

MANAGING CONFLICT AS A LEADERSHIP COMPETENCY

ITE LEADERSHIP PROGRAM

TSITE SUMMER MEETING
JULY 28, 2022



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&
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CONFLICT SITUATION EXAMPLES:

Has your local
neighborhood battled you
on the new roundabout?



CONFLICT SITUATION EXAMPLES:

Does your coworker dominate the time of a shared support person?



CONFLICT SITUATION EXAMPLES:



Does someone not accept feedback well?

CONFLICT SITUATION EXAMPLES:



Does your City/State
Official not like your firm's
proposal?

OPENING EXERCISE: “I AM CONFLICT!”



THIS COURSE WILL ENABLE YOU TO:

- Identify various kinds of conflict
- Learn the stages of conflict and how to resolve
- Recognize the causes of conflict
- Discover your preferred response(s) to conflict
- Learn which conflict style to use and when
- Master the art of communicating in a conflict



WHAT WORDS ARE ASSOCIATED WITH CONFLICT?

▪ Argue 🗨️🗨️

▪ Fight 🥊

▪ Anger 😡

▪ Hurt 🤕

▪ Win 🎉

▪ Lose 😭

▪ **Merriam-Webster Definition:** competitive or opposing action of incompatibles : antagonistic state or action (as of divergent ideas, interests, or persons)

▪ *Given the political and social climate we are in, these word associations are not a surprise!*

TYPICAL WORDS, BUT LESS FIERCE

- Disagreement
- Competition
- Misunderstanding
- Irritation
- Misinterpretation
- Incompatible Agendas
- Personality Clashes
- Stress Responses



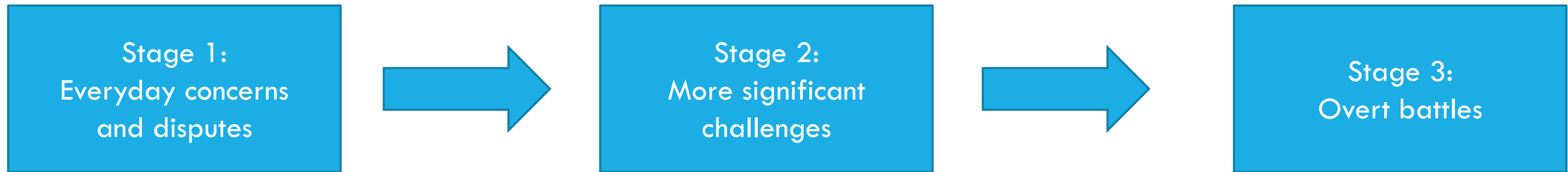
COMMON MISCONCEPTIONS



- Conflict is always negative and destructive to relationships
- Conflict means that the participants are not team players
- Conflict always results in winners and losers.
- Conflict in an organization results from poor management
- It's the manager's job to fix the problems on his/her team

Sources: <https://www.businessmanagementdaily.com/45180/the-5-common-myths-about-workplace-conflict>, Adam Goldsmith, Five Common Myths about Workplace Conflict; Peg Pickering, *How to Handle Conflict and Confrontation*. National Press Publications, 2000.

STAGES OF CONFLICT



Source; Peg Pickering, *How to Handle Conflict and Confrontation*. National Press Publications, 2000.

VALUES WORKSHEET

Communication should be direct.

Question authority.

There are exceptions to every rule.

Judge people by their accomplishments.

Showing emotions is healthy.

The individual is more important than the group.

Competition contributes to success.

Admitting your mistakes is necessary for leadership.

Lying is never justified.

Punctuality is extremely important.

Communication should always consider people's feelings.

Respect and trust authority.

Rules are meant to be obeyed.

Judge people by their qualities.

Showing emotions is a sign of weakness.

The good of the group outweighs individual issues.

Cooperation contributes to success.

Admitting your mistakes damages your credibility.

Lying sometimes is necessary for the greater good.

Promptness is not a major concern.

Reproduced from *50 Activities for Conflict Resolution* by Jonamay Lambert and Selma Myers, Amherst, MA HRD Press 1999. Used by Permission



VALUES WORKSHEET

Communication should be direct. . **X**

Question authority. **X**

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Punctuality is extremely important. **X** .

