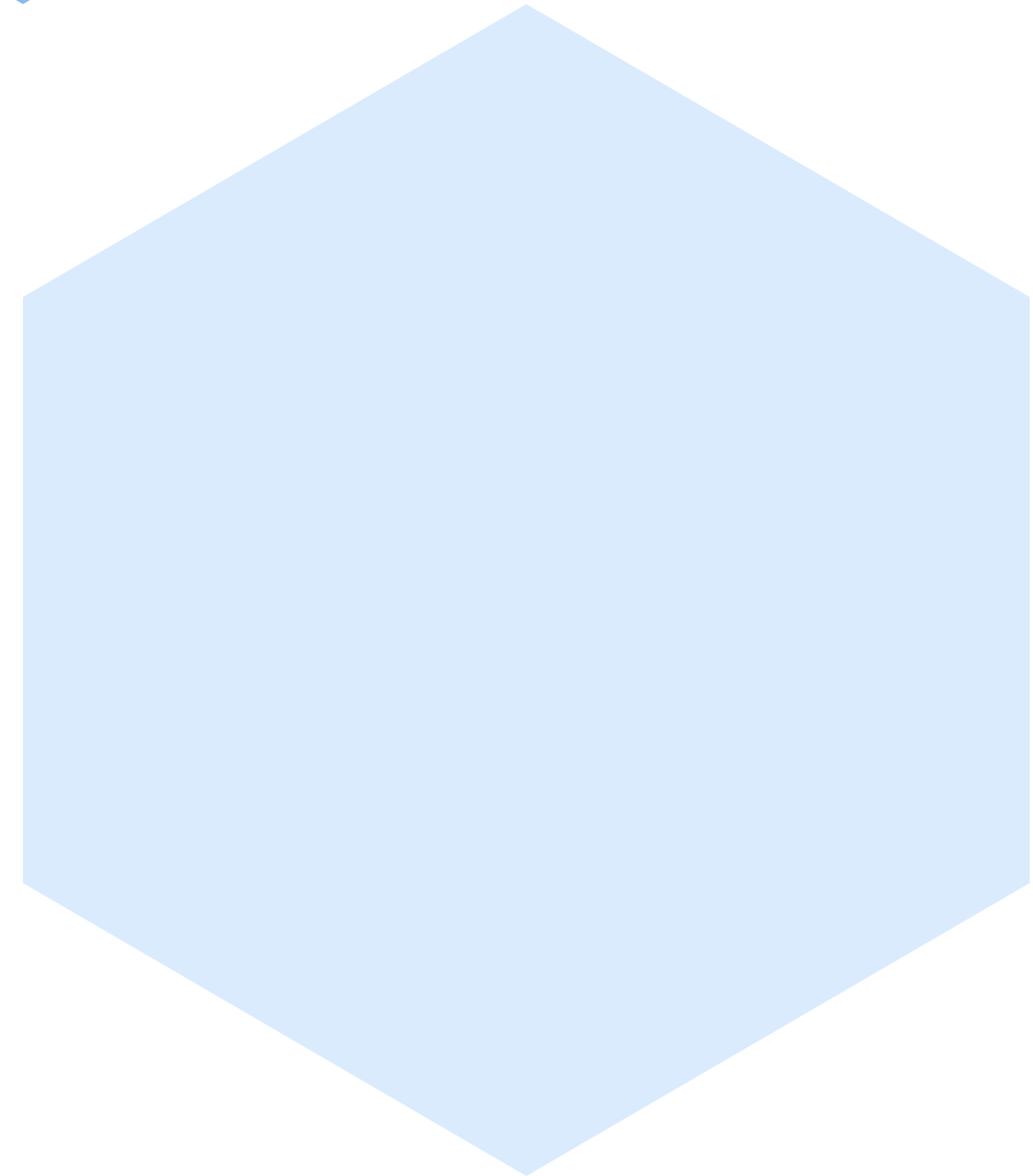
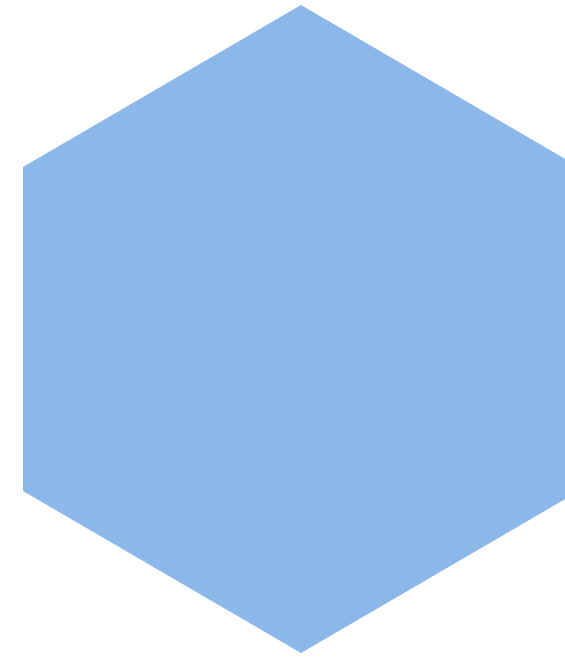







# Turning Challenges Into Opportunities: Transforming Workplace Conflict

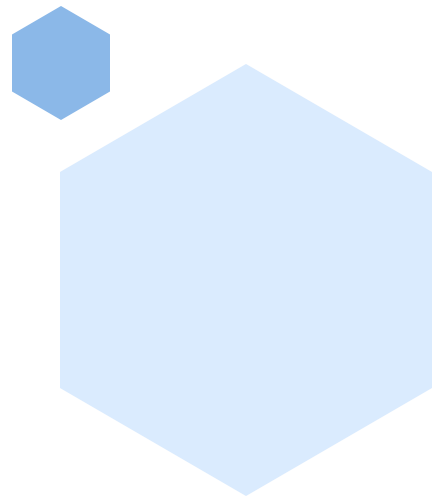
Lola Ivy, M.S.



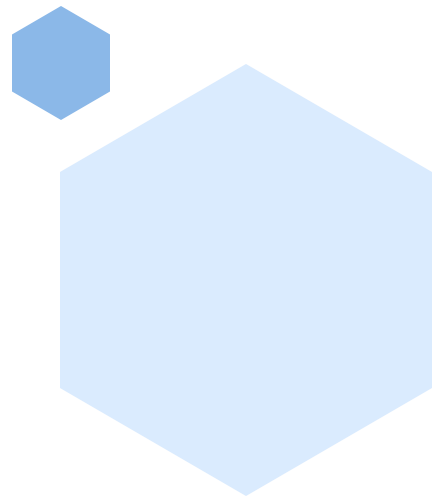
# Today we will talk about...

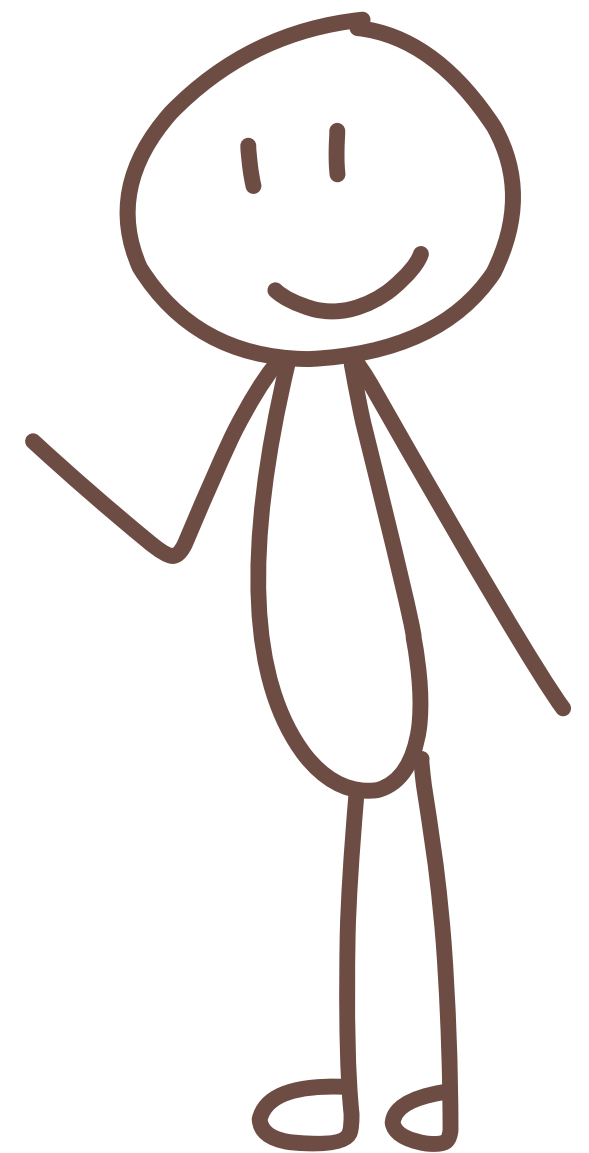
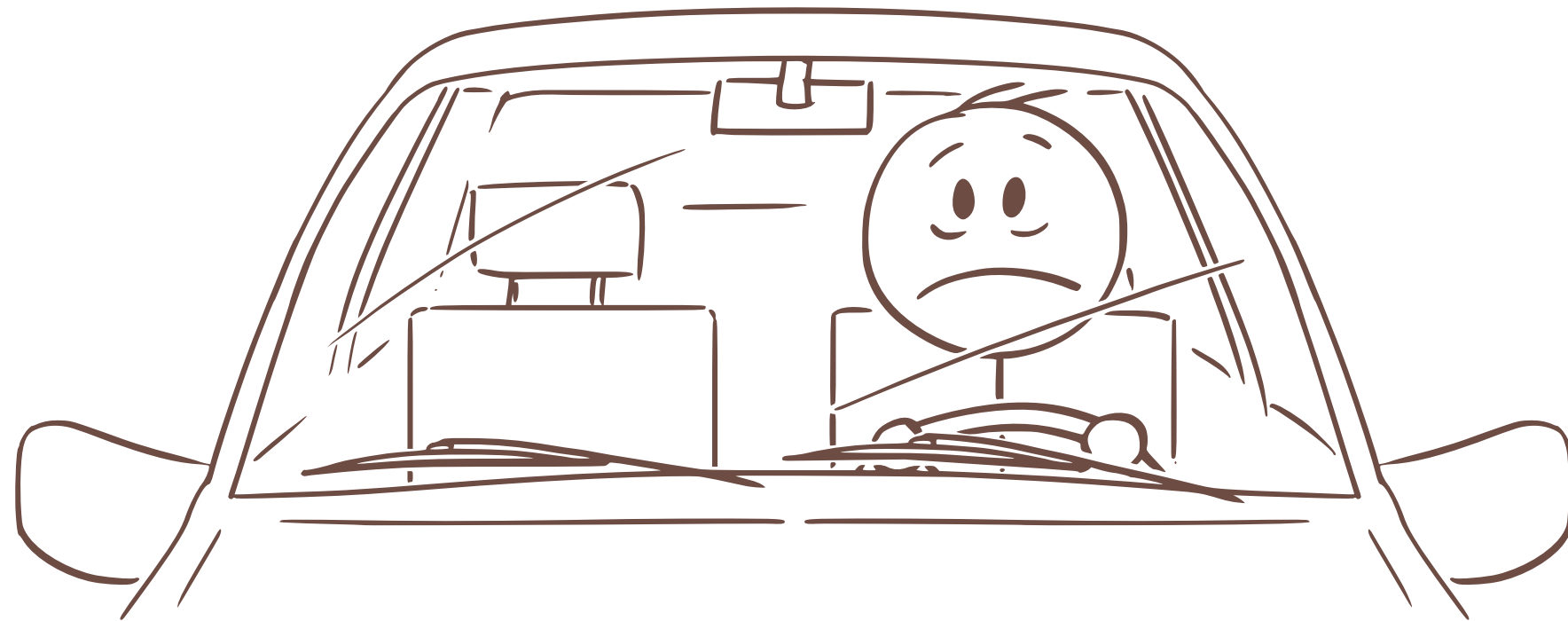
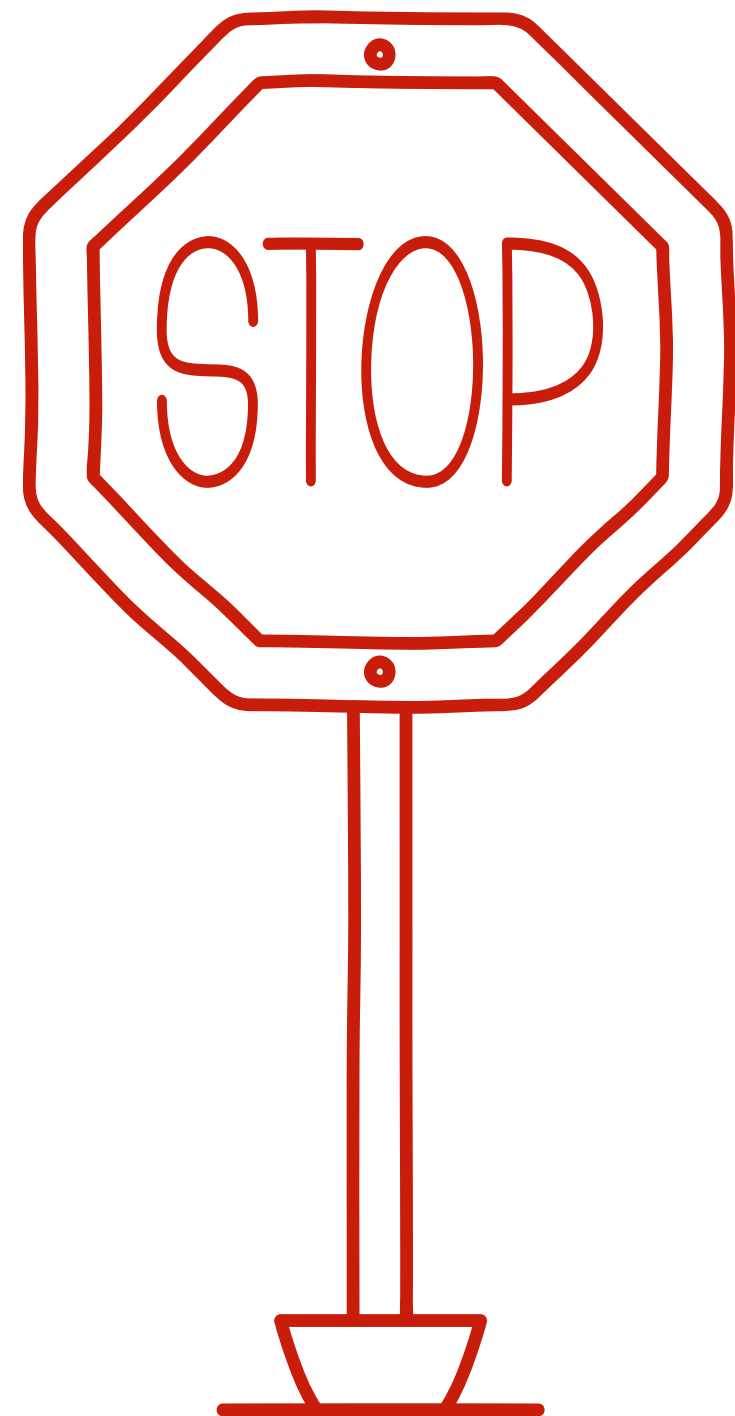
-  **Conflict – what is it and how does work differ at work**
-  **The various levels of conflict**
-  **Conflict management approaches and which to choose.**
-  **Effective communication tactics when engaged in conflict**
-  **A conflict situation example**

