

A dirt road splits into two paths leading towards a bright sun in a cloudy sky.

Pathways to Healthy Conflict Resolution

A conversation facilitated by:
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***“The test of first-rate intelligence
is the ability to hold two opposing ideas in the mind
at the same time”***

F. Scott Fitzgerald



figure 1

**“Every conflict is one between different angles of vision,
illuminating the same truth.”**

Mahatma Gandhi

What word . . . image . . . emotion
comes to mind around the word:

“CONFLICT”



Conflict

According to Webster:
**to disagree; be contradictory;
to battle or struggle**

According to Thomas-Kilmann:
“situations
in which the concerns of two people
appear to be incompatible”

Influences on Conflict in the Workplace

Contributing factors

- Differing perspectives (based on position within the organization)
- Education / Work experience
- Generation / Life experiences
- Change / Ineffective communication
- Differing styles of learning, leadership & conflict management
- Personal circumstances, i.e., life

Accelerants

- Covid pandemic & corresponding changes in the workplace (during & after)
- Political climate
- Age diversity (up to 5 generations in the workplace)
- Violence in the workplace & society
- Technology / Artificial Intelligence

Employee
to Employee

Employee
to Customer

Department
to Department

Shift to Shift



What sparks
conflict
in your
workplace?

Processes
Procedures

Policies
Perspectives

Conflicting Values

Generation to
Generation