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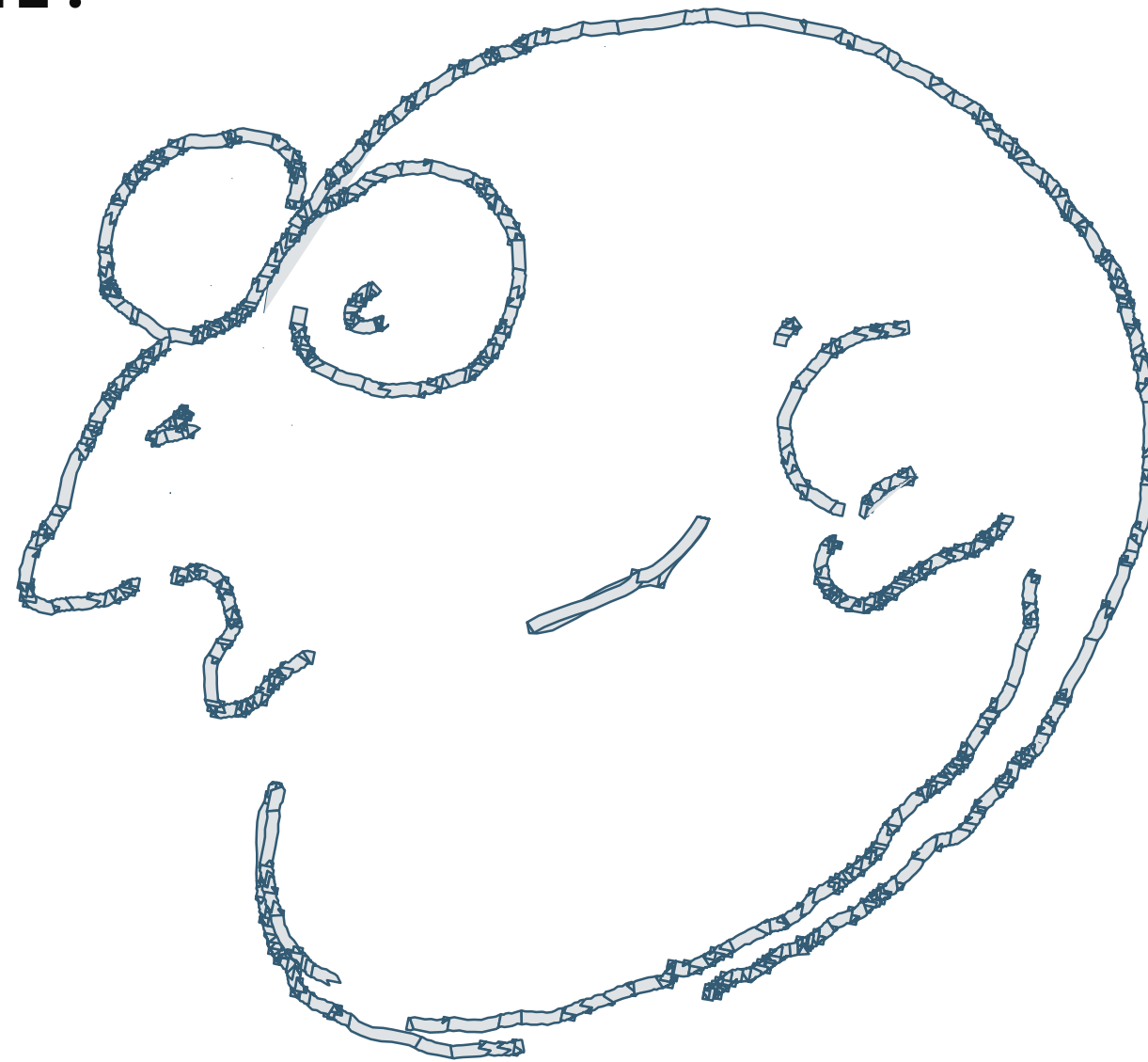
WE EVEN SEE FACTS DIFFERENTLY



WHAT DO YOU SEE?

GOOD

WHAT DO YOU SEE?



WHAT DO YOU SEE?



WHAT DO YOU SEE?

