

**Improving Our Behavior
in Conflicts**

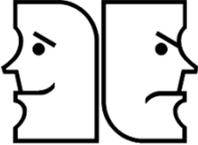
Becoming A Conflict Competent
Leader by Craig Runde

And

Difficult Conversations: How to Discuss
What matters Most

Conflict

Any situation in which people have
apparently incompatible goals,
interests, values, principles or
feelings



Conflict

3 Basic Causes of Conflict

- » Differences
- » Misunderstandings
- » Disagreements

Some Sources of Conflict

- 📖 Doing Something Different
- 📖 Different Worldview of Generations
- 📖 Different Leadership Styles
- 📖 Different Values and Beliefs
- 📖 Different Priorities or Goals

Jesus' Life and Ministry Produced Conflict

- 📖 With his family
- 📖 With his disciples
- 📖 With authorities
- 📖 With other religious people
- 📖 With other Jews

The Earliest Churches had Conflict

- 📖 The Church in Acts—what does it take to belong?
- 📖 The Church in Corinth—Immorality and Class conflict
- 📖 The Church in Galatia—division between Jew and Gentile Christians
- 📖 The Church in Philippi—righteousness based on the law, false teachings

In Alive, Dynamic Organizations and Relationships Conflict is Inevitable!!

CDP Approach

- To look at specific behavioral responses to conflict, and how they might be changed
- To examine the way conflicts unfold over time
- acknowledge that conflict is inevitable; it cannot, nor should it, be completely avoided
- Our goal of successful conflict management is not to eliminate conflict, but to reduce its harmful effects and maximize its benefits

Cognitive Conflict (Task-Oriented)

- Focuses on ideas, not personalities
- Can occur during times of creativity and productivity
- Affect is neutral, or positive
- Emotion is unrelated, or positively related, to group functioning

Affective Conflict (Personal)

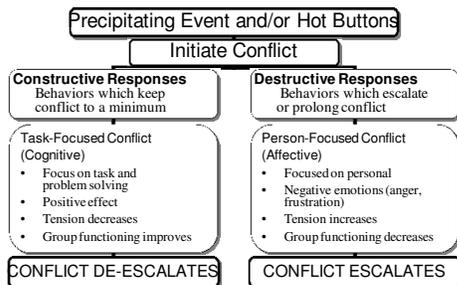
- Focuses on people, not ideas
- Can occur at any time
- Affect is negative
- Negatively related to group functioning
- Can escalate rapidly

CDP Hot Buttons

People or situations which may irritate you enough to provoke conflict by producing destructive responses

- The “hotter” the hot button, the more likely it is to produce:
 - Strong negative emotions
 - Feelings of personal provocation
 - Automatic and impulsive responding
 - Increased tension

Path of Conflict



Constructive Responses

Behaviors which research has demonstrated to be highly effective in keeping the harmful effects of conflict to a minimum

Constructive responses emphasize:

- Task-completion and focus on problem-solving
- Creative problem-solving & focus on exchange of ideas
- Expression of positive emotions & optimism
- Not provoking the other person

Typical Outcomes of Constructive Responses

- Win-win solutions
- Open & honest communication of feelings
- Both parties' needs are met
- Non-judgmental actions
- Not sticking adamantly to one position
- Actively resolving conflict (not allowing conflict to continue)
- Thoughtful responses (not impulsive)
- Team performance improves

Destructive Responses

Behaviors which research has demonstrated to escalate or prolong conflict

Destructive responses emphasize:

- Displaying negative emotions
- Trying to win, no matter what
- Lack of respect for the other person
- Avoiding conflict rather than facing it

Typical Outcomes of Destructive Responses

- Feelings of anger and frustration
- Judgmental actions
- Getting even and keeping score
- Other party does not have needs met
- Closed channels of communication
- Refusing to deal with issues
- Decreased self-confidence
- Tasks not completed
- Team performance decreases

Active and Passive Responses to Conflict

Research has further demonstrated the usefulness of classifying conflict-related responses into two additional categories.

