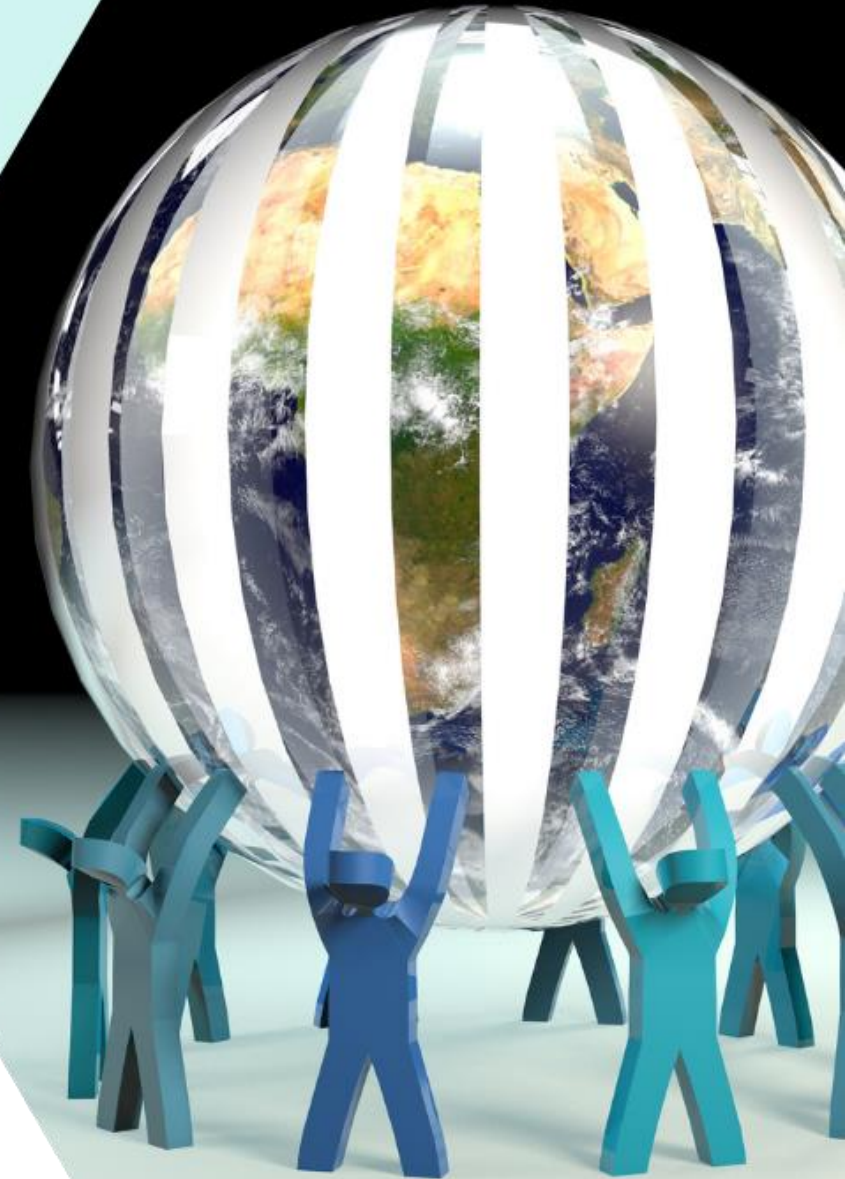




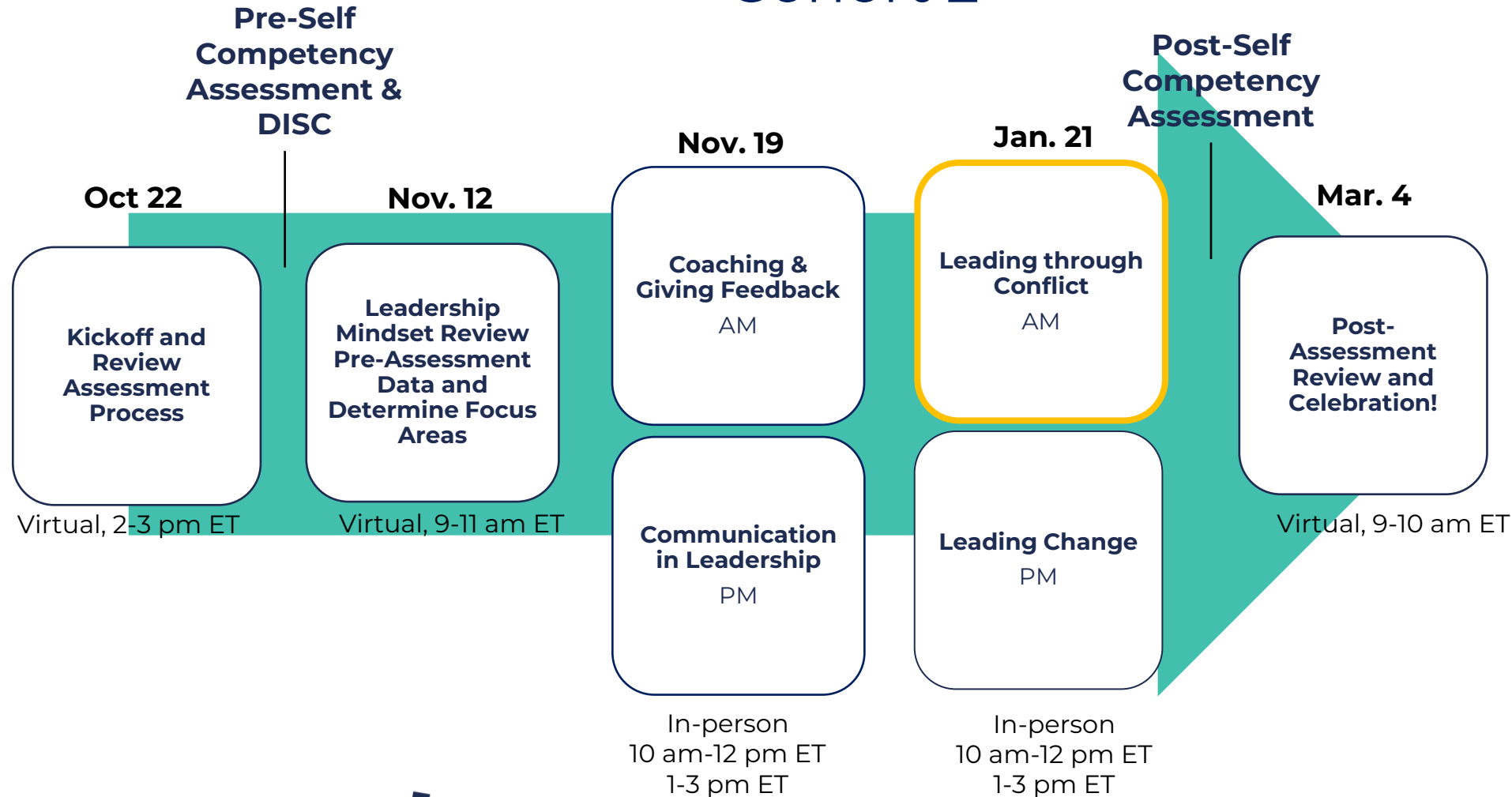
ACES[®]
excellence in energy

Manager Essentials Leadership-Development Program

Leading Through Conflict



Manager Essentials: Building The Foundation Cohort 2



Icebreaker

What made you smile in the last week?



Action Items

- Have a coaching conversation you need to have or share feedback you need to give
- Read the article “From Gen Z to boomers: How to Give Critical Feedback at Work”
- Meet with your accountability partner to discuss

- Practice using your new brain-based tools: Analogies, Questions, and Enriched Environments. Be prepared to share at least 2 examples next time of how you have done so.
- Meet with your accountability partner to discuss your plans or debrief how it went.

Breakouts: Action Items Check-in



In your groups, discuss the Action Items you completed prior to today's workshop:

- Coaching/Feedback models
- Article
- Brain-based tools

Check-In: Your Leadership Mission

Who are you? When you are clear on *who you are*, you have a firm foundation to consistently base your decisions and actions.

Leadership Mission Statement

- **Identify your leadership focus.**
- **Pinpoint behaviors that support your focus.**
- **Define your influence.**
- **Be emotional.**
- **Keep it positive.**
- **Keep it balanced.**

Sample Leadership Missions



- I want to spread knowledge and motivate others.
- To inspire an atmosphere where mutual respect and honesty exist.
- To empower my team to achieve greatness through encouragement, direction, and proper support.
- Develop. Educate. Empower.

Today's Objective

Handle conflict productively to meet business objectives and maintain relationships.

