (walking on eggshells)



Triangulation (gossip and building camps)



Passive aggression (sabotage)

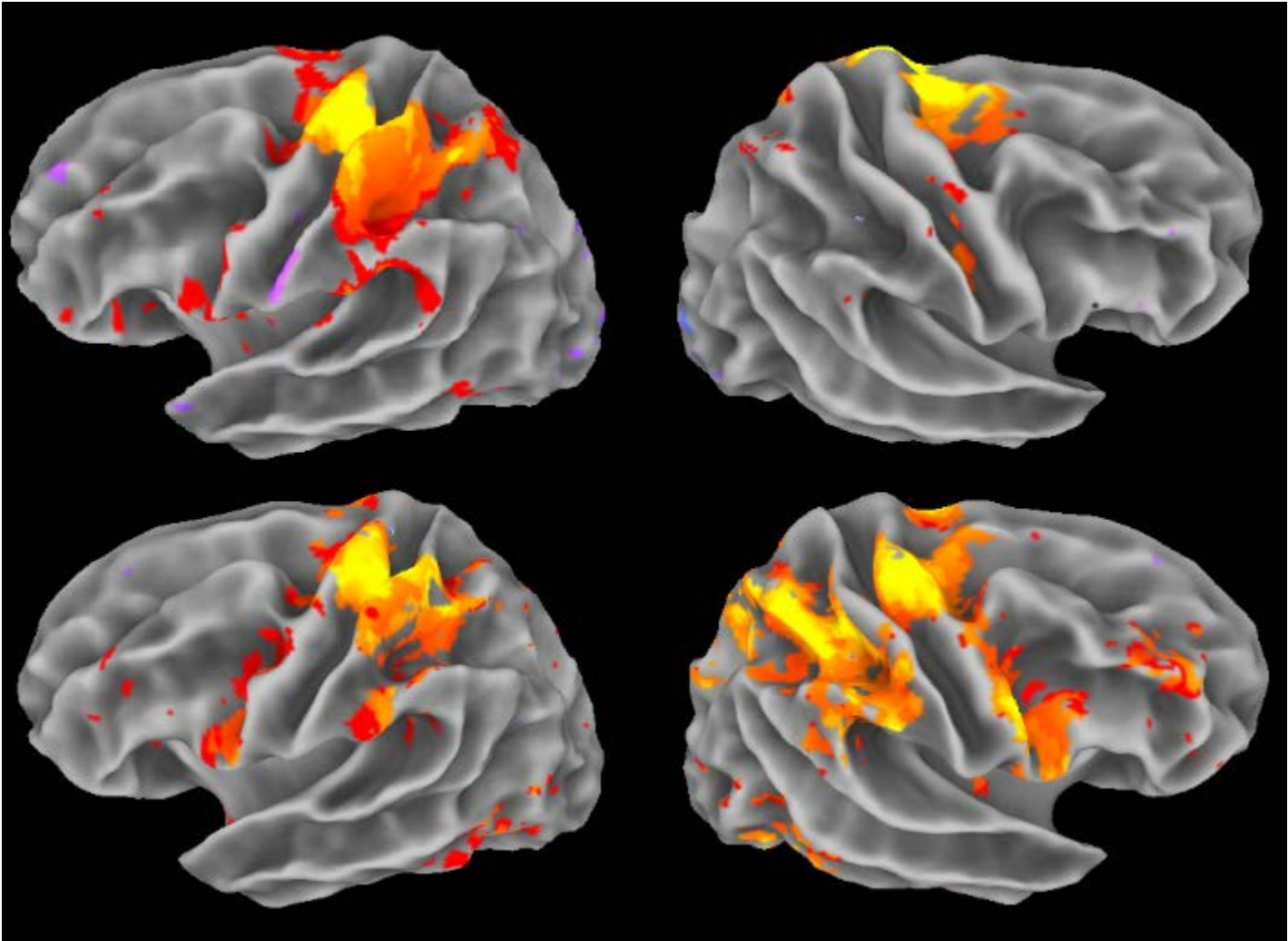


Confrontation (yelling)



