

OFA 2017 Fall Fellows Leader

Fall 2017

Bobby Brady-Sharp, Training Projects Manager



OFA

Agenda

Intro and announcements

Dual-Concern Model

Intercultural Conflict Style Inventory

Unmet needs

Close and HW

Logistics



We will meet for 90 minutes



You will need a pen and paper or means of taking notes



A recording of this call will be available later this week.



Please tweet -- #OFAFellows

Goals

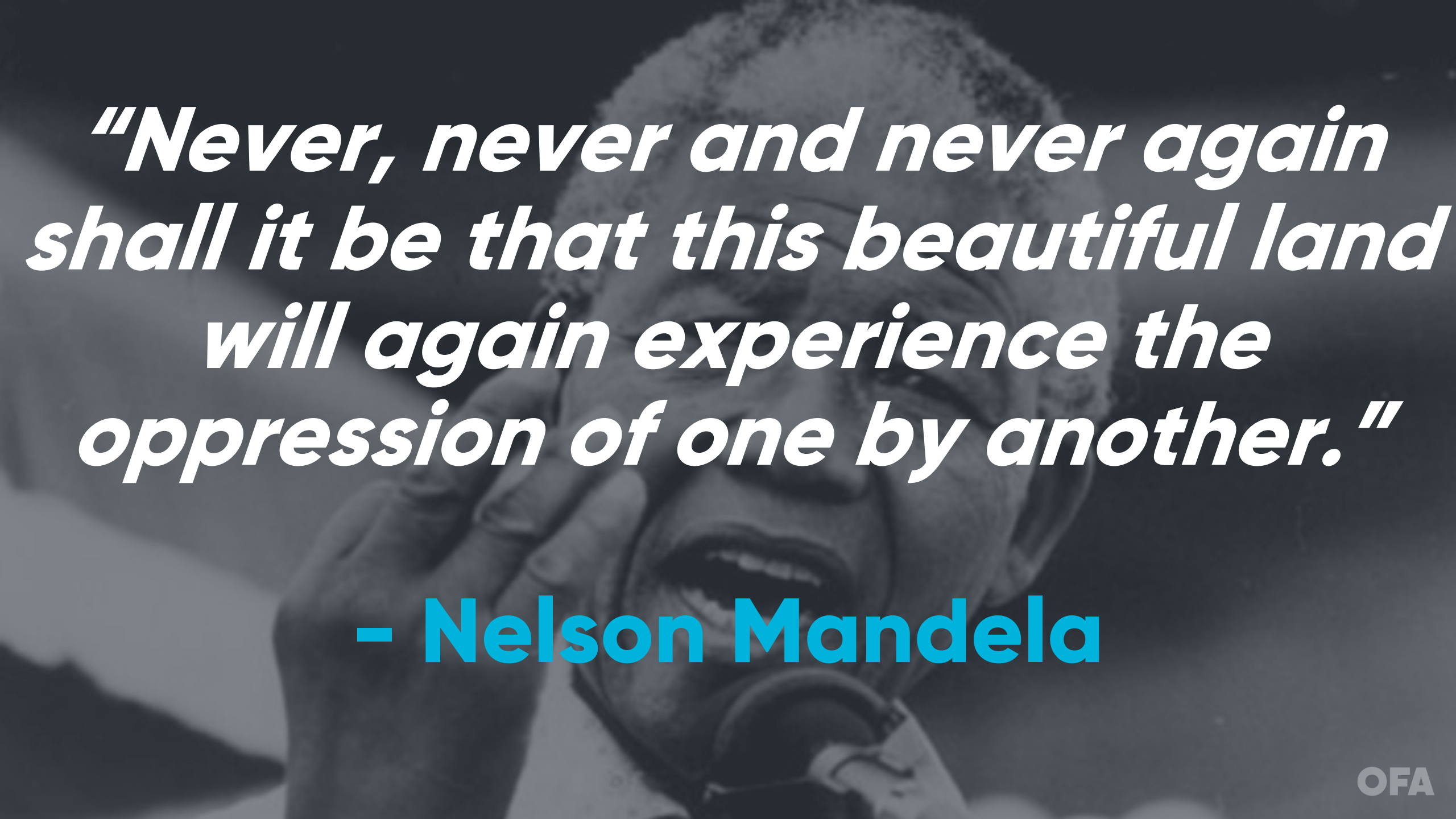
- 1 Define conflict and your normal outcomes and processes in dealing with it
- 2 Relate conflict to potential conflicts with your fellows and your teams, and reflect on how you will respond to them
- 3 Analyze case/studies and videos to increase your understanding of conflict

Housekeeping items

A portrait of Alexis Conavay, a woman with short, straight purple hair and bangs. She is wearing dark-rimmed glasses and a small nose ring. She is smiling slightly and looking directly at the camera. She is wearing a dark blue or black collared shirt. The background is a dark, textured wall, possibly brick, with some light reflecting off it.


Alexis Conavay
Organizing Coordinator

Defining conflict

A grayscale background image of Nelson Mandela speaking into a microphone, with his mouth open and hand near the mic.

***"Never, never and never again
shall it be that this beautiful land
will again experience the
oppression of one by another."***

- Nelson Mandela

A black and white photograph of Nelson Mandela speaking into a microphone. He is wearing a suit and tie, and his hand is near his face. The image is slightly blurred and has a dark, moody tone.

***"True reconciliation does not
consist in merely forgetting the
past."***

- Nelson Mandela

Conflict is...

- A part of life

Conflict is...

- A part of life
- Usually uncomfortable

Conflict is...

- A part of life
- Usually uncomfortable
- Can be managed in destructive or constructive ways

Conflict is...