Pre-Survey Results

Survey Item	Group Average
I manage conflict productively to meet business objectives and maintain relationships.	3.9



What Words Do You Think Of When
You Hear the Word “Conflict”?

What Words Do You Think Of?

Words in the cloud include: solve, choice, danger, dispute, resolve, trouble, difficulty, resolution, disagreement, battle, complaint, agreement, competition, challenge, negotiation, opposition, Conflict, violence, solution, disputing, fight, anger, aggression, power, opposite, issue, strength, reconciliation, selection, solved.

The #1 Conflict Maxim

It is not the presence or absence of conflict that impacts the relationship; it is HOW the conflict is handled.

Productive Conflict Defined



An open exchange of differing ideas in which parties feel **equally** heard, respected, and unafraid to voice dissenting opinions for the purpose of reaching a **mutually** comfortable resolution.

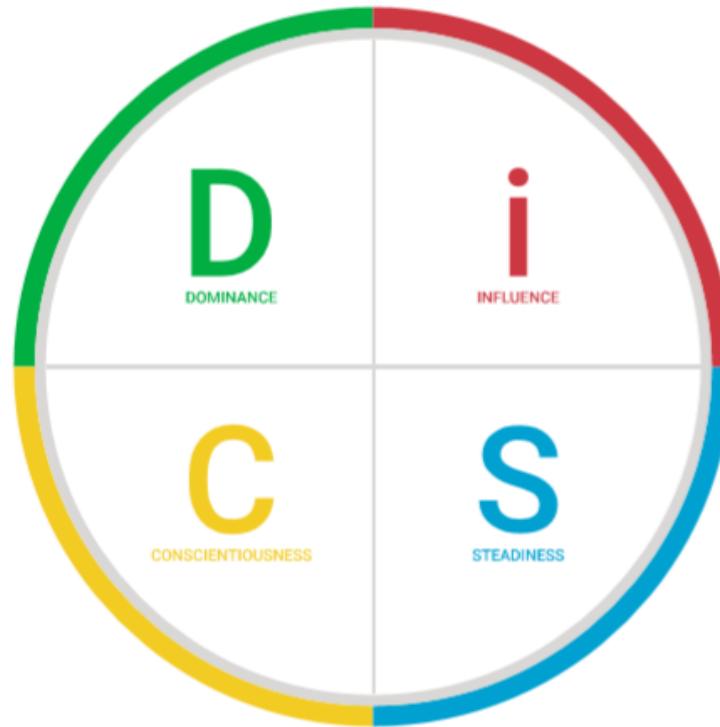
The DiSC Styles

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

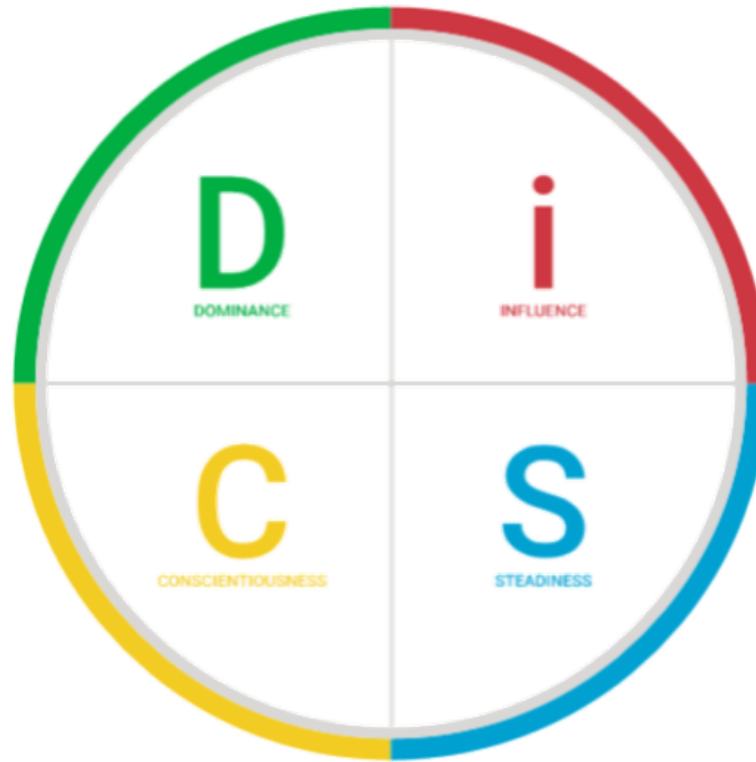
Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Priorities in Conflict