**But why is it so HARD?!**







**Power-distance index**



**System stress**



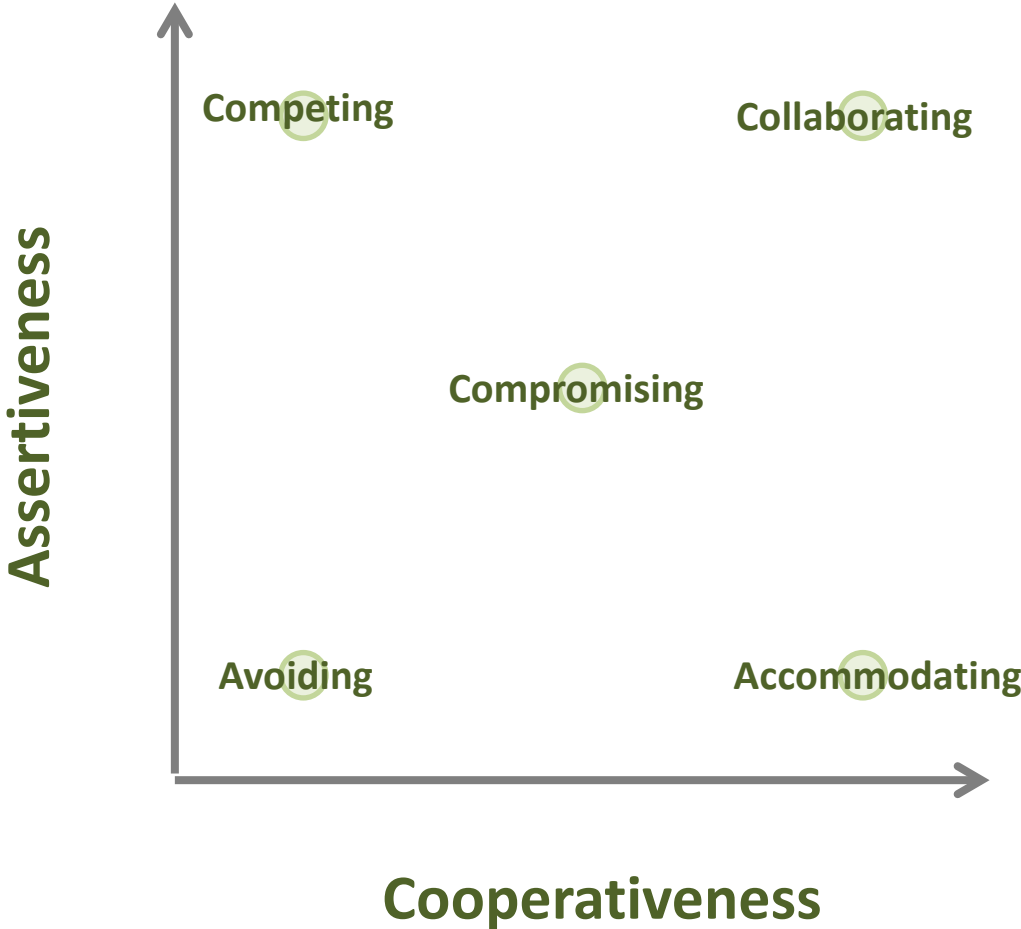


Strategy #1:

***Know yourself***

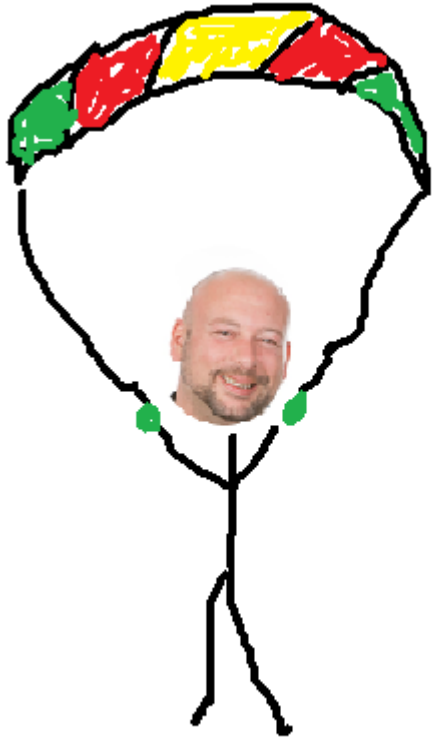


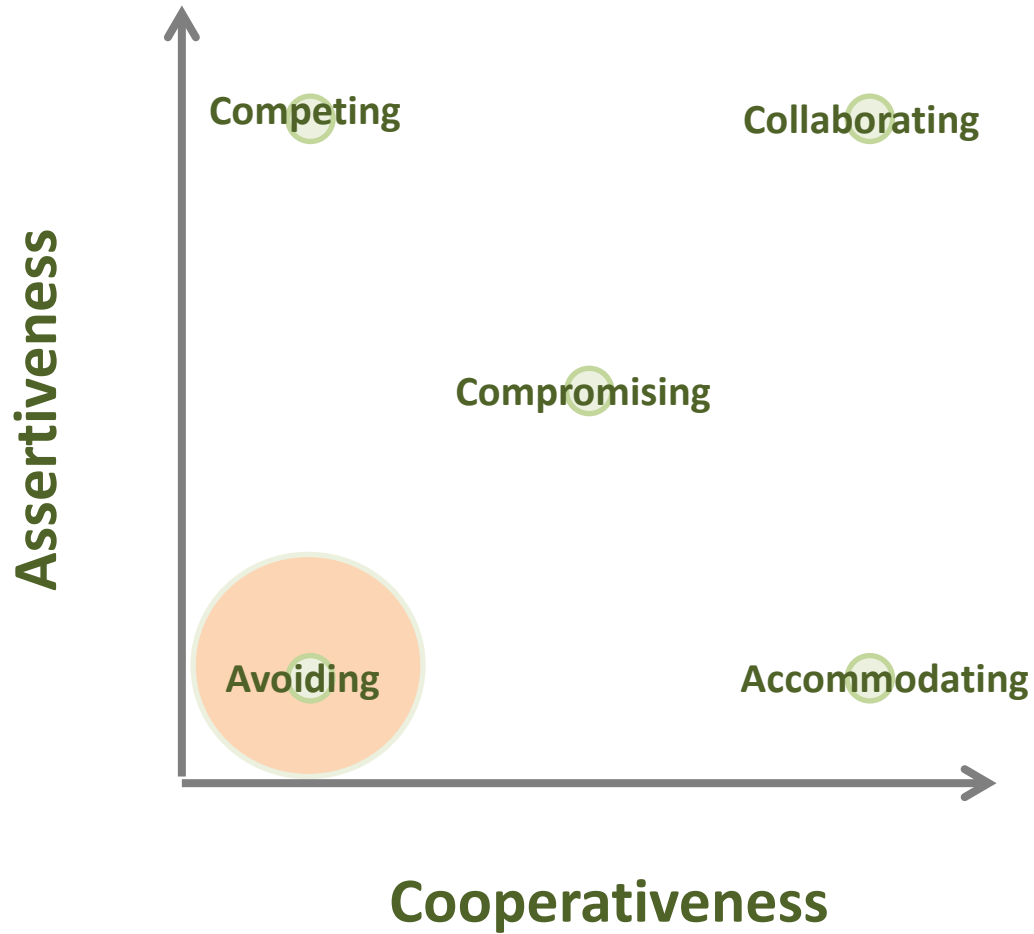
# Thomas-Kilmann Conflict Model

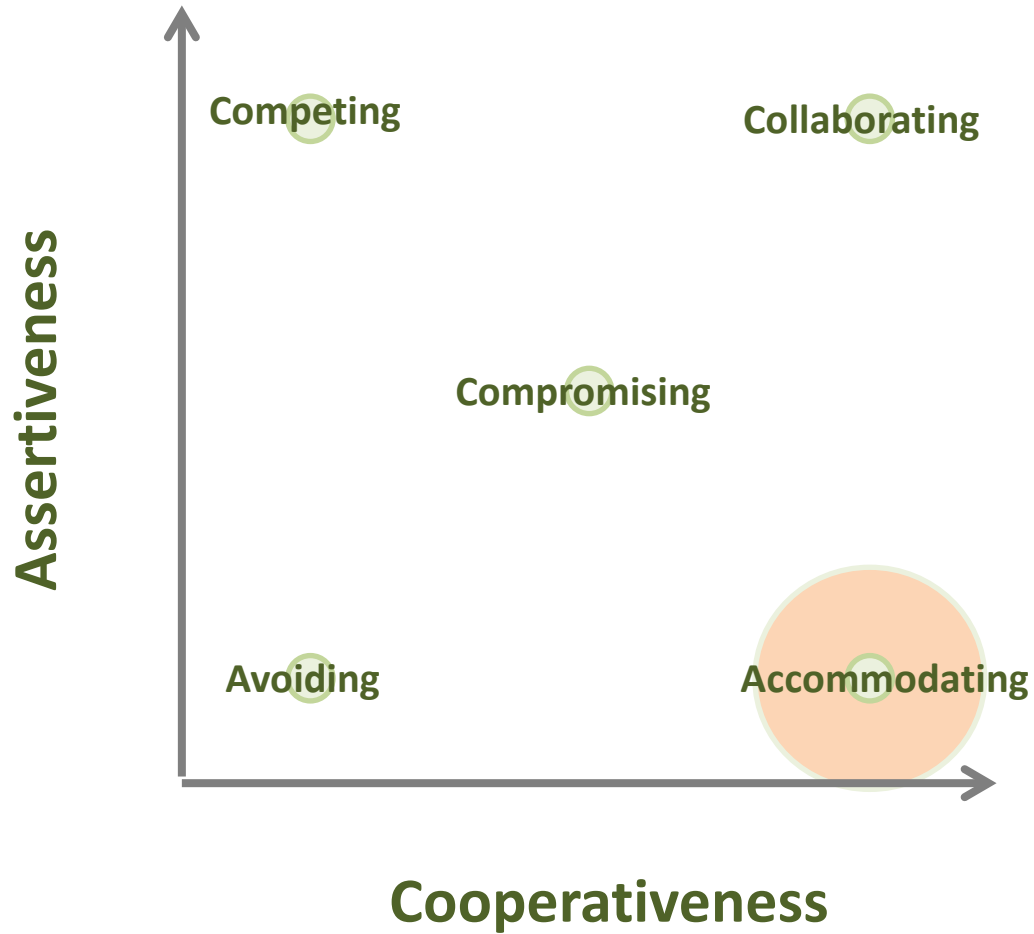


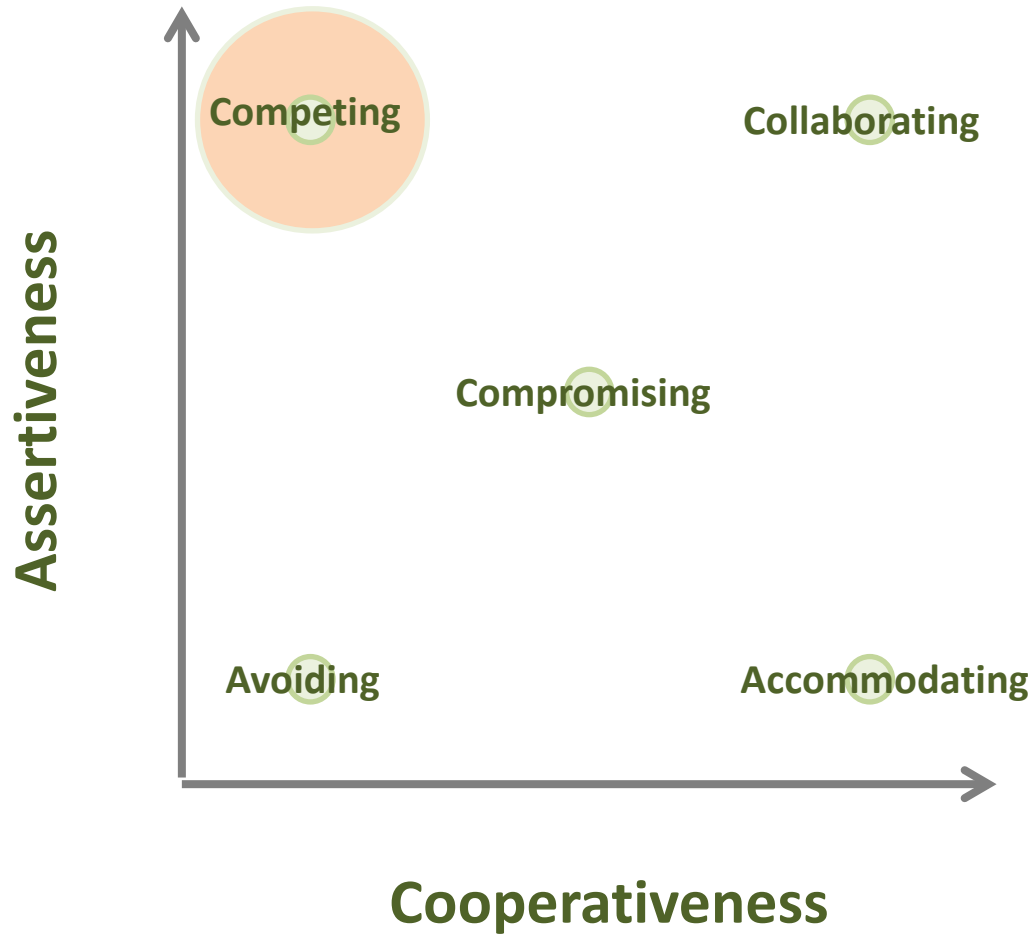


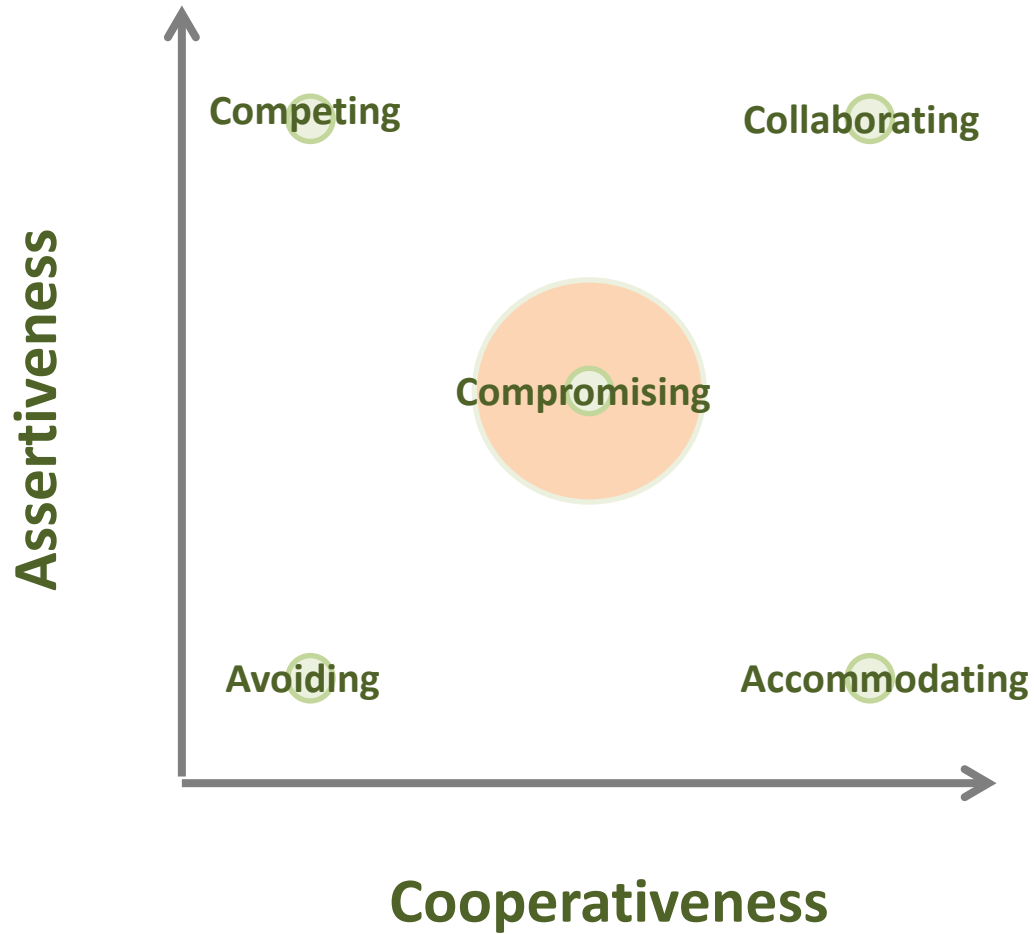
# Case Study: Vacation Blues

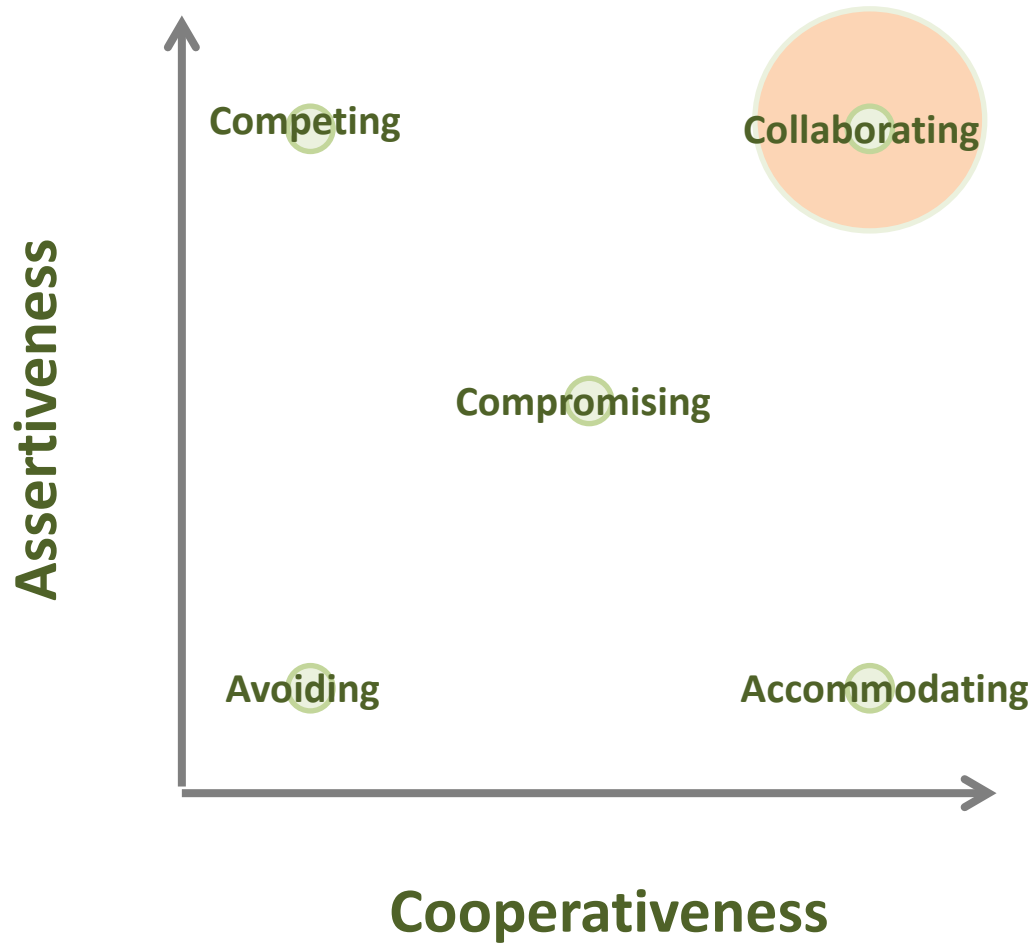












“Conflict is avoided. When brought up in conversation, it is pushed to the back (i.e., well, let’s watch and see what will happen).”

“They are dishonest with each other because I think they are afraid of one team member who loses control.”

“I am not sure what else I should be doing to help manage the conflict and reduce the issues that arise.”

# Poll: How does your team generally handle conflict?

- A** Avoiding (no way)
- B** Accommodating (your way)
- C** Competing (my way)
- D** Compromise (half way)
- E** Collaborate (our way)







Strategy #2:

***Curiosity, not conclusions***



# Case Study: Cancellation **Crazy**



- P What are my **priorities**?
- E What are my **expectations**?
- A What are my **assumptions**?
- C What are my **concerns**?
- H What are my **hopes**?
- 
- B What are my **beliefs**?
- F What are my **fears**?
- V What **values** might be undermined here?



**P**

**What are my **priorities**?**

- *Deliver high-quality project on time*
- *Be successful at future projects*

**E**

**What are my **expectations**?**

- *Everyone involved should feel as committed & driven as I do*

**A**

**What are my **assumptions**?**

- *Cancelling meetings indicates a lack of interest and support*



**C**

**What are my concerns?**

- *My work will look bad*

**H**

**What are my hopes?**

- *We can figure out a way to work better together, because I know what great work he can do*