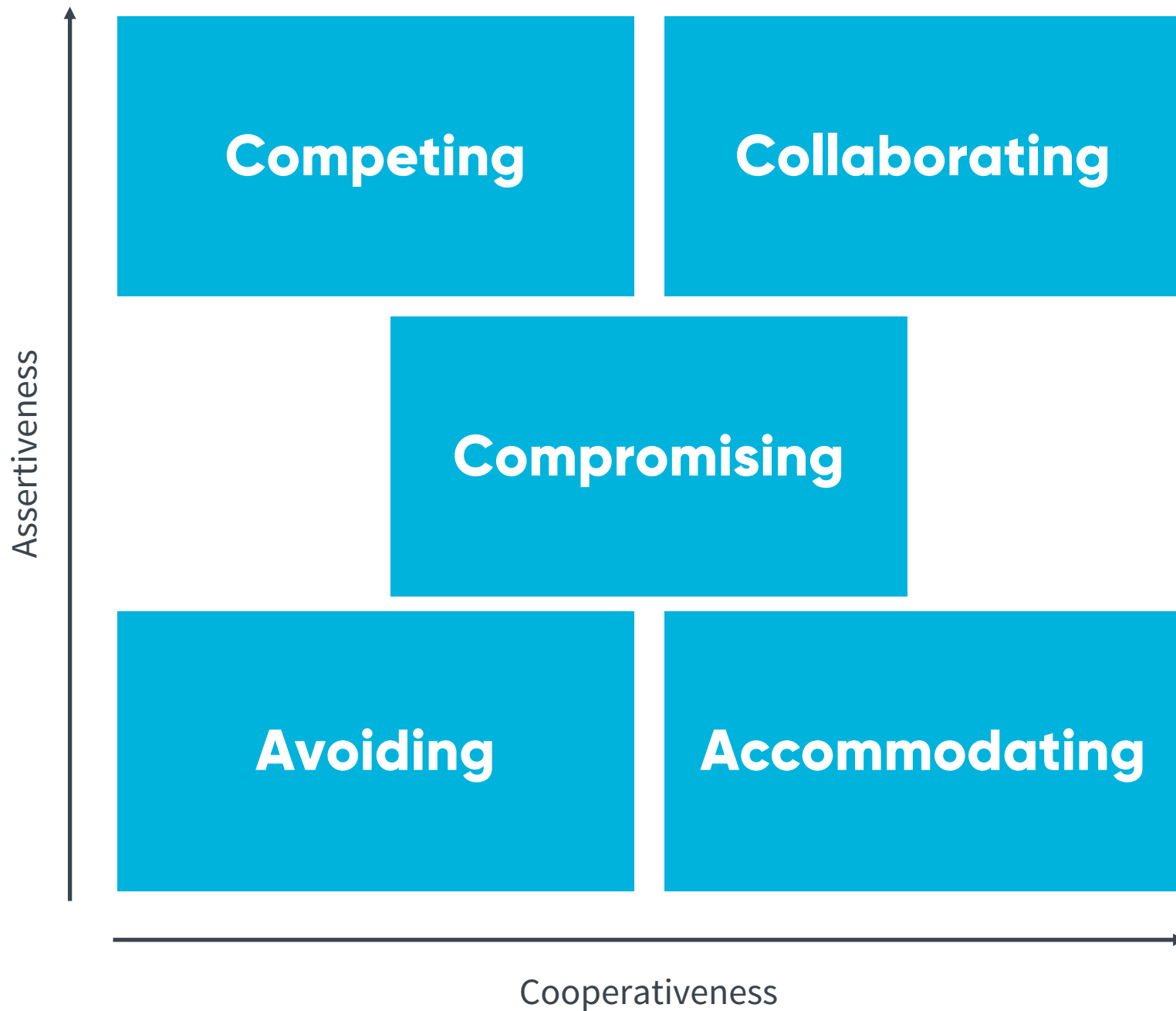
- A part of life
- Usually uncomfortable
- Can be managed in destructive or constructive ways
- Is often complex – as in, not black and white

