



# Manager Essentials Leadership-Development Program

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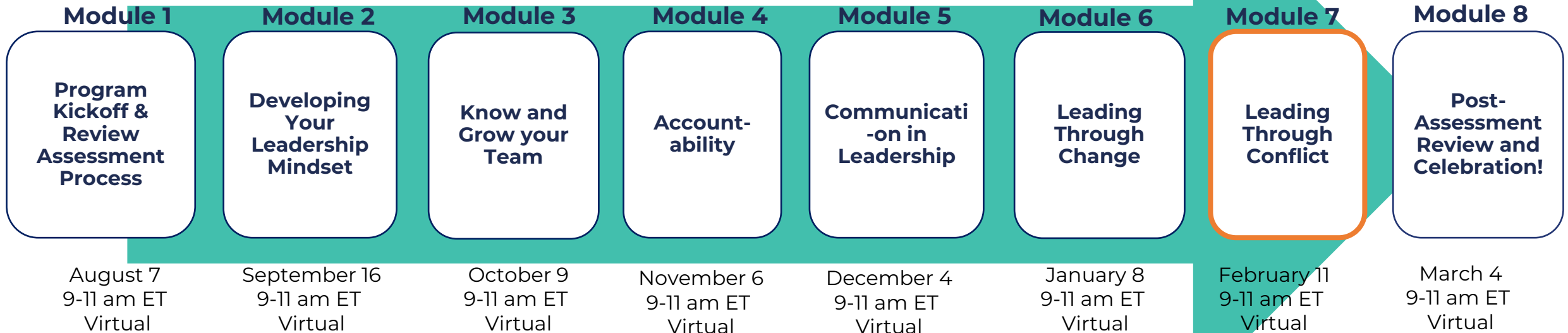
## Leading Through Conflict



# Manager Essentials Virtual Cohort 1

## Pre-Self Assessment & DISC

## Post-Self Assessment



**Between Sessions:** application exercises, accountability partner connection, follow-up, and reminders

# Icebreaker

If you could have an infinite supply of one thing, what would it be?



# Pre-Survey Results

Survey Item	Group Average
I manage conflict productively to meet business objectives and maintain relationships.	3.7

# Today's Objective

Handle conflict productively to meet business objectives and maintain relationships.

# Action Items

- Complete the Switch Change Framework for the change you identified.
- Meet with your Accountability Partner and discuss the following questions:
  - How can you find out how your team members are reacting to change?
  - How do you plan to leverage the Journey Through Change and Switch framework to help your team members navigate change more effectively? (Be specific!)
- Continue working on your Leadership Mission!

# Breakouts: Homework Check-in



- How can you find out how your team members are reacting to change?
- How do you plan to leverage the Journey Through Change and Switch framework to help your team members navigate change more effectively? (Be specific!)
- What questions do you have about your Leadership Mission?



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, violence, solution, disputing, fight, anger, aggression, power, issue, strength, reconciliation, opposite, 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.

# Destructive Responses



# It's Not Your Fault.

CONFLICT

AUTOMATIC THOUGHT

DESTRUCTIVE RESPONSE



A LEADERSHIP DEVELOPMENT COMPANY

# Destructive Responses

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

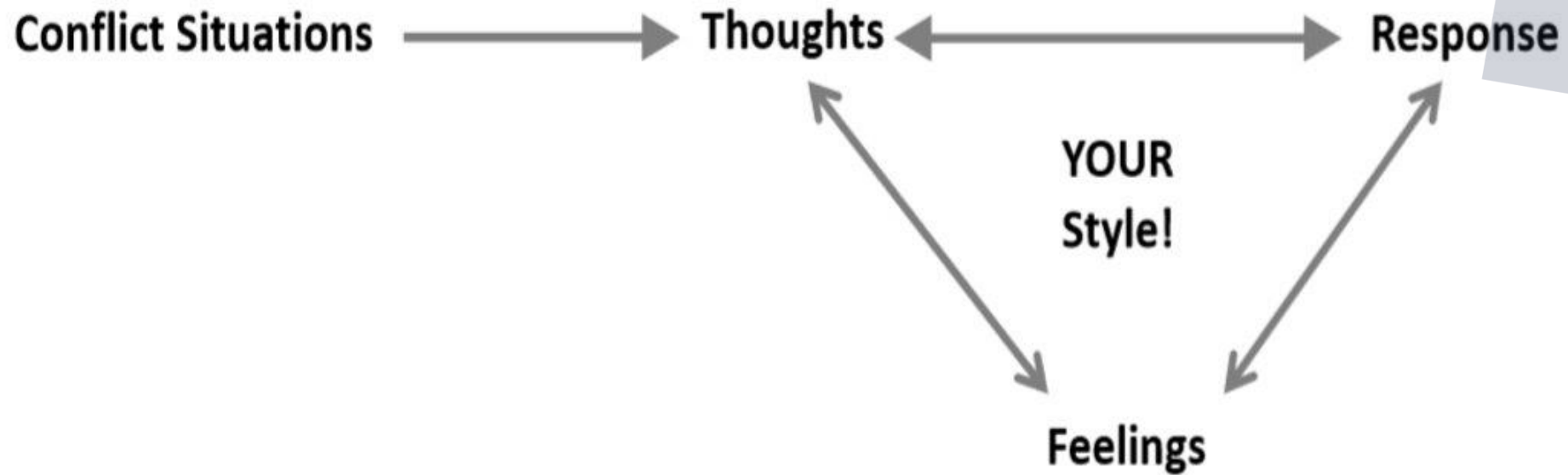
- Arguing
- Belittling
- Caving in
- Defensiveness
- Dismissing others' opinions
- Becoming overly dramatic
- Exaggerating the problem
- Exclusion/leaving people out
- Finger-pointing/blaming/scapegoating
- Gossiping/complaining about someone
- Becoming hypercritical
- Overpowering
- Passive-aggression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

