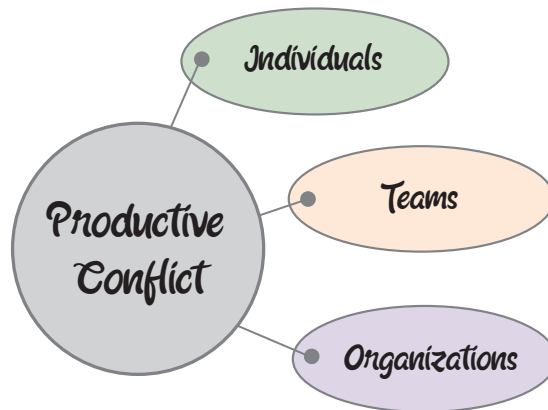


Conflict Toolkit



From destructive to productive conflict



Conflict Toolkit Overview

Conflict is inevitable. How you respond to it is a choice.

The purpose of this toolkit is to provide you with practical resources and tools to transform conflict from destructive interactions to constructive outcomes at the individual, team and organizational levels.

Individuals in Conflict

For some, the tendency in conflict may be to win. Others may strive to openly express themselves emotionally. Perhaps your tendency is to avoid conflict altogether and let it simmer under the surface. Or, maybe you'd prefer to initially withdraw and then rely on logic to make your case.

How do you respond in conflict? What factors have influenced your approach to conflict? How would you prefer to respond in conflict so that you can be more productive?

The individual section of the toolkit will provide you with opportunities to expand your awareness of what drives you in conflict so that you can better understand your impact on people, process and the business and create more productive outcomes.

Teams in Conflict

Anytime you combine a group of human beings together in a work setting, there's bound to be differences in how people prefer to engage in conflict. When teams don't effectively engage in conflict, they fail to gain commitment, the "meeting after the meeting" occurs, and decisions get revisited over and over again.

"create a conflict environment that works for everyone so that you can effectively engage in the conversations that matter most."

Conflict on teams doesn't have to be a negative experience. In fact, on too many teams, conflict avoidance or artificial harmony is just as destructive as an overly aggressive approach to conflict. In the team section of this toolkit, you'll define the dos and don'ts of conflict and create a conflict environment that works for everyone so that you can effectively engage in the conversations that matter most.

Organizations in Conflict

An organization's conflict culture almost always starts at the top with the senior leadership team. What is rewarded and criticized by senior leaders ripples across an organization and sets the conflict culture. And, there's always a direct correlation between destructive conflict and negative business outcomes. Conflict avoidance results in delayed decisions, complacency, and toleration of poor performance. Overly aggressive conflict results in a fear-based environment where people are guarded and afraid to share the truth of what's happening in the business.

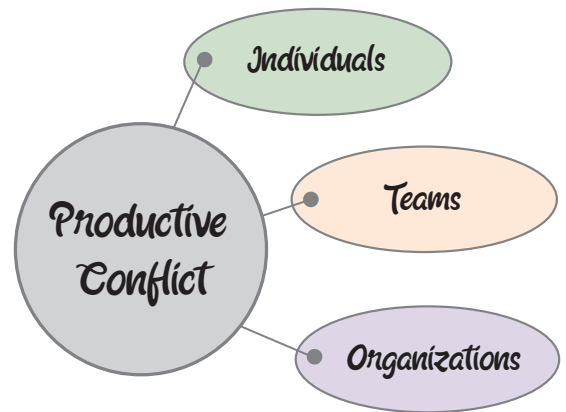
In the organization section of the toolkit, we'll explore the the conflict culture in your organization and what is rewarded and criticized when conversations get heated.

Make Your Conflict Productive

With the right mix of mind-set and skill set, you, the people on your team, and your overall organization can be more effective.

- Replace approaching conflict overly aggressively or passively with direct, honest and respectful dialogue.
- Avoid getting bogged down in analysis paralysis so you and your team can be more decisive, innovative and move faster.
- Instead of keeping people at a distance or being overly appeasing, strengthen your relationships and get more done.

That's the power of what becomes possible when individuals, teams and organizations productively approach conflict.

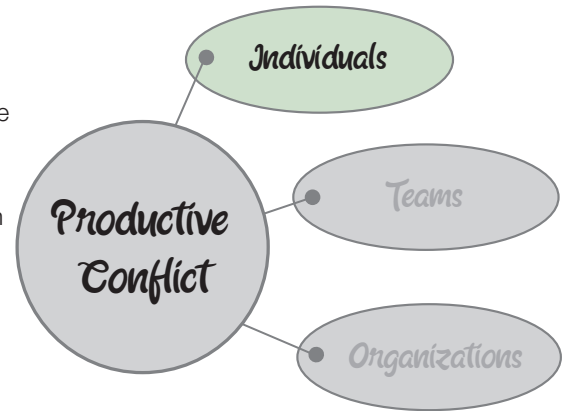


Individuals in Conflict

To be more effective in conflict and create more productive outcomes, you have to start by understanding what drives your conflict behaviors. In this section, you'll find two exercises to help you understand how your background impacts your approach to conflict and how your personality style drives your behavior in conflict.