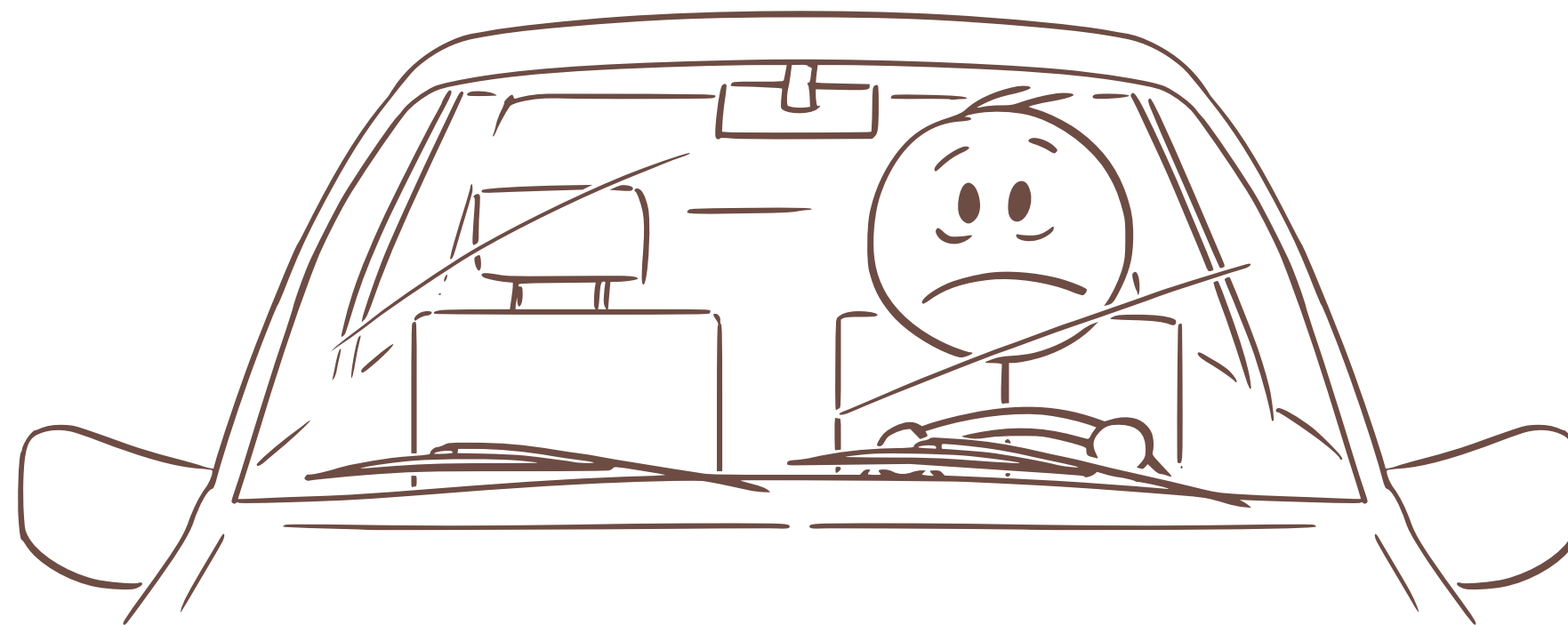
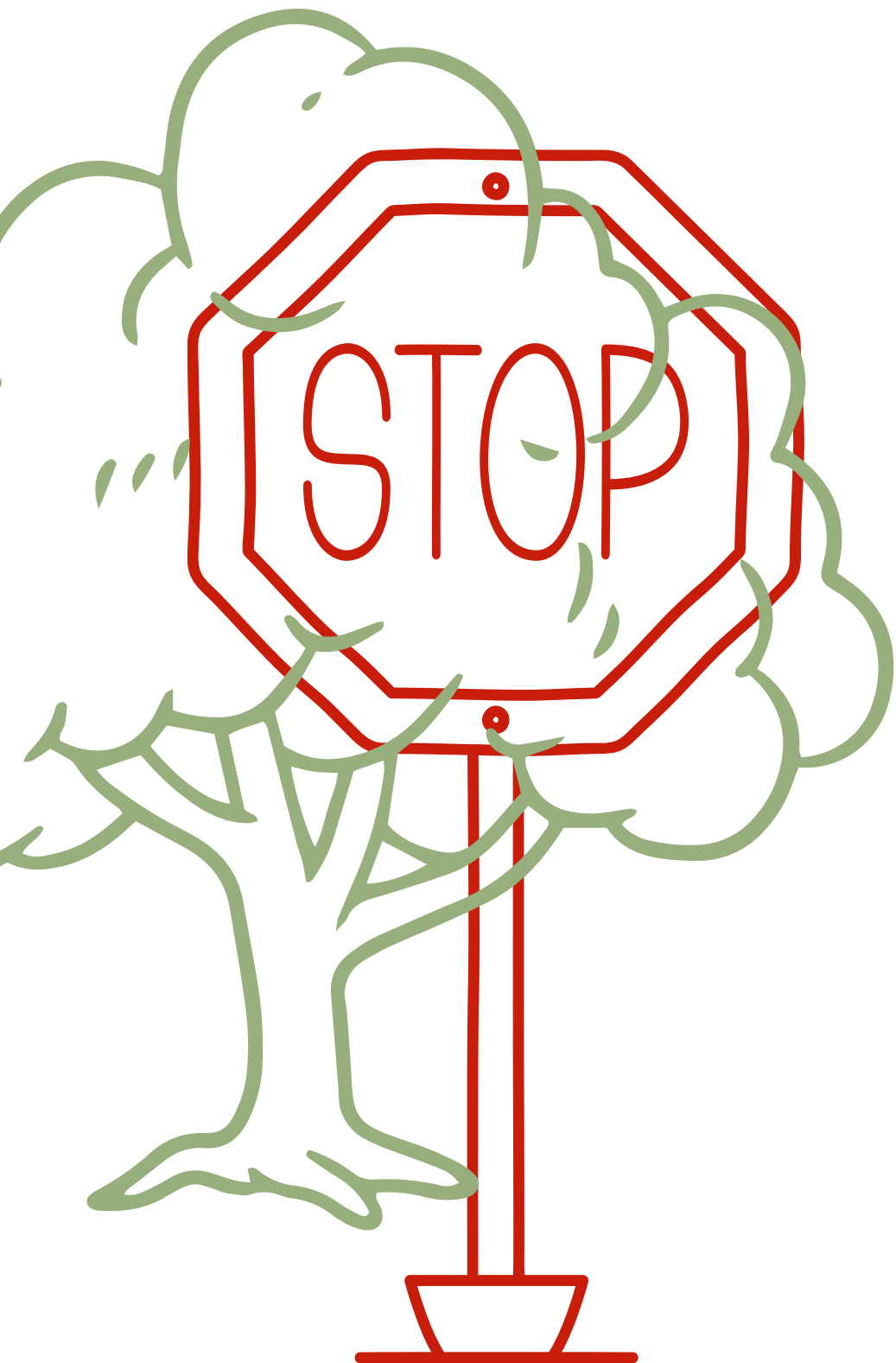
**conflict is based on a real or  
*perceived* antagonistic state or  
action (e.g., divergent ideas,  
interests, or persons)**



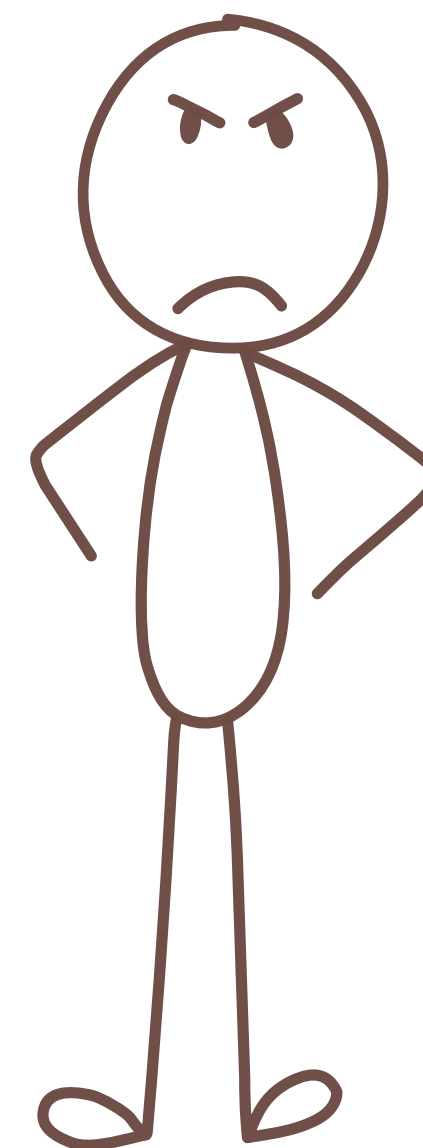
**conflict is based on a real or  
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interests, or persons)**

