

Conflict/Challenge*

1. Energy Check

- Feeling OK?
 - Thinking straight?
- (Check your body: it might give you a clue!)

YES

NO

2. Check what you hear

- Listen
- Acknowledge
- Repeat back to check
- OK?

YES

NO

3. Plan

- Focus on the issue, not the person
- Clarify core elements of your view: check the data
- Research support for their view
- Plan how you will present your view
- OK?

YES

NO

4. Stay calm & focused

- Listen/look out for similarities
- Progress points of commonality
- Keep checking, acknowledging
- Present your view
- Can put areas of difference to one side?

YES

NO

5. Collaborate and explore solutions together

6. Agree and commit to a solution

Equalise

- Use your calming strategies
- Get a trusted colleague's perspective
- Check guidelines that might exist

Power over you

- Clarify negotiable vs non-negotiable
- Clarify options and consequences (inc. support)
- The choice is yours:
 - Tolerate
 - Resist
 - Leave

Power over them

- Clarify negotiable vs non-negotiable
- Clarify options and consequences (inc. support)
- The choice is theirs

Shared power

- The choice is both of yours'

Always listen to the other perspective &:

- Consider that you may share values that are similar
- Consider that one of you may have misunderstood the other
- Keep your/your profession's ethics &/or your organisation's core values in mind
- Check that your goals are consistent with your values
- Seek areas of similarity



Some things to remember about work conflicts and challenges:

1. *Sometimes it helps to get yourself into a more constructive space if you think of “conflicts” as challenges with which you can choose to engage.
2. If it was easy to manage workplace challenges, there wouldn't be any.
3. Actually, you probably know the best way to resolve the issue.
4. What tends to make things harder are: time pressures; balancing everyone's needs and values; emotions (including your own) blurring the strength of attachment to particular perspectives; tiredness.
5. As with many situations, everyone responds differently at different times to challenges that are presented by the same, as well as different, people.
6. Check your focus: is your priority to achieve a task outcome, or a sustainable relationship? (Thanks to my supervisor, Richard Whitney, for this)
7. It always pays to check-in with your own mindset before responding to a challenging situation.
8. Jonathan Passmore (2009) promotes that you keep in mind your “most noble intention”.

My sources for your further interest:

Passmore, J. (2009). Diversity in Coaching: Working with Gender, Culture, Race & Age.
Blanchard, K. (Nov 2010). Article on Dealing with conflict. In the leadership research newsletter Ignite!

Zeus, P. & Skiffington, S. (2005). Dealing with Unproductive Relationships. In their book The Coaching at Work Toolkit.

Fisher, R. & Ury, W. (2012 Edition). Getting to yes: negotiating on agreement without giving in.

Clutterbuck, D. (2007). Coaching the team at work.

Sam Farmer coaches leaders through the conflicts and challenges associated with change. Focusing on three core areas, he inspires confidence in the discovery, experience and delivery of change with an attitude of openness, curiosity and courage:

1. **Leadership Coaching** - working with Next Generation Leaders to strengthen and expand their capacity and capability, and that of those around them.
2. **Psycho-Social Support** - enhancing the resilience of individuals and teams working in the rapidly changing context of high emotional impact environments (esp. humanitarian aid workers).
3. **Professional Supervision** - providing guidance and support to professionals who aspire to the highest ethical standards in working with their clients.

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