

LEADERS FOR LEADERS

Conquering Conflict

Discover Your Unique Conflict Style



BEHAVIOURS IN CONFLICT

In conflict, we can describe a person's behaviour along two basic dimensions:

Assertiveness (the extent to which the individual attempts to satisfy his or her own concerns)

Cooperativeness (the extent to which the individual attempts to satisfy the other person's concerns)

These two dimensions are used to define five methods of dealing with conflict



COMPETING

Assertive & Uncooperative

I Win. You Lose.

Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win.

AVOIDING

Unassertive & Uncooperative

I Lose. You Lose.

We don't address the conflict.

Might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

ACCOMODATING

Unassertive and Cooperative

You Win. I Lose.

There is an element of self-sacrifice.

It may take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

COMPROMISING

Moderate Assertiveness & Moderate Cooperativeness.

I Win Some. You Win Some.
I Lose Some. You Lose Some.

Objective is to find a quick, mutually acceptable solution that partially satisfies both parties.

Might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

COLLABORATING

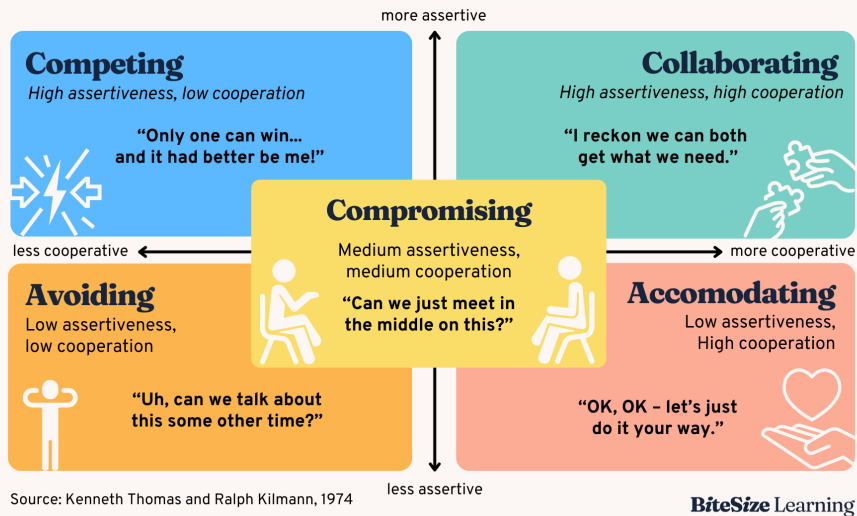
Assertive & Cooperative

I Win. You Win.

Involves digging into an issue to identify underlying concerns of the two individuals and to find an alternative that meets both sets of concerns.

Might take the form of trying to find a creative solution to an interpersonal problem.

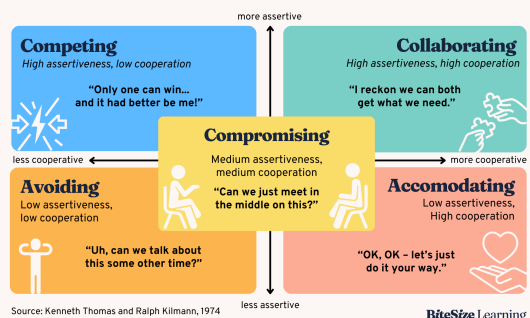
Thomas-Kilmann Conflict Model



BREAKOUT #1

- If you had to quickly assess, what would you say is your dominant conflict style?
- When is this helpful? When is it not helpful?

Thomas-Kilmann Conflict Model



TOP 10 LEADERSHIP TENSIONS

PLANNING AND EXECUTION
FOCUS ON MY PART OF THE ORGANIZATION AND FOCUS ON THE WHOLE ORGANIZATION
TASK FOCUSED AND RELATIONSHIP ORIENTED
EMBRACE CHANGE AND PRESERVE STABILITY
MANAGE COST AND MAINTAIN QUALITY
GIVE FREEDOM AND HOLD ACCOUNTABLE
TRUTHFUL AND TACTFUL
STRUCTURE AND FLEXIBILITY
FOCUS ON SHORT TERM AND FOCUS ON LONG TERM
WORK AND HOME

Getting Unstuck Process

1. "Here's where you're right..."
 - Affirm/explore the value of the other person's point of view
2. "Here's where I can go wrong..."
 - Acknowledge the downsides of your point of view when it's overdone
3. "Here's where I'm right too..."
 - Suggest the values of your point of view
4. "So, where do we go from here?"
 - Explore how both perspectives can work together

BONUS: Replace the word "but" with "and" whenever possible.

BREAKOUT #2

- In your small group, **person A** will pick a tension from the list that has been resulting in a tug of war conversation
- They will attempt the Getting Unstuck process using the handout as a guide
- **Persons B & C** act as coaches and provide feedback- if time allows, switch roles and allow someone else to work through the Getting Unstuck process using another tension from the list

YES AND...

Replace the word “but” with “and”
whenever possible.

Learning Commitment

Putting learning into action.



MAIN POINT TO REMEMBER ABOUT THIS TOPIC

WHAT CAN I START, STOP, OR CONTINUE DOING IN THE
NEXT 30 DAYS TO PUT MY LEARNING INTO ACTION?

WHAT DO I FEEL MIGHT GET IN THE WAY OF HELPING
ME ACHIEVE THIS COMMITMENT?

WHAT IMPACT WILL THIS COMMITMENT HAVE ON
MY LEADERSHIP EFFECTIVENESS?



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