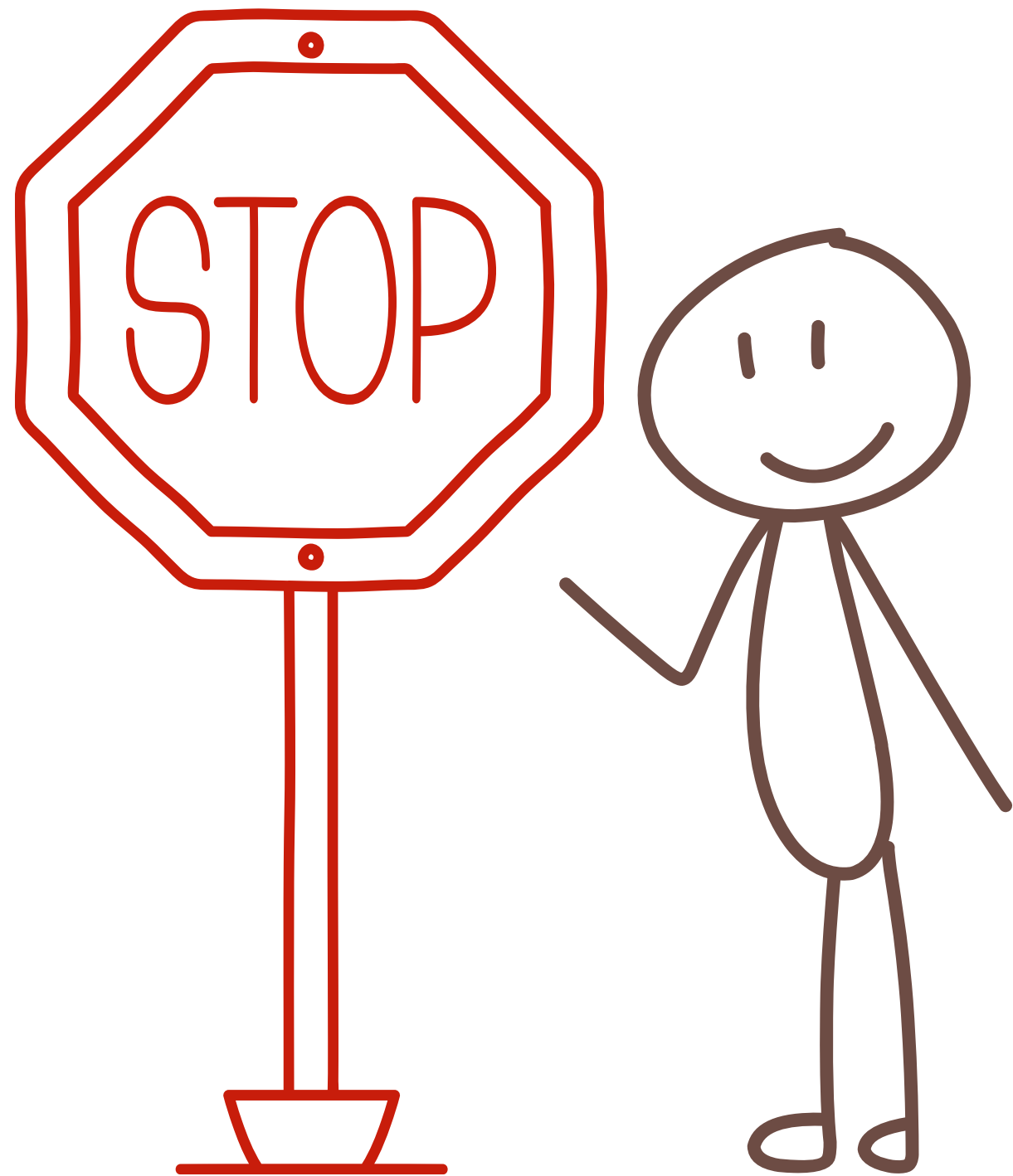






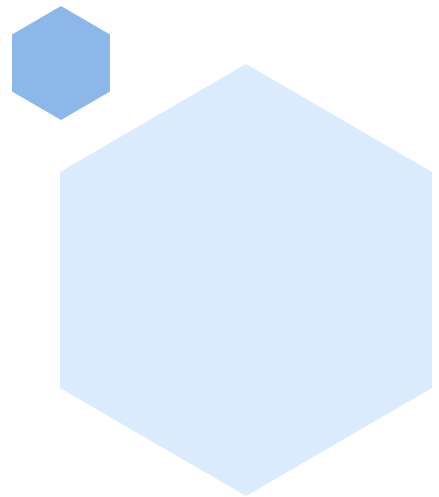
**This is *conflict***  
**BUT...**





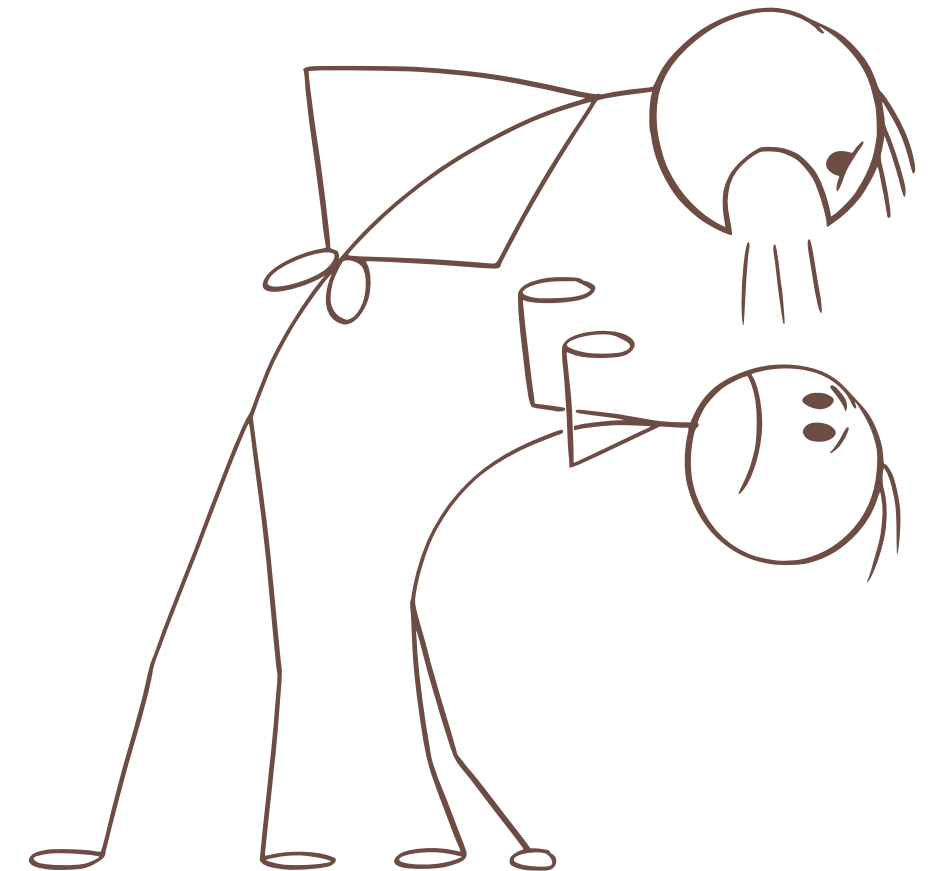
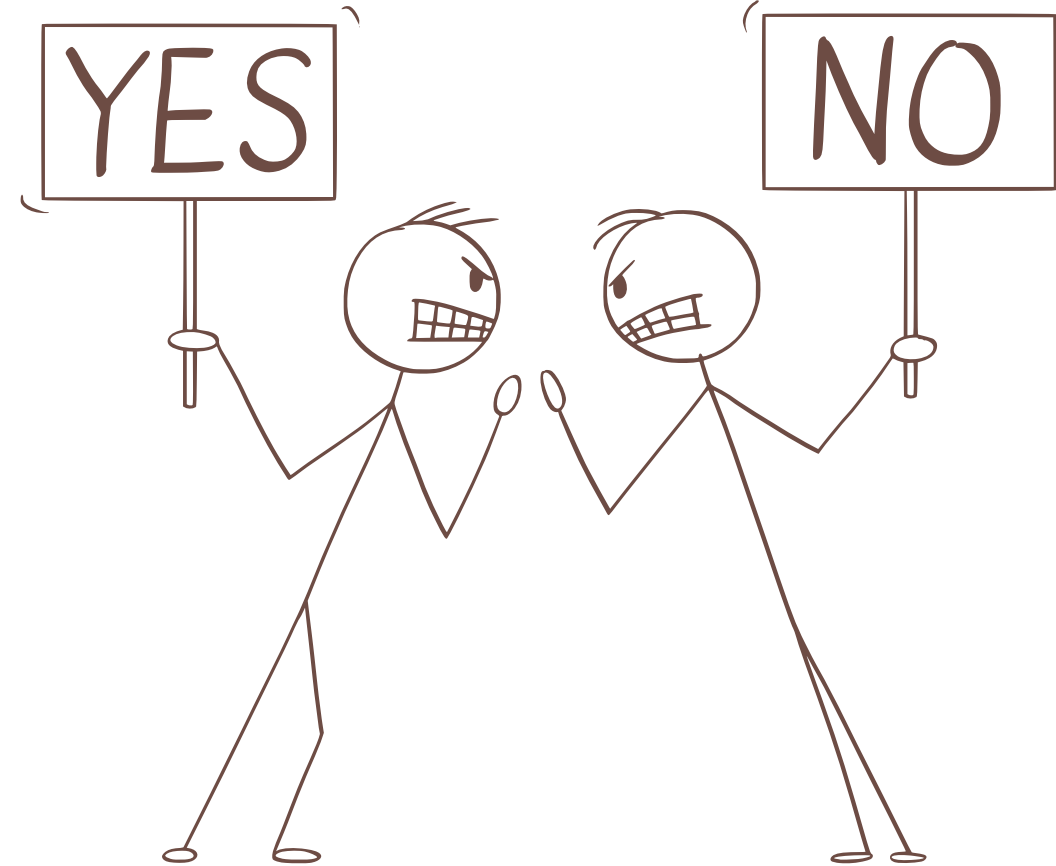
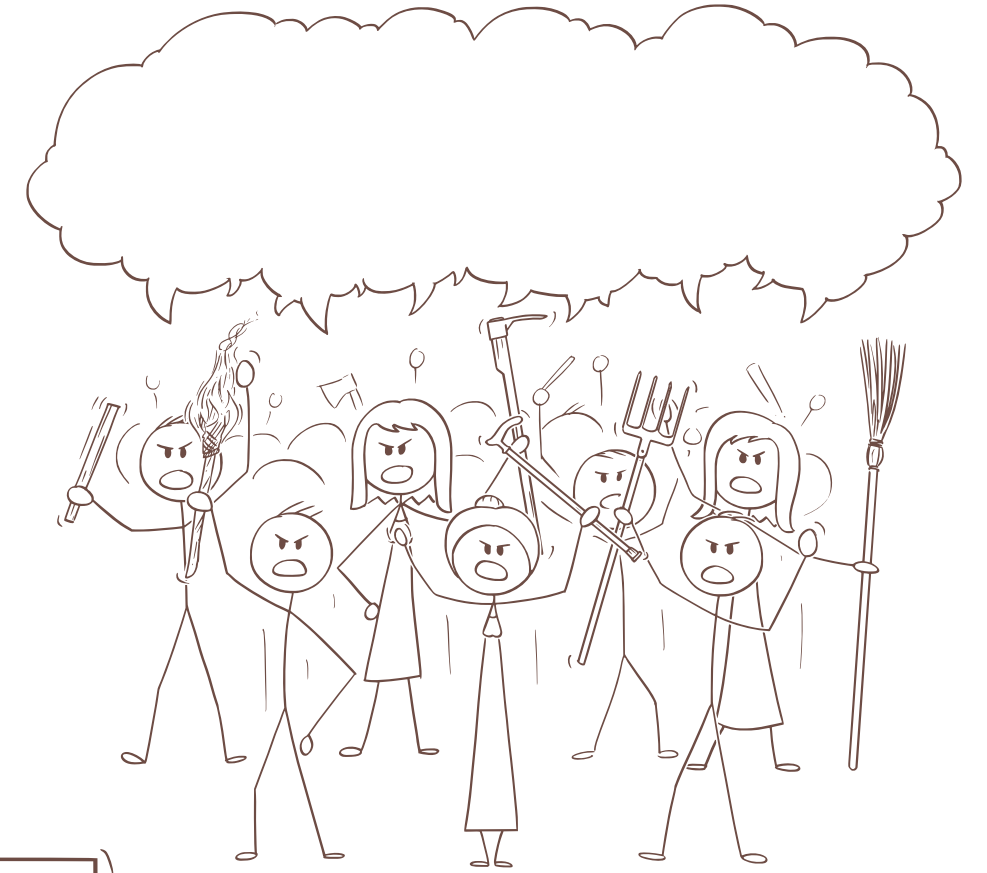
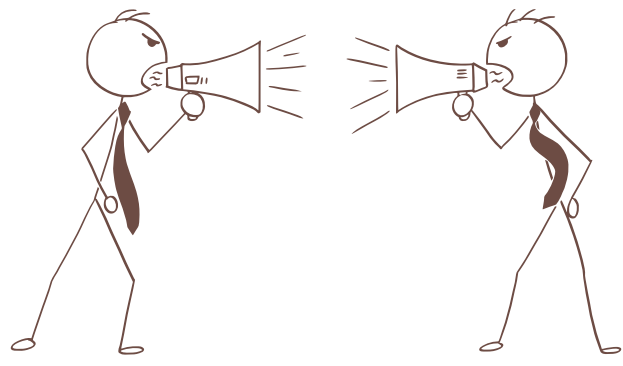
# Acute Conflict

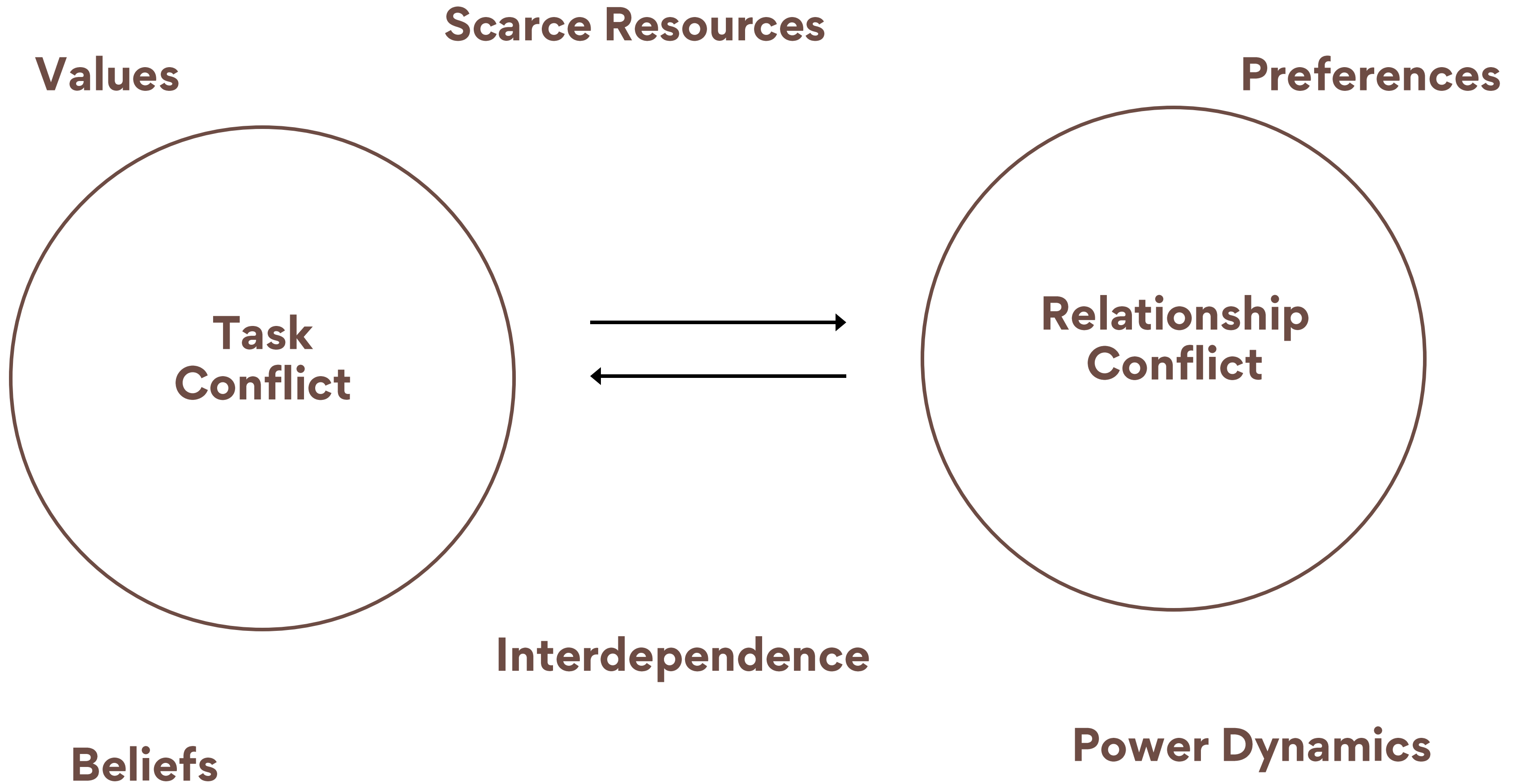
**But then you go to work, and the  
conflict is different...**