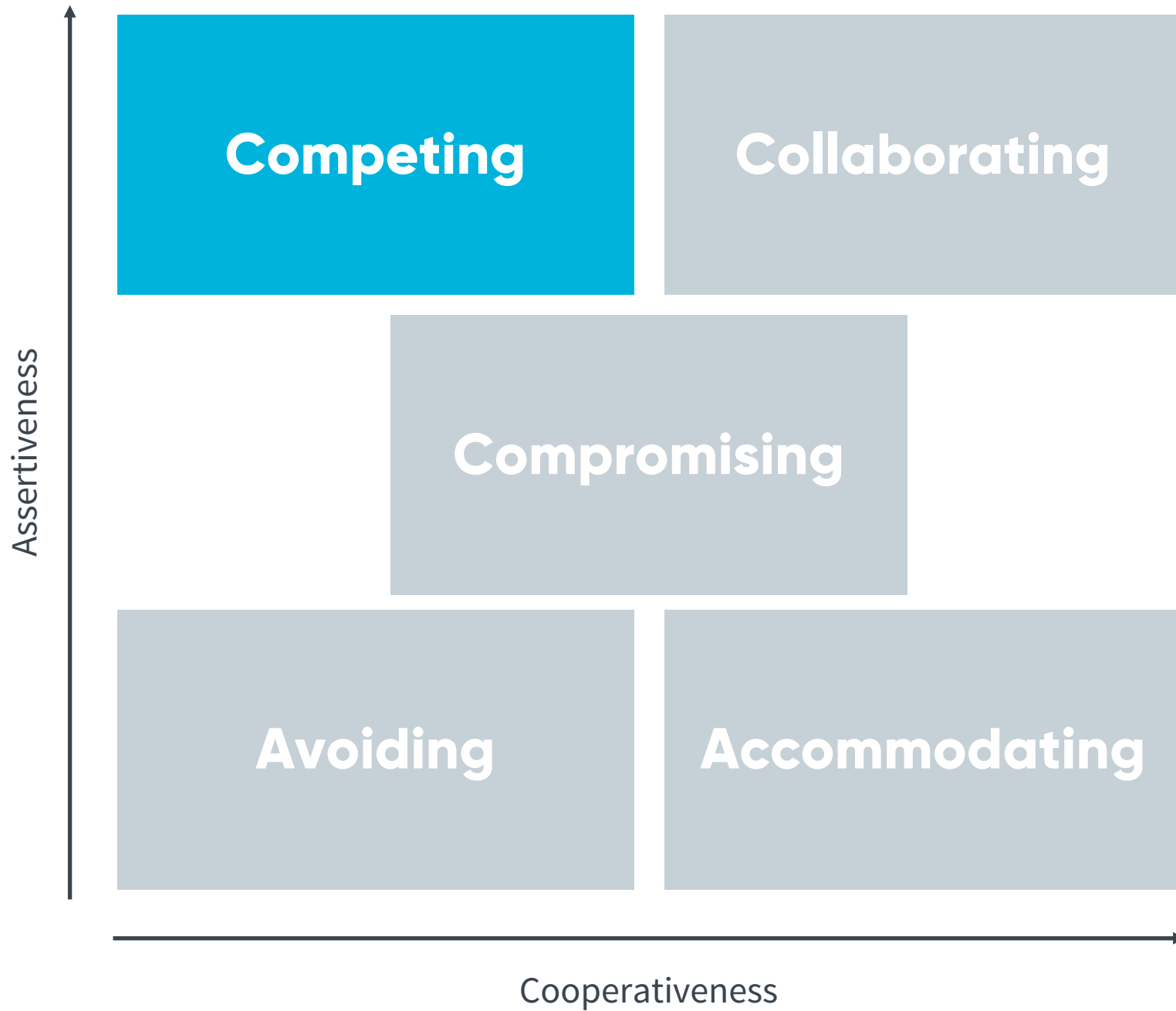
Conflict– “Exists whenever incompatible activities occur, where one party is interfering, disrupting, obstructing, or in some way making another party’s actions less effective.”
– Morton Deutsch

A background image showing two people in a meeting. On the left, a woman with short grey hair and glasses, wearing a yellow top, is looking towards the right. On the right, a man with short dark hair, wearing a grey sweater, is looking towards the camera with a slight smile. They are both seated at a table with papers and a pen. The image is dimmed to allow the text to stand out.

Dual-Concern Model (Morton Deutsch)

The Dual-Concern model of conflict resolution is concerned with **outcomes of a conflict.**

