



Conflict Management

City of Madison
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Presented by Darcy Luoma

WHAT CREATES CONFLICT?

- Everyone has a different personality style and default preference for how to be in the world!



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ROADMAP: TODAY'S JOURNEY!

- Conflict Management
- Leadership Compass
- Relationship Toxins
- Antidotes to the Toxins
- Forward the Action



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WHAT'S YOUR STYLE?

- If you aren't sure, consider the following questions:
 - What seems most comfortable?
 - What is your tendency when under pressure?
 - What is your first inclination when you get a new project?
 - What feedback have you been given about yourself?



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NORTH – “GET IT DONE!”

- Assertive
- Active
- Decisive
- Goal-centered



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SOUTH – THE NURTURER

- Supportive
- Nurturing and caring
- Process-centered



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EAST– THE VISIONARY

- Innovative
- Creative and sees the big picture
- Likes options and possibilities



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WEST– THE ANALYST

- Practical
- Dependable
- Thorough
- Objective
- Organized



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WHAT IS THE STYLE OF:

- Your boss, team members?
- Your spouse/significant other?
- Other key relationships?



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WHAT WE KNOW...

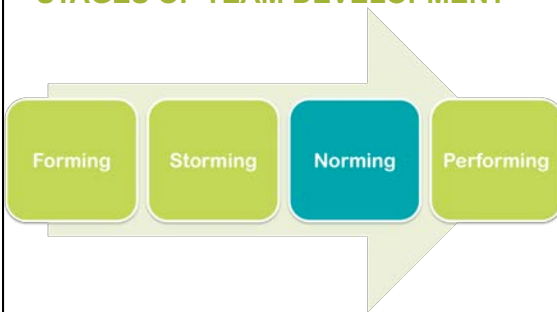
- Opposites often attract!
- Teams are stronger when many personality styles are present
- Different styles can create tension/conflict



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STAGES OF TEAM DEVELOPMENT



Bruce Tuckman Model (1965)


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RELATIONSHIP TOXINS

PAIRS DISCUSSION

- Share a story of a relationship you find challenging.
- What makes it difficult?
- What behaviors show up:
 - on your part
 - and the other person's part?




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FOUR RELATIONSHIP TOXINS

1. Criticism – “It’s your fault.” or “You always/ never...”
2. Defensiveness – “It’s not my fault.”
3. Contempt – “You IDIOT!”
4. Stonewalling – “Forget about it.” / silence


THE FOUR HORSEMEN



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CRITICISM VS. COMPLAINT

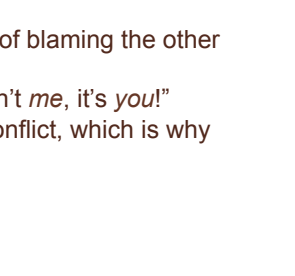
- **Complaint:** “There’s no gas in the car. Why didn’t you fill it up like you said you would?”
- **Criticism:** “Why can’t you ever remember anything? I told you 1,000 times to fill up the tank and you didn’t.”



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DEFENSIVENESS

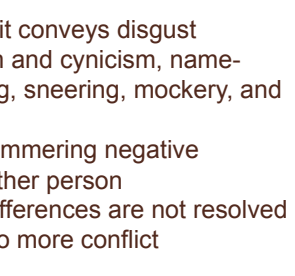
- It’s really a way of blaming the other person!
- “The problem isn’t *me*, it’s *you!*”
- Escalates the conflict, which is why it’s so deadly



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CONTEMPT

- Most poisonous: it conveys disgust
- Includes sarcasm and cynicism, name-calling, eye-rolling, sneering, mockery, and hostile humor
- Fueled by long-simmering negative thoughts about other person
- Often because differences are not resolved
- Inevitably leads to more conflict



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STONEWALLING



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PERSONAL ASSESSMENT



1. Which toxin is your **personal "favorite"**/do you do best?
2. Which horseman is **showing up most** in your relationship example?
3. Which is **most damaging** to this relationship?
4. Which toxin shows up most in **your organization**?

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ANTIDOTES TO THE TOXINS

CRITICISM ANTIDOTES

Blaming involves finger pointing and refusal to take responsibility

1. Use a Soft Start-Up
2. Use "I" statements
3. Appreciate and accept differences
4. Connect then Content (receiver)

Get curious. Be open to influence. Ask questions.



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DEFENSIVENESS ANTIDOTES

1. Self Awareness
2. Practice the 2% rule
 - **Get curious.**
Be open to influence.
Ask questions.




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CONTEMPT ANTIDOTES

1. Self manage
2. Make a commitment to **stop**.

Get curious. Be open to influence. Ask questions.



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STONEWALLING ANTIDOTES

1. Check to see if you are flooded and tell them.
2. Request a brief break
3. Open a repair bid



Get curious. Be open to influence. Ask questions.

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PAIRS DISCUSSION

- Which of these antidotes might **you want to try** in your relationship challenge?
- What's **possible** for this relationship if the relationship toxins weren't present?
- What do you **appreciate** about this relationship?



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 FORWARD THE ACTION

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Based on what you are learning, what action(s) do you want to commit to?



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START, STOP, CONTINUE...

-  • Things I will **START** doing
-  • Things I will **STOP** doing, reprioritize or delegate
-  • Things I will **CONTINUE** doing

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Thank you!

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