# Persistent Conflict

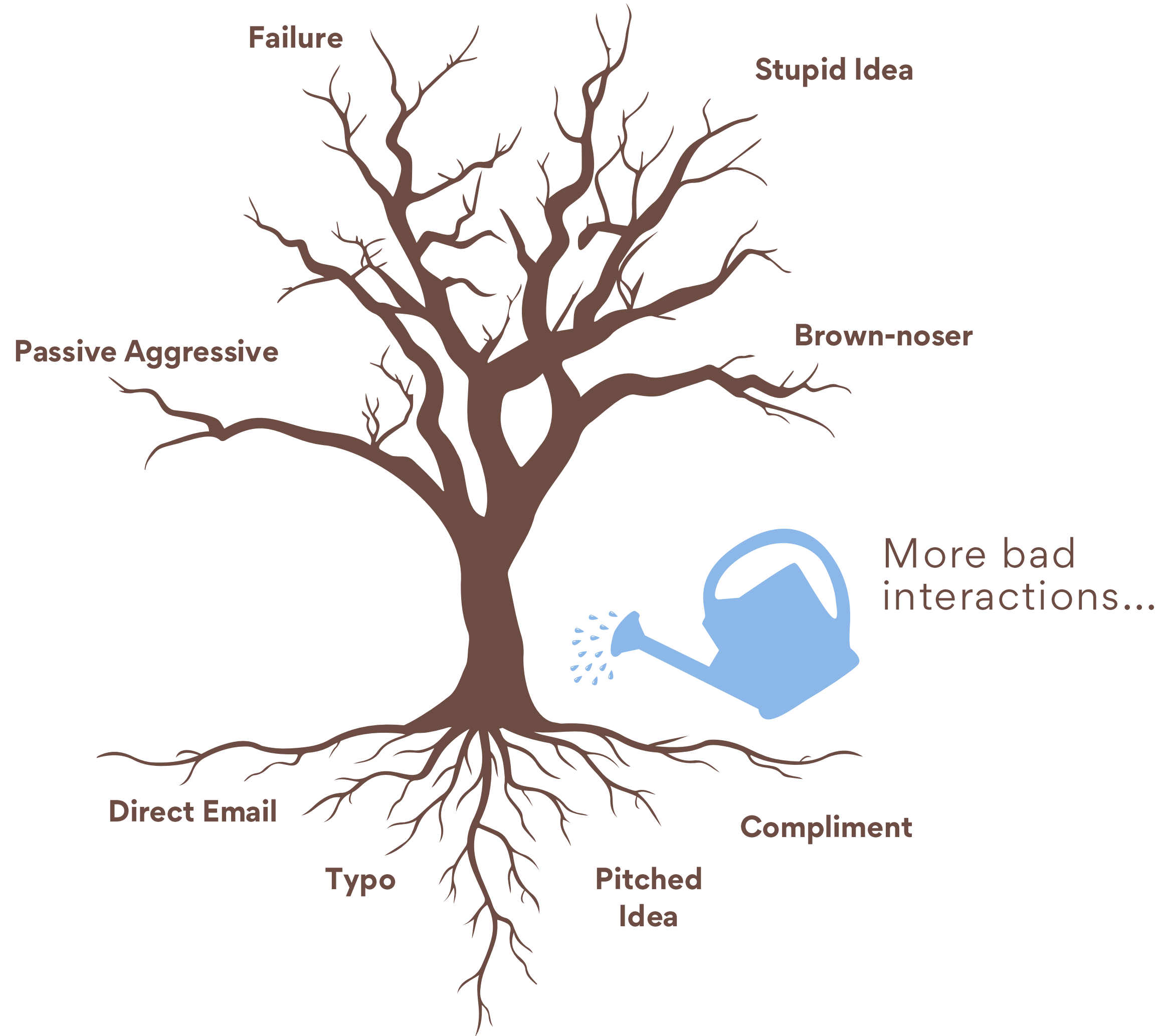




**SEED**

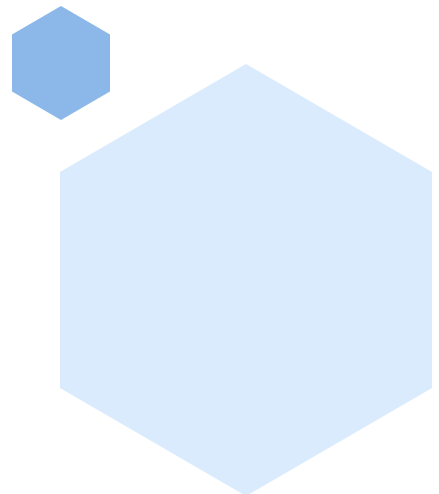


**a bad interaction...**



**What do we do when we experience workplace conflict?**

***Let's start with taking a step back and assessing the situation***



# Levels of Conflict

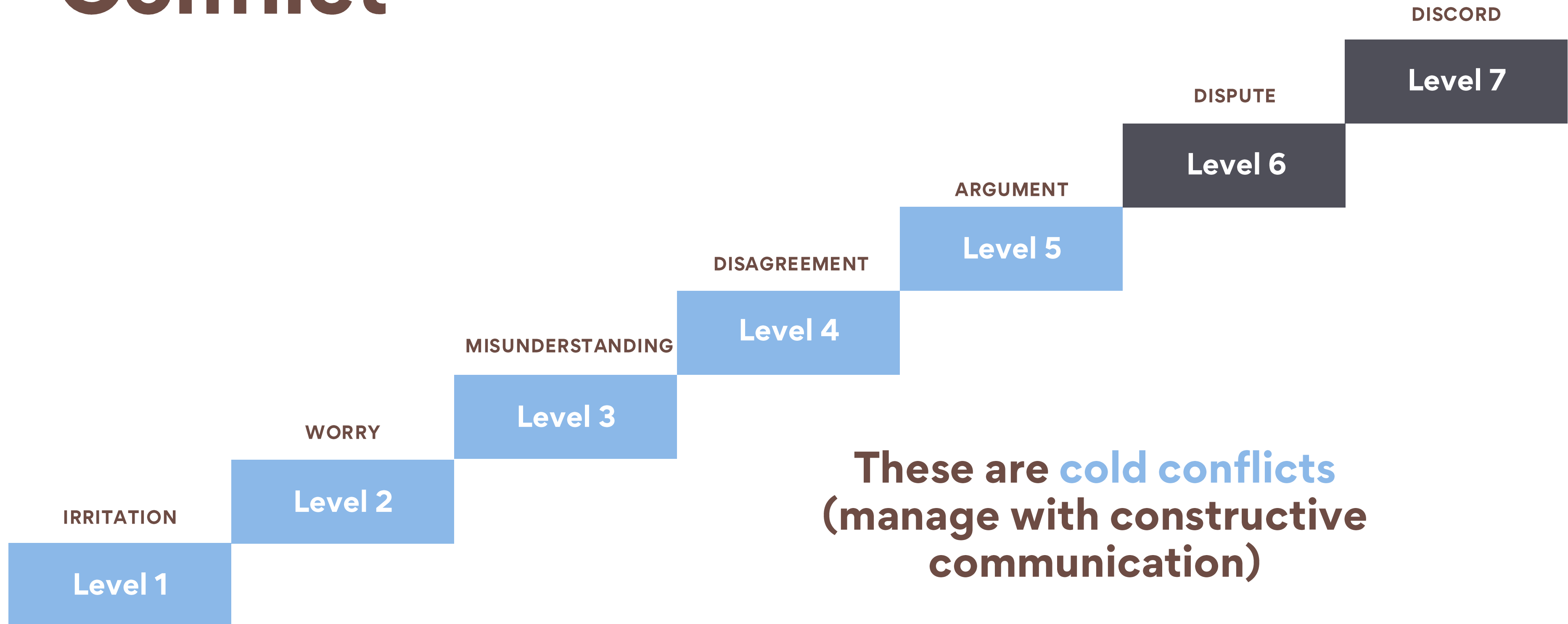


**Cold Conflict**

**vs.**

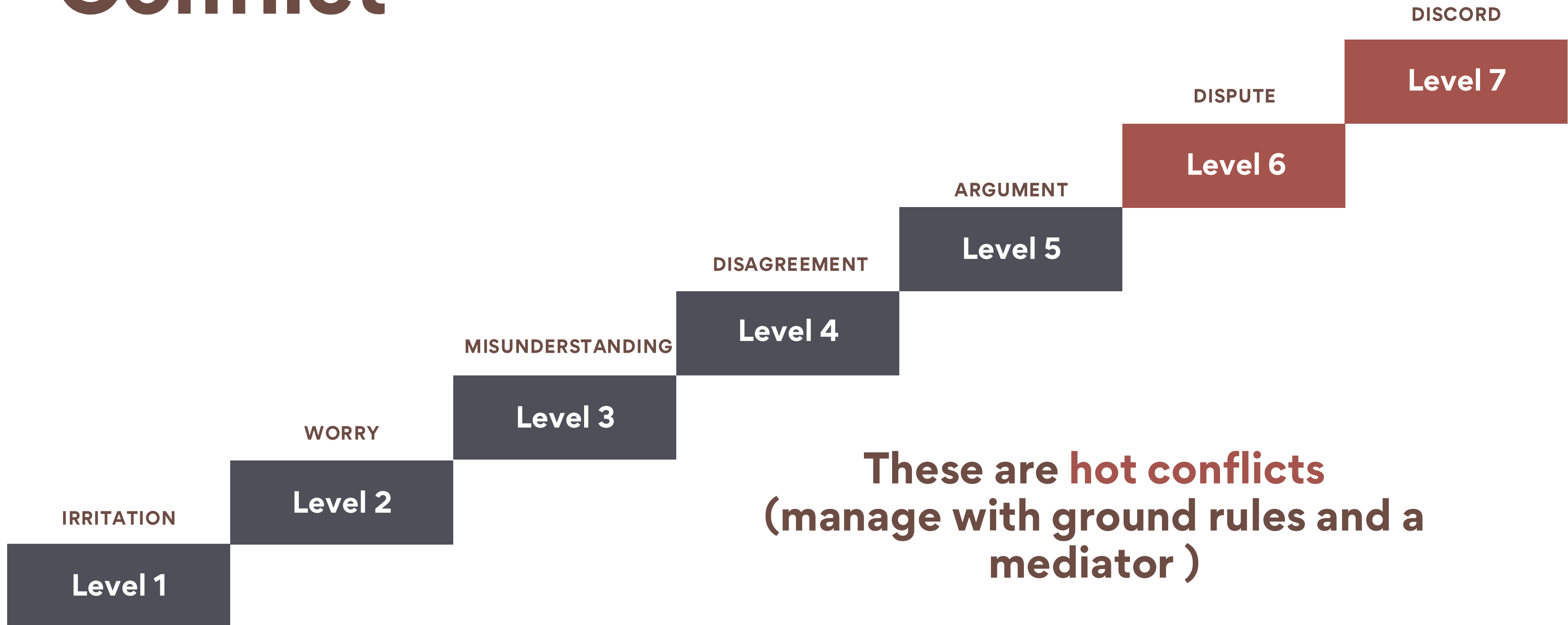
**Hot Conflict**

# Levels of Conflict

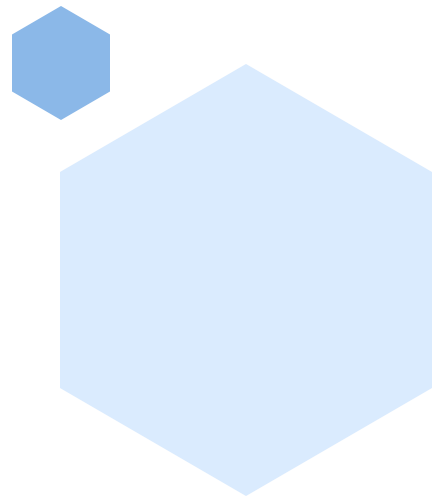




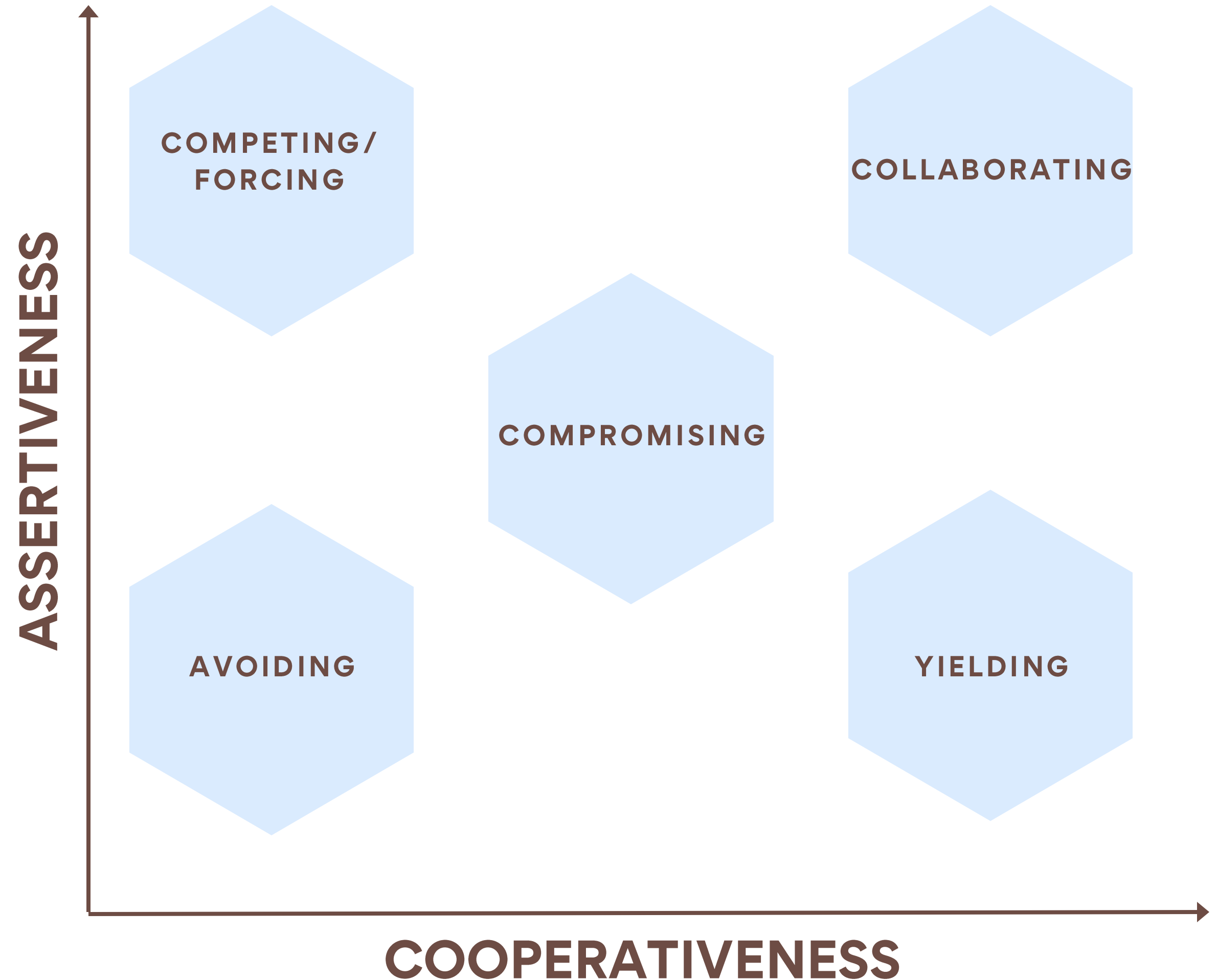
# Levels of Conflict



**Next... let's decide our ideal outcome.**



# Thomas Kilmann's Conflict Model



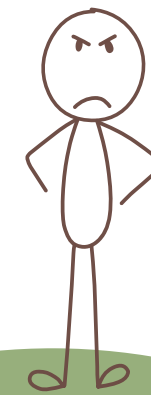
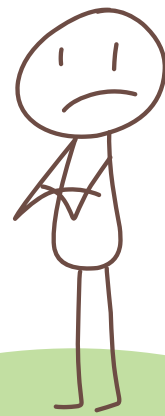
**We all have  
hills we live  
on...**

**INDEPENDENT  
WORK**

**AUTONOMY**



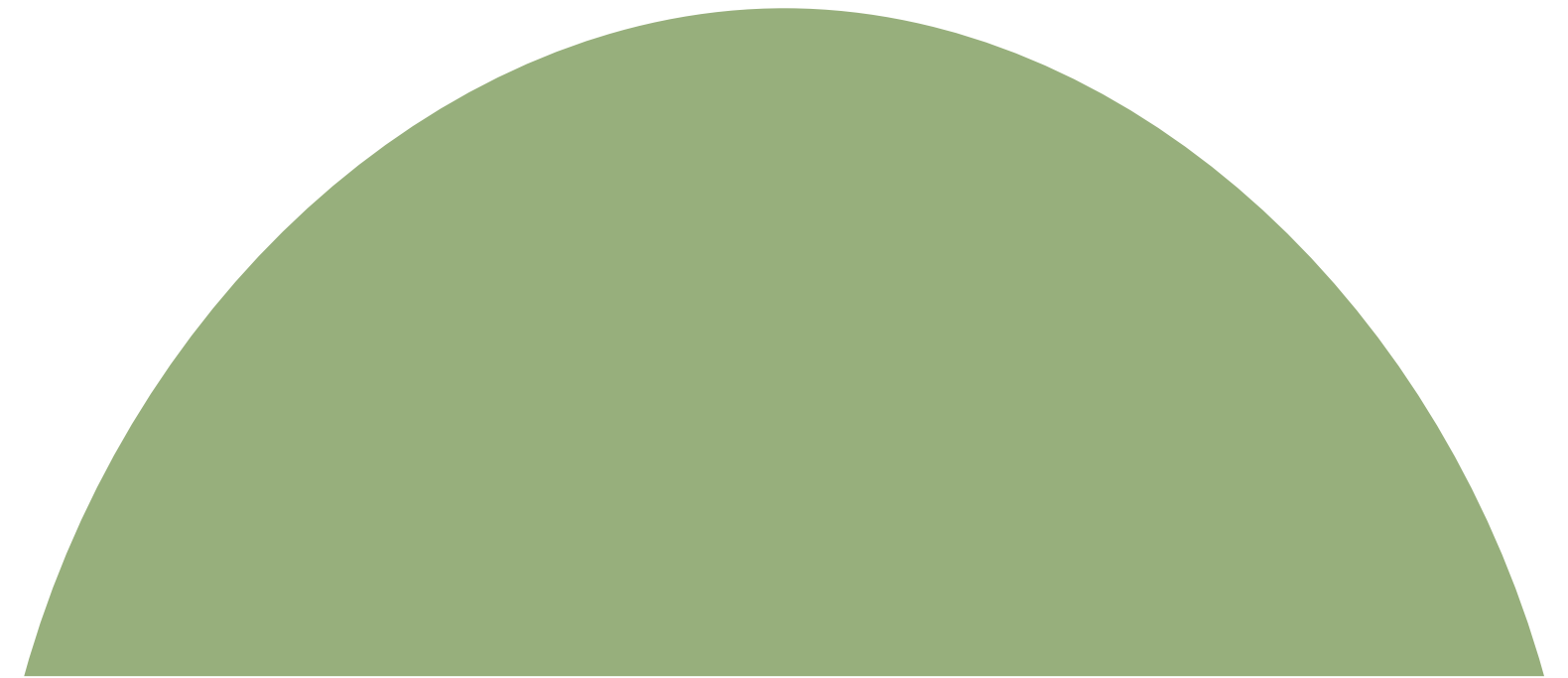
**You live on  
your hill, and  
they live on  
theirs.**



**You move to  
their hill, or  
they move to  
yours.**

COMPETING/  
FORCING

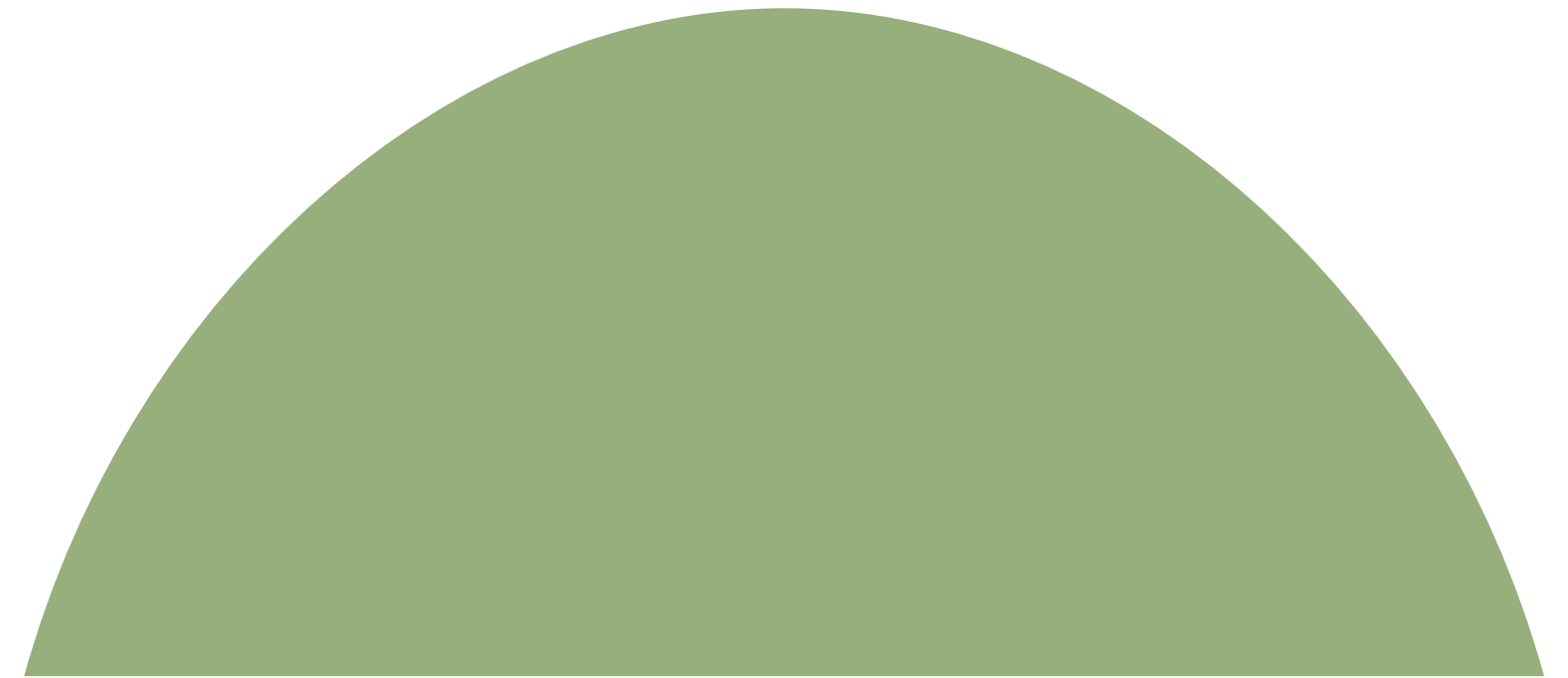
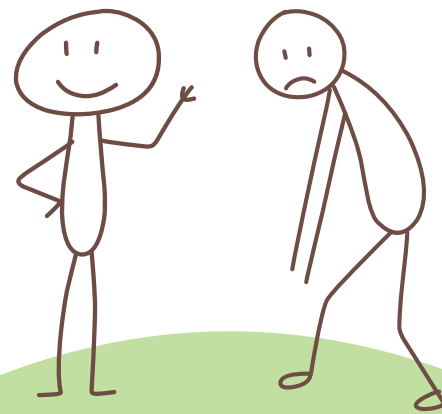
YIELDING



