

Dealing With Conflict at the Board Table

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Gather the Golden Gems

- **One thing I wish I'd learned about dealing with conflict sooner or less painfully**



Conflict Management

- Recognizing that conflict is natural process
- Anticipating challenges and problems
- Managing self and situations



Conflict Resolution

- **Resolving problems when they develop**
- **Affect relationships, customer service, safety, productivity**

Causes of Conflict

- **Different agendas**
- **Lack of time**
- **Lack of leadership**
- **Lack of communication**
- **Unwillingness to bring thoughts forward**

Steps to Conflict Management

- **Foundation**
- **Explore**
- **Plan**
- **Implement**



Foundation

- **How do I become 100% committed?**
- **What is the outcome I'm looking for?**
- **Can I be open minded in my approach?**

Difficult Conversation

- **Opinions vary**
- **Stakes are high**
- **Emotions are strong**
- **We're not at our best**



Fierce conversations do take time

**The problem is, anything else takes
longer**

Susan Scott, Fierce Conversations

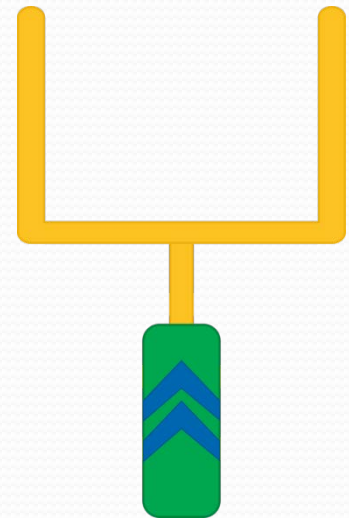
Explore



Goal of Learning Conversation

Explore how we each understand the situation

Create shared meaning



3 ways to approach difficult conversations

- **Avoid**
- **Face and handle poorly**
- **Face and handle well**



Small group exercise

What are the worst things that a person can do in a conflict situation?

Four Levels of Engagement

- **Drama**
 - **Situational**
 - **Choice**
 - **Opportunity**
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- *Developed by Alan Seale*
 - *Centre for Transformational Presence*
 - *www.transformationalpresence.org*

Drama Level

- **Surface**
- **Reacting stage**
- **Focus is on finding blame**

Situational Level

- Can see what's going on more clearly
- Focus is on fixing, damage control
- Getting things back to 'normal'
- Underlying issues not addressed

Choice Level

- **Shift in consciousness**
- **Who will I be within the situation?**
- **How do I choose to engage and move forward?**

Opportunity Level

- **Deepest level**
- **Most profound leadership occurs**
- **Helps us clearly recognize what is not working, what wants to change**
- **Chance to heal**

Plan





**Emotion
(Effect)**

**Process
(How)**

**Content
(What)**

Collaborative Tone

Firm, Yet
Friendly

Listens Carefully

Clarifys
Understanding

Shows Respect
for Other's Views

Open to Being
Influenced

Collaborative Statements

- I want us both to leave here able to commit to what we agree to
- Let's see if there's a way for both of us to get what we need
- What's your point of view on...?
- My concern is...
- Would it make sense...?

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- **You're not acting like a team player**
 - **You have a bad attitude**
 - **You don't respect others**

Make it safe!



Rebuild Safety

- **Stop, rebuild and then go back and discuss**
- **No progress is made if you ignore**
- **Share your intentions, your motives**
- **May need to apologize**

Feed Forward

- **One thing I would like to try...**
- **It will be difficult for me because...**
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- **Share the biggest barrier to transfer learning and utilize back in the workplace**
- **Get at least one suggestion that will help you overcome this barrier**
- **Reverse the process**



Maximum 1 minute to tell your story

Thank them for their suggestion and write it down

Do not justify why their idea won't work

Do not trade horror stories



**Get at least 1 suggestion
from 3 different people**



What do you see differently?