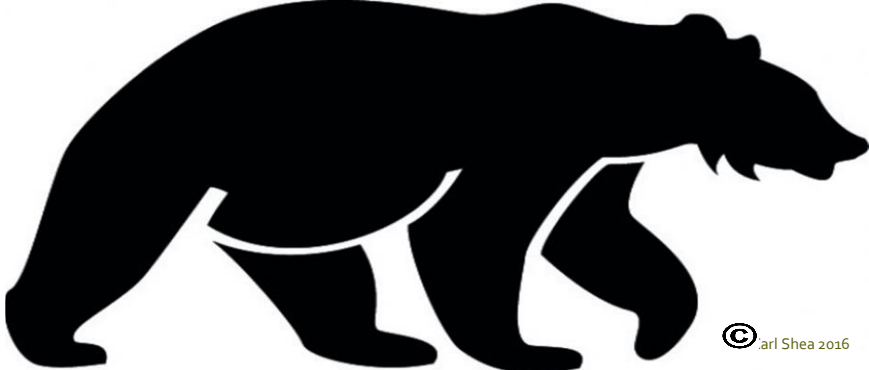




Dealing With Conflict

- The Agile Bear Coaching Series

- June 23, 2016
- Enterprise Agile Coach: Carl G. Shea

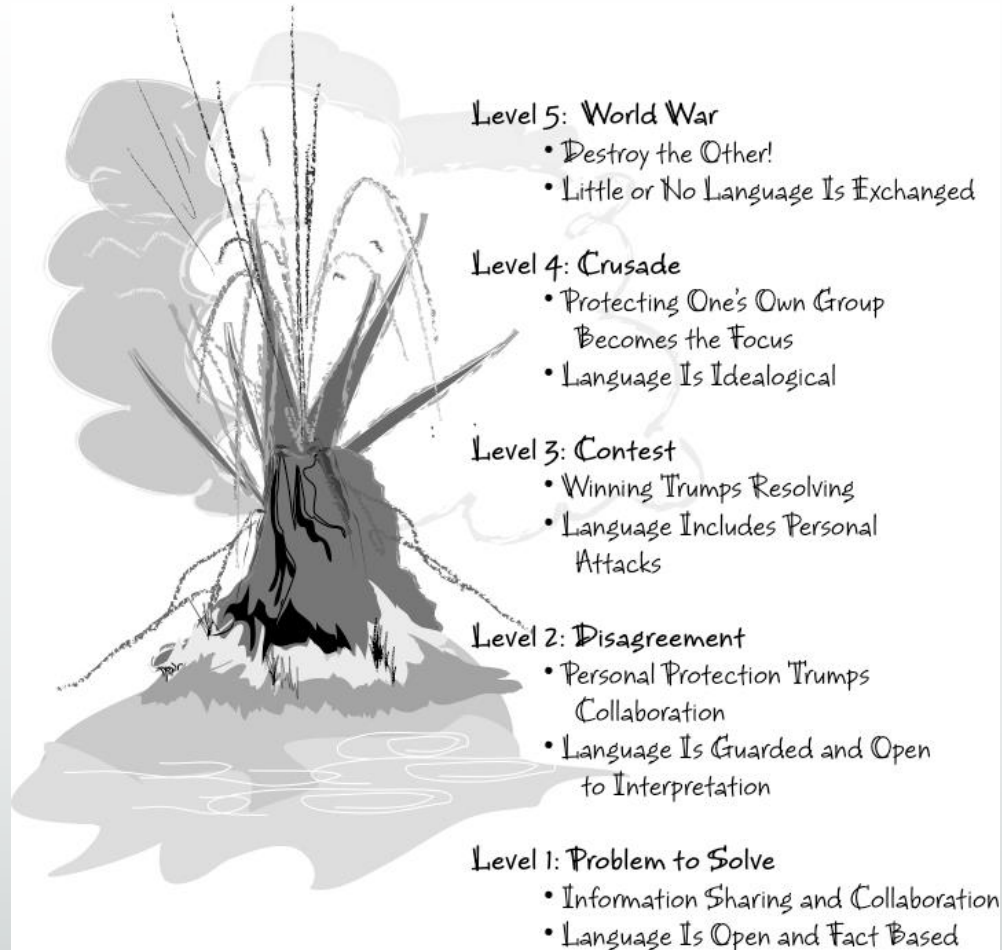


Contents



- Quick review of the 5 levels of conflict
- Leader response modes
- Analyze and respond approach
- A focus on Mediation

Five Levels of Conflict



Leader Conflict navigation response modes



Level 1 – Problem to Solve

- Collaboration. Seeking a win-win situation
- Consensus. Learning where every team member's head is with regard to the issue and, in time, arriving at a decision everyone can back.