GOOD

**CONCLUSION:
PEOPLE SEE THE SAME FACTS FROM DISTINCTLY DIFFERENT PERSPECTIVES**

WHAT'S UP WITH THIS GUY?



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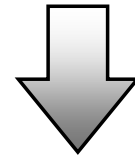
DO YOU VALUE CLEAR COMMUNICATION IN AN ORGANIZATION?



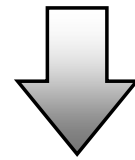
CLEAR COMMUNICATION *ALWAYS* LEADS TO CONFLICT



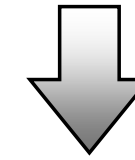
Clear Communication



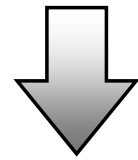
Conflict



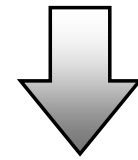
Destructive Conflict



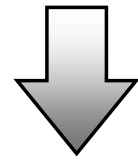
Constructive Conflict



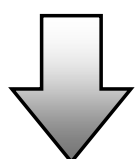
FIGHT



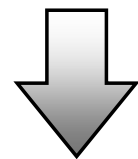
FLIGHT



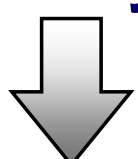
attack



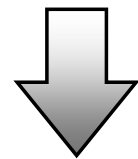
deny



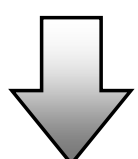
defend



avoid



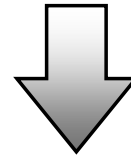
blame