Your Conflict Background

Each of us approaches conflict differently. Our home environment, the geographic regions in which we lived, and cultural backgrounds have all contributed to how we approach conflict. Reflect on the following questions to help you better understand the factors that have contributed to how you approach conflict.



What was the conflict environment like in your home while growing up? Did your family members actively express themselves? Was there spirited dialogue? Or were conversations swept under the rug and avoided? Describe your experience here.

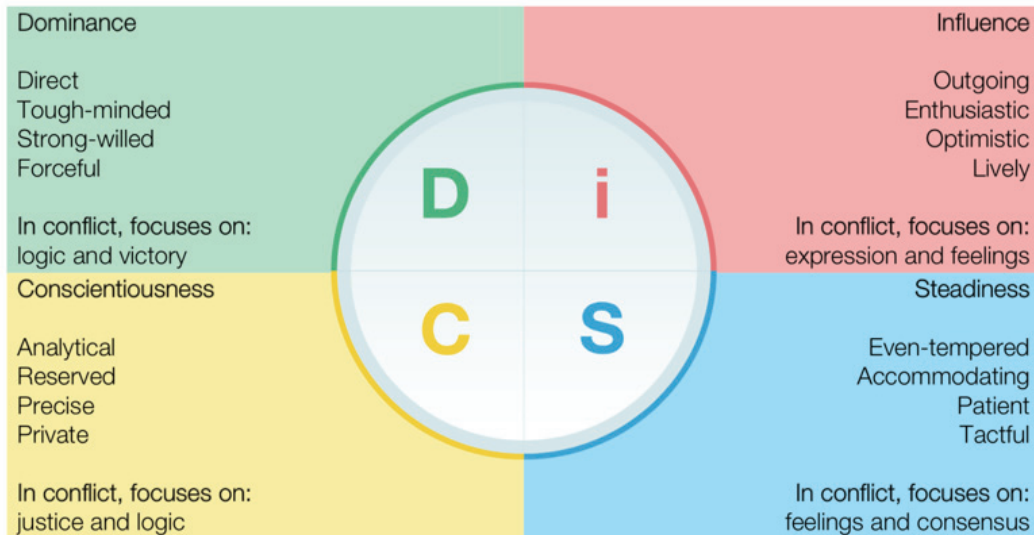
Where you grew up matters as well. The way that people engage in conflict in New York or Boston is quite different than what you might experience in Minnesota or the South (direct and blunt versus amiable and polite). Where did you grow up and how did the geographical region impact how you engage in conflict?

Your culture matters too. Some cultures tend to be more expressive and emotional. Others more guarded in their approach. What cultural background has influenced you and how has it helped shape your approach to conflict?

Individuals in Conflict: Your Personality Style

Each of us has different tendencies, motivations, stressors and preferences. Everything DiSC is a personality profile tool that we use in many of our leadership development, team acceleration, and executive coaching engagements. At a high level, DiSC describes four main styles: Dominance, influence, Steadiness and Conscientiousness. Ultimately, we are a mix of all four styles, but we tend to use or prefer to use one or two of the styles more often than others.

Instructions: Take a look at the model below and respond to the questions.



Modified from Everything DiSC Productive Conflict by Wiley

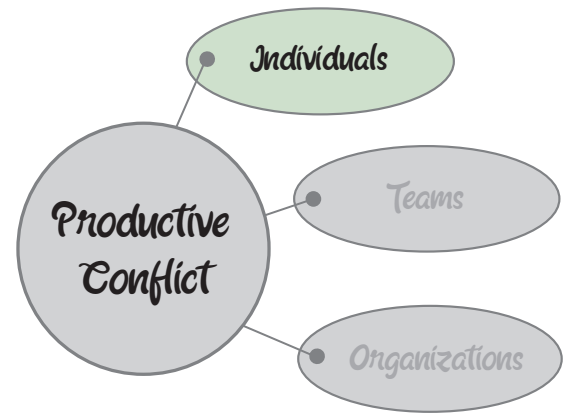
What style best describes you in the workplace?

How does your style contribute to productive conflict?

How does your style hinder or detract from productive conflict?

Summary Reflection Questions

Based on your conflict background and personality style, what do you want to stop doing, start doing, or continue doing to be more productive in conflict?



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So, Where Do You Go From Here?

If you'd like a guided approach to creating a more productive conflict environment with your individuals, teams and organization, let us know. We can accelerate the process through our Productive Conflict workshops and coaching programs for leaders and teams.

We invite you to connect with us to schedule a complimentary Insight Session. During this session, we'll explore your business challenges, current team dynamics, results you'd like to achieve, and determine if our programs are a fit for you and your organization.

The conversation will take about one hour and can be done in person or by phone. Email us (info@512solutions.com) with three dates and times that are convenient for you to meet.



People-First,

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