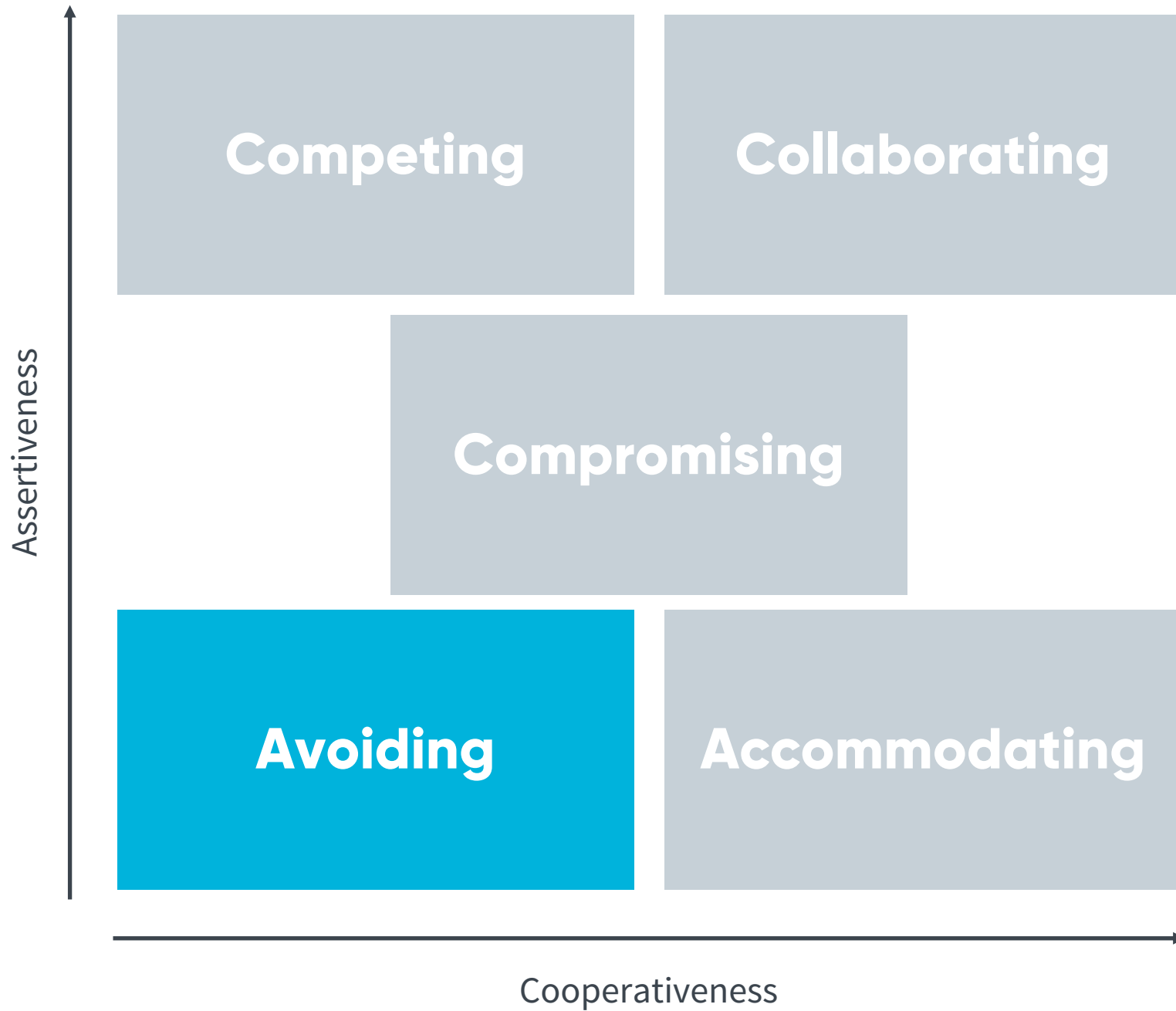




Competing

Assertive and
Uncooperative

- High-concern only to your individual personal goals
- “My way or the highway” mentality
- Archetype – Pounding fist on the table



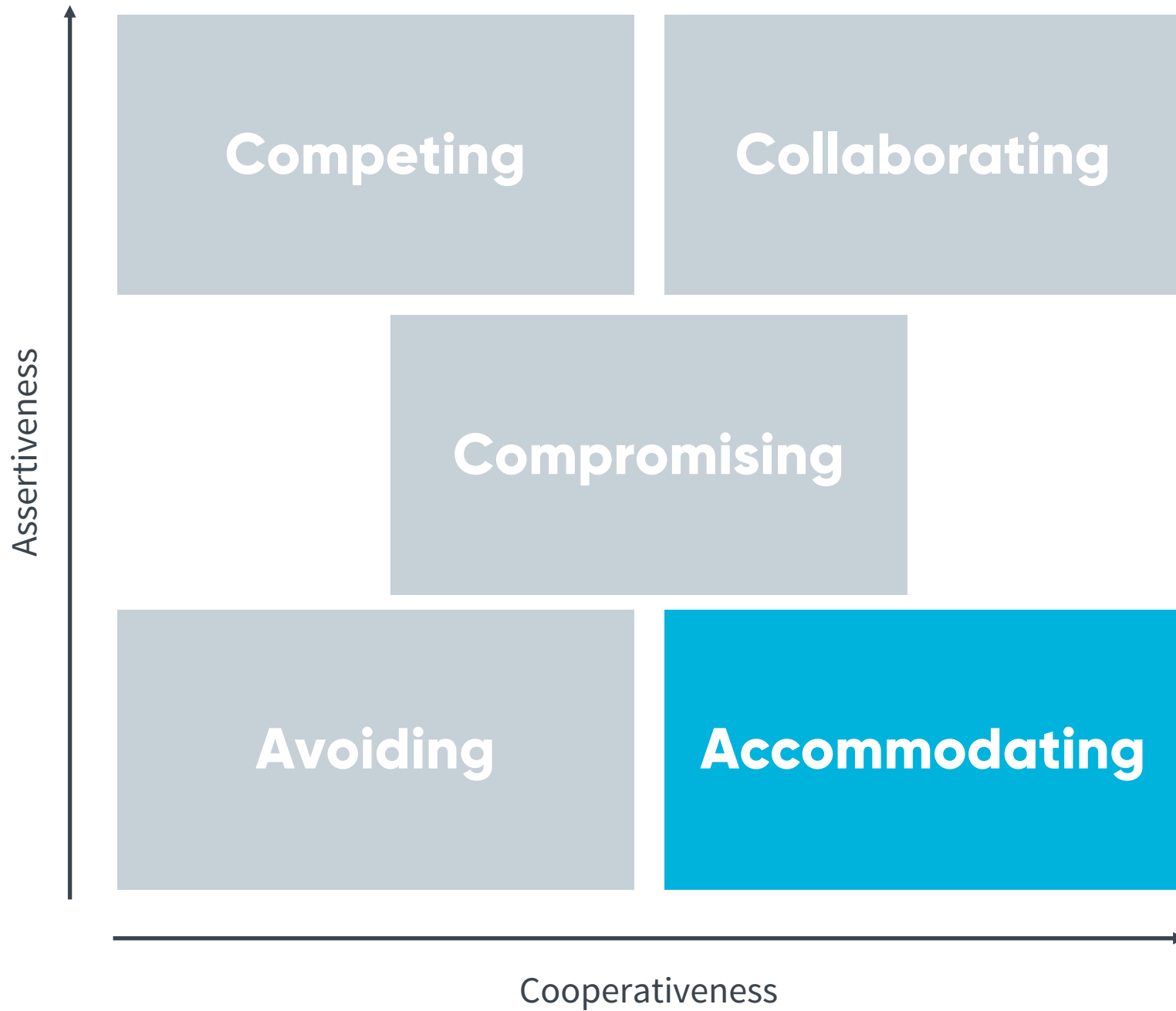
Competing

**Assertive and
Uncooperative**

Avoiding

**Unassertive
and
uncooperative**

- Delaying of conflict resolution
- Delegating controversial decisions
- Accepting default decisions
- Not wanting to hurt anyone's feelings
- Usually a bad default – but can be appropriate in impossible situations



