Becoming More Conflict Competent

A Leadership Development Tutorial

Number 1

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What is Conflict: A Working Definition

- Any situation in which people have incompatible interests, goals, principles, or feelings.

- When one person acts in a way that another sees as insensitive, thoughtless, or rude.

- Anything that places you and another person in opposition to one another.

Source: Conflict Dynamics Profile®
What are Hot Buttons: Triggers to Conflict

• Certain attitudes and behaviors of others can frustrate, frighten, irritate, and/or automatically trigger us into conflict, real, or perceived.

• The nine most common descriptors of Hot Button pushing people are:
  1. **Unreliable** » People who "miss deadlines and cannot be counted on."
  2. **Overly Analytical** » People who "are perfectionists, overanalyze things, and focus too much on minor issues."
  3. **Unappreciative** » People who "fail to give credit to others and seldom praise good performance."
  4. **Aloof** » People who "isolate themselves, do not seek input from others, or are hard to approach."
  5. **Micro-Managing** » People who "constantly monitor and check up on the work being done."
  6. **Self-Centered** » People who "believe they are always correct."
  7. **Abrasive** » People who "are arrogant, sarcastic, and generally rude."
  8. **Untrustworthy** » People who "exploit others, take undeserved credit, or cannot be trusted."
  9. **Hostile** » People who "lose their tempers, become angry, or yell at others."

*Source: Conflict Dynamics Profile©*
The Divergent Paths of Conflict

- Precipitating Event
  - »« Hot Button Challenge
  - Hot Buttons Triggered
    - Opportunity to Reset
      - Inability to Reset
        - »« Destructive Behaviors
      - Conflict Escalates
    - Hot Buttons Managed
      - Conflict Dissipates
      - Constructive Behaviors
Positive and Negative Responses to Conflict

A Conflict Dynamics Profile© articulation by LeadershipTraction℠

Constructive Behaviors

Active Responses
- Perspective Taking
- Creating Solutions
- Expressing Emotions
- Reaching Out

Passive Responses
- Reflective Thinking
- Delay Responding
- Adapting

Destructive Behaviors

Active Responses
- Winning at All Costs
- Displaying Anger
- Demeaning Others
- Retaliating

Passive Responses
- Avoiding
- Yielding
- Hiding Emotions
- Self-Criticizing
Active-Destructive Responses involve individuals taking some sort of “overt response to the conflict or provocation but doing so has a negative, destructive effect on the course of conflict. The use of such responses make it more likely that the episode will take the form of an emotional conflict.”

- **Winning at All Costs** » “Responding to conflict by arguing vigorously for your own position and trying to win at all costs”
- **Displaying Anger** » “Responding to conflict by expressing anger, raising your voice, and using harsh, angry words”
- **Demeaning Others** » “Responding to conflict by laughing at the other person, ridiculing the other's ideas, and using sarcasm”
- **Retaliating** » “Responding to conflict by obstructing the other person, retaliating against the other, and trying to get revenge”

Source: Conflict Dynamics Profile®
Passive-Destructive Responses to Conflict

- **Passive-Destructive Responses** are those in which “the individual responds to the precipitating event in a less active way, or fails to act in some way. As a result, the conflict is not resolved, or is resolved in an unsatisfactory manner.”
  - **Avoiding** » “Responding to conflict by avoiding or ignoring the other person, and acting distant and aloof”
  - **Yielding** » “Responding to conflict by giving in to the other person in order to avoid further conflict”
  - **Hiding Emotions** » “Responding to conflict by concealing your true emotions even though feeling upset”
  - **Self-Criticizing** » “Responding to conflict by replaying the incident over in your mind, and criticizing yourself for not handling it better”

**Source:** Conflict Dynamics Profile®
Active-Constructive Responses involve individuals taking some sort of “overt response to the conflict or provocation and as a result there is a beneficial effect on the course of the conflict.”

- **Perspective Taking** » “Responding to conflict by putting yourself in the other person's position and trying to understand that person's point of view”
- **Creating Solutions** » “Responding to conflict by brainstorming with the other person, asking questions, and trying to create solutions to the problem”
- **Reaching Out** » “Responding to conflict by reaching out to the other person, making the first move, and trying to make amends”
- **Expressing Emotions** » “Responding to conflict by talking honestly with the other person and expressing your thoughts and feelings”

*Source: Conflict Dynamics Profile®*
Passive-Constructive Responses to Conflict

- Passive-Constructive Responses “consist largely of the decision to refrain from some act [or to consider possible actions privately, instead] – and as a result there is a beneficial effect on the course of the conflict. The use of such responses make it less likely that the episode will develop into an emotional conflict.”
  - Reflective Thinking » “Responding to conflict by analyzing the situation, weighing the pros and cons, and thinking about the best response”
  - Delay Responding » “Responding to conflict by waiting things out, letting matters settle down, or taking a "time out" when emotions are running high”
  - Adapting » “Responding to conflict by staying flexible, and trying to make the best of the situation”

Source: Conflict Dynamics Profile®
Assess YOUR Conflict Competence

[Take a CDP Assessment – Order Link]

- **Take the CDP-360° » Conflict Dynamics Profile Multi-Rater Assessment**
  - The Conflict Dynamics Profile-360° (CDP-360°) is LeadershipTraction’s preferred multi-rater-type assessment for soliciting feedback to produce a complete "conflict profile."
  - Includes the CDP-360° assessment survey, findings report, an extensive development guide, and confidential, 1-on-1, debriefing/review by telephone, to help you make sense of – and derive the most value from – your results. [Take the CDP-360° – Order Link]

- **Take the CDP-I » Conflict Dynamics Profile-Individual Self-Assessment**
  - The Conflict Dynamics Profile-Individual (CDP-I) self-assessment is an excellent tool for identifying what you likely do well (and poorly) in real (and perceived) conflict situations.
  - Includes the CDP-I assessment, findings report, development guide, and confidential, 1-on-1, debriefing/review by telephone, to help you make sense of – and derive the most value from – your results. [Take the CDP-I – Order Link]

- **Contact LeadershipTraction for More Information**
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