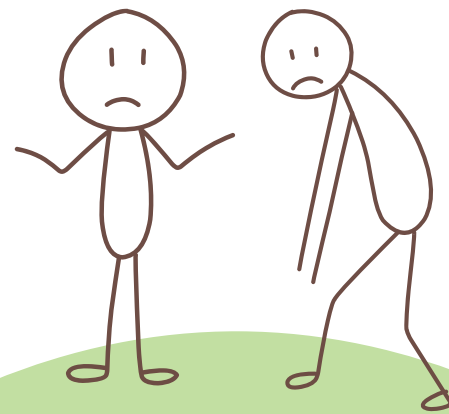
**You move to  
their hill, or  
they move to  
yours.**

COMPETING/  
FORCING

YIELDING



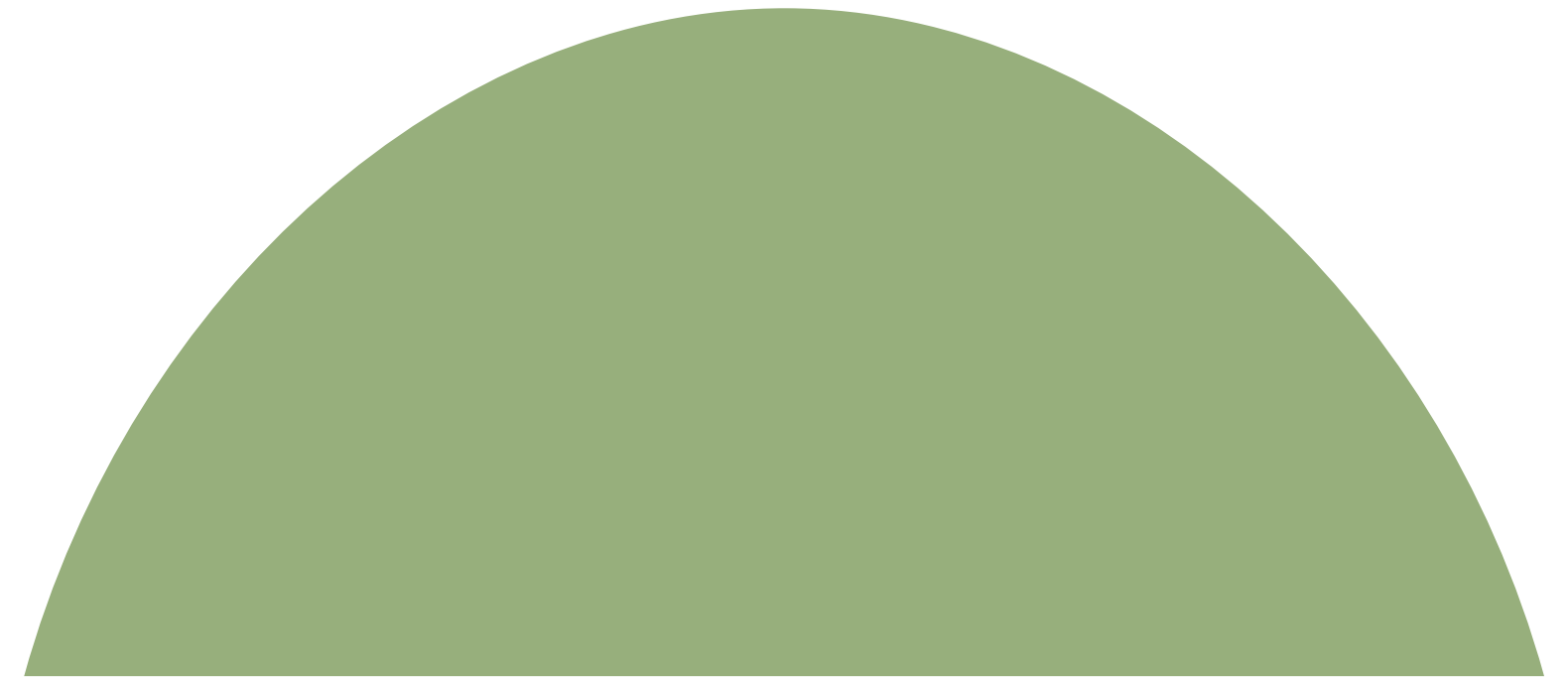
**You move to  
their hill, or  
they move to  
yours.**



**COMPETING/  
FORCING**

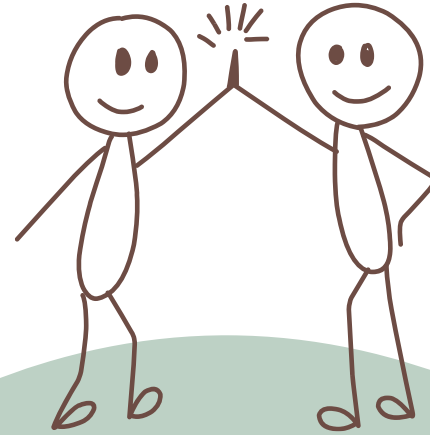
**YIELDING**

**COMPROMISING**

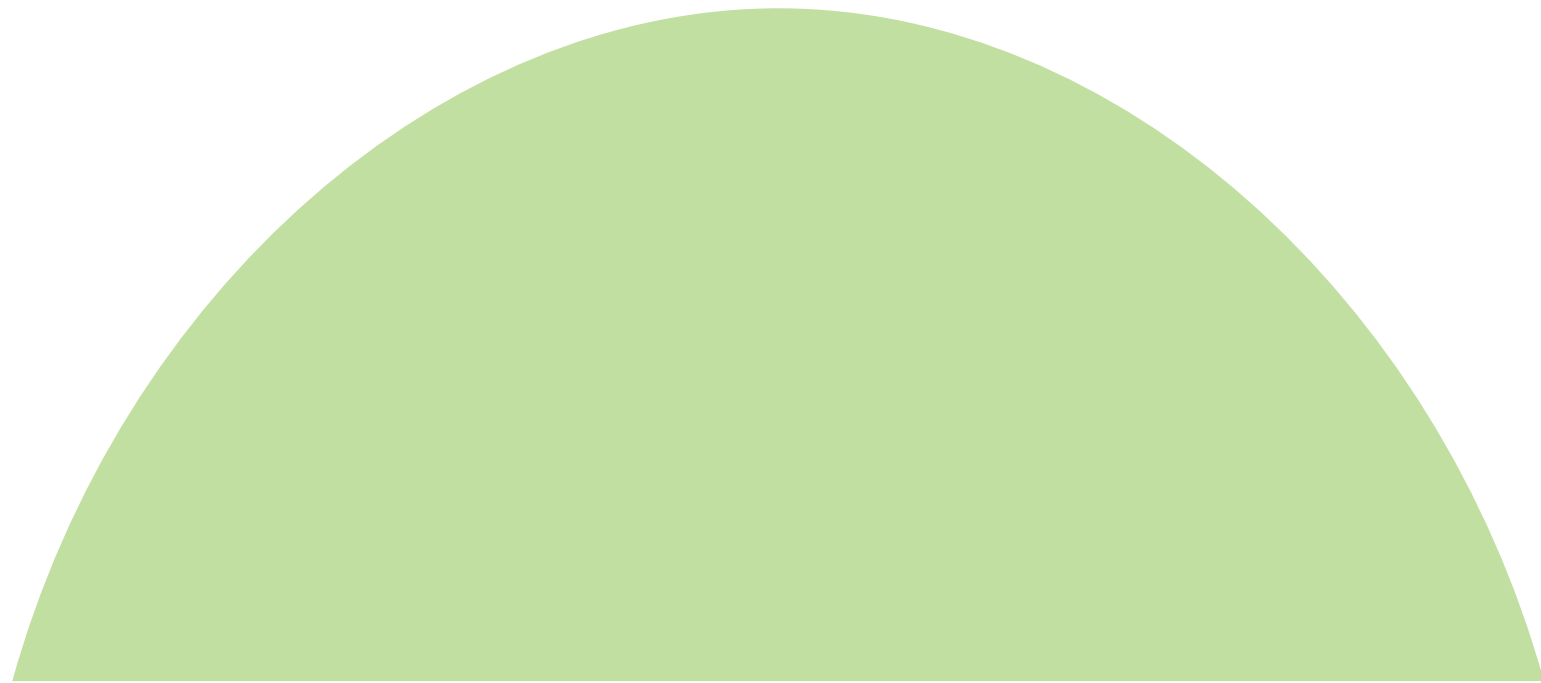




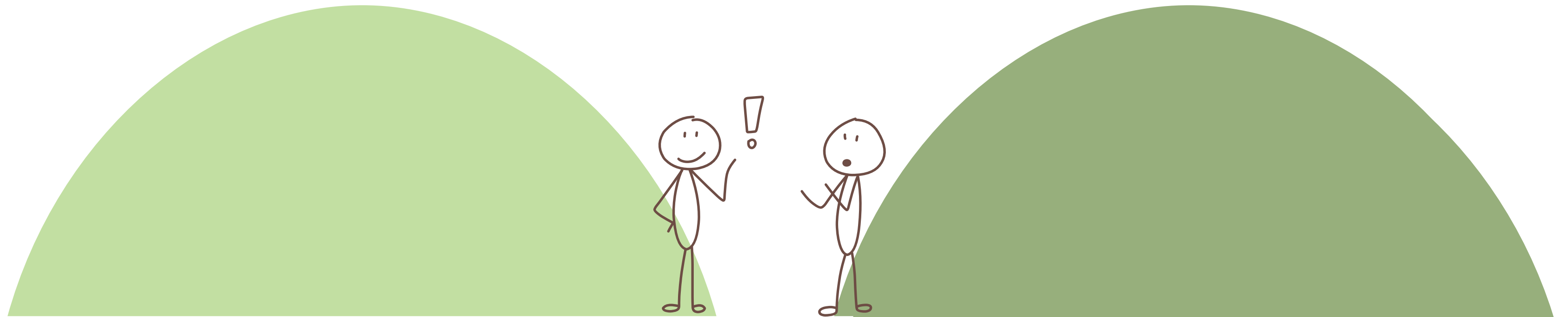
# Find a new, different hill.