**B** What are my **beliefs**?

- *I need Ryan's input to do this project properly*

**F** What are my **fears**?

- *If I talk about this, I'll be seen as making a big deal out of nothing*

**V** What **values** might be undermined here?

- *Respect*
- *Equity*

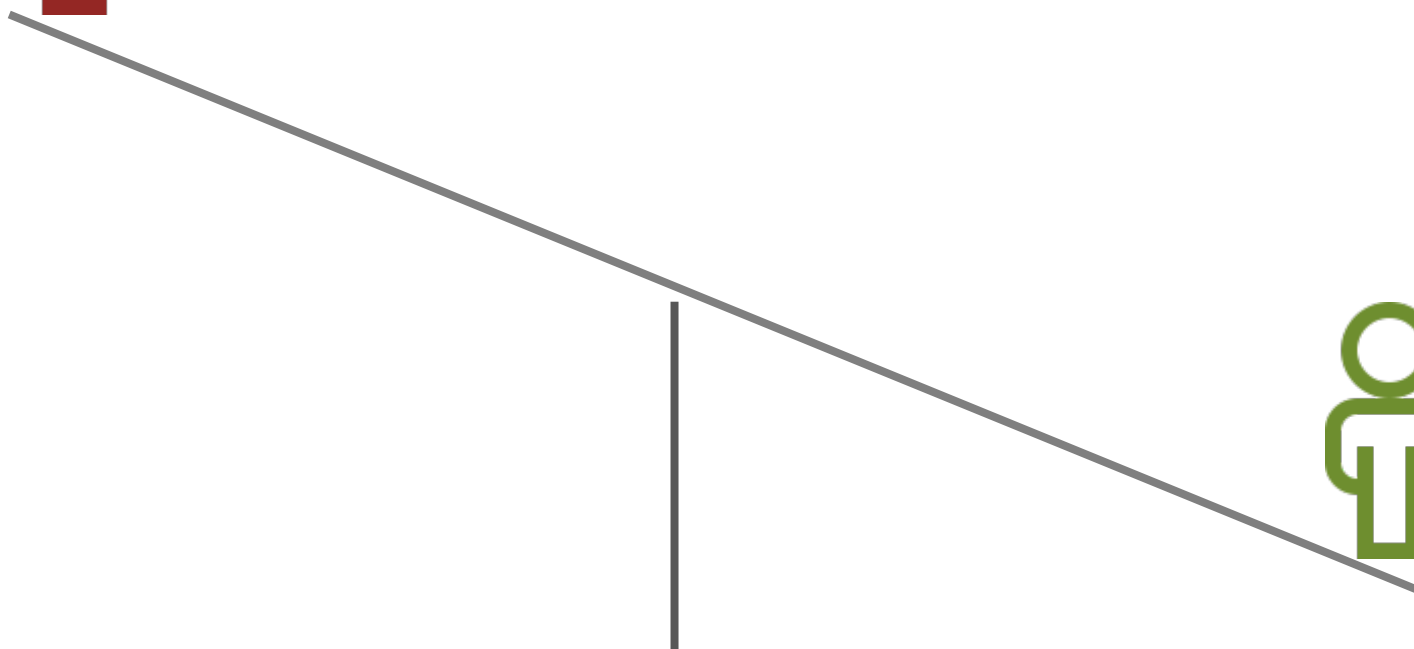




Strategy #3:

***Balance the power***









Strategy #4:

***Focus on the problem, not the person***



YOU STEP INTO THIS CHAMBER,  
SET THE APPROPRIATE DIALS,  
AND IT TURNS YOU INTO  
WHATEVER YOU'D LIKE TO BE.



You are so selfish and clearly don't care about me or my work.



You are so disrespectful and clearly don't care about me or my work.

ZAP!



In the last few months, over half of our 1:1s have been cancelled. I'm pretty worried about the prospects of successfully completing our work. Is this something you can shed light on for me?



I can't rely on you or anything you promise.



I can't rely on you or anything you promise.

ZAP!



I was really looking forward to our 1:1 and had prepared a lot of things to go over because I've been feeling stressed about some decisions I need your input on. This has happened four times in six weeks, so I wanted to make sure... are we on the same page on the purpose of these meetings?





Chances of success



# What We Covered Today



Causes and costs of conflict in teams



Personal conflict “styles” and how they influence how you engage in conflict



Tools and strategies to help you navigate conflict effectively





# Your new tools & strategies:



Know yourself (Thomas-Killman Model)



Curiosity, not conclusions (PEACH-BFV)



Balance the power (strategic air-time)



Focus on the problem, not the person (I-statements)



“The resolution of human conflicts is a moral enterprise that is the **responsibility** of every human.

To not pursue the creative and constructive resolution of human conflict is to knowingly and deliberately further the harms that such divisiveness creates.

