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LEAD

LEADERSHIP TRAINING

LEAD 1, Cohort 12:
Leading Through Conflict



Icebreaker

What's a tiny behavior that annoys you way more than it probably should?

Examples:

- people leaving cabinets open
- slow walkers
- vague emails
- dishes next to the sink
- meetings starting late

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

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Pre-Survey Results

Survey Item	Group Average
I manage conflict productively to meet business objectives and maintain relationships.	3.4

Today's Objective

Handle conflict productively to meet business objectives and maintain relationships.

Homework Check-in

- Practice using your new brain-based tools: Analogies, Questions, and Enriched Environments.
  - Be prepared to share examples of how you have done so next time!
- Listen to Quick Thinks: All Effective Communication Must Start With This (Episode 25 of Think Fast, Talk Smart) and meet with your accountability partner to discuss these questions:
  - What connections do you see between the questions Matt Abrahams (the podcast host) suggests you should ask of your audience or listener and the information you've learned in our workshop about the importance of connecting to someone's prior experience to communicate effectively?

Breakouts: Homework Check-in

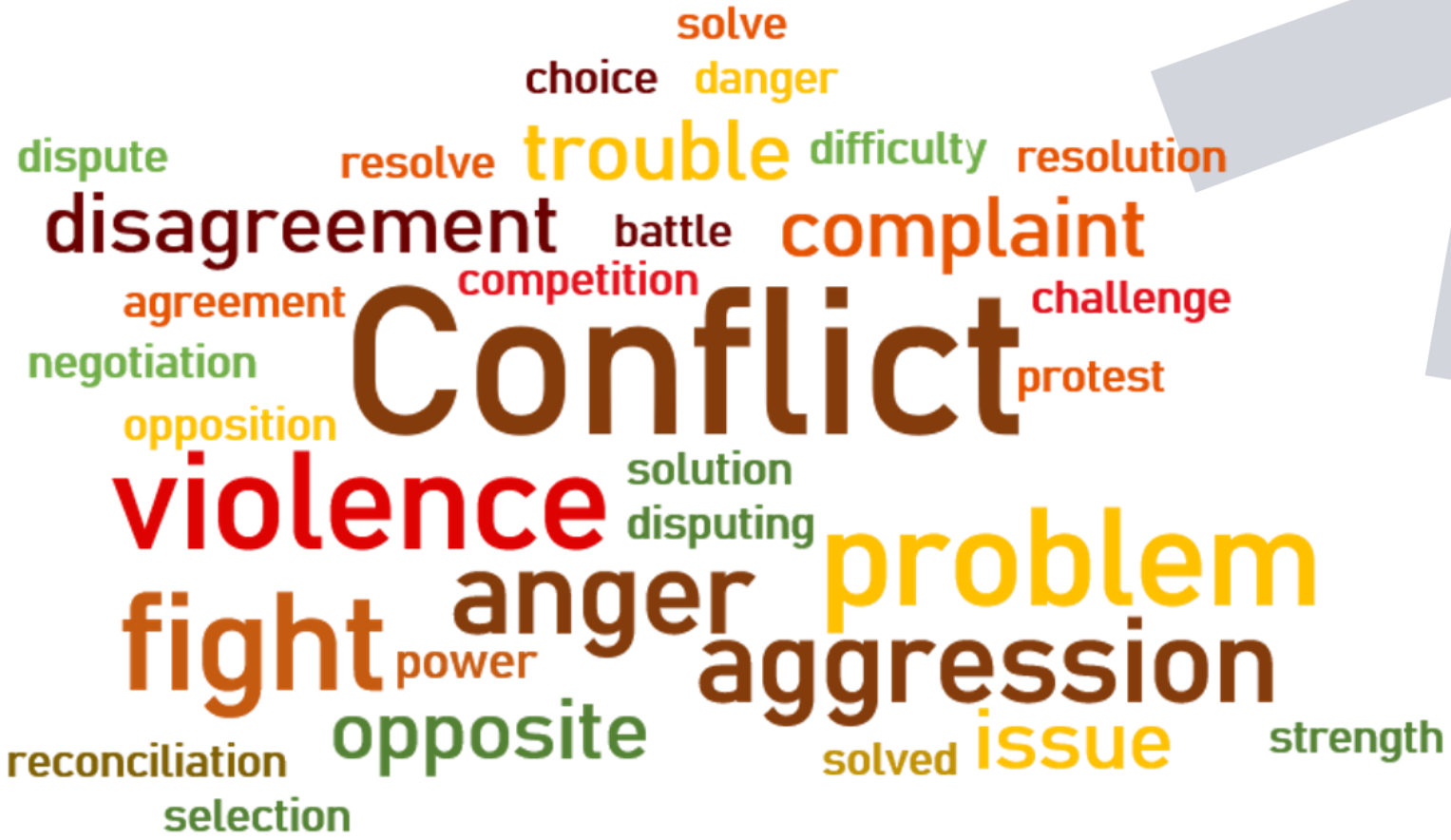
Since our last session:

- Where did you intentionally change your approach?
  - Considered someone's prior experience before communicating
  - Asked a different question
  - Used an analogy
  - Created context by using multiple stimuli
- What changed because you approached it differently?
- What was harder than expected?

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

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What Words Do You Think Of?



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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 and understanding.

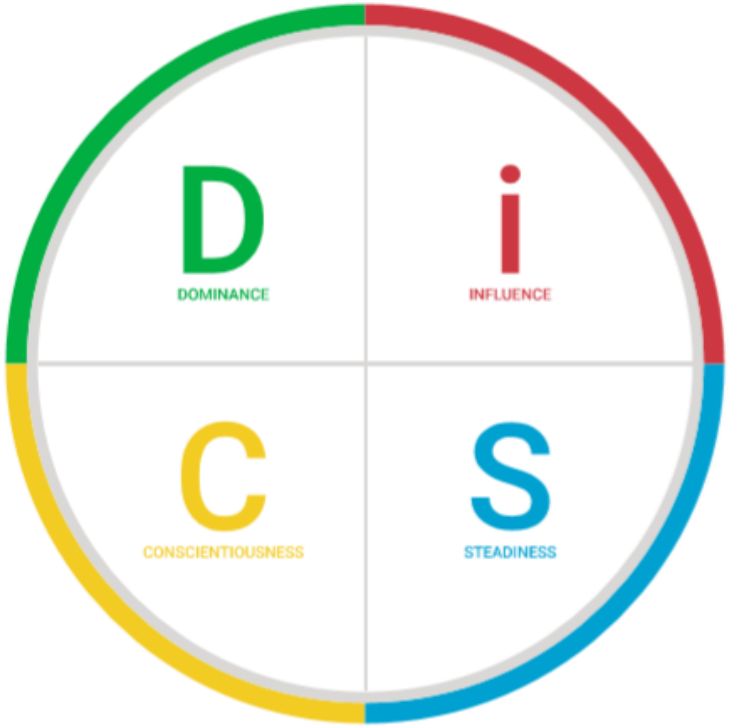
The DiSC Styles

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

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Priorities in Conflict

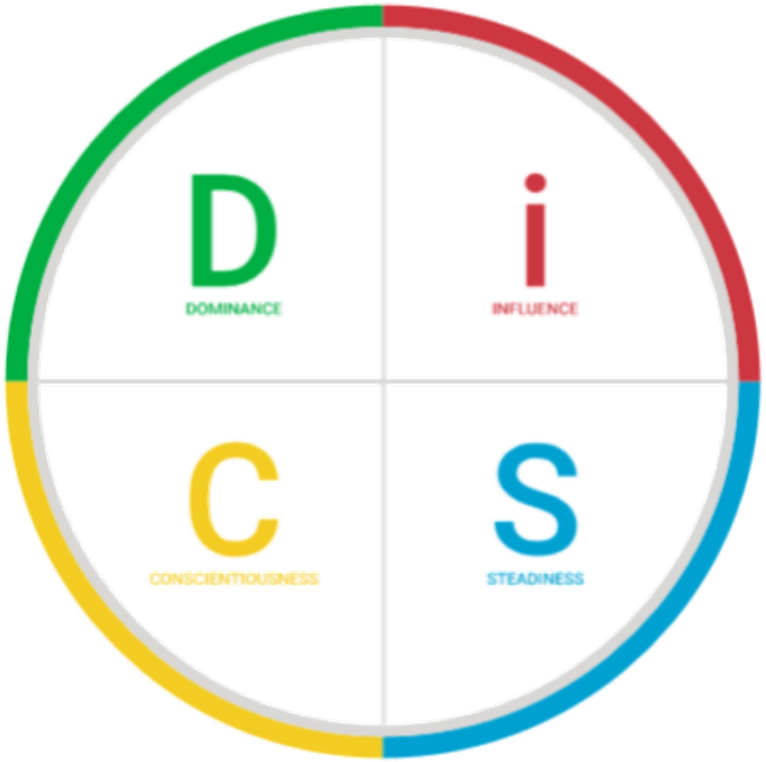
What would each style likely prioritize during conflict?



Priorities in Conflict

Dominance:
Logic and Victory

Conscientiousness:
Justice and Logic



Influence:
Expression and Feelings

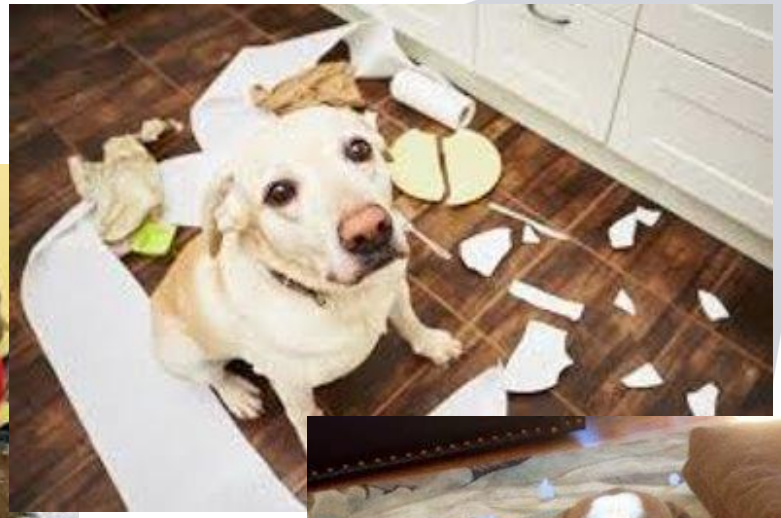
Steadiness:
Feelings and Consensus

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Destructive Responses











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It’s Not Your Fault.