Competing

**Assertive and
Uncooperative**

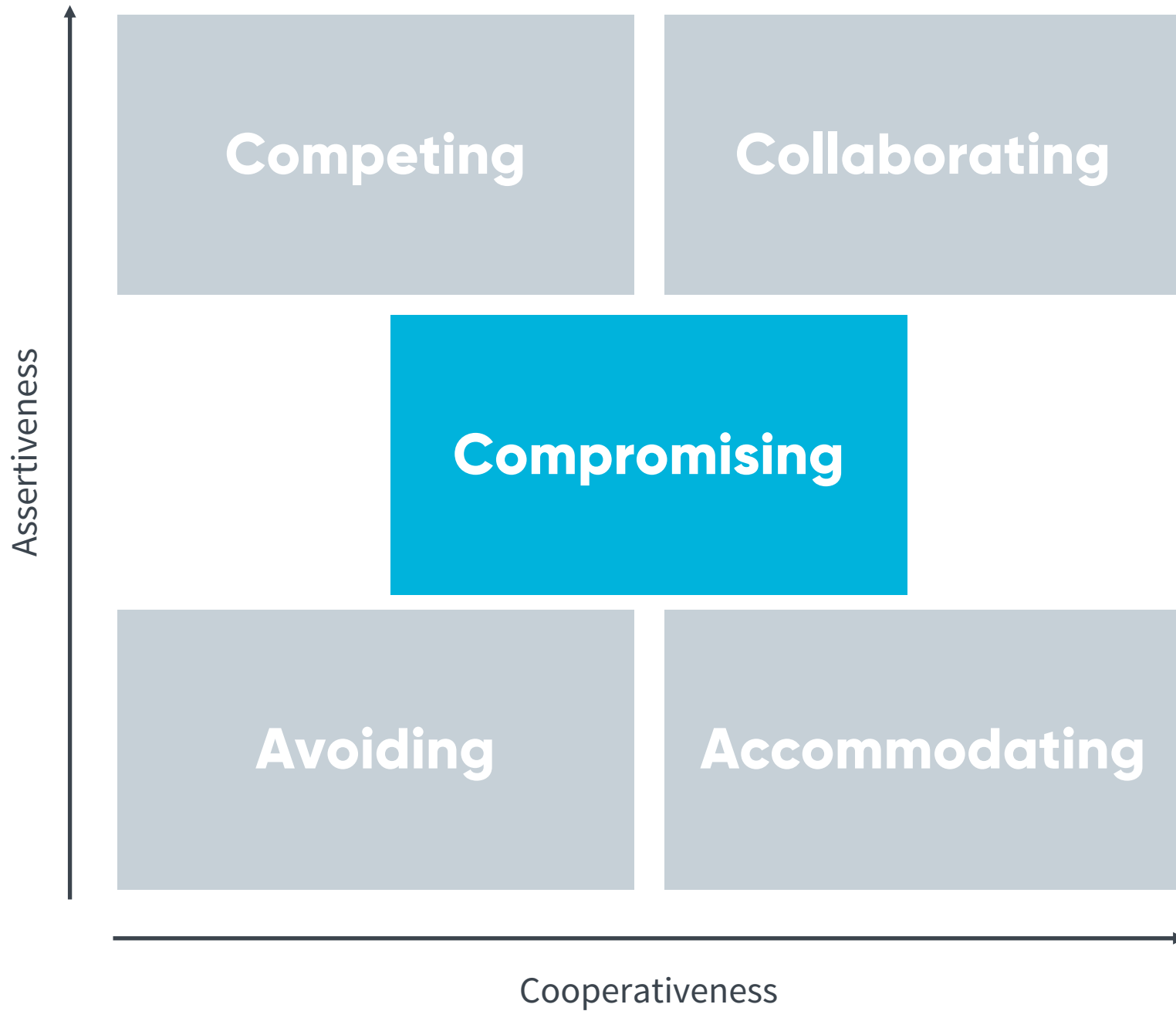
Avoiding

**Unassertive
and
uncooperative**

Accommodating

**Unassertive
and
cooperative**

- High concern for other's goals
- Interested in preserving relationship
- Described as “yielding”