# Partners

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?

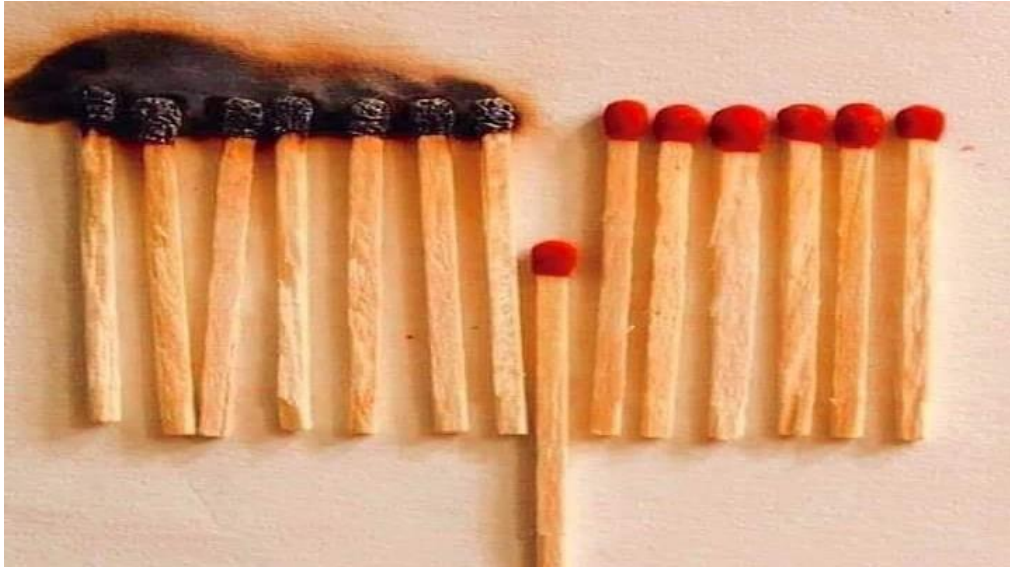
# Behavior Approach



# 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?

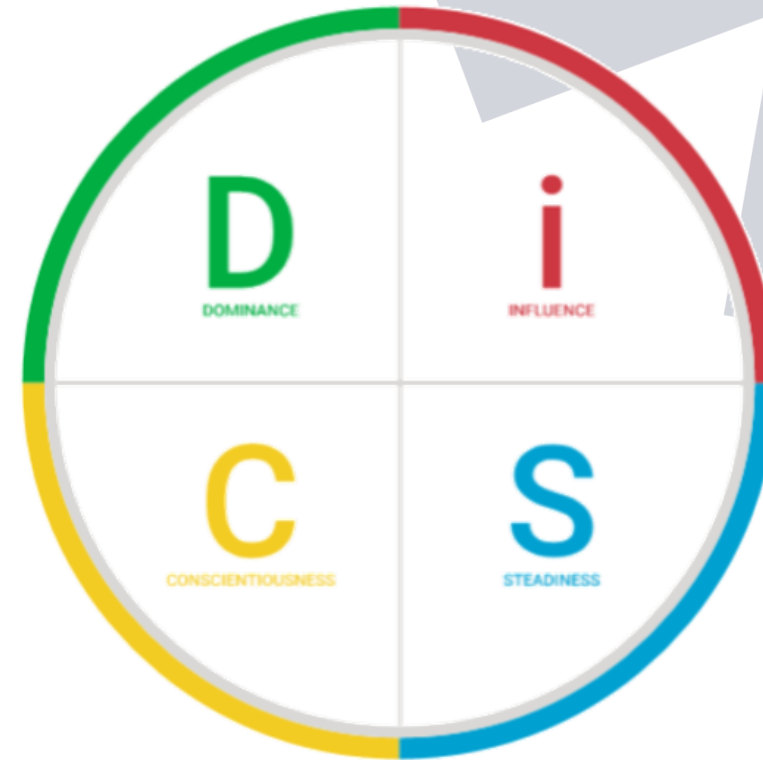
# Productive Responses

**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

# Priorities in Conflict

What would each style likely prioritize during conflict?