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Destructive Responses

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

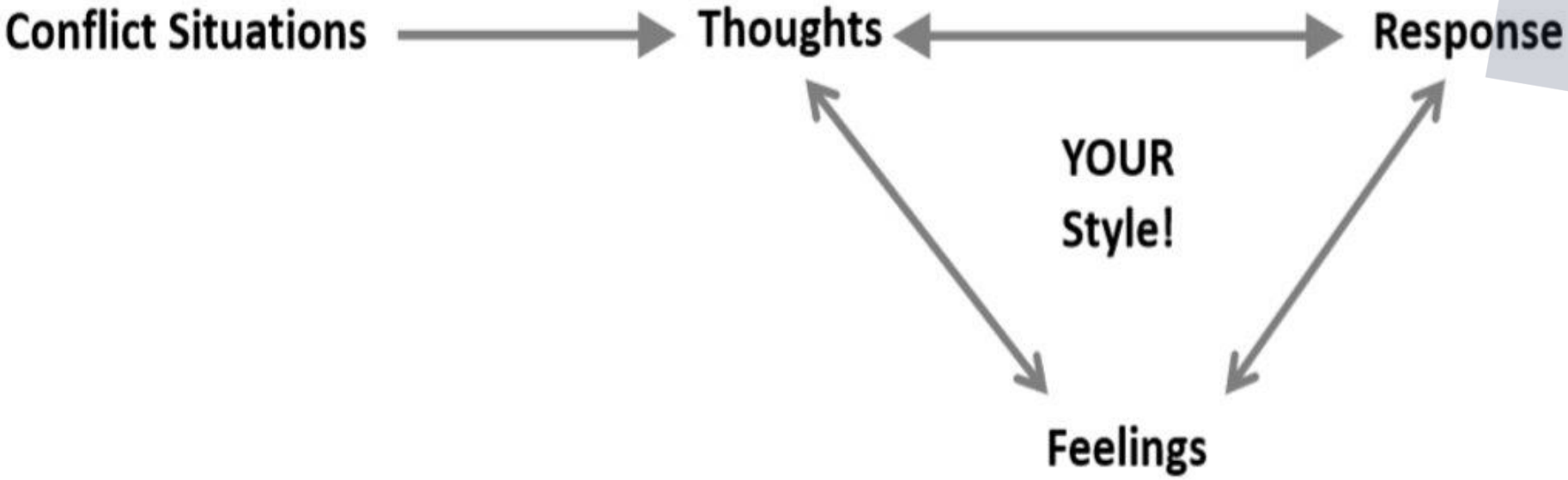
- Arguing
- Belittling
- Caving in
- Defensiveness
- Dismissing others' opinions
- Becoming overly dramatic
- Exaggerating the problem
- Exclusion/leaving people out
- Finger-pointing/blaming/scapegoating
- Gossiping/complaining about someone
- Becoming hypercritical
- Overpowering
- Passive-aggression
- 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