Competing

**Assertive and
Uncooperative**

Avoiding

**Unassertive
and
uncooperative**

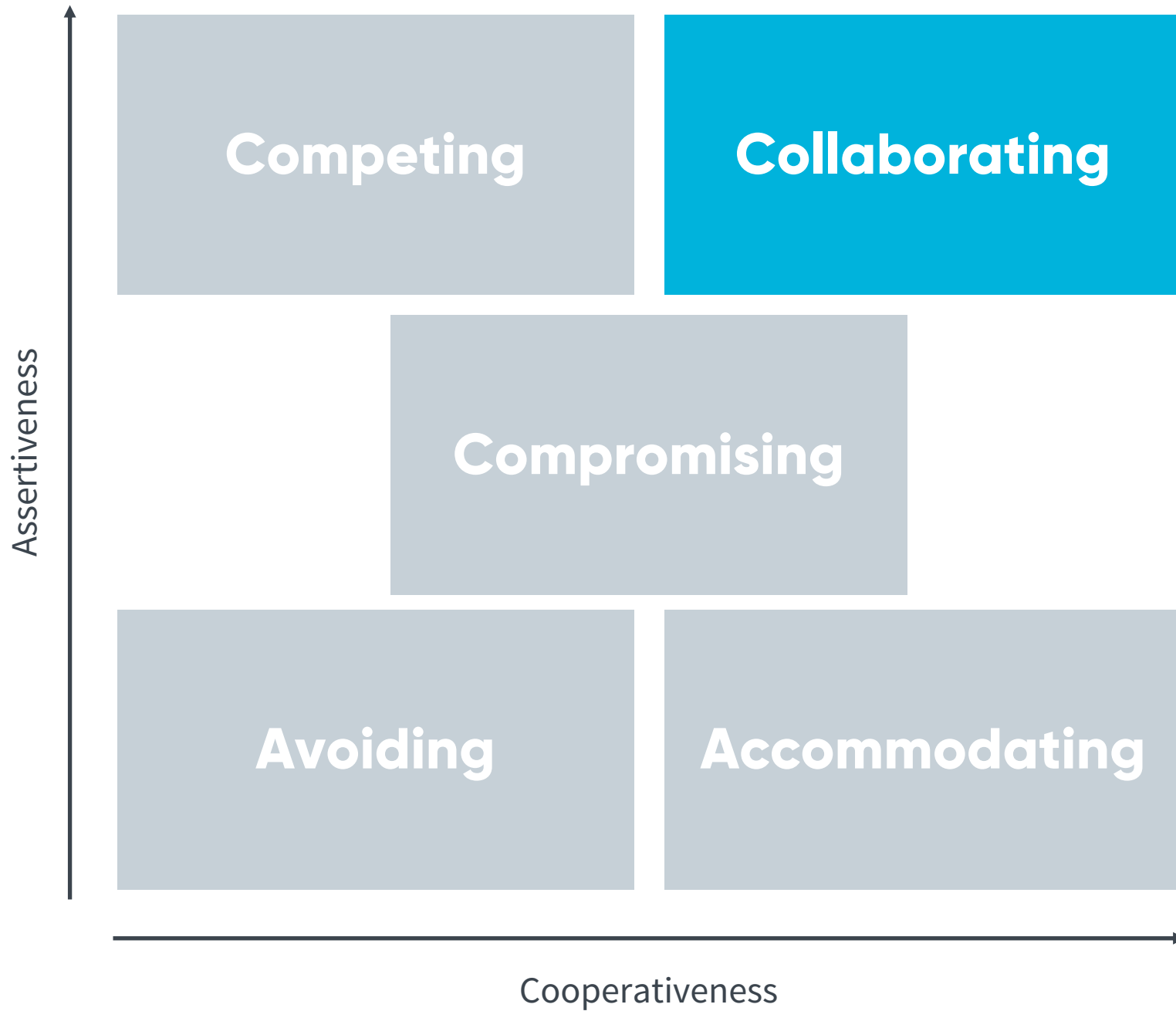
Accommodating

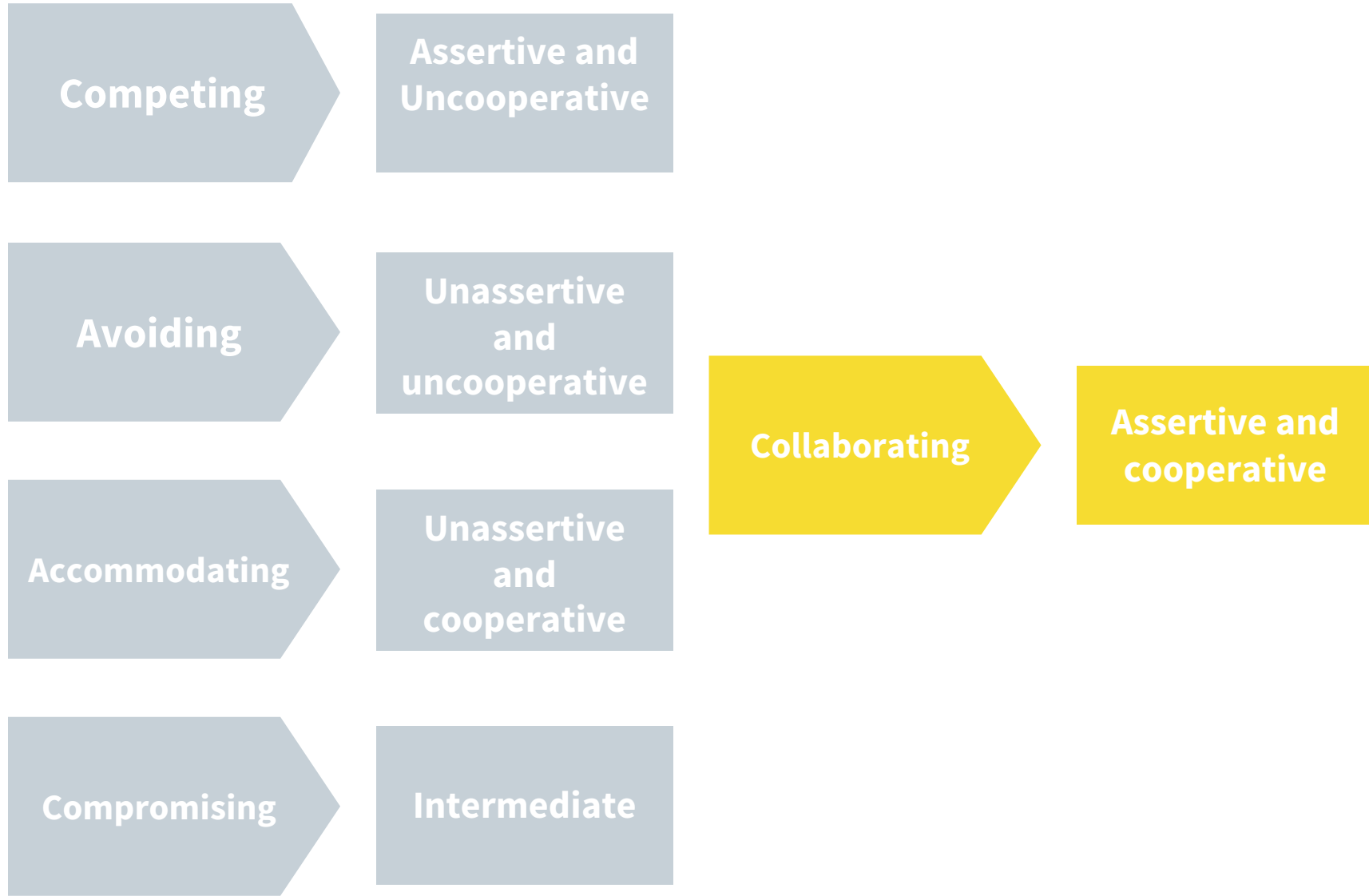
**Unassertive
and
cooperative**

Compromising

Intermediate

- Intermediate concern for people's goals and cooperation
- Everyone expected to give up something
- Good for fixed resources (time)
- Mediocre agreement – generally temporary (band-aid fix)





- “Our way”
- Takes into account implicit bias and everyone’s needs better than other outcomes
- Focus on how to overcome long-term conflict
- Important in complex conflicts