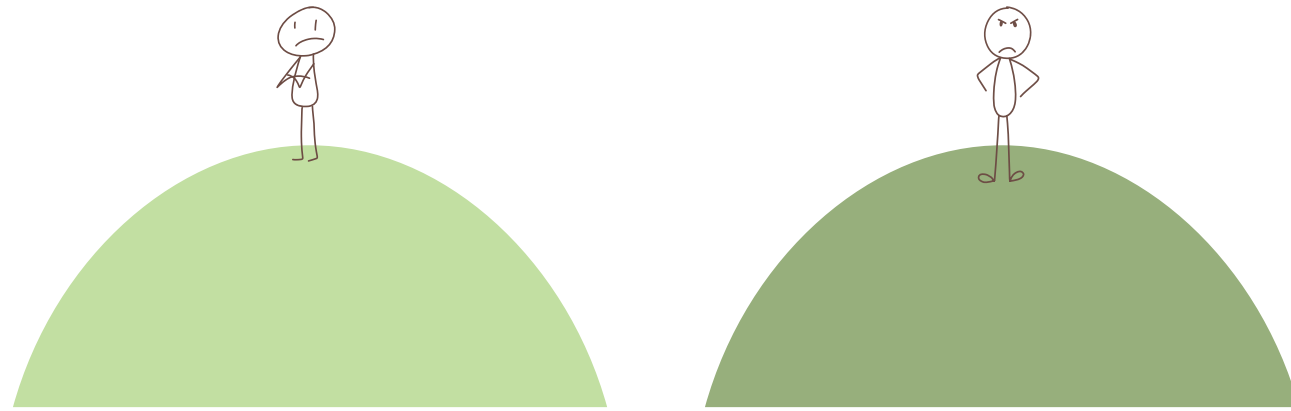


COLLABORATING

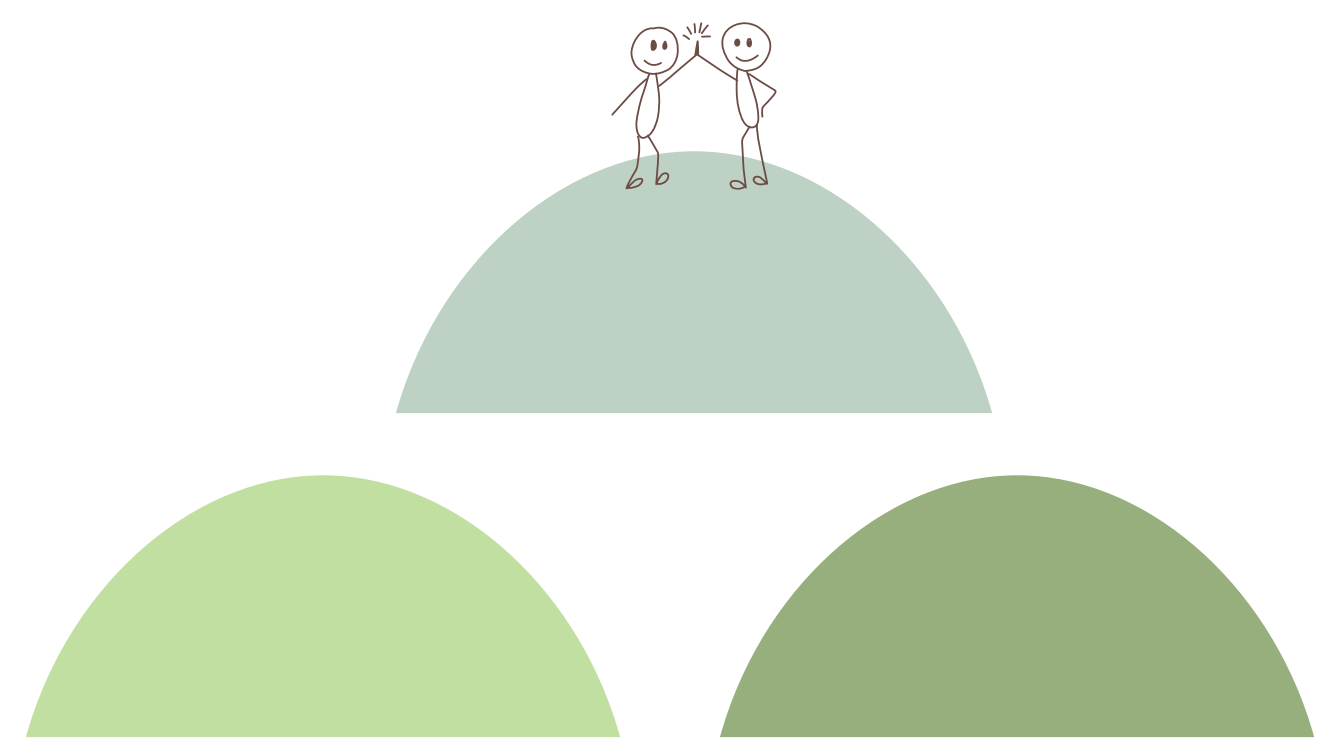


**Why are we  
living on a hill  
in the first  
place? This is  
silly!**





**YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.**

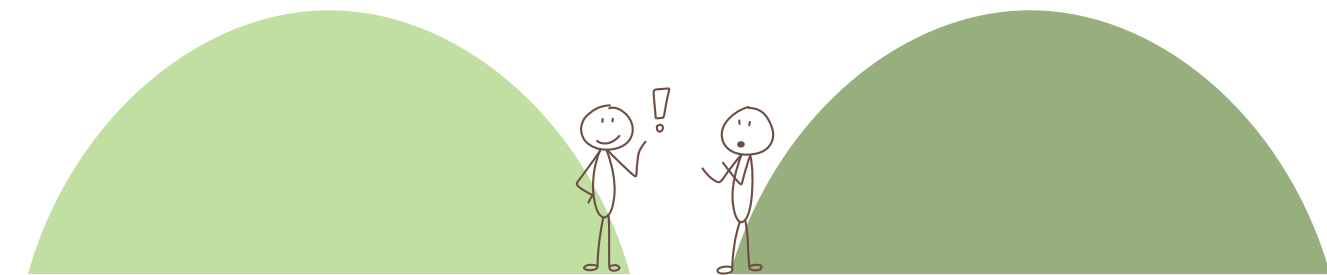


**FIND A NEW, DIFFERENT  
HILL.**

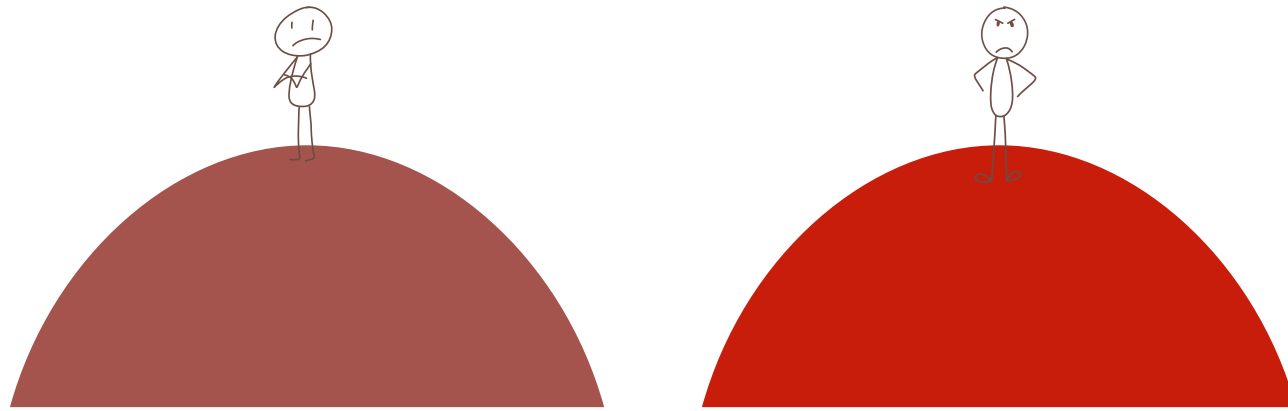
**Ask yourself... Do you want to win  
or do you want to move forward?**



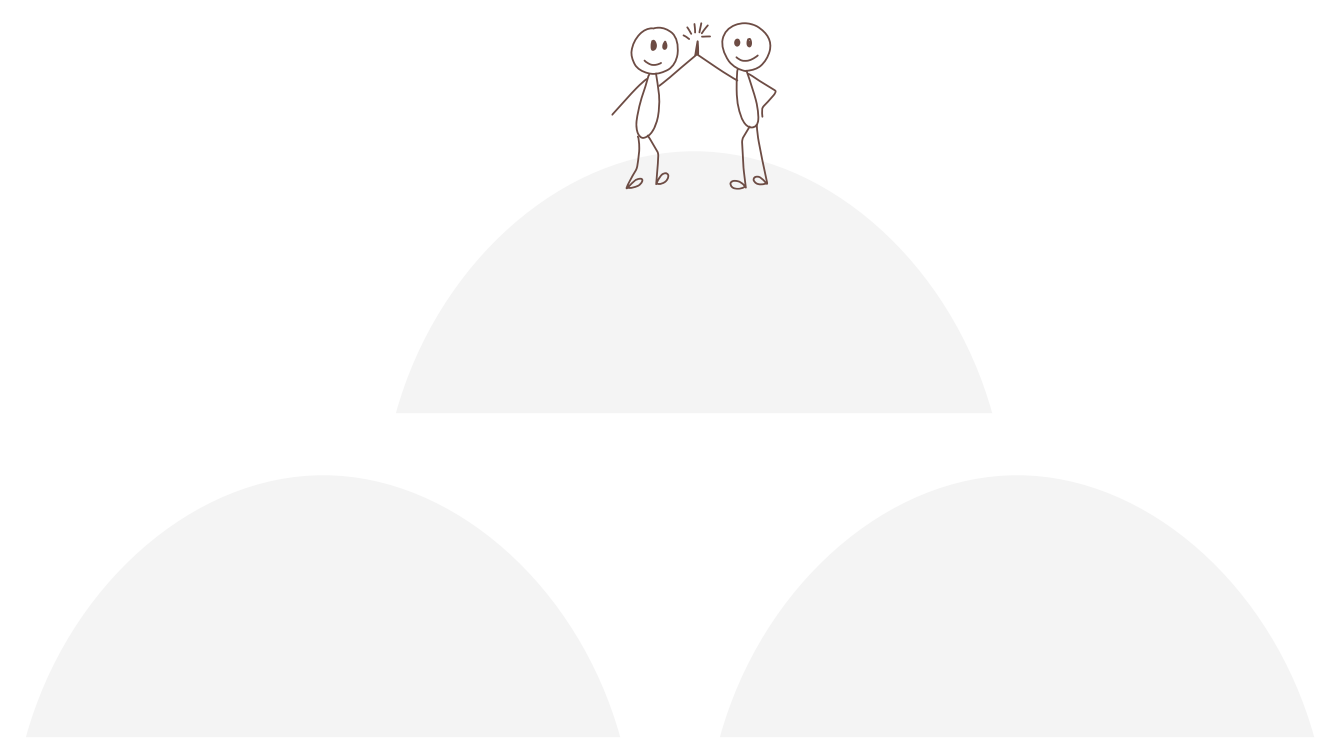
**YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.**



**WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!**

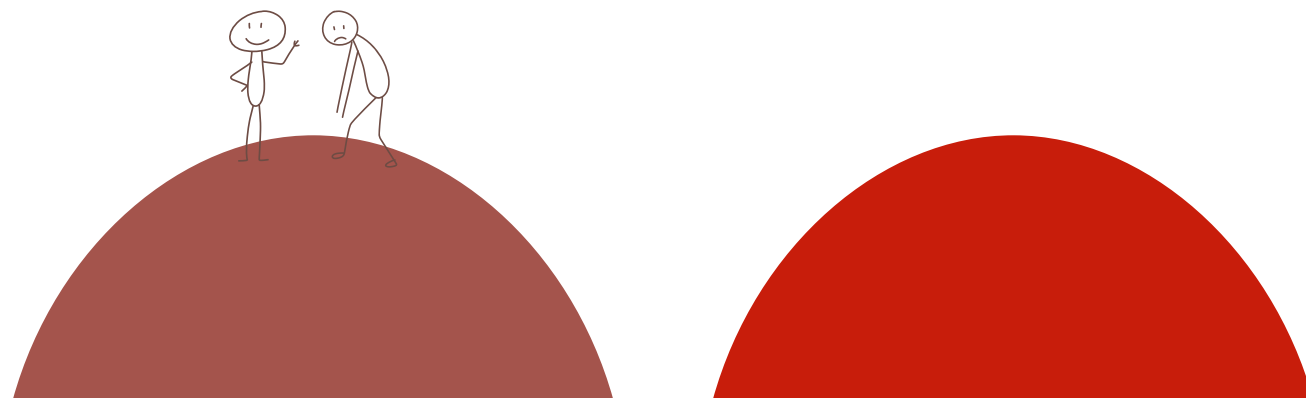


**YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.**

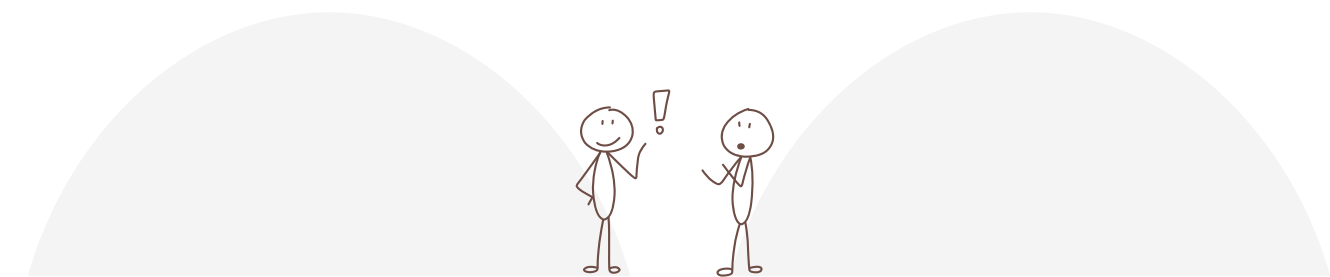


**FIND A NEW, DIFFERENT  
HILL.**

**Ask yourself... Do you want to win  
or do you want to move forward?**



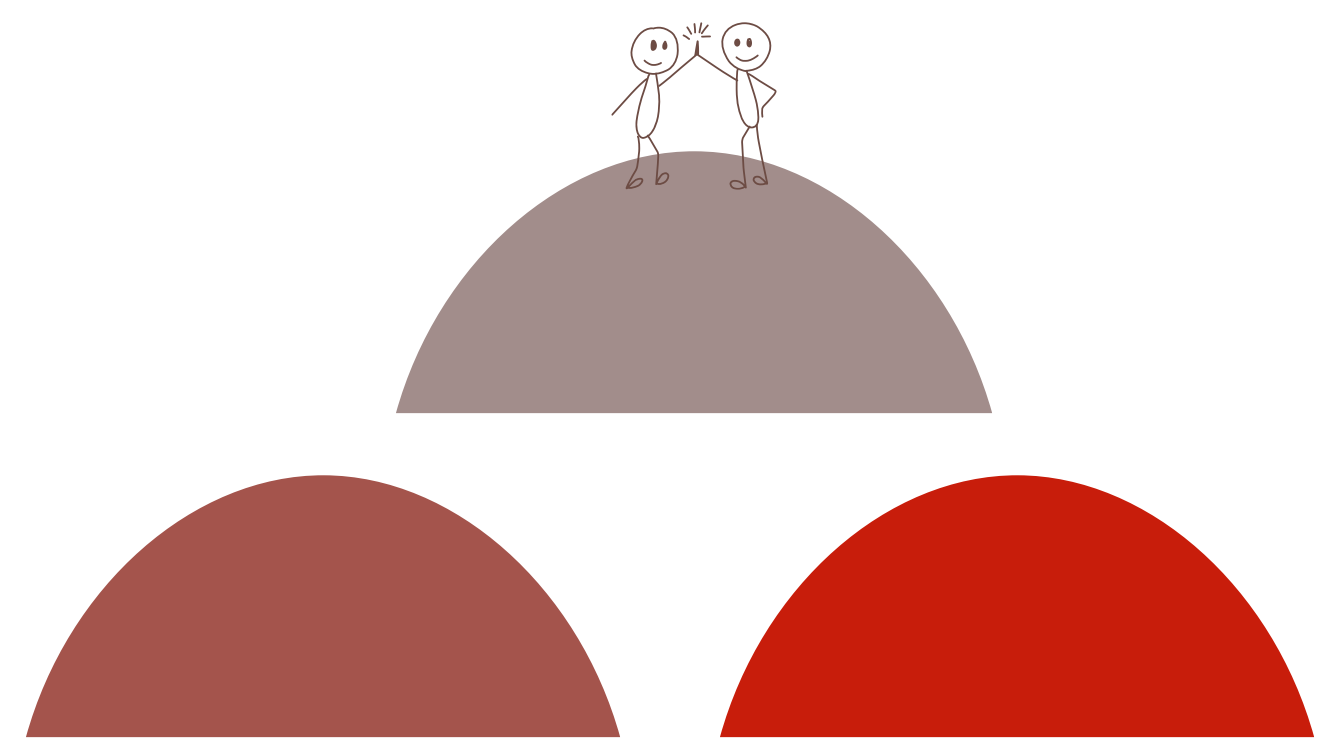
**YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.**



**WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!**



**YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.**

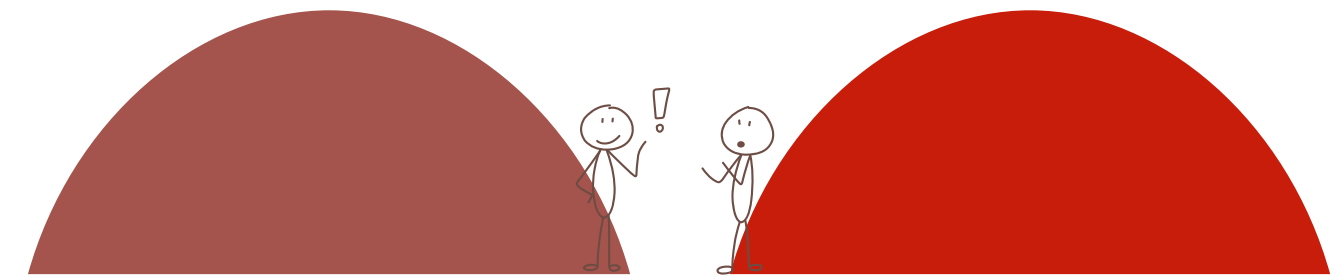


**FIND A NEW, DIFFERENT  
HILL.**

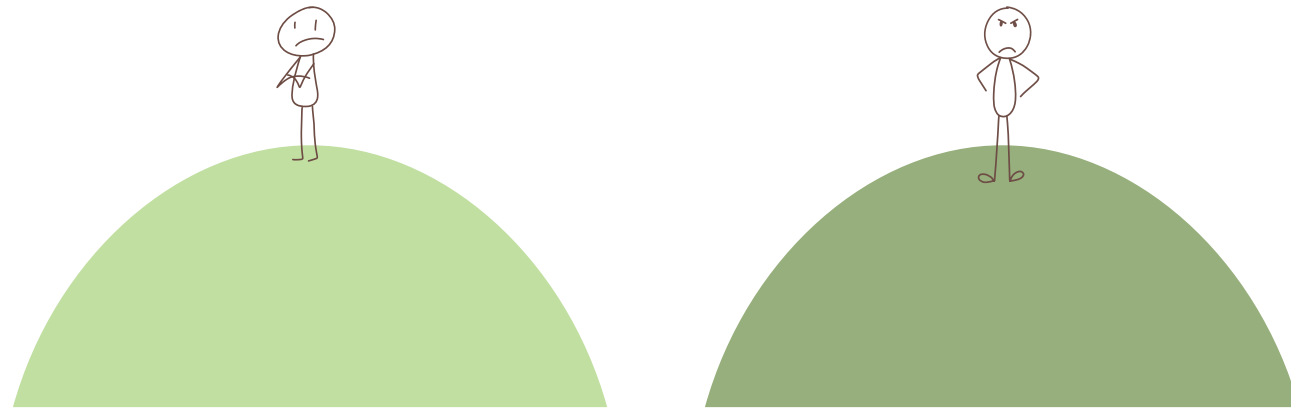
**Ask yourself... Do you want to win  
or do you want to move forward?**



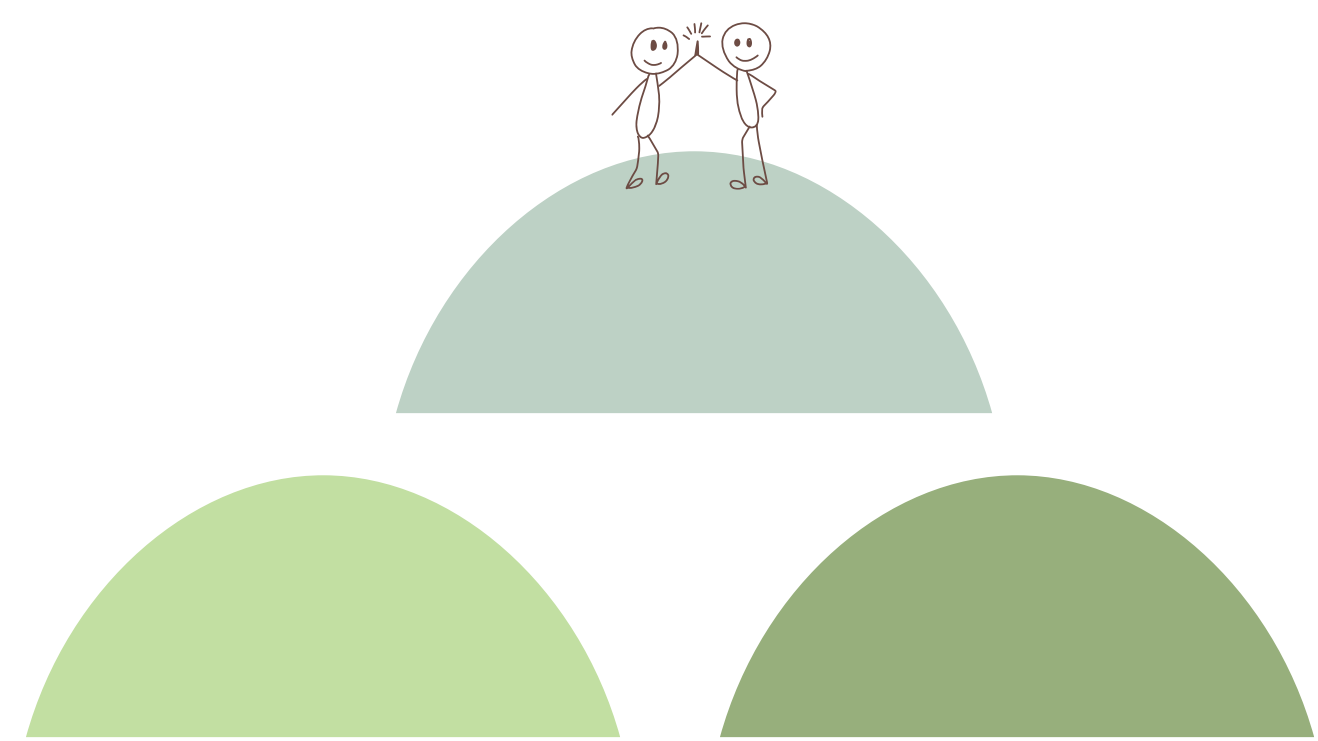
**YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.**



**WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!**



YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.