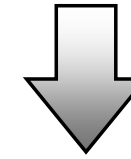
deflect

Damaged Relationships

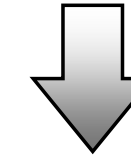
Clear Communication



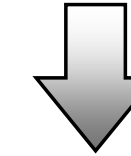
Conflict



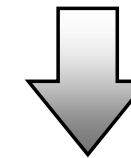
Constructive Conflict



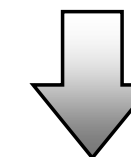
Clarification



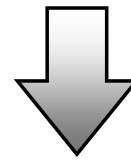
Creativity



Consensus



Commitment



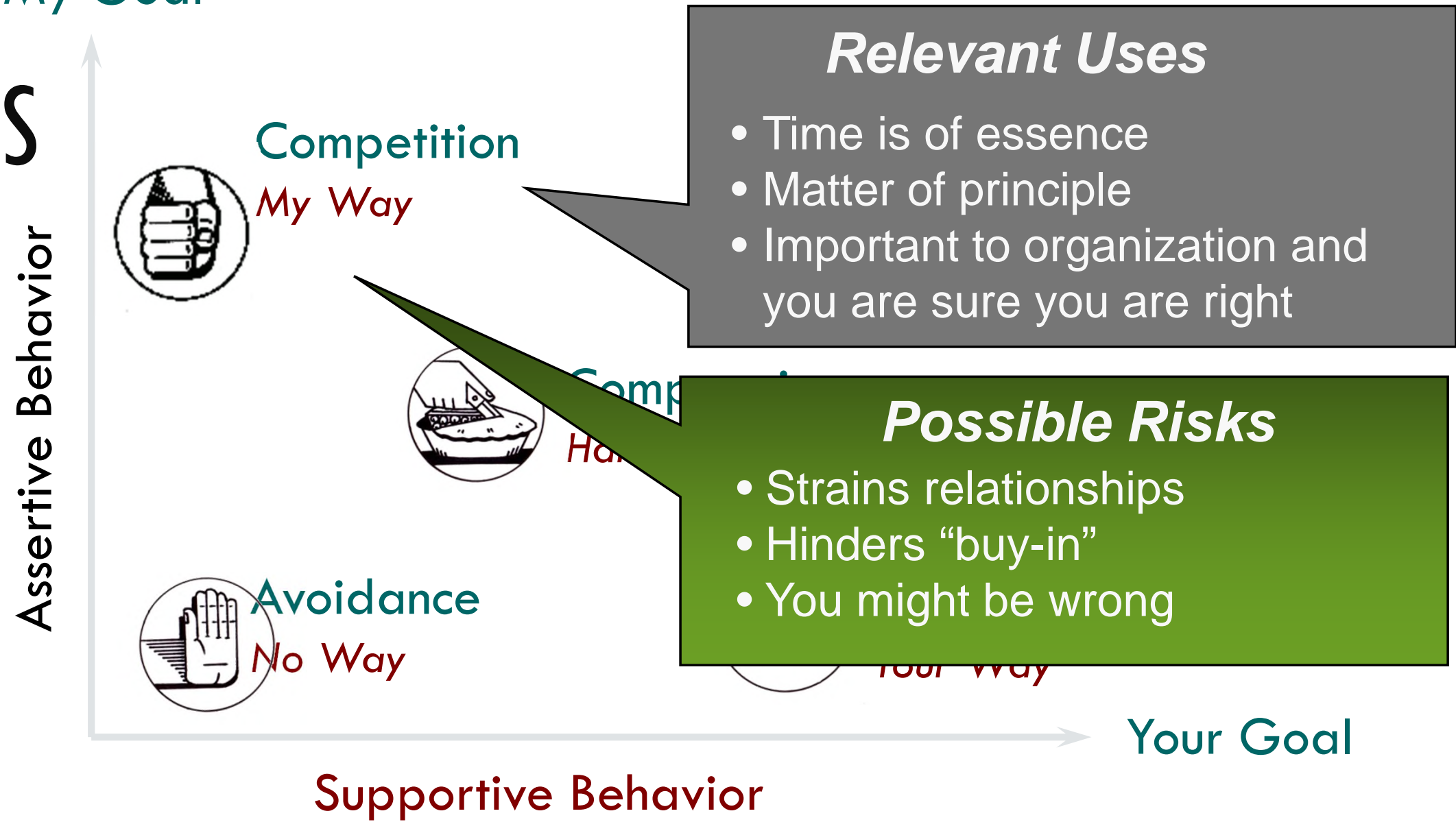
Destructive Conflict

FIVE APPROACHES TO CONFLICT



COMPETITION: PROS AND CONS

My Goal



Source: Triaxia Partners, Inc., “Strive to Synergy,” Adapted by Beverly Y. Langford

ACCOMMODATION: KNOW WHEN TO FOLD

My Goal

Assertive Behavior



- Relevant Uses**
- To protect relationship
 - If issue is more important to other party
 - If not confident you are right



- Possible Risks**
- Loss of self-esteem
 - Frustration of unmet needs
 - Sacrifice of a better solution