Level 2 - Disagreement

- Support. Empowering the other to resolve the problem.
- Safety. Anything that restores a sense of safety, such as collaboration games or grounding in the team's shared values.

Leader Conflict navigation response modes



Level 3 - Contest

- Accommodate. Yielding to the other's view when the relationship is more important than the issue. This is a successful short-term strategy only and becomes a liability if used often of the long-term
- Negotiate. When the “thing” the conflict is about is divisible, such as the use of a shared resource, negotiation can work. Negotiation will not work when the issue revolves around peoples values, Values are not divisible, and one person giving in to another in violation of their own values feels like a sellout.
- Get factual. Gather data about the situation to establish the facts

Leader Conflict navigation response modes



Level 4 – Fight or flight

- Establish safe structures again. Use “shuttle” diplomacy, carrying thoughts from one group to the other until they are able to de-escalate and use the tools available at lower levels of conflict

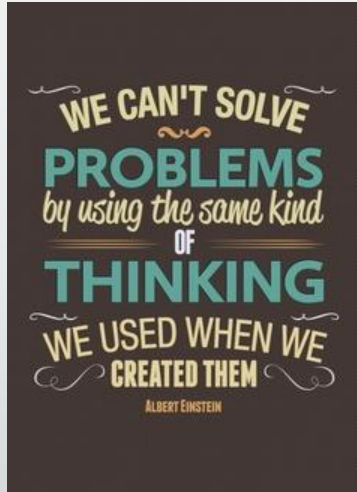


Level 5 - Intractable Situation

- Do what ever is necessary to prevent people from hurting one another.

Analyze and Respond Approach

This maybe a favored response mode to use, because it feels familiar and at least is somewhat structured and analytical. To use analyze and respond, the Coach/leader/facilitator considers these questions (Keip 1997):



- What is the level of conflict?
- What are the issues?
- How would I respond as side A?
- How would I respond as side B?
- What resolution options are open?
- What should I do (if anything)?

Analyze and Respond Mode

When using the analyze-and-respond mode, remember that no one has the whole story. Each person's perspective is valid and needed.

If there are ten team members, you can bet there are at least ten perspectives, each of which is true in the eye of the beholder.

**I might look calm, but in my head,
I have punched you three times!**



Levels of Mediation

Levels of Mediation

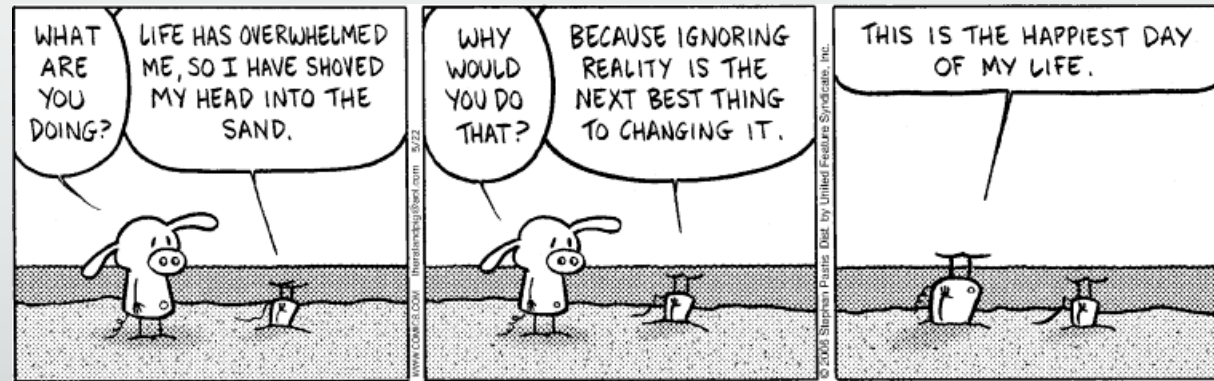
1. Self Mediation
2. Third Party Mediation
3. Team Mediation
4. Leadership Mediation

“Individuals should never use force against other people and they should honor their commitments.”

~ Two founding principles of Morning Star

Level 1- Self mediation

- At level 1 we expect through team agreement that the individuals or the factions in the team sit together and try to sort it out privately.
- The initiator/facilitator has to make a clear request (not a judgment, not a demand), and the other person has to respond clearly to the request (with a “yes,” a “no,” or a counterproposal).