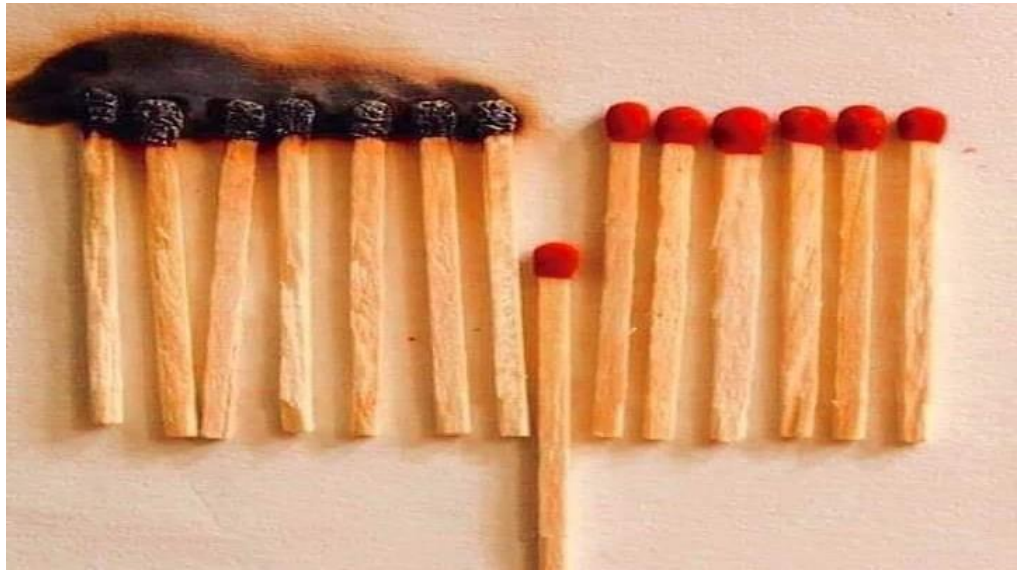


Change Your Response