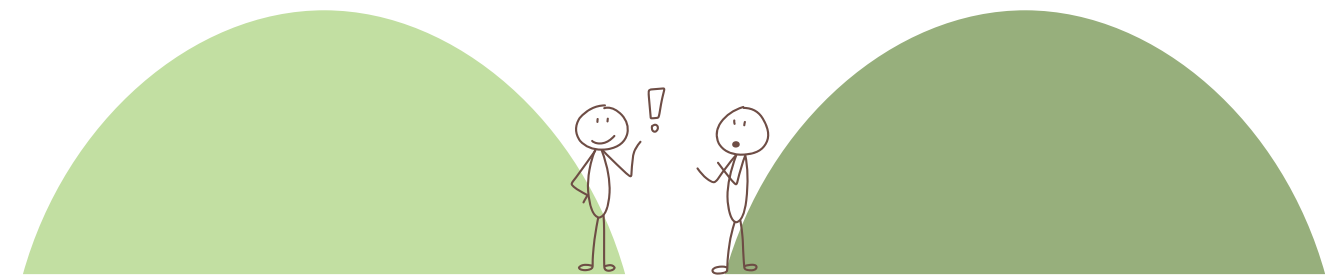


FIND A NEW, DIFFERENT  
HILL.

Neither option is *inherently* better  
than the other

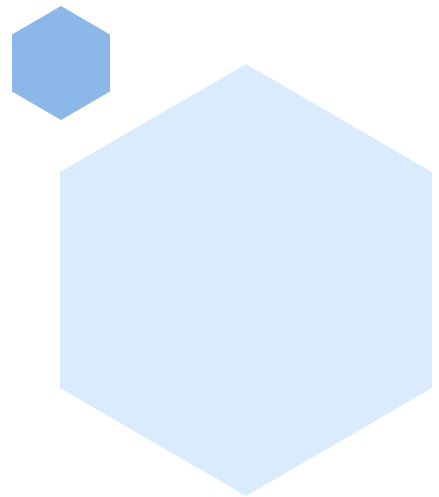


YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.

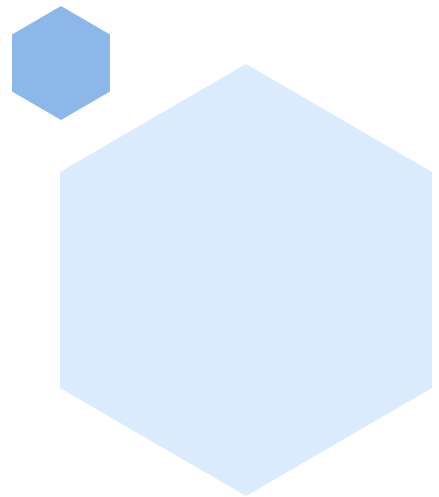


WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!

When might it be important for us to  
prioritize *winning* over moving  
forward?



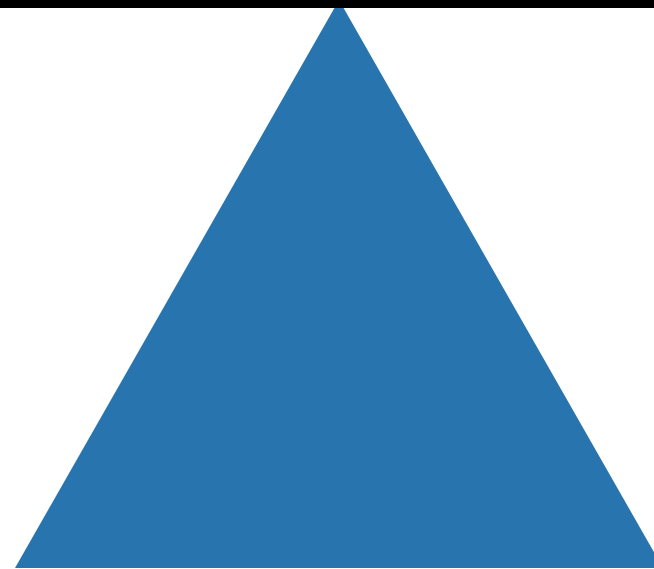
When might it be important for us to  
prioritize *moving forward* over  
winning?





**The Task**

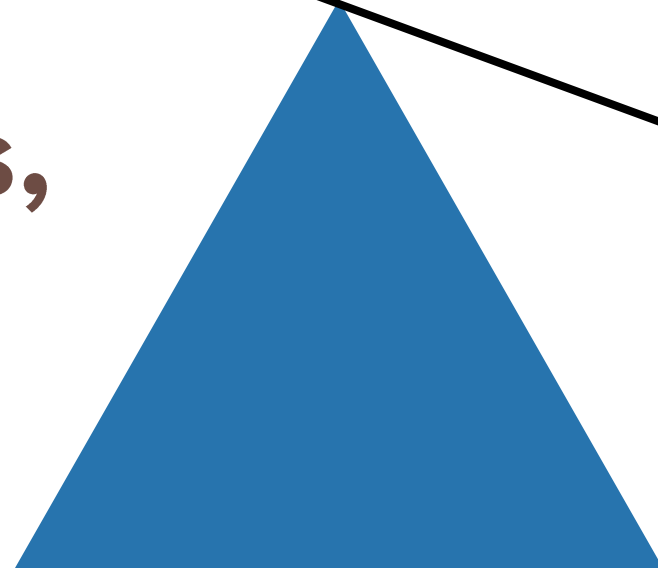
**The People**



*The Task*

*The People*

**We sacrifice quality results,  
time, and productivity**



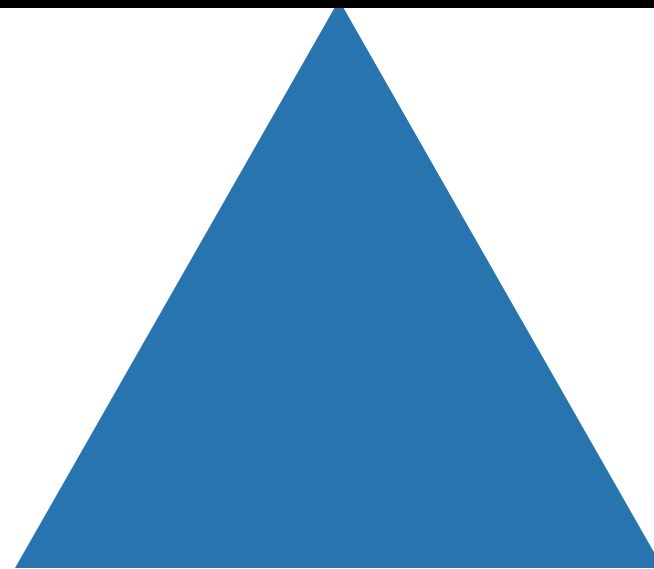
The Task

The People

**Relationships are damaged,  
eroding at trust and  
relational safety**

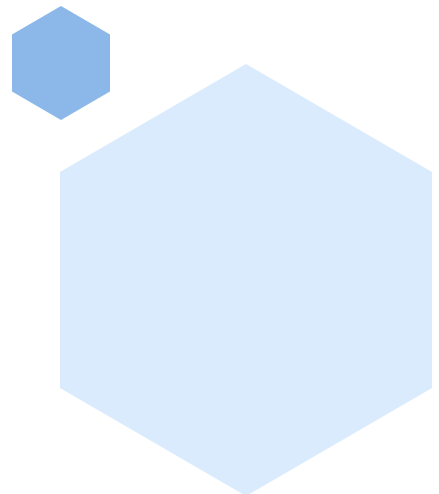
**The Task**

**The People**



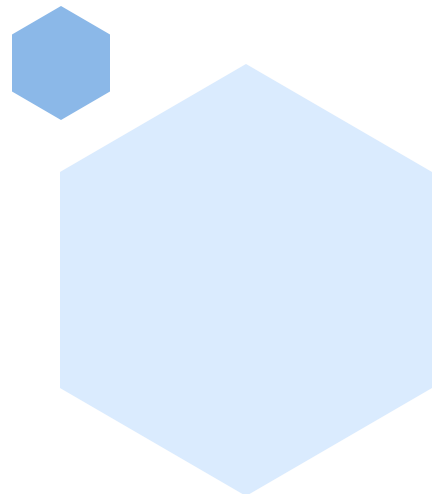
***We assessed the situation (level of conflict) and picked our ideal outcome.***

***Now, we must start a conversation.***



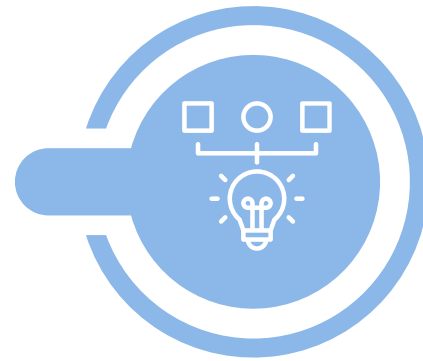
***“the void created by the failure to communicate is soon filled with poison, drivel, and misrepresentation”***

**– C. Northcore Parkinson**



### Commonality

Start by listing and acknowledging the things you SHARE in common.



### Prime

If others are holding back, verbalize your best guess at what they think or feel, and ask for correction.



### Ask

Express interest in the other person's perspective by asking questions.



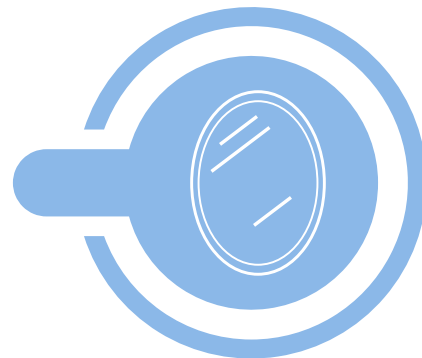
### Agree

When there is agreement in the conversation, point it out.



### Mirror

Increase safety by respectfully acknowledging the other person's emotions as they arise.



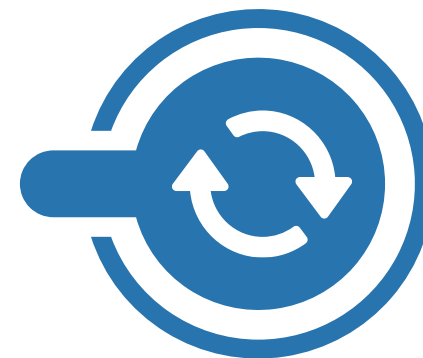
### Build

Once areas of agreement are verbalized, build upon that agreement.



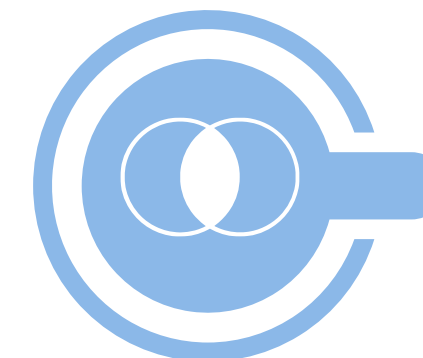
### Paraphrase

Restate what you've heard to show understanding and safety.



### Compare

Where disagreements exist, don't suggest others are wrong – compare the two views and work on the pros and cons of each.



## Techniques for Effective Communication

# Example - Marketing Campaign

You and Rebecca are collaborating on a marketing campaign. You are responsible for creating the copy for the campaign, and Rebecca is in charge of the design. The deadline for the campaign is in two weeks. Both you and Rebecca work remotely.

A week has passed, and you emailed Rebecca some of the copy; her only response was “thank you!” You haven’t received any updates from Rebecca or seen any designs. You are now perceiving conflict with Rebecca.

## Your perspective:

- You believe that Rebecca is not following the agreed-upon timeline because Rebecca hasn’t shared any design drafts yet.
- You feel stressed because you need the design drafts to help you finalize the copy, and make sure everything aligns thematically.
- You believe that Rebecca is procrastinating and not prioritizing the project.
- You worried that Rebecca will cause you both to miss the deadline, and it will reflect poorly on your performance.

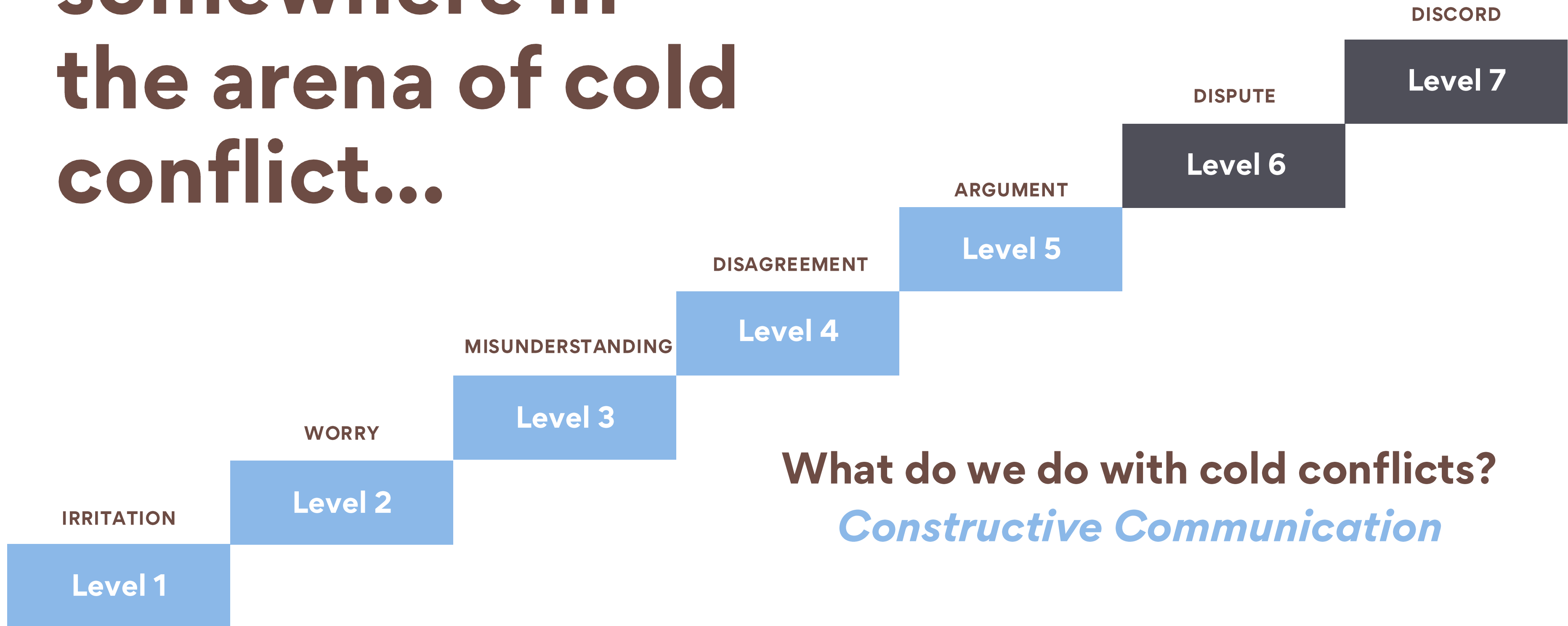
**BACKGROUND:**  
You and Rebecca have a tense relationship, consumed with constant competition for shared resources and credit.