10 minutes

**Breakout: Read,
reflect, discuss**

Resources:

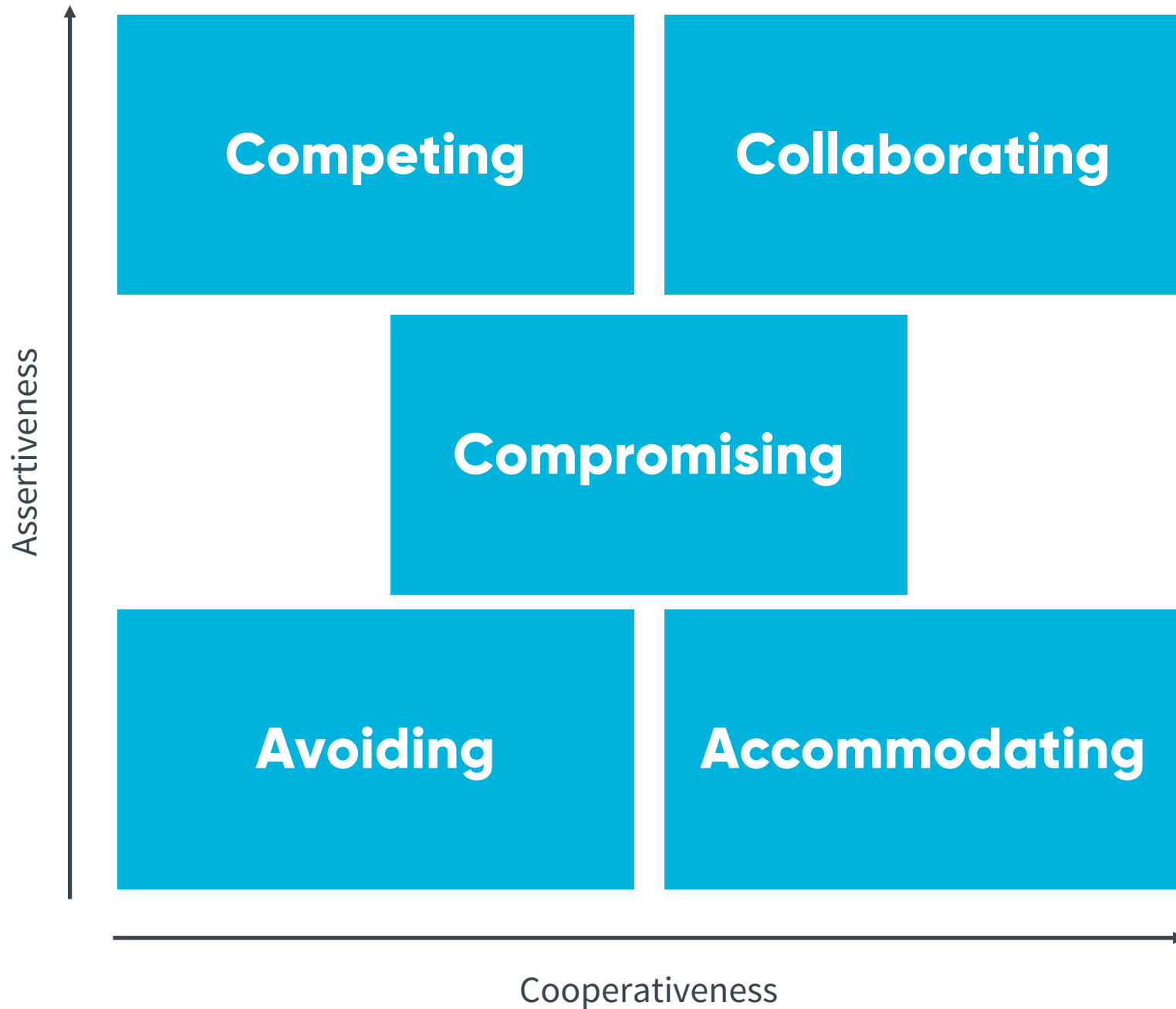
Definitions:

bit.ly/dualconcern

Form to fill out:

bit.ly/conflictleaders

- Think of a recent conflict – what is the conflict and what was the end result?
- **Enter them in this google form, but DON'T submit yet.**



A background image showing two people in a meeting. On the left, a woman with short grey hair and glasses is looking towards the right. On the right, a man with short dark hair is looking towards the camera, holding a pen over a notepad. The image is dimmed and serves as a backdrop for the text.