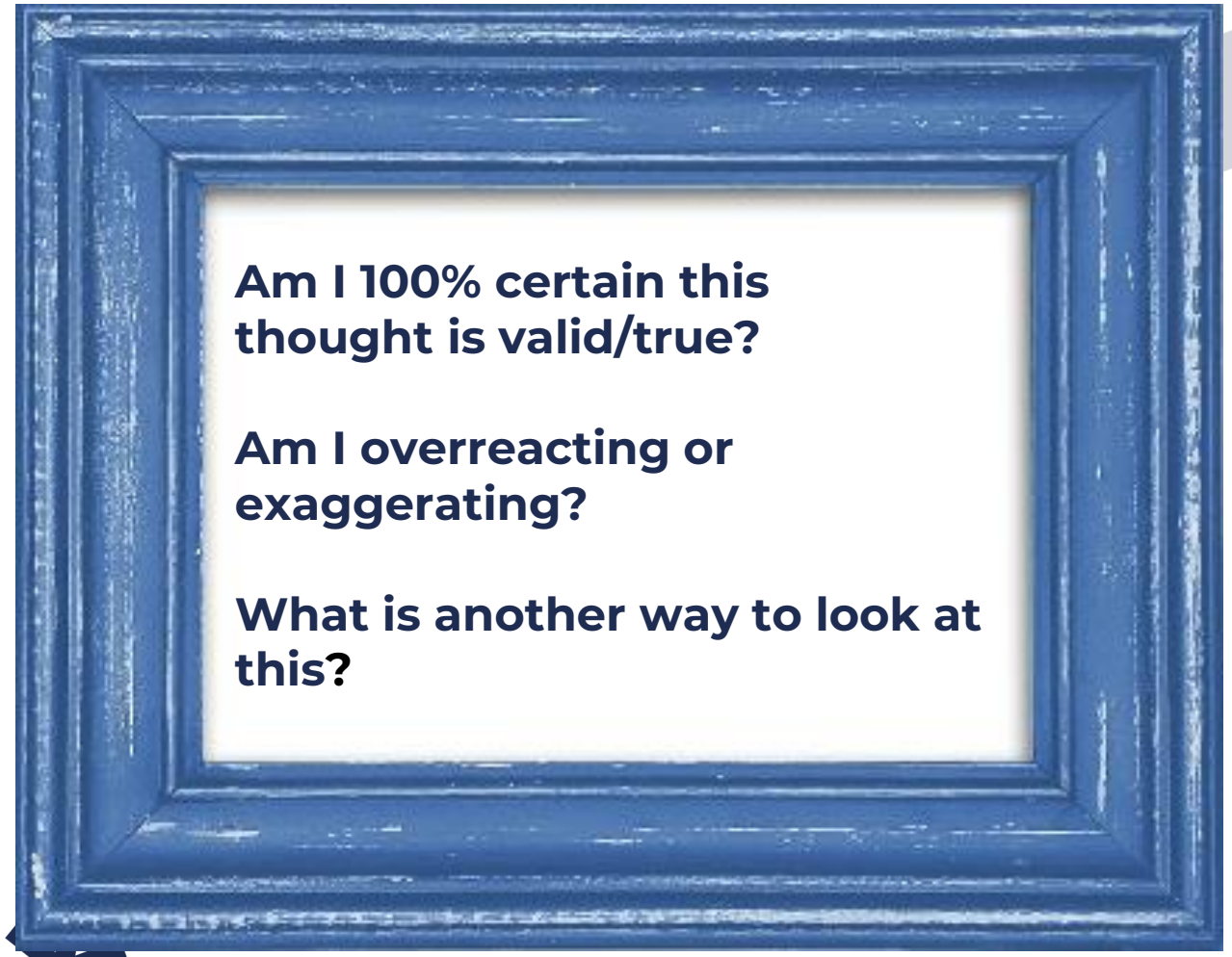
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Step Back