- Kritek (2002)



# Action period challenge!

1. Self-reflection (required)
2. Complete and discuss the conflict style assessment (required)
3. Applied learning activities – pick at least one
  - There are 3 to choose from
  - Working through them as a team
  - Feel free to share your experience at an informal webinar or on the next webinar



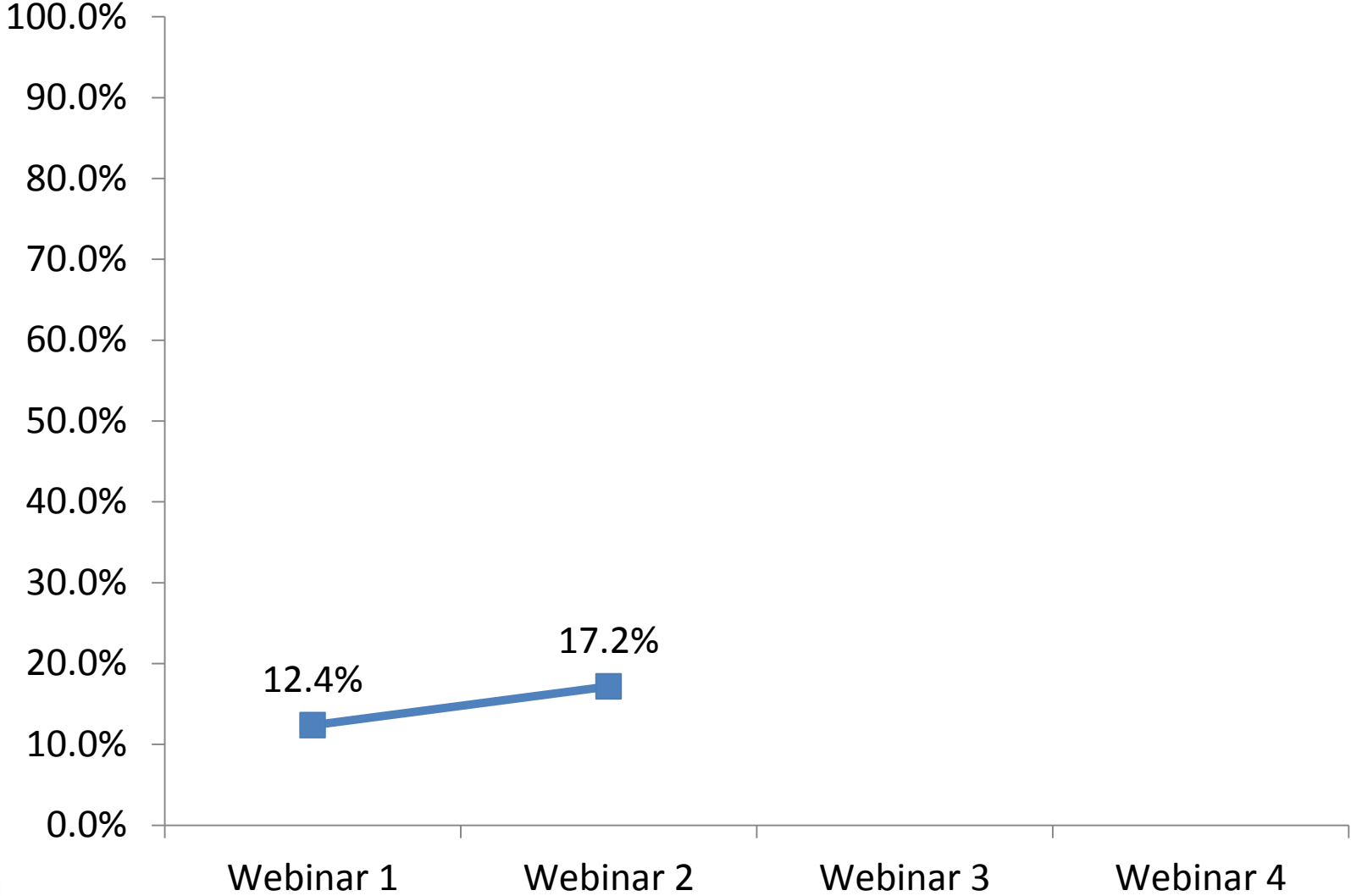
# **Informal Webinars**

**June 8<sup>th</sup> at 2pm**

**[culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)**



# Webinar evaluations....we want to hear from you!





**Next Webinar:**

**14:00 – 15:00**

**Wednesday, June 14, 2017**



**[culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)**