Level 2 - Third Party Mediation

- If the conflicting parties cannot find a solution that is agreeable to both of them, they should nominate a coworker/teammate they both trust to act as a mediator.
- The coworker/teammate supports the parties in finding agreement but cannot impose a resolution.



Level 3 - Team Mediation

- If mediation fails, a mediation team of topic-relevant colleagues is assembled.
- The mediation team's role, is to listen and help shape agreement.
- It cannot force a decision, the idea is that the team of individuals will bring a perspective of value to the decision process to help solve the conflict.



Level 4 - Leadership Mediation

In a final step a top leader can be brought in to mediation team, to add to the mediation team's decision weight.

But the leader should avoid becoming dictator of resolution. Only as last result, should they become judge and jury.



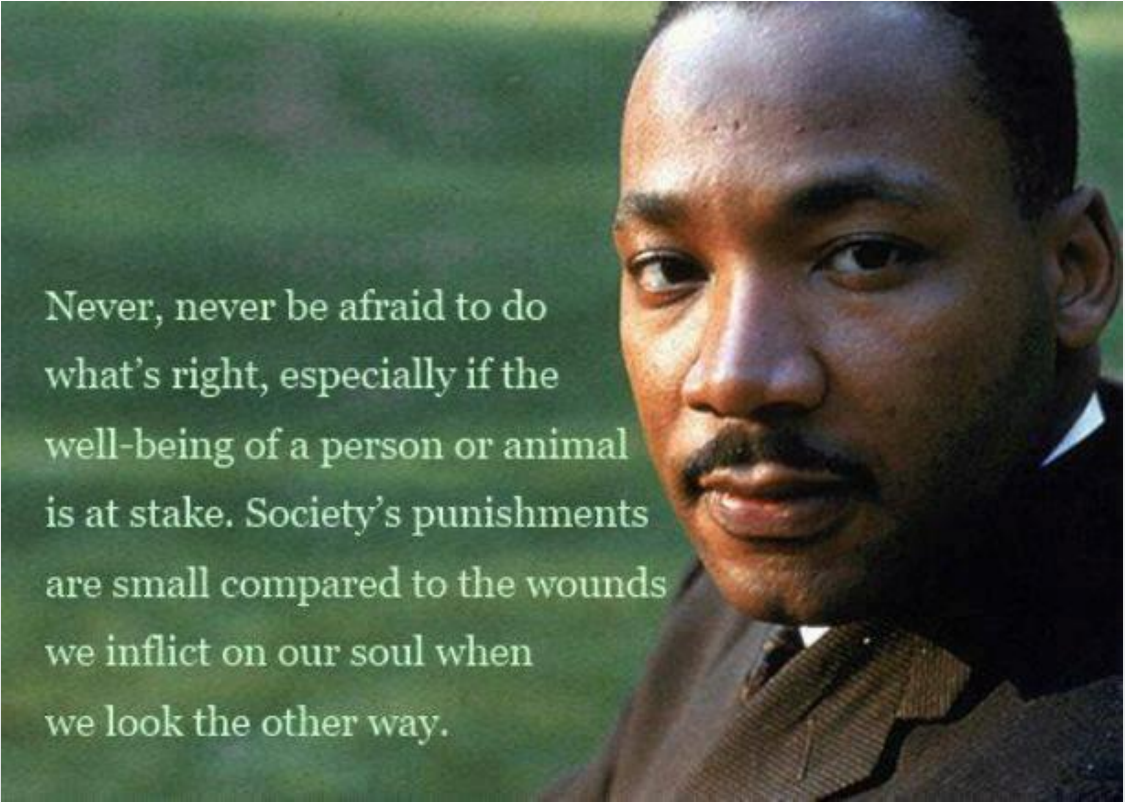
The Conflict Mediation Process

1. Opening Remarks by the Mediator
2. Define Ground Rules
3. Statement of the Problem by All Parties
4. Information Gathering by Mediator
5. Problem Identification and Agreement
6. Generating Options/Negotiations
7. Reaching an Agreement



In Closing

- Give yourself permission!
- Create a team agreement!
- Review and update it often!

A close-up portrait of Martin Luther King Jr. looking slightly to the left. He is wearing a dark suit jacket, a white shirt, and a patterned tie. The background is a soft, out-of-focus green.

Never, never be afraid to do what's right, especially if the well-being of a person or animal is at stake. Society's punishments are small compared to the wounds we inflict on our soul when we look the other way.



Peace is not the absence of conflict, it is the ability to handle conflict by peaceful means.”

~ Ronald Reagan

FREE BEAR HUGS



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