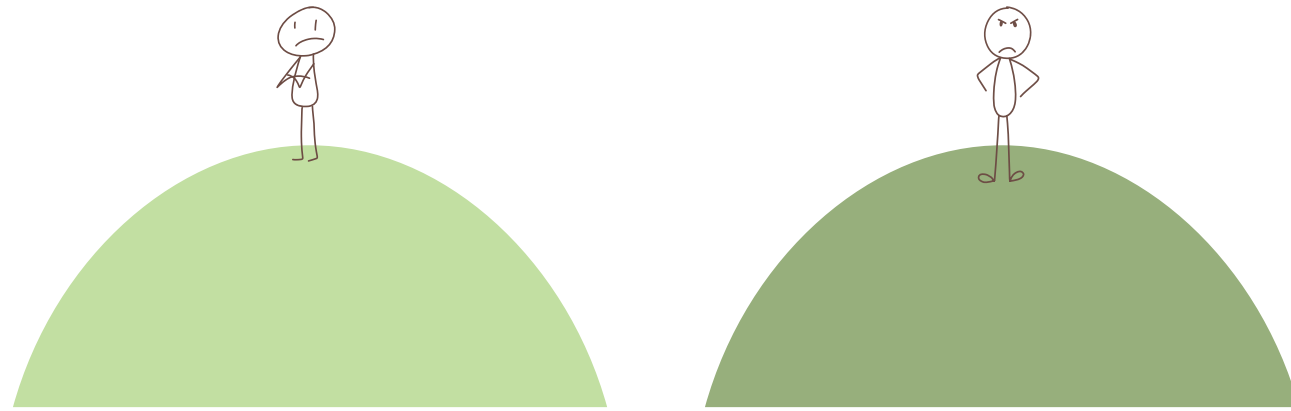


**Where do we  
rate this  
conflict?**

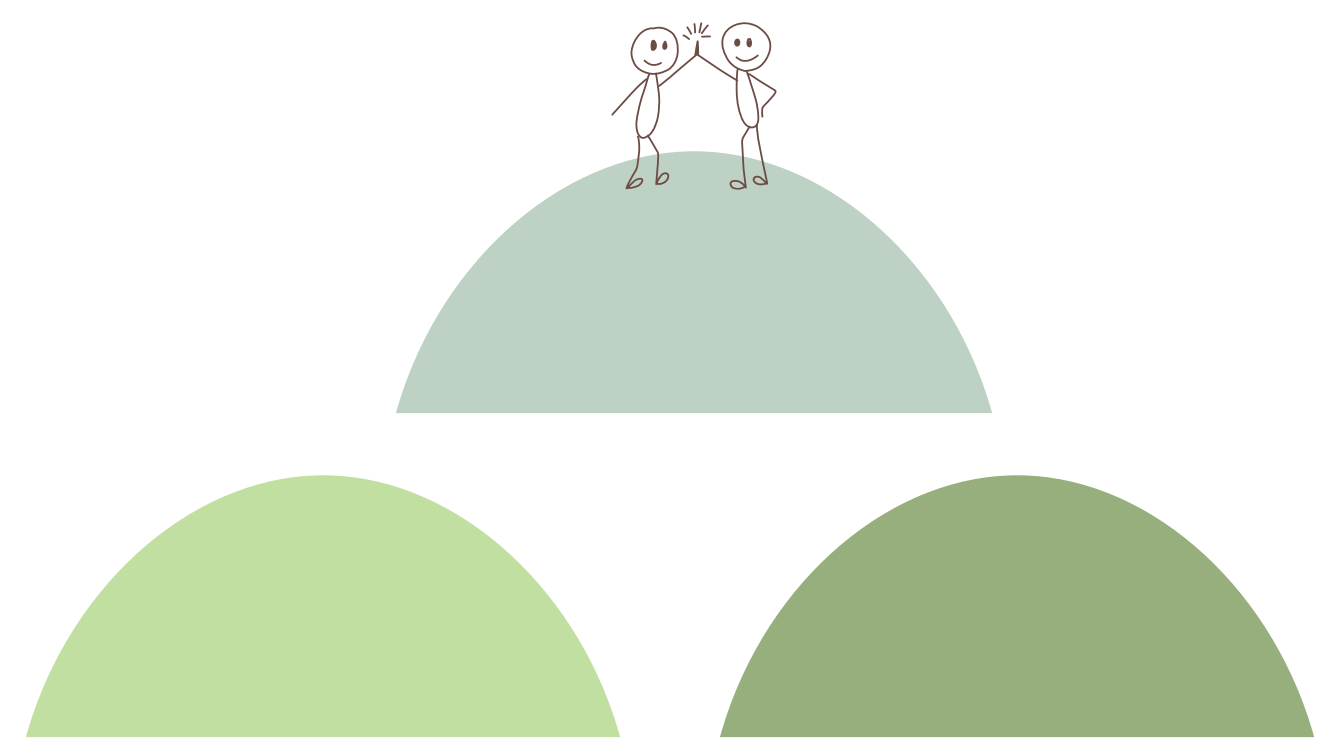
I would rate this  
somewhere in  
the arena of cold  
conflict...



What do we do with cold conflicts?  
*Constructive Communication*



**YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.**

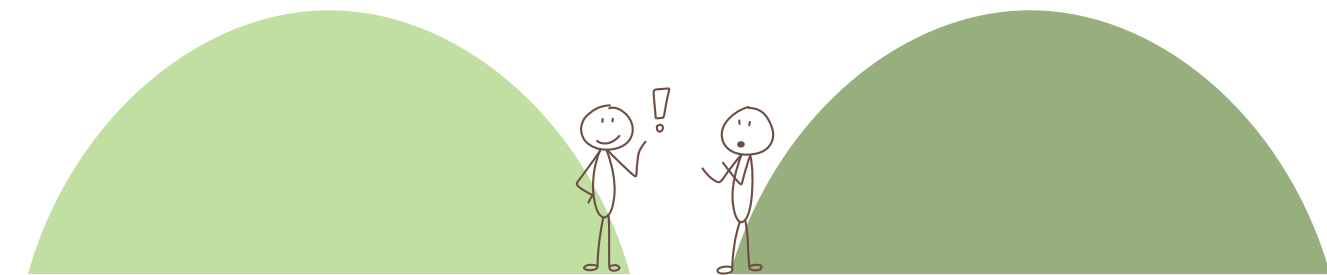


**FIND A NEW, DIFFERENT  
HILL.**

**What's our ideal option?**



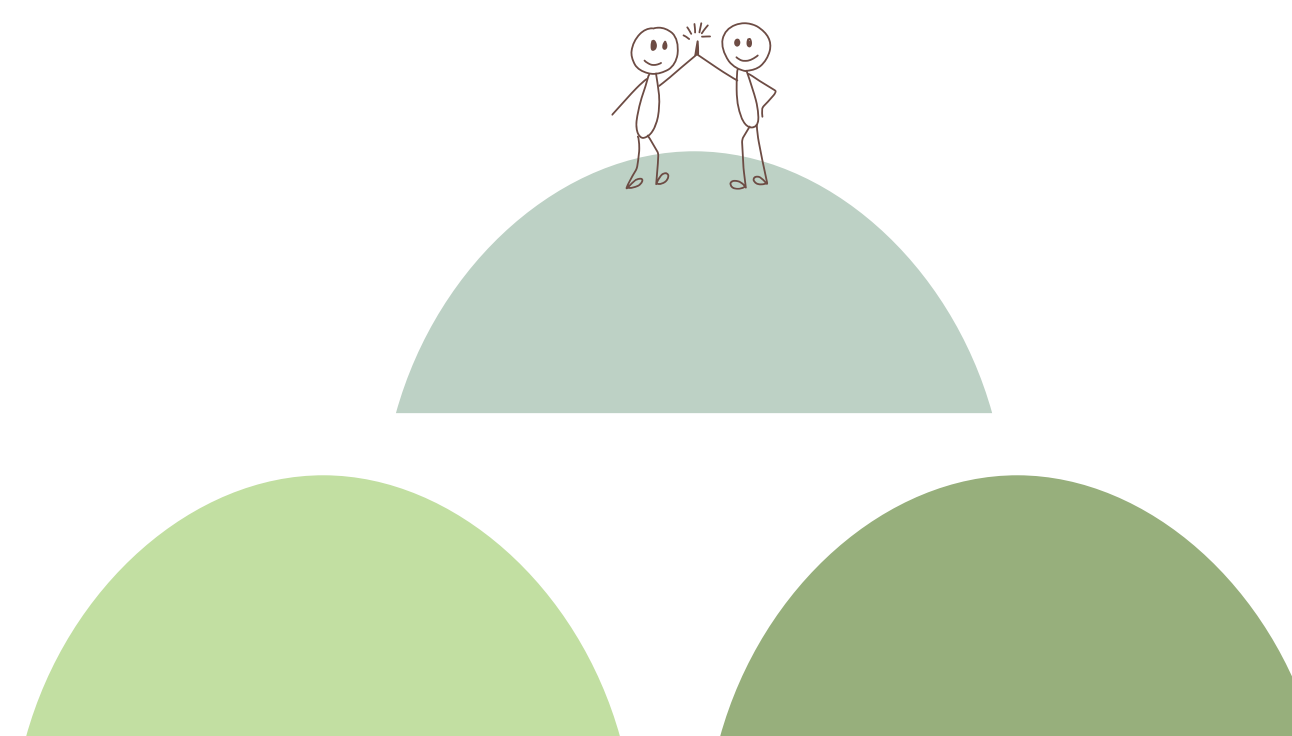
**YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.**



**WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!**



**YOU LIVE ON YOUR HILL,  
AND THEY LIVE ON THEIRS.**

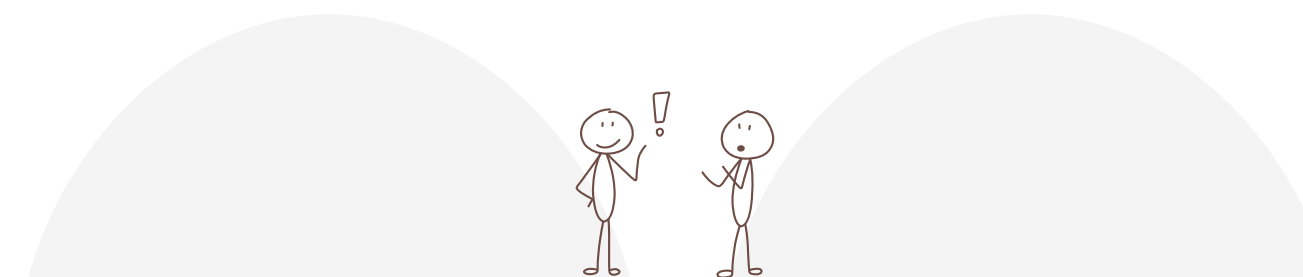


**FIND A NEW, DIFFERENT  
HILL.**

# What's our ideal option?



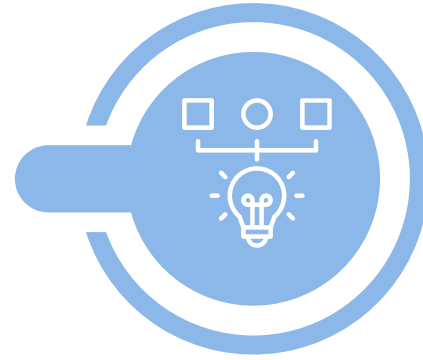
**YOU MOVE TO THEIR HILL,  
OR THEY MOVE TO YOURS.**



**WHY ARE WE LIVING ON A  
HILL IN THE FIRST PLACE?  
THIS IS SILLY!**

### Commonality

You both desire to submit high-quality work, have competing deadlines, are on a time crunch, etc.



### Prime

OR – if Rebecca is holding back, take a guess-- “are you feeling any pressure around this project?”



### Ask

Ask Rebecca how the design efforts are going – ask about any pain points



### Agree

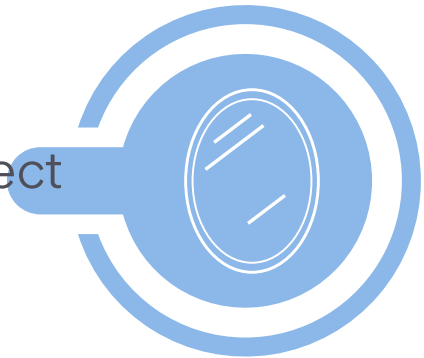
Maybe Rebecca agrees on a sub-deadline to share her draft. Agree on this plan, then...



## Techniques for Effective Communication

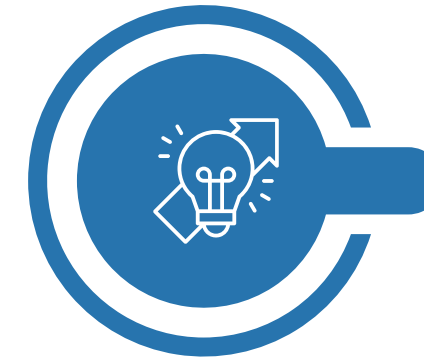
### Mirror

Rebecca expresses feeling “pressure” to produce nearly perfect designs – doesn’t want to risk negative feedback before she is ready – acknowledge the anxiety



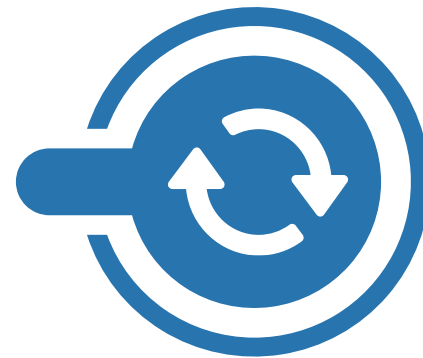
### Build

Build by adding other ways you can strengthen communication.



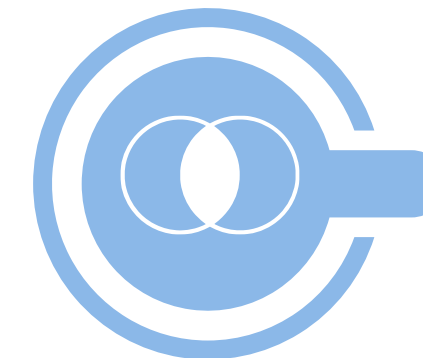
### Paraphrase

Restate – “You don’t feel comfortable sharing your designs until you feel your work is at your standard?”

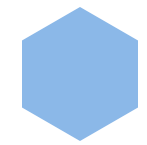


### Compare

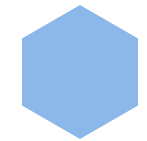
If disagreements exist about how to communicate or share work, compare approaches and find a happy medium.



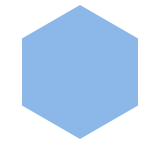
# Some Sage Final Advice



**Make time your friend - only urgent conflict requires an urgent response**



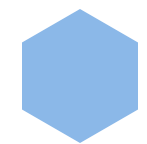
**Focus on the problem – not the people**



**Listen to everything, BUT you do not have to respond to everything**



**Don't move to conclusions until you have a good understanding of all the key elements**



**You DON'T have to attend every argument you're invited to –  
You can RSVP no**

THANK  
YOU



livy@chr.ucla.edu