Dominance:
Logic and Victory

Conscientiousness:
Justice and Logic



Influence:
Expression and Feelings

Steadiness:
Feelings and Consensus

Goals During Conflict

D	i	S	C
Goals:	Goals:	Goals:	Goals:
Pitfalls:	Pitfalls:	Pitfalls:	Pitfalls:
Fears:	Fears:	Fears:	Fears:

Goals During Conflict

D	i	S	C
Goals:	Goals:	Goals:	Goals: Fairness, rational decisions, accuracy
Pitfalls:	Pitfalls:	Pitfalls:	Pitfalls: Slow to act, over- analysis, rigidity
Fears:	Fears:	Fears:	Fears: Being wrong, strong displays of emotion

Groups

D	i	S	C
Goals: Victory, results, personal accomplishment, winning	Goals: Approval, expressing understanding, openness	Goals: Agreement, acceptance, peace	Goals: Makes sense, analysis, "right" decision, data-driven, fair
Pitfalls: The need to win, impatience, bluntness	Pitfalls: Passion, reactivity, impulsivity, outspokenness	Pitfalls: Passive resistance, compromise	Pitfalls: Take too much time, rigid, hesitant to try new things
Fears: Being taken advantage of, appearing weak	Fears: Rejection, not being heard, disapproval	Fears: Letting people down, facing aggression	Fears: Being wrong, making a rushed decision, overly-emotional people

Destructive Responses



It's Not Your Fault.

CONFLICT

AUTOMATIC THOUGHT

DESTRUCTIVE RESPONSE

Destructive Responses



Think of a conflict situation that did NOT go well. Identify the behaviors YOU engaged in during that conflict:

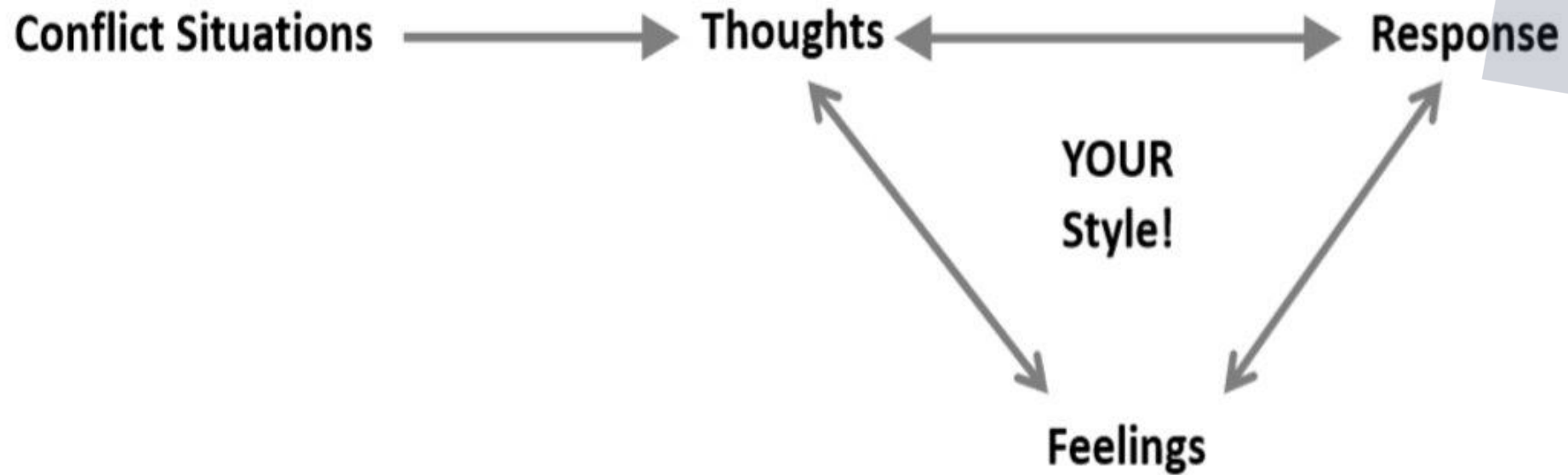
- Arguing
- Belittling
- Caving in
- Defensiveness
- Dismissing others' opinions
- Becoming overly dramatic
- Exaggerating the problem
- Exclusion/leaving people out
- Finger-pointing/blaming/scapegoating
- Gossiping/complaining about someone
- Becoming hypercritical
- Overpowering
- Passive-aggression
- Revenge/looking to even the score
- Sabotage/introducing obstacles
- Sarcasm
- Stonewalling/becoming non-receptive
- Withdrawing

Partner Activity

Share your conflict example and the behaviors you engaged in. Then, answer these questions:

- Why do you engage in this behavior?
- How do you think this behavior affects others?

