



PEOPLE FIRST
HR SERVICES
A division of People Corporation

Navigating Conflict
Association of Manitoba Municipalities

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People First HR Services

People First HR is a leading provider of human resource solutions for Canadian businesses.

People First HR is a division of People Corporation, a national provider of group benefits and retirements services.



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Learning Outcomes

- Understand what drives conflict
- What is your conflict management style?
- How position and interests impact communication
- A road map for difficult conversations
- Strategies to turning uncomfortable conversations into meaningful dialogues

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Did You Know...

Leaders receive less than 3 hours of training on conflict, yet spend up to 40% of their time dealing with it?

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What drives conflict?

When conflict occurs, it is typically the result of one of three things:

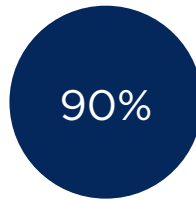
- 
A mistake
- 
A misunderstanding & assumptions
- 
A disagreement

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Which one is most common?



Mistake



Misunderstanding
& assumptions



Disagreement

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What Causes Conflict at Work?



Workplace Conflict: Statistics That Reveal Its Cost | CMOE

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Intent vs Impact

It is not about intent - it is about the impact on the person.

“I’ve learned that people will forget what you said, people will forget what you did, but **people will never forget how you made them feel.**” - Maya Angelou



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Exploring Intent



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Elements of Successful Teams

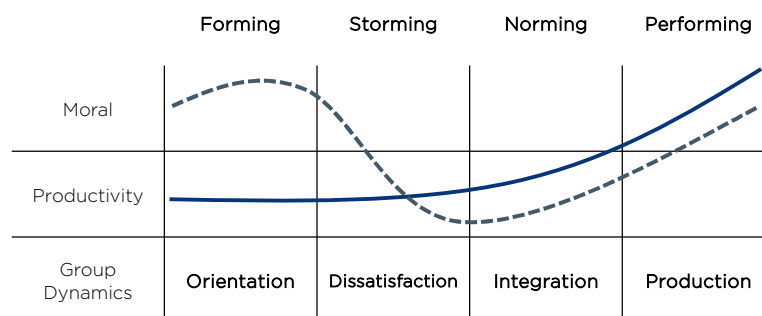
1. Shared purpose
2. Clear measurements of success
3. Clear roles and responsibilities
4. Positive team dynamics
 - Well understood norms of behavior & operating rules
 - 5 characteristics of a high performing team
5. Strong leadership



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Stages of Team Development


All teams go through 4 predictable stages as they develop:




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Storming Stage



This stage is one of high emotion and tension, where enthusiasm gives way to frustration and anger




Storming is the most difficult and challenging stage as team members struggle to work with each other


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Role of the Leader at the Storming Stage

1. Let people know feelings of discomfort are normal.
2. Continue to clarify goals, roles and coach people.
3. Manage conflict.
4. Let people talk without blame. Ask for thoughts and input.



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Performing Stage

This is the desired stage

- The team has developed and matured, and people generally feel good about being part of the group
- Starting to see progress towards goals
- There is an atmosphere of trust and openness

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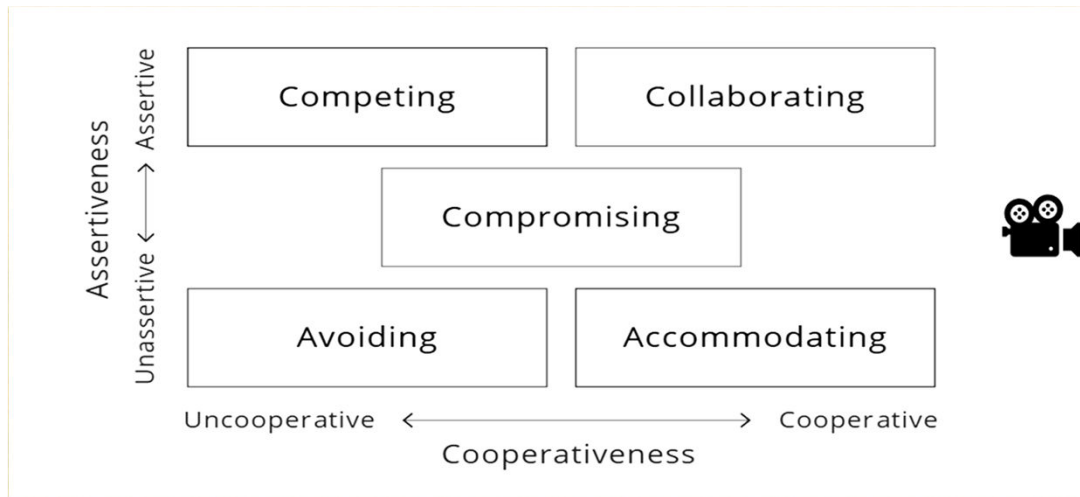
Role of the Leader at Performing Stage

1. Acknowledge and celebrate small wins and keep momentum.
2. Provide one on one support and guidance. Hold individuals accountable for results.
3. Table issues and challenge team to produce solutions.