Thomas Kilmann Conflict Mode Instrument

TKI Conflict Management Styles

AVOIDING

ACCOMMODATING

COMPROMISING

COMPETING

COLLABORATING

**What style best describes your predominant approach(es)
to conflict?**

AVOIDING

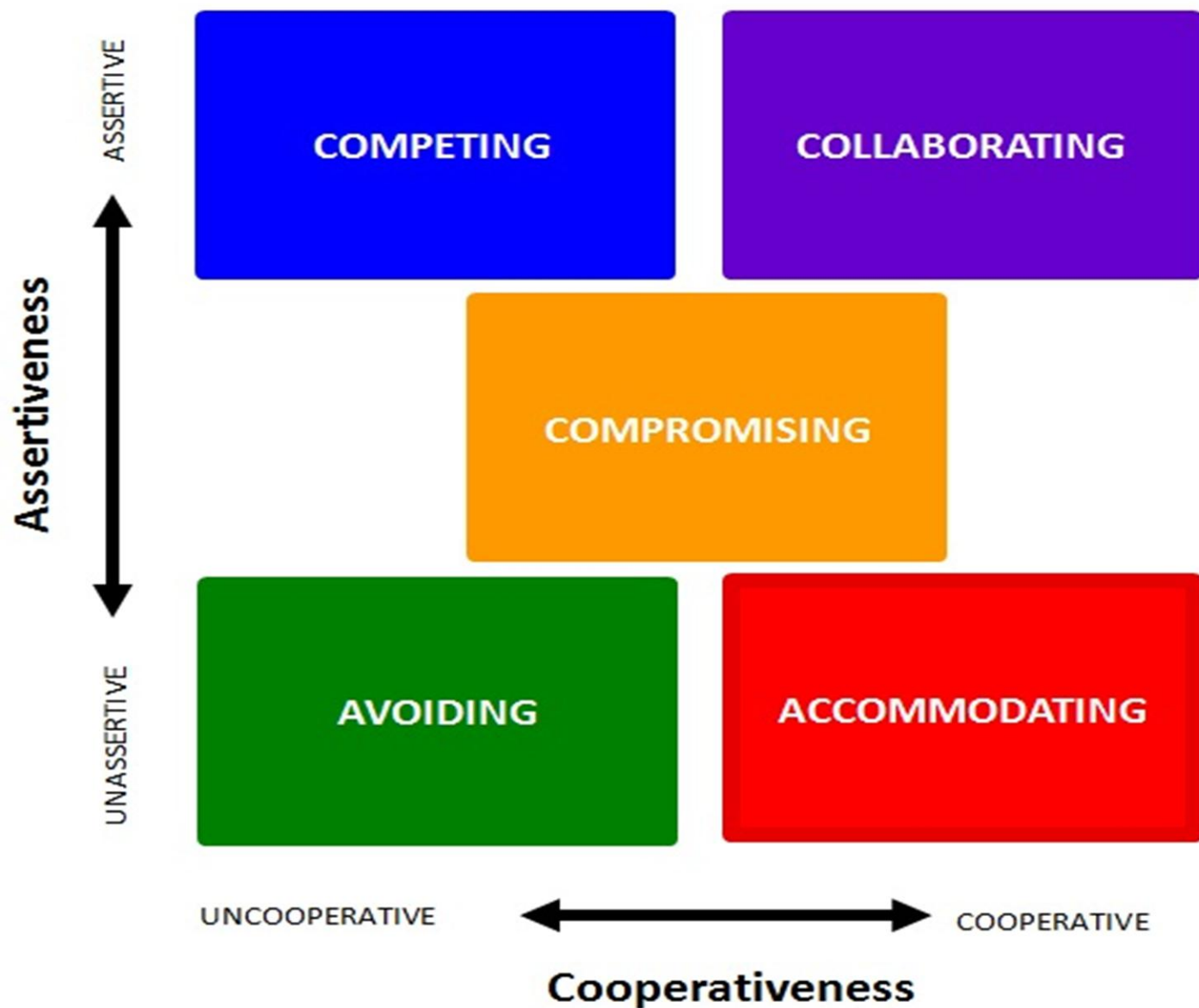
ACCOMMODATING

COMPROMISING

COMPETING

COLLABORATING

Thomas-Kilmann Conflict Mode Instrument

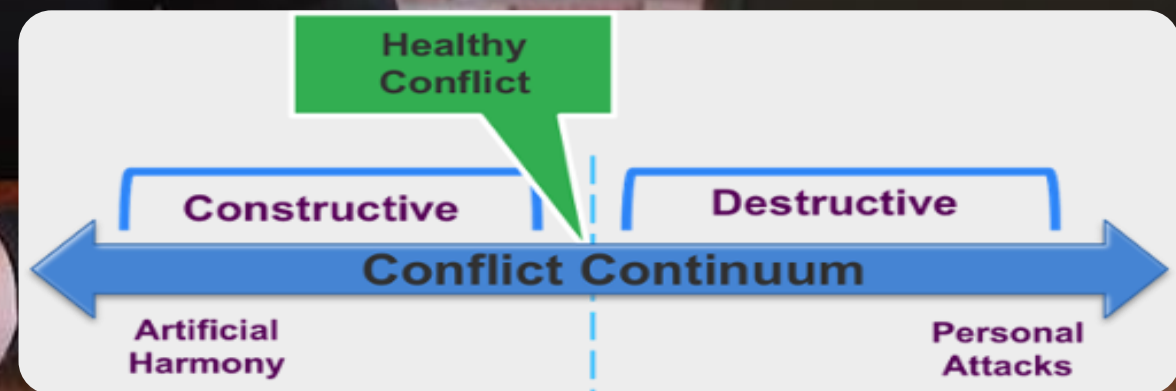


Thomas Kilmann Style	Approach	Looks Like	Sounds Like	Useful When
Competing (forcing)	Win	Power-oriented (assertive/uncooperative)	<i>I'm not prepared to change my mind.</i>	. . . quick, decisive action is vital
Collaborating (problem-solving)	Mutual Participation	Exploring alternatives to meet mutual concerns (assertive/cooperative)	<i>My position is _____ what's yours?</i>	. . . the objective is to learn or test assumptions
Compromising (sharing)	Middle ground	Seeking mutually acceptable solution that <u>partially</u> meets mutual needs	<i>I'm prepared to _____, if you will _____.</i>	. . . seeking temporary settlement to complex issues
Avoiding (withdrawal)	Delay	Side-stepping Postponing Withdrawing (unassertive/uncooperative)	<i>I don't want to talk about it; whatever you want.</i>	. . . there are more pressing issues; no chance of resolving
Accommodating (smoothing)	Yield	Sacrifice for the sake of harmony (unassertive/cooperative)	<i>I concede; I agree with you.</i>	. . . issue is more important to others than you



“When there is trust,
conflict becomes
nothing but the pursuit
of truth, an attempt to
find the best possible
answer.”