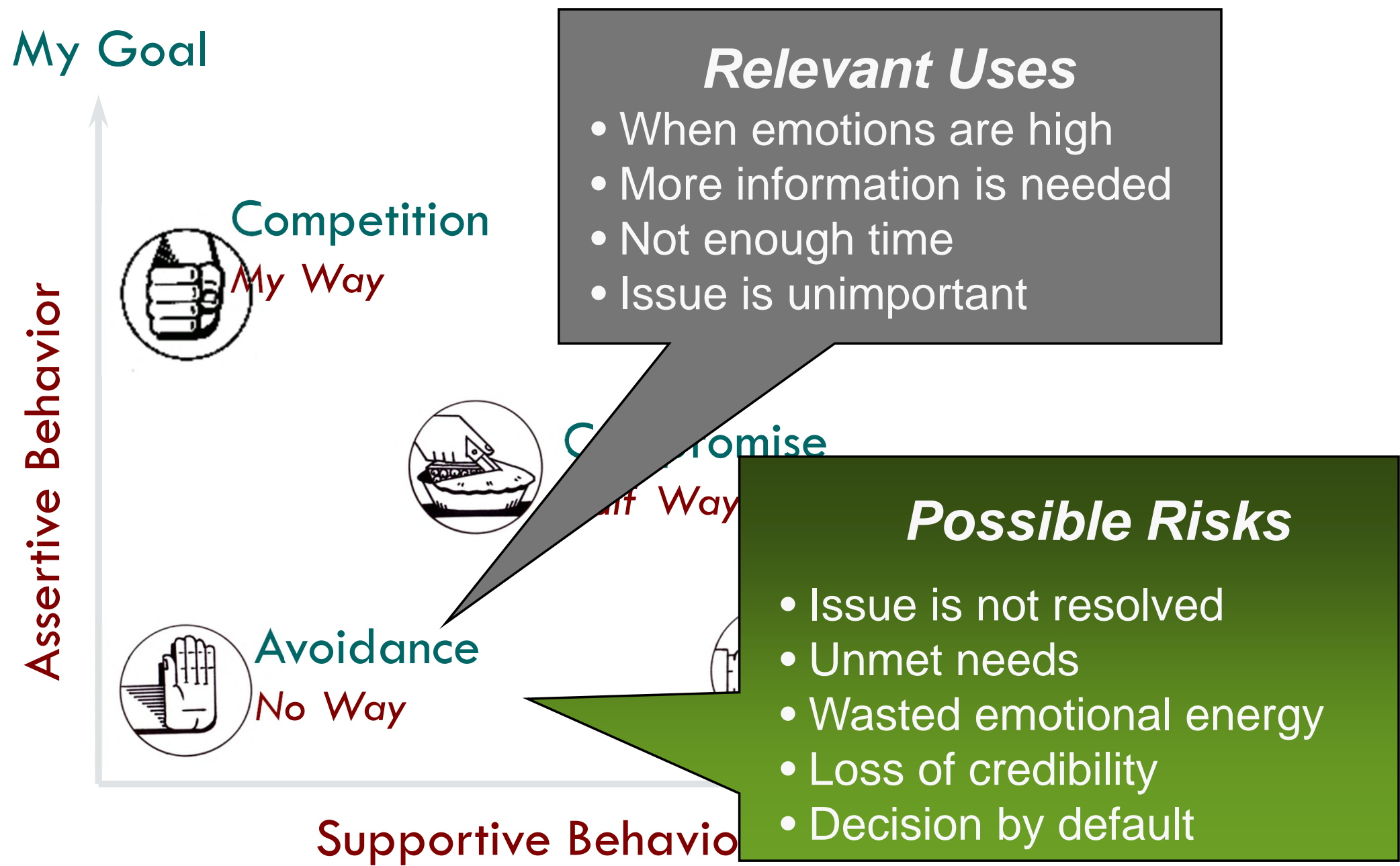
Collaboration
Your Way

Accommodation
Your Way

Your Goal

Source: Triaxia Partners, Inc., "Strive to Synergy," Adapted by Beverly Y. Langford

AVOIDANCE: SOMETIMES A GOOD CHOICE

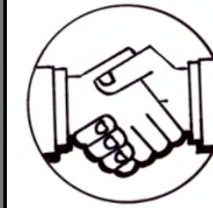


Source: Triaxia Partners, Inc., "Strive to Synergy," Adapted by Beverly Y. Langford

COMPROMISE NOT ALWAYS IDEAL SOLUTION

Relevant Uses

- No time for collaboration
- Short-term solution is needed
- Goals not worth competing
- Both sides need to win something