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Conflict Resolution - Styles



Thomas Kilmann Conflict Styles Model

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Competing

Goal: To win

- When quick, decisive action is vital, like emergencies
- When unpopular actions need implementing on important issues
- When you know you are 'right' on issues vital to organizational welfare
- When you are up against a person who takes advantage of noncompetitive behavior

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Accommodating

Goal: To yield

- When you decide to allow a better position to be heard and to learn and show your reasonableness
- When issues are more important to others than yourself
- To minimize loss when you are outmatched and losing
- When harmony and stability are especially important
- There is need to allow others to develop by learning from their mistakes

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Avoiding

Goal: To delay

- When the stakes are not high, or the issue is trivial
- When you perceive no chance of satisfying your concerns
- When potential disruption outweighs the benefits of resolution
- When others can resolve the conflict more effectively

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Compromising

Goal: To find a middle ground

- When goals are important, but not worth the effort or potential disruption of more assertive modes
- When opponents with equal power are committed to mutually exclusive goals
- As a backup when collaborating or competing is unsuccessful
- There is a need to achieve temporary settlement to complex issues

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Collaborating

Goal: To find a win-win situation

- When both sets of concerns are too important to be compromised in finding an integrative solution
- When your objective is to learn to merge insights from people with different perspectives
- To gain commitment by incorporating concerns into a consensus

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10% of conflict is
due to difference
of opinion.

90% is due to
delivery and
tone of voice.

**It's not what
you say...**

(It's how you say it.)

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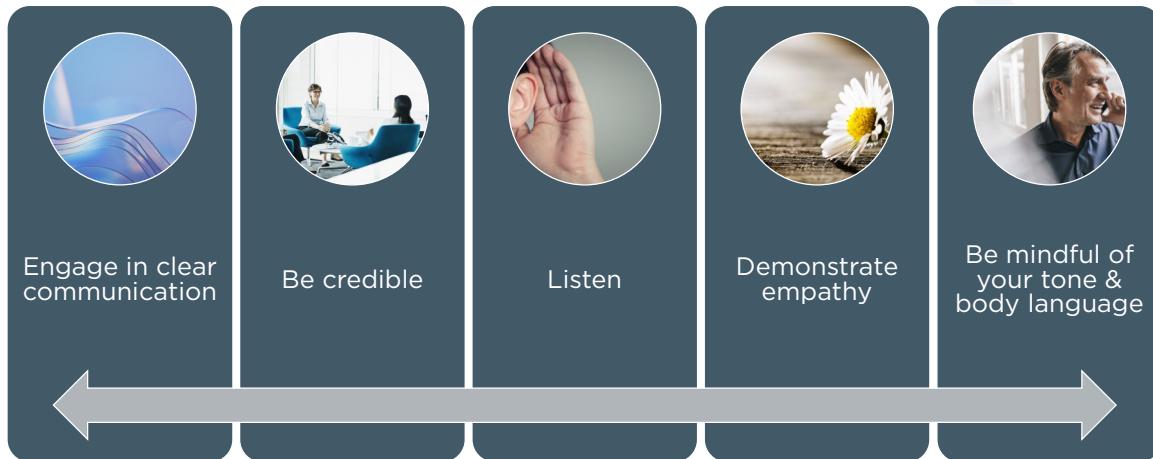
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Communication fosters trust



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Strategies to alleviate conflict

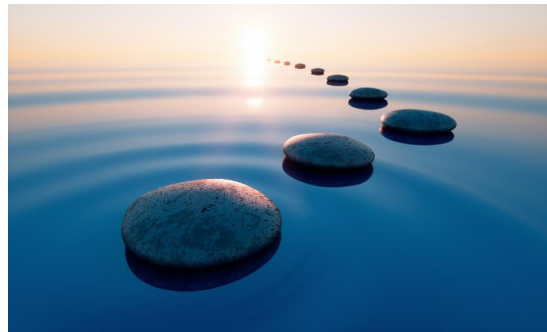


<https://hbr.org/2022/05/conflict-is-not-always-bad-but-you-should-know-how-to-manage-it>

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It's OK to say "I'm sorry"

- This acknowledges feelings
 - *"I'm so sorry that this has caused you so much frustration"*
- Doesn't have to imply fault
- Develops trust and rapport
- Helps resolve conflict



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Managing challenges in
communication

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Roadblocks in Communication

Assuming information	Misinterpreting words	Ineffective listening
Distractions in the environment	Distractions within you	Distractions from the other person
Differences in our values & beliefs	Differences in culture	Attitudes & perceptions
Words and tone are not aligned	Not ready to resolve the issue	



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Positions and Interests



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How to Maintain Effective Dialogue

- Keep it simple
- Speak clearly
- Don't be distracted
- Listen for understanding
- Tailor your message
- Ask questions
- Paraphrase
- Clarify for understanding
- Use basic language - avoid jargon
- Take notes
- Consider your non-verbal cues

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