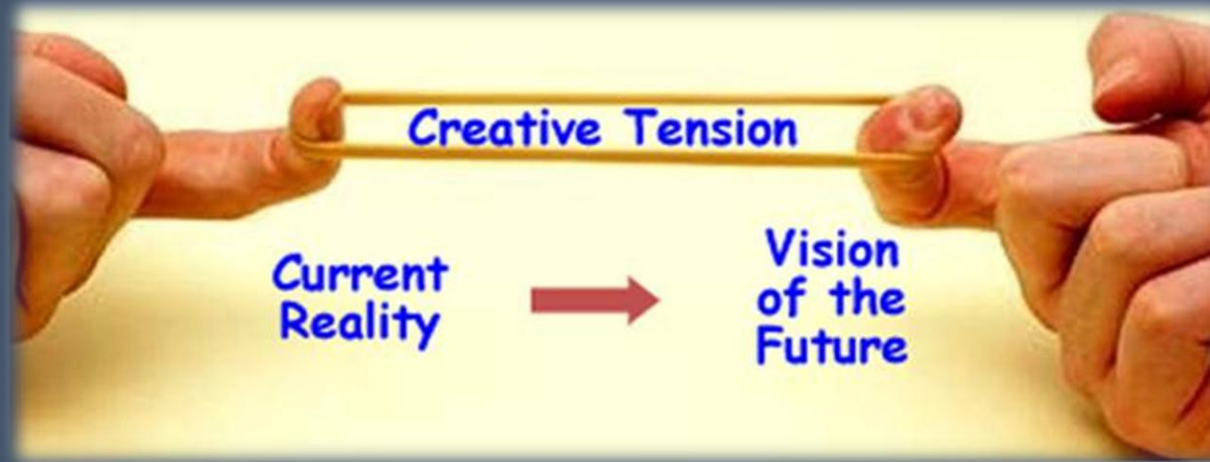
- *Patrick Lencioni*



Patrick Lencioni's 5 Behaviors of a Cohesive Team:



*The gap between vision and current reality
is also a source of energy.*

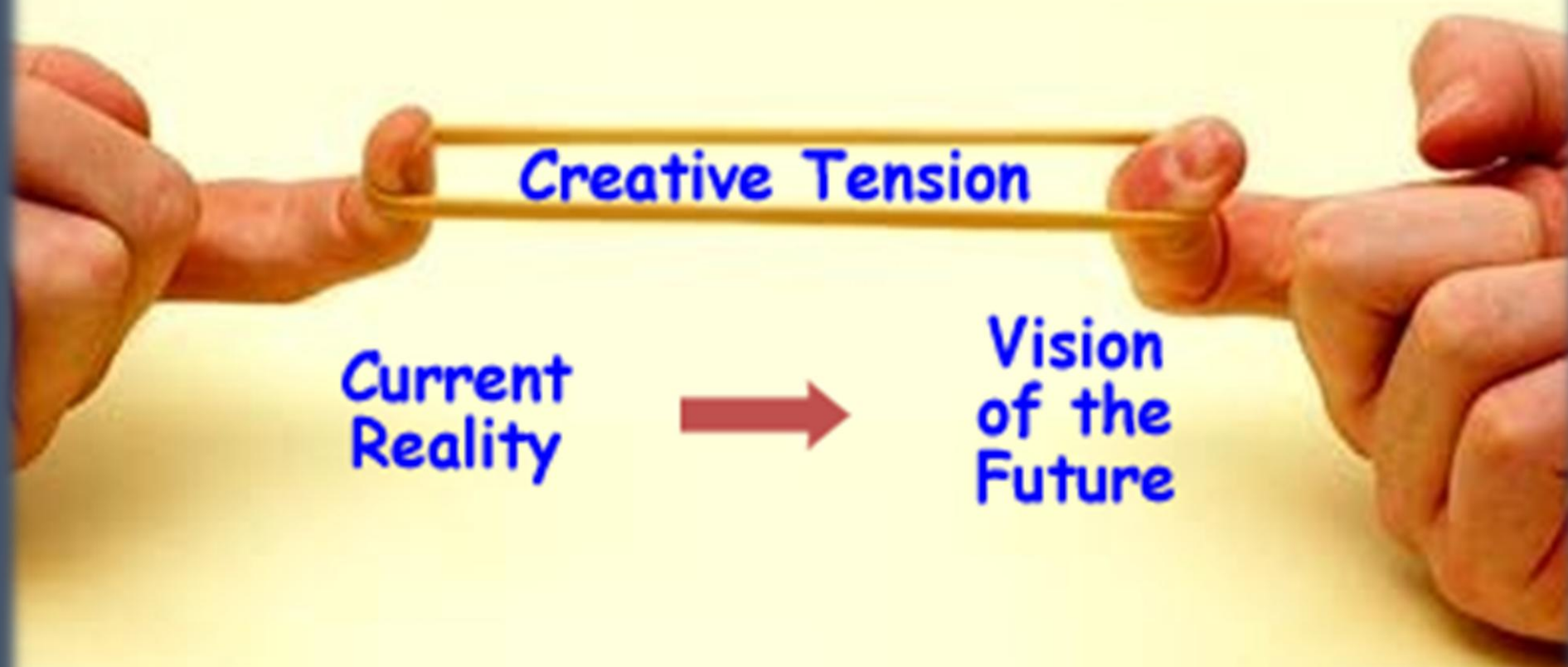


*If there were no gap,
there would be no need for any action
to move towards the vision.*