Collaboration
Our Way

Assertive Behavior



Compromise
Half Way



Avoidance
No Way



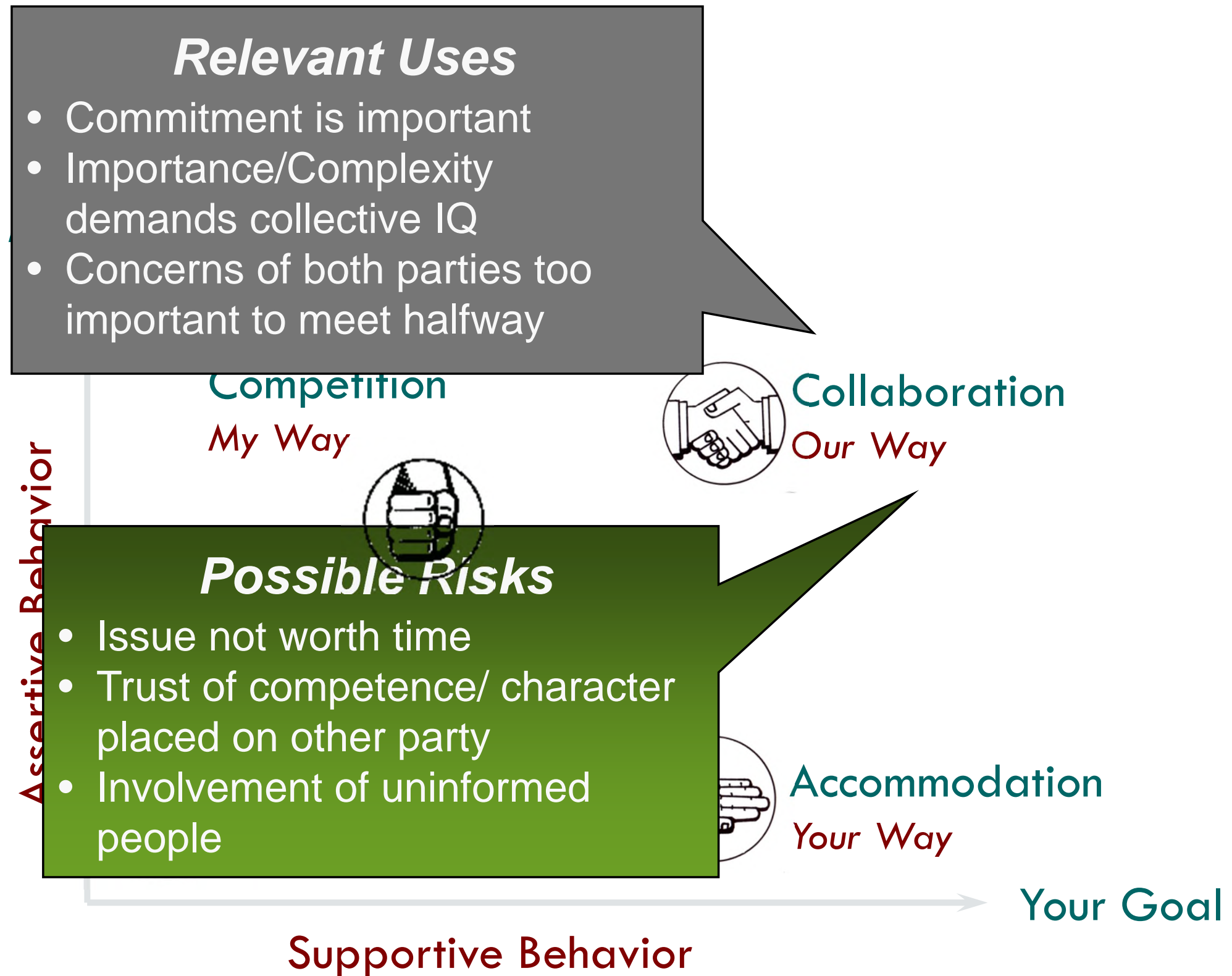
Possible Risks

- No one completely satisfied
- Loss of a better solution
- Halfhearted buy-in

Supportive Behavior

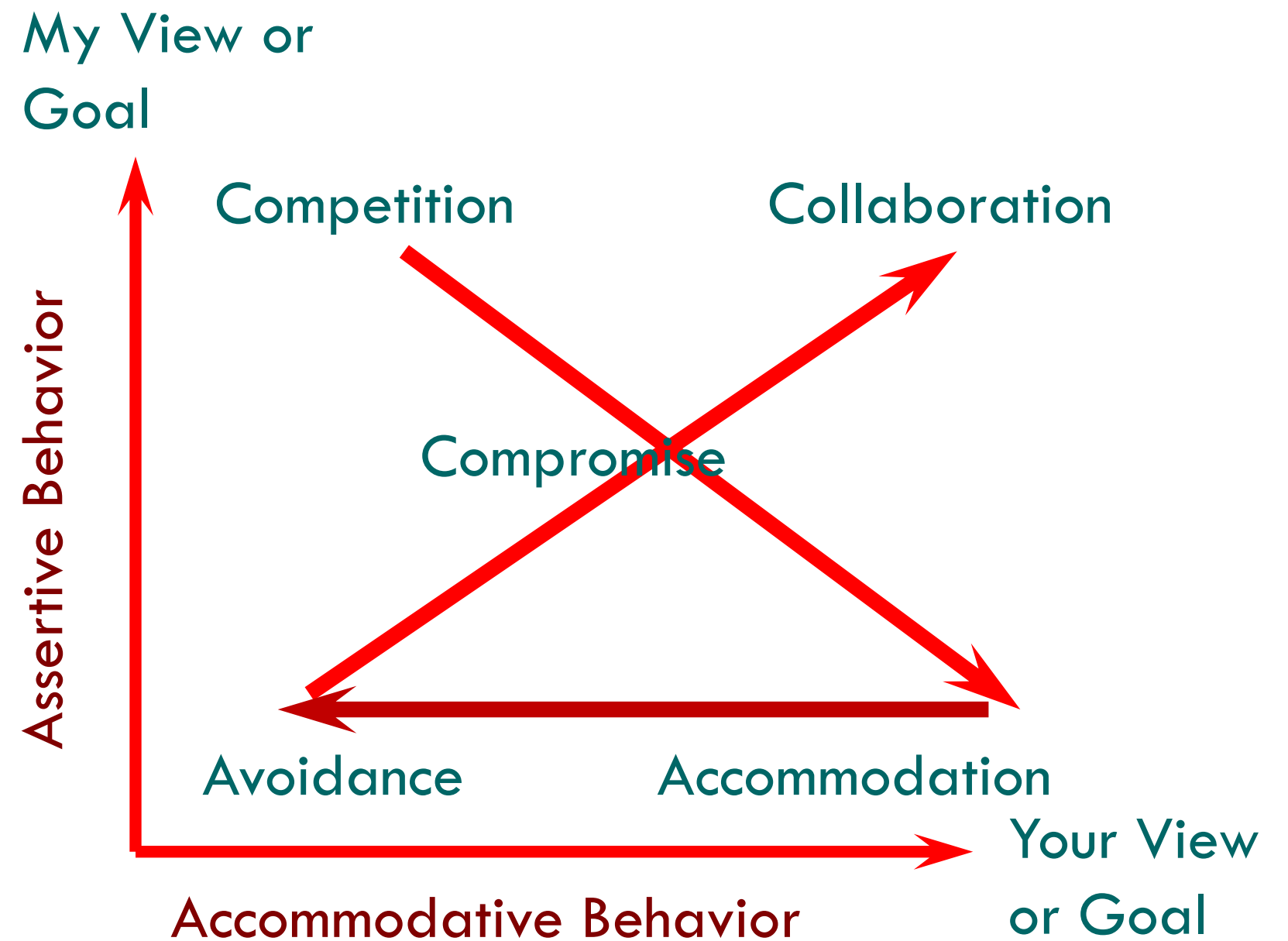
Source: Triaxia Partners, Inc., "Strive to Synergy," Adapted by Beverly Y. Langford

COLLABORATION: REWARDS AND RISKS



Source: Triaxia Partners, Inc., "Strive to Synergy," Adapted by Beverly Y. Langford

WHAT DETERMINES WHICH STYLE WE TEND TO USE?



FACTORS THAT DETERMINE OUR APPROACH TO CONFLICT

Comfort Level with Conflict Style

Importance of the Issue

Relationship with those involved

Trust Level

Personality Style (Assertive, Reserved, Action-Oriented, Supportive, People Pleaser, etc.)

Culture

Familiarity with Environment



MASTERING THE ART OF STRAIGHT TALK COMMUNICATING DURING A CONFLICT



USE “I” STATEMENTS



AVOID MAKING ASSUMPTIONS

Don't attempt to analyze the other person's motives

Confront behavior, NOT perceived motives

Ask "WHY", don't assume



“ He made that mistake because he Doesn't care about his work.”

KEEP IT TO THE HERE AND NOW

Don't bring up yesterday's problems
as today's ammunition

“You never...
You always...
I remember...”



KEEP EMOTIONS APPROPRIATE AND IN CHECK



Keep your expression appropriate to the size of the conflict.

DEAL WITH ISSUES QUICKLY



Don't let feelings get buried alive!

“ No problem, ...Didn't even know you said it, ... Forget it, ...”

CALL FOUL WHEN SOMEONE ELSE BREAKS A GROUND RULE



THE BENEFITS OF HEALTHY CONFLICT RESOLUTION

- Stronger Relationships
- Increased Self-respect
- Personal Growth and Development
- Improved Effectiveness and Efficiency
- Creative Thinking
- Teamwork and Synergy



QUESTIONS?

ITE LEADERSHIP PROGRAM



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