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

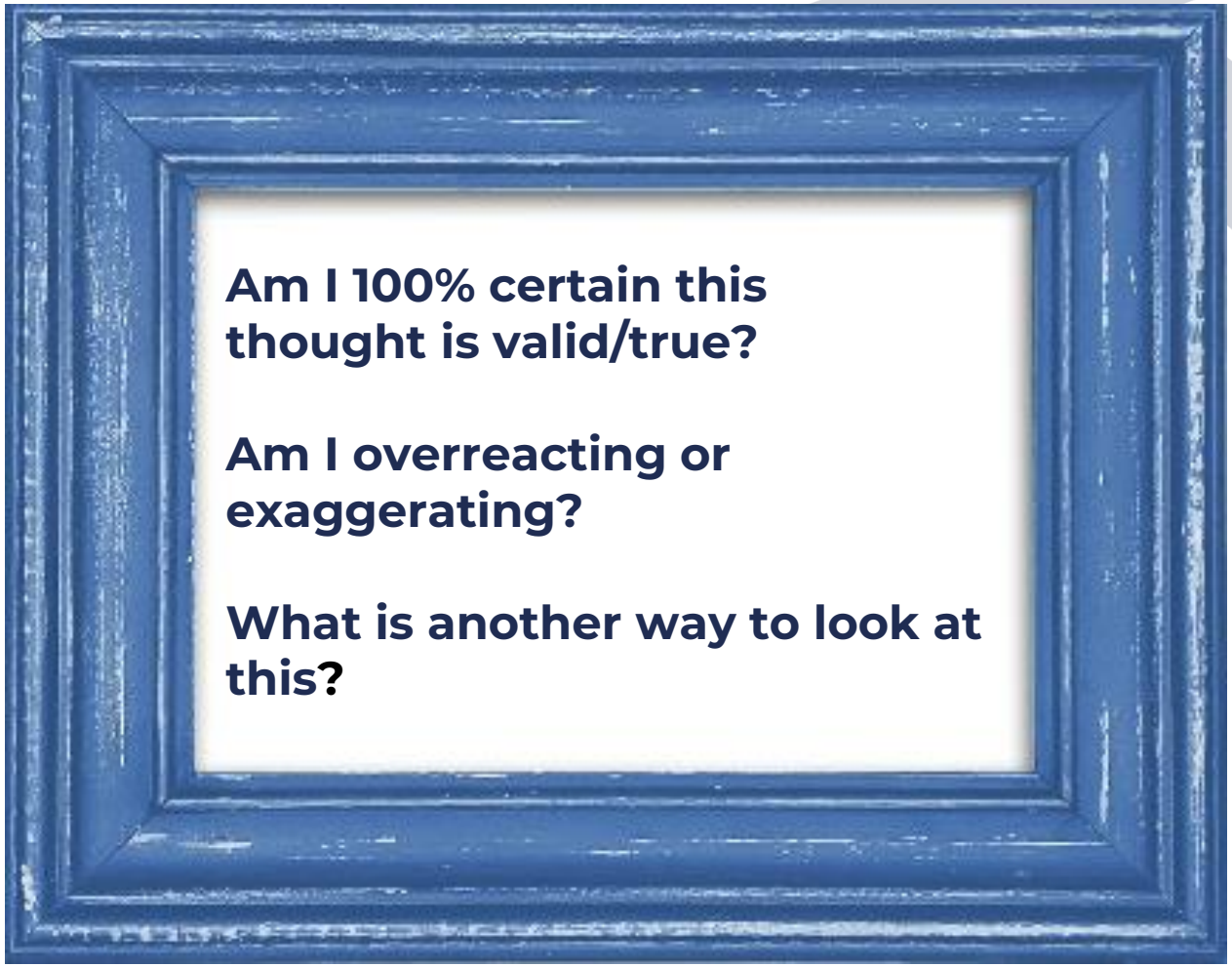
Reframe


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.”



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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?”

Activity: Same Situation, Different Story

Consider this scenario:

You send someone a message asking for something important. Three days later, no response.

With a partner, generate three possible explanations.

Practice Reframing Your Automatic Thought

Think of a recent conflict situation where you had a negative reaction to someone else's behavior.

Share your automatic thought. With your small group, 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



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It's Your Choice



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One Thing I...

- ...will do differently...
- ...want to say...
- ...want to ask...
- ...need clarification on...
- ...wonder about...
- ...appreciate...
- ...am taking away from today...
- Add your own!

Action Items

- Practice stepping back (employ the 5-second rule!) 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?
  - **BONUS**: Share your Leadership Growth Story (You have a 1 in 7 chance of winning a $50 Amazon Gift card!)

Questions?



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