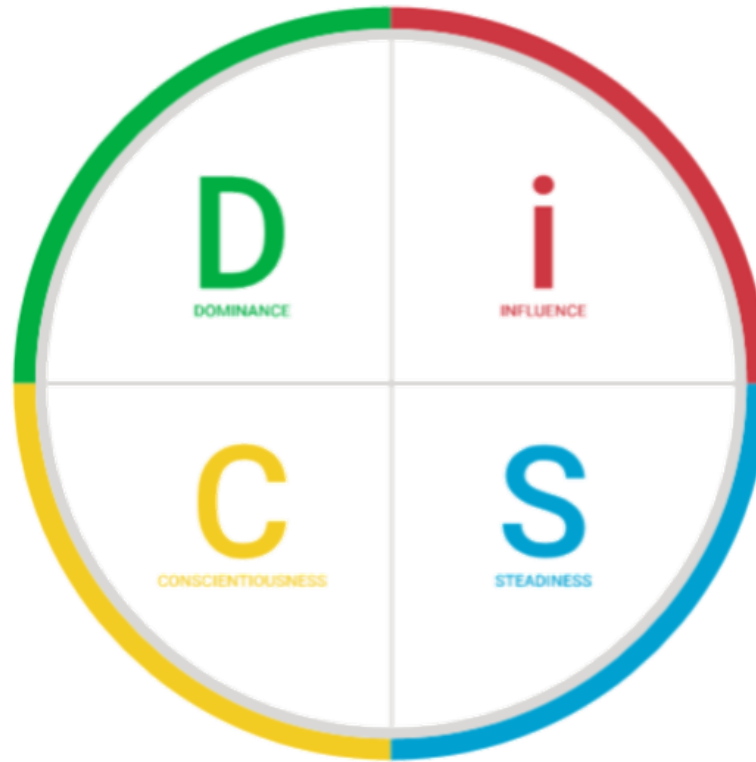
# Priorities in Conflict

## **Dominance:**

Logic and Victory

## **Conscientiousness:**

Justice and Logic



## **Influence:**

Expression and Feelings

## **Steadiness:**

Feelings and Consensus

# 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 (employ the 5-second rule!) and reframing your automatic thoughts.
  - Be prepared to share an example next time!
- Finalize your Leadership Mission! You will be prompted to send it to [HRDPrograms@hrdleadership.com](mailto:HRDPrograms@hrdleadership.com).
  - Be prepared to share a little about it in our final workshop.
- Complete the post-competency assessment (link will be emailed to you).
- **Deadline to submit post-competency assessment AND your leadership mission: Feb. 27.**



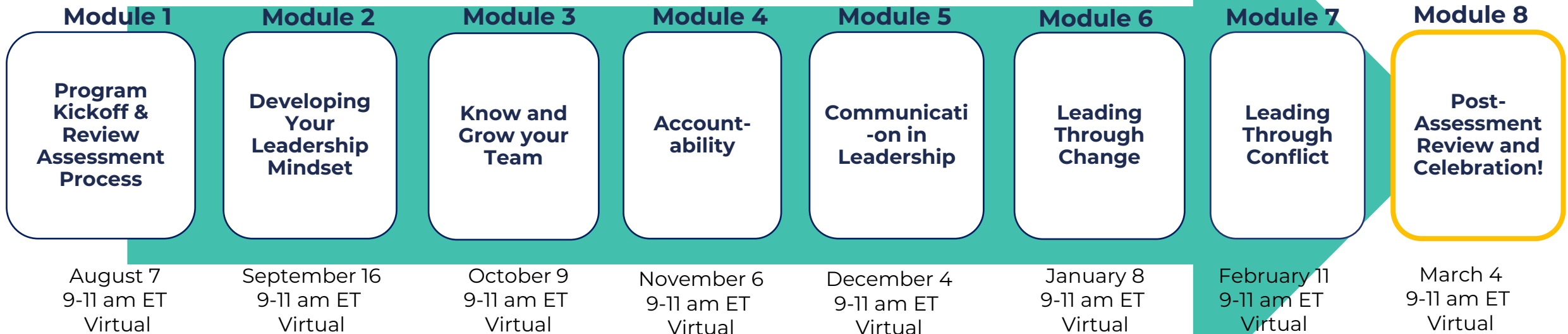
# Questions?



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