

Conflict Management



Conflict Story: As soon as our brains perceive a conflict, even unconsciously, our cavemen begin to create an inner movie of conflict. Our caveman always thinks of us as either the hero, the victim, or on rare occasions even the villain of the story. If we're not careful our inner movie will get us into trouble by guiding our behaviors in ways that worsen the conflict.



Hero: Win-Lose: When we see ourselves in a hero role we necessarily portray others as victim or villains. We may think we're riding in on our horse to "save the day." However, that requires that someone else "lose" in the situation. Either by being weak (victim), or bad (villain). Guided by the fight response, we are usually seen as the villain on someone else's inner movie.



Victim: Lose-Win: When we feel like a victim we either freeze up, or flee the situation. Sometimes we alternate between the two. We see ourselves as powerless, and others as needing to save us (heroes), or as being bad to us (villains). Like heroes, victims are often seen as villains in other people's inner movies.



Villain: Lose-Lose: Sometimes we feel that there's no way to be the hero, but we don't want to be a victim. Therefore, we sabotage (fight) others even though we lose in the process. The only gains are the sense of retribution, and avoiding being the victim.



Win-Win: We can change the movie in our head from a conflict story to one of mutual gain. Focus on common goals, shared interests and what is positive about the other party. Seek to create solutions in which you both win. Being able to communicate these solutions, specifying their wins first, helps others to change their inner movies as well.



Creative Conflict: Conflict is the inability to meet everyone's goals with the current plan. Setting reasonable stretch goals, brainstorming for innovation, and setting long term "big hairy audacious goals" are all ways of creating generative conflict that enable people to create positive change. Opportunity in Conflict: The pain from conflict also creates an opportunity window in which people are more likely to change approaches, mindsets and plans due to the desire to get away from the pain. Focus on this pain minimally, as too much of it triggers F responses.



Yes and: We're all highly skilled and practiced at critiquing, judging and defining. We're trained at saying no. We have great muscles for that. And we can strengthen our affirmation muscles. The "yes and" approach gives us the ability to respond to potentially stressful situations in a more relaxed, productive and relationship-building way. These two words have a powerful effect in all relationships, motivation, conflict management and creativity.



Change Ready: In this mode we accept change quickly and look for opportunities immediately. If we need to vent, we do it quickly and well, not wasting time with the blame game. We choose to be optimistic and seek win-win solutions. The benefits of being change ready are that we are more successful, flexible, likeable, respected and even healthy! Using “yes and” can help us to prevent conflict by finding things to agree with to build on people’s energy.



Change-Resistant: When we resist changes we can’t control we get caught in an F-Response Cycle. We’re seen as negative and tend to lose popularity and career opportunities. We tend to get resentful, seek more harmful escapes (over-consumption of substances, etc.), This state erodes personal relationships as well as our physical health. Fighting conflict tends to create these same results.



Don't say “don't”: It’s easy to respond to conflict by trying to stop it. Saying not to do something urges our body to do the very thing we want to avoid. However, when we say to a child, "Do not jump on the bed," the child’s mental image is of jumping on the bed. Instead, engage your Thinker and say what you *do* want done... talk about the behavior you *do* want to see.



Reframing Complaints: 1. Ally: First, see the person complaining as an *ally* necessary to help you achieve your solution. 2. Identify need: Guess the person’s need, or ask directly when appropriate. 3. State your positive intention for the person. This calms their caveman. 4. Empathy. Now, listen and learn. 5. Reframe their complaint in a solution-focused way that creates a positive inner movie. Continue this cycle until the person is as happy as you can make him.

A. Top learnings from my practice project(s).

B. Feedforward from your partner: What are the two most important things I can do to be a great coach?

C. For new partners (write your partner's answers here)
Name:

Coaching Goals:

What's worked for you in the past?

What else might help me be a great coach for you?

- D. Applying past topics to conflict management.
Best DNA

F Responses

Feedforward

Feedback as a gift

Calming the Caveman

Inner Movie

Placebo Effect

High Performing Balance

Thinker's Positive Change Questions (Goals? What works? What else?)

Reframing

E. Lessons from the Kaizen game

F. Where can I apply win-win in my life?
Work

Home

Other

G. Conflict Story
When did I find myself feeling as if I were in each role?

Hero

Victim

Villain

H. Helping people change their story from conflict to win-win.
People that report to me. List two ideas.

People in my personal life. One idea.

I. Creative Conflict - where can I use each method for positive change during conflict?

Finding the opportunity in conflict.

Using an innovation challenge

Competition against time, self or external groups

Placebo effect

J. Yes and
Where can I apply in my life?

Work

Home

Other

K. Change Ready
When am I the most change ready?

What helps my team be the most change ready?