

WORKSHOP ON CONFLICT

- ⇒ Leaders are capable people – leaders are not flawless and often set up problems
- ⇒ Our skills often limit our effectiveness and our influence – we influence the culture
- ⇒ Your leadership sets the standard – both good and bad
- ⇒ We are much more than the authority figure – we mold the culture

WHAT IS CONFLICT?

- Disagreement, Argument, Clash, Combativeness, Fight
- Misaligned Expectations or Misguided Allegiance
- Conflicting Values or Principles

IS CONFLICT ALL BAD?

- Not Always Bad, but Always Difficult
- It's Good in Preventing "Group Think"
- Conflict Provides Perspective for Understanding and Renewal
- Conflict Provides Teams Opportunities to Expand Skills and Creativity
- Conflict Can Be a Sign of Energy with Team Members

WAYS LEADERS SET UP CONFLICT

- With Unclear or Unwritten Performance Expectations
- With No Written Strategy with Clear and Actionable Goals
- With a Focus on Outcomes at the Expense of People
- By Ignoring Input from Team Members
- By Answering Questions Instead of Asking for Solutions

DIAGNOSTIC – SEE CONFLICT BEFORE IT HAPPENS

- Distancing – People Avoid Topics, Accountabilities, or the Leader
- Scapegoating – Blaming Others, Circumstances, or the Leader
- Empty Promises – Saying Anything to Change the Subject
- Making it Personal – Being a Victim Instead of Acknowledging Their Part
- Passive-Aggressive – Creating Triangles with Others for Power
- Aggression – Blaming Others to Cover Up Circumstances of Failed Actions
- Patterns – Observe Patterns, How Patterns Have Changed, and Length of Patterns
- Attitude – Change in Engagement, Spirit of Cooperation, and Contribution

PRESCRIPTIVE – WAYS TO MANAGE CONFLICT?

- Move Toward and Not Away from Conflict
 - Address Issues Right Away
 - Remain Calm
 - Focus on Facts and Not Feelings
 - Avoid Using “You” When Illuminating the Facts
 - Use “We” in Probing Solutions
- Focus On Solutions and Discoveries
 - Define What Could be Learned from the Situation
 - Encourage Action and Never Blame Anyone Including Yourself
 - Learn Disarming Techniques if Emotions Escalate

PREVENTATIVE – WAYS TO PREVENT CONFLICT?

- Ensure that Goals are Clear by Asking for Understanding and Actions for Completion
- Define “Norms” for Team Systems and Conduct with Team Members (Guiding Principles)
- Clearly Define Roles and Responsibilities for Everyone
- Teach and Utilize Consensus – Not Autocracy or Compromise
- Create and Maintain a Participatory Culture
- Acknowledge that Some Conflict is Allowed and Even Healthy
- Create Productive, Participatory Meetings and Reviews
- Always Play Fair

RESOURCES

- Book a free consultation with Hugh - <http://HughCalendar.com>
- Get Hugh’s Leadership Podcast – <http://BetterLeader.me>
- Check out the Community for Nonprofit Leaders and Clergy – <http://NonprofitCommunity.org>
- Download the eBook - <https://bit.ly/3ySfICF>

Here’s to your success!

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