OFA Fall 2017 Fellows Leader Program: Session 6 - Conflict and mediation

Objectives:

*Coaches will be able to…*

|  |  |  |
| --- | --- | --- |
| *Key takeaways* | *Objectives*  | *OFA* |
| * Understand that conflict will happen. Conflict is neither good nor bad -- it just is.
* Conflict, when unaddressed, will lead to outcomes that could have been averted.
* When a conflict arises, you will have the resources to resolve and mediate it.
* Conflicts ARE VERY unlikely to be resolved over email, text, or voicemail. They must be discussed and mediated.
 | * Fellows leaders will define conflict
* Fellows leaders will relate to potential fellows conflicts and reflect on their responses.
* Fellows leaders will analyze case studies/videos to increase your understand of your response to conflict.
 |  |

Pre-work:

Session Plan:

|  |  |  |
| --- | --- | --- |
| *Time* | *Activities*  | *Things needed*  |
| 7:30 - 7:45 | * CONGRATULATIONS!
	+ We onboarded nearly 250 fellows
	+ Some orientations yet to be held
	+ Highest rated orientation of the year
* Intro/logistics check-in
	+ Chatbox -- Everyone, not all panelists
	+ Go over reminders for logistics -- Tuesday/Thursday emails
	+ #OFAFellows
* Announcements
	+ Orientation debrief form being released Thursday
	+ Introduce Alexis Conavay
* PERSONAL STORY -- Bobby’s conflict this weekend
* Our US story
 |  |
| 7:45- 7:50 | DEFINING CONFLICT* *Nelson Mandela -- Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another.*
* *Nelson Mandela -- True reconciliation does not consist in merely forgetting the past.*
* First of all, this is an entire field of study that requires a lot of study, emotional intelligence and agility, and most importantly, application.
* Conflict is:
	+ A part of life
	+ Usually uncomfortable
	+ Managed in destructive and constructive ways
	+ Often complex (as in not black and white!)
		- (Include grey slide here)
* **Conflict** -- “A conflict exists whenever incompatible activities occur … one party is interfering, disrupting, obstructing, or in some way making another party’s actions less effective.”
* **Dual Concern Model --** Two parties involved **(outcome oriented) --** Essentially analyzing how assertive you are towards getting to that
	+ **Competing --** high concern only to personal goals
		- Assertive, uncooperative
	+ **Accommodating --** high concern for others goals/doormat/preserving relationships
	+ **Avoiding --** Unassertive and uncooperative
		- Bad default/might need time
		- “No way” to resolve conflict -- someone else’s job
		- Goldfish
	+ **Collaborating --** both assertive and cooperative
		- “Our way”
		- Taking into account biases
		- Dolphin
	+ **Compromising --** intermediate in assertiveness and cooperativeness
		- Half-way, meeting in the middle.
		- It is good for temporary solutions, but in complex situations, is a band-aid
* **ACTIVITY 1 --** Think of a recent conflict -- what was the end result?
* **Activity 2 --** In the dual concern model, place yourself in the result?
	+ Grid displayed
	+ I fall at 5 and 4 -- this puts me squarely in compromising. It also meands I have tendency to avoid.
	+ Where do you fall? Chatbox and breakouts
* Debrief
 |  |
| 7:55- 8:20 | **Responding to Conflict*** Intercultural Conflict Style Inventory (Hammer, 2003) -- **(process oriented -- usually culturally independent)**
	+ Designed for helping you understand approaches for dealing with conflict when interacting with others
	+ Focus is on the way you approach communication under conflict conditions.
	+ Refers to a preferred, or default, manner of dealing with disagreements and the communications of emotion.
	+ It assumes that there may be a range of individual differences within any culture.
	+ **Discussion**
		- An approach to conflict resolution that emphasizes a *verbally direct approach* for dealing with disagreements and a more *emotionally restrained or controlled manner* for communicating
			* Strengths -- Confronts problems, gives elaborate arguments, maintains calm
			* Weaknesses: Difficulty reading between the lines, unfeeling
	+ **Engagement**
		- Emphasizes a *verbally direct* and *confrontational approach* toward resolving conflict that is accompanied by an *emotionally expressive demeanor.*
			* Strengths -- Provides detailed explanations, expresses opinions, shows feelings
			* Weaknesses-- Appears dominating and rude, is too focused on one’s own feelings
	+ **Accommodation**
		- Emphasizes an *indirect* approach for *dealing with areas of disagreement* and a more emotionally *restrained or controlled manner for dealing with each party’s emotional response to conflict*
			* Strengths -- Considers alternative meanings (reading between lines), able to control emotional outbursts, sensitive to feelings
			* Weaknesses-- difficulty with one’s own opinion, seen as dishones
	+ **Dynamic --** Involves the use of *indirect strategies for dealing with substantive disagreements* couples with more *emotionally intense expression.* This style is comfortable with more emotionally confrontational discourse and expression
		- Strengths:: Uses 3rd party, observations are skilled, good for strong emotional displays
		- Weaknesses- rarely gets to the point

**Activity 2 --** In the conflict you discussed previously, how did you respond?* LARGE GROUP DEBRIEF (5 minutes)
	+ Key Takeaway -- everyone views conflict resolution differently
 | * 12-competencies Table
* Bit.y link to Google Form
 |
| 8:25- 8:52 | **UPFRONT: Conflict viewed as needs*** **The anger volcano**
	+ Generally, when conflict arises, it corresponds to anger
	+ ***Anger --*** Strong feeling of displeasure, annoyance, or a reaction to insult, injury, and injustice
		- There is not one way to define anger
		- Anger is constructive and instructive in many cases
	+ Anger generally masks other primary feelings
	+ Those primary feelings are generally coming from unmet needs
	+ Essentially, when we are in conflict, we are disregarding each other’s needs and at the same time, making assumptions about others (whether due to misunderstanding or implicity bias)
	+ Thus, anger is triggered when needs are disrespected
	+ VISUAL -- Anger Volcano
		- All of us have “anger triggers”
			* I.e. when a coworker asks me what “I am doing” to fix a situation we both have responsibility over -- I infer quickly that someone they are implying that I am not doing a good job.
			* Some needs are higher than others.
			* Feelings -- exasperation, injustice, anxiety, hurt
			* Needs: validation, recognition, collaboration
* **ACTIVITY --**
	+ What are your “anger triggers”?
	+ What feelings are underneath these triggers when you feel angry?
	+ What are the needs?
* Debrief
 |   |
| 8:52 - 8:57 | **DEBRIEF AND KEY-TAKEAWAYS****In Chat box--*** **Technical -** What stood out to you the most?
* **Practical -** How do you think your biggest key takeaway applies to how you view conflict with fellows, groups, etc. in the past?
* **Emancipatory -** What situations will you confront as a leader differently now that you’ve begun learning about conflict?
 |  |
| 8:57- 9:00  | * **Homework:**
	+ **Read:**
		- Early Matters - The first few moments of a mediation matter most. <http://icccr.tc.columbia.edu/early-matters-the-first-few-minutes-of-a-mediation-matter-most/#more-35>
		- [Conflict Mediation Guidelines](https://web.stanford.edu/group/resed/resed/staffresources/RM/training/conflict.html)
	+ **Applied learning:**
		- This week, you will be in conflict -- very likely, if you’re driving, etc.. You will feel angry because you’re coming into conflict.
		- When you do, take a second to pause -- identify your feelings, and identify your unmet needs.
		- Then, try and identify what their feelings and unmet needs might be
 |  |