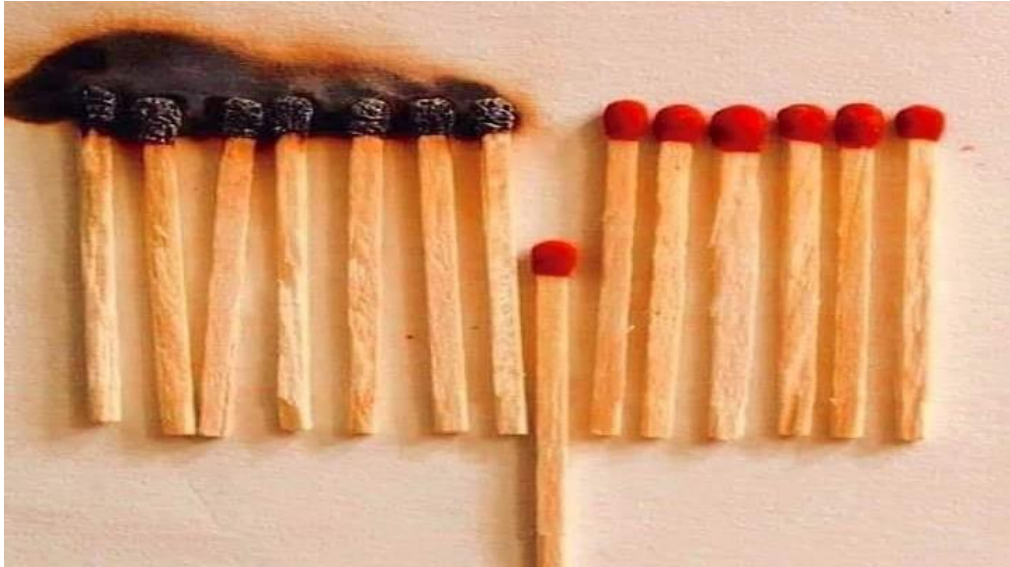
Behavior Approach



Change Your Response



Step Back



- What makes stepping back difficult for you?
- What would help make you more successful?

Reframe

Am I 100% certain this thought is valid/true?

Am I overreacting or exaggerating?

What is another way to look at this?

Reframe

Automatic Thought

“She’s doesn’t think I know what I’m talking about.”

Am I 100% certain this thought is valid/true?

Am I overreacting or exaggerating?

What is another way to look at this?

Reframe



Automatic Thought

“She’s doesn’t think I know what I’m talking about.”

Reframed Thoughts

“If she has to come to me for advice, she values my opinion—this is just high stakes for her.”

“She asked for my advice, but maybe she just needs time to vent before I share solutions.”

“I wonder if something more is going on here that isn’t about me?”

Groups

Share your automatic thought. With your triad, answer the reframing questions:

- Do I know with 100% certainty that this thought is actually valid/true?
- Am I overreacting or exaggerating?
- What is another way to look at this?

Productive Responses

Think back to your conflict situation. Identify the behaviors YOU will commit to engaging in should that conflict arise again:

- Determining the root of the problem
- Taking ownership of your part
- Giving people time and space
- Acknowledging others' feelings
- Stepping back to reflect
- Communicating openly and honestly
- Listening
- Separating emotions from facts
- Showing flexibility
- Communicating respectfully
- Being aware of your feelings
- Revisiting unresolved issues
- Seeking active resolution
- Giving reassurance

SBI Feedback



S

Situation

Anchor time
and place



B

Behavior

Observable
action



I

Impact

What I felt/
thought/
experienced

It's Your Choice



Action Items

- Practice stepping back and reframing your automatic thoughts. Be prepared to share an example of doing so in our next workshop.
- Choose two productive conflict behaviors to focus on (one you're already good at, and one you'd like to cultivate).
- Listen to [Reframing Your Reality \(Part 1\): Episode from Hidden Brain podcast](#).
- Meet with your accountability partners and discuss the following questions:
 - What was your favorite example from the podcast about how our mindset (i.e., how we frame our reality) impacts our decisions and interactions with others?
 - How can you put this insight to use in your professional role?

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