- Active
 - Behaviors which involve overt responses, taking action, or making an effort. Outcome can be either constructive or destructive.
- Passive
 - Behaviors which involve withholding a response, not taking action, or not making an effort. Outcome can be either constructive or destructive.

Conflict Response Categories

	Constructive	Destructive
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective Thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

Constructive Conflict Behaviors
<p>ACTIVE CONSTRUCTIVE RESPONSES</p> <p>Perspective Taking (PT)</p> <ul style="list-style-type: none"> - Imagines what the other person is thinking and feeling - Tries to understand how things look from that person's perspective <p>Creating Solutions (CS)</p> <ul style="list-style-type: none"> - Attempts to generate creative solutions - Brainstorms with the other person to create new ideas

Constructive Conflict Behaviors
<p>Expressing Emotions (EE)</p> <ul style="list-style-type: none"> - Talks honestly and directly to the other person - Directly communicates his/her feelings at the time <p>Reaching Out (RO)</p> <ul style="list-style-type: none"> - Makes the first move to get the communication started again - Tries to repair the emotional damage caused by the conflict

Constructive Conflict Behaviors
<p>PASSIVE CONSTRUCTIVE RESPONSES</p> <p>Reflective Thinking (RT)</p> <ul style="list-style-type: none"> - Analyzes the situation to determine the best course of action - Reflects on the best way to proceed <p>Delay Responding (DR)</p> <ul style="list-style-type: none"> - Delays responding until the situation has settled down - Lets things calm down before proceeding <p>Adapting (AD)</p> <ul style="list-style-type: none"> - Tries to stay flexible and optimistic - Tries to just make the best of the situation

Destructive Conflict Behaviors

ACTIVE DESTRUCTIVE RESPONSES

Winning at All Costs (WI)

- Argues vigorously for his/her own position
- Tries to win at all costs

Displaying Anger (DA)

- Raises his/her own voice
- Uses harsh, angry words

Destructive Conflict Behaviors

Demeaning Other (DO)

- Rolls his/her eyes when the other person speaks
- Is sarcastic towards that person

Retaliating (RE)

- Tries to get even
- Passively obstructs the other person

Destructive Conflict Behaviors

PASSIVE DESTRUCTIVE RESPONSES

Avoiding (AV)

- Acts distant and aloof toward that person
- Keeps as much distance as possible from that person

Yielding (YL)

- Lets the other person have his/her way in order to avoid further conflict
- Gives in to the other person just to make life easier all the way round

Destructive Conflict Behaviors

Hiding Emotions (HE)

- Hides his/her true feelings
- Feels upset but doesn't show it

Self-Criticizing (SC)

- Is critical of himself/herself for not handling the conflict better
- Replays the incident over and over in his/her mind

CDP Hot Buttons

situations/people causing the greatest degree of potential irritation

- Unreliable
- Unappreciative
- Micro-managing
- Abrasive
- Hostile
- Overly analytical
- Aloof
- Self-centered
- Untrustworthy

Analyze the Conflict

 Is the Conflict a problem to be solved, an issue?

 Is it focused on interpersonal relationships, how you feel about a person or situation?

 Different kinds of Conflict require different strategies.

Ask Yourself Helpful Questions

- 👤 To whom does this problem belong?
- 👤 Is there something I can or should do?
- 👤 What precedent do I want to set?
- 👤 How does it effect other people?
- 👤 How can I build leadership capacity in others?
- 👤 Is this a battle I need to fight?

Use Healthy Meeting Practices

- 👤 Send out Agendas Minutes, and Reports prior to the Meeting
- 👤 Avoid Surprises and Withholding Information—give folks time to think and digest before making a decision.
- 👤 Have Discussion Ground Rules and Abide by them
- 👤 Meeting
- 👤 Chair correctly summarizes what's been expressed.

Rely on God's Promises

👤 *In God, whose word I praise, in God I trust: I will not be afraid. What can mortals do to me?*

»Psalm 56 :4