International Conflict Style Inventory (ICS)

(Mitchell R. Hammer (2003))

ICS Inventory

- **Process oriented**

ICS Inventory

- Process oriented
- **Culturally dependent**

ICS Inventory

- Process oriented
- Culturally dependent
- **Designed to help you understand approaches for dealing with conflict when interacting with others**

	Emotional restraint	Emotional expressiveness
Direct	1. Discussion	2. Engagement
Indirect	3. Accommodation	4. Dynamic

1. Discussion

2. Engagement

3. Accommodation

4. Dynamic

**Verbally direct,
emotionally
restrained**

1. Discussion

2. Engagement

3. Accommodation

4. Dynamic

**Verbally direct,
emotionally
restrained**

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

1. Discussion

2. Engagement

3. Accommodation

4. Dynamic

**Verbally direct,
emotionally
restrained**

Strengths

- Confronts problems
 - Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

3. Accommodation

4. Dynamic

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

3. Accommodation

4. Dynamic

1. Discussion

**Verbally direct,
emotionally
restrained**

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

**Verbally direct,
emotionally
expressive**

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

4. Dynamic

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Avoids confrontation
- Shows respect
- Shows understanding

Weaknesses

- Avoids conflict
- May not express own feelings
- May not express own needs

4. Dynamic

Verbally direct,
emotionally
expressive

Strengths

- Expresses own feelings
- Expresses own needs
- Shows respect

Weaknesses

- May not listen to others
- May not respect others' feelings
- May not respect others' needs

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Considers alternatives
- Control emotions
- Sensitive to feelings

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Considers alternatives
- Control emotions
- Sensitive to feelings

Weaknesses

- Difficulty with one's own opinion
- Seen as dishonest

4. Dynamic

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Considers alternatives
- Control emotions
- Sensitive to feelings

Weaknesses

- Difficulty with one's own opinion
- Seen as dishonest

4. Dynamic

Verbally indirect,
emotionally
expressive

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Considers alternatives
- Control emotions
- Sensitive to feelings

Weaknesses

- Difficulty with one's own opinion
- Seen as dishonest

4. Dynamic

Verbally indirect,
emotionally
expressive

Strengths

- 3rd party
- Observations skilled
- Emotional display

1. Discussion

Verbally direct,
emotionally
restrained

Strengths

- Confronts problems
- Gives elaborate arguments, maintains calm

Weaknesses

- Difficulty reading between the lines
 - Unfeeling

2. Engagement

Verbally direct,
emotionally
expressive

Strengths

- Provides detailed explanations
- Expresses opinion
 - Shows feeling

Weaknesses

- Appears dominating/rude
- Too focused on one's own feelings

3. Accommodation

Verbally indirect,
emotionally
restrained

Strengths

- Considers alternatives
- Control emotions
- Sensitive to feelings

Weaknesses

- Difficulty with one's own opinion
- Seen as dishonest

4. Dynamic

Verbally indirect,
emotionally
expressive

Strengths

- 3rd party
- Observations skilled
- Emotional display

Weaknesses

- Rarely gets to the bottom of the conflict or the point

	Emotional restraint	Emotional expressiveness
Direct	1. Discussion	2. Engagement
Indirect	3. Accommodation	4. Dynamic



Conflict viewed with needs

**Generally, when conflict arises,
it correspond to **anger**.**

Anger— "Strong feeling of displeasure, annoyance in reaction to insult, injury, and injustice."

Anger generally masks **primary feelings**, which are connected **unmet needs**.

So when we are in conflict, we are **disregarding each other's needs and making assumptions about others (think implicit bias).**

Anger volcano

Violence

Rage

Anger

Feelings

Unmet needs

10 minutes

**Breakout: Chat,
Reflect, chatbox**

Resources:

Form to fill out:

bit.ly/conflictleaders

- What are some anger triggers for you?
- What feelings are underneath these triggers when you feel angry?
- What needs correspond to those triggers?
- **Enter them in this google form and chat in the chatbox. You must enter 1 anger trigger, then can submit.**

5 minutes

DEBRIEF

- **Technical** – What stood out to you most?
- **Practical** – How do you think your biggest key takeaway applies to how you view and handle conflict?
- **Emancipatory** – What situations do you need to actively work on in terms of how you respond to conflict to be a better leader?

Key takeaways

- 1 **Conflict just is – it is neither good nor bad**

Key takeaways

- 1 Conflict just is – it is neither good nor bad
- 2 **Conflict, when unaddressed, will lead to outcomes that could have been averted**

Key takeaways

- 1 Conflict just is – it is neither good nor bad
- 2 Conflict, when unaddressed, will lead to outcomes that could have been averted
- 3 **When a conflict arises, you will begin to have tools and resources to resolve and mediate it**

Key takeaways

- 1 Conflict just is – it is neither good nor bad
- 2 Conflict, when unaddressed, will lead to outcomes that could have been averted
- 3 When a conflict arises, you will begin to have tools and resources to resolve and mediate it
- 4 **Conflicts are VERY unlikely to be resolved over email, text, or voicemail. They should be discussed and mediated**

Leadership assignment, due September 5:

1) Read –

- 1) Peter T. Coleman on “The first few minutes of mediation”
- 2) Ann Porteus on “Conflict Mediation Guidelines”

2) Apply –

- 1) This week, you will be in conflict at some point – when you are, take a pause and identify the **feelings** and **unmet needs** corresponding to that conflict.
- 2) Once you’ve done this, try and identify the other person’s **feelings** and **unmet needs** in the conflict
- 3) Write an account and share with Bobby at rbrady@ofa.us

OFA Training

Thank you for joining today's webinar.

Check the your recap email for a copy of the material covered today, including a video and audio recording of the webinar.

Email fellows@ofa.us with any questions.