

Manager Training

Conflict Management



Learning Objectives

1

Identify typical areas where conflict arise.

2

Identify rules for handling conflict within your team.

3

Identify proactive behaviors for avoiding conflict.

Activity

Question in Chat



Key for managers

Tension is inevitable
Tension can also be
productive if
handled correctly!



When is conflict ok?

Healthy

Unhealthy

- Helping the team see different perspectives
- Helping the team move toward their goals
- Helping to build productive work relationships

- Unclear performance standards
- Unclear expectations
- Unreasonable time constraints

Understand the Typical Ways Conflict Arises



Speed v. Quality



Inclusive decision-making v. Efficient decision-making



Customer v. Company



Innovation v. Existing capabilities



Details v. Big picture



Purpose of vision v. Revenue

Understand types of conflicts

7

Task

A disagreement over what we are trying to achieve, decisions made around a task, or how to approach a task.

Process

A disagreement over delegation, logistics, or responsibility for tasks.

Status

A disagreement over who is in charge and who needs credit.

Environment

Remote environments where text, email lacks body language or tone of voice can lead to miscommunication.

Relationship

Someone is respected due to differences in attitude or styles. Normally stems from one of the other categories.

Activity

What do you identify with more?



What is your conflict style?

Avoider

- Shy away from disagreements
- Value harmony
- Placate people or change topics
- Don't want to disrupt feelings and team dynamics

Seeker

- Engage in disagreements
- Value directness and honesty
- Lose patience
- Comfortable being disruptive

Make a conflict resolution process for your team!

1

Keep a shared document of the types of conflict.

2

Set rules/norms for your team and review them regularly

3

Ensure that you are enforcing them when disagreements arise.

4

Know your limits and ask for help if you need it!

Sample Rules

We listen actively. "Tell me more"

We are curious through disagreement. "What I hear you saying is..." Or "Can you clarify what you mean?"

We respect differing perspectives.

We name the conflict ("We are agreeing on the what but disagree on the how")

We repeat for understanding "What I hear you saying is"

We assume positive intent.

We stay solution-oriented and don't dwell on past mistakes.

If emotions are too high, we agree to come back to it later.

How to avoid conflict



Set clear expectations for performance



Provide feedback regularly that is focused on impact (*see SBI method in resources*)



Provide access to training resources



Replace blame with curiosity



Use a team call to work through conflict instead of email or chat

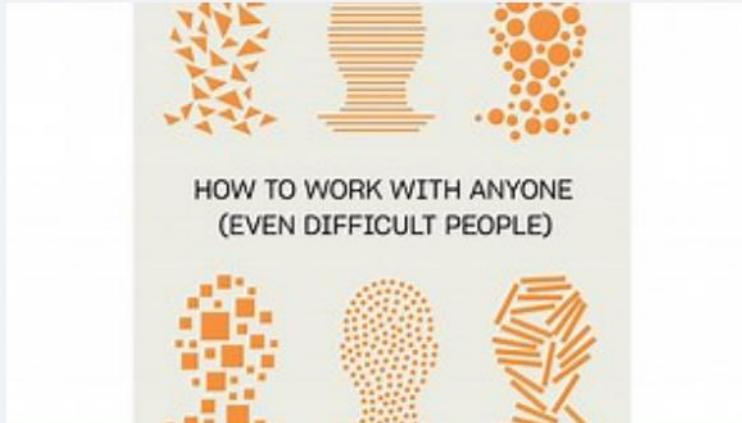
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Resources for Conflict Management



HOW TO WORK WITH ANYONE
(EVEN DIFFICULT PEOPLE)



How to Deal with Remote Conflict
QUICK STUDY:
**DEALING
WITH
REMOTE
CONFLICT**
Watch on YouTube

5 Minute Video on dealing with remote co

Summary: Getting Along: How to Work with Anyone (Even Difficult People) by Amy Gallo, Penguin

Sample Team Rules for Handling

Questions?



Add them to the Q&A
section of this meeting!

All questions will receive a
response.