*We call this gap,
CREATIVE TENSION*

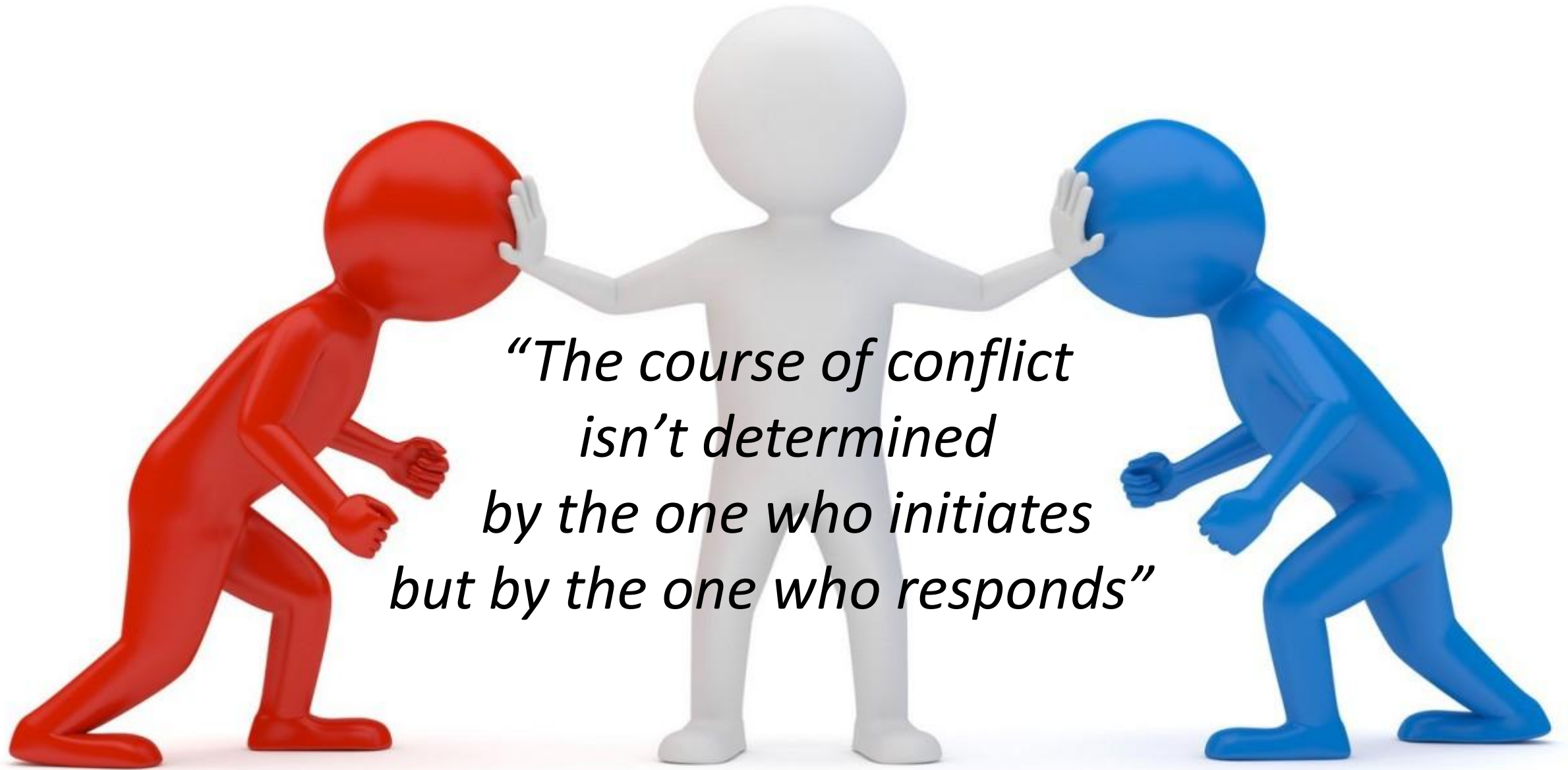
Peter Senge

Personal Mastery



Not enough tension =
little to no
improvement

Too much tension =
stress and possible
burnout



*“The course of conflict
isn’t determined
by the one who initiates
but by the one who responds”*

open-minded

patience

respect

transformation

courage

gratitude

Adopt a growth mindset . . .

for the good of the whole

Deep breath

Tilling the soil for a positive outcome

Pathways to healthy conflict resolution



The language of Creative Tension

I'm not sure I understand.

Tell me more

I'm curious . . .

Let's look at the facts.

I want _____; what do you want?
I think _____; what do you think?

Let's take a break.

Yes, and . . .
(versus Yes, but . . .)

WORDS CREATE WORLDS

*the language we use shapes
the culture we lead*

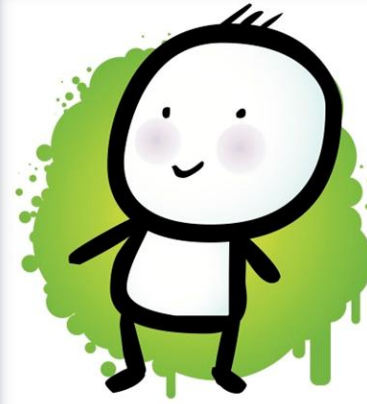
Native American Practice: The Rule of Six . . .

*. . . expanding consideration of
six possible alternative theories
not previously held about a situation*



Get Curious, Not Furious . . .

- Interrupt the rush to react
(i.e., **pause**)
- Emotionally disengage from what's going on
(i.e., **suspend reaction**)
- Check assumptions & facts
(i.e., **suspend judgment**)
- Regain control of a situation or yourself
(i.e., **shift to the right gear**)
- Make a more informed decision
(i.e., **move ahead**)



**GET
CURIOUS**



**NOT
FURIOUS**

What don't I know
that I don't know?

What does successful conflict resolution look like?

- Parties involved are able to move forward
- Parties feel heard & acknowledged
- Few to no negative consequences
- Learning occurs...we are better because of it
- Opportunity for 'best practice' emerges



**Questions or
comments?**



Thank you

Mary Jane

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