

Managing Conflict in the Workplace



Charity Village Webinar

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Big Cheese
COACHING

 **CHARITY
VILLAGE**

Hello!



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WHAT'S CONFLICT?



#72425572

Ripple Effect

“ A word,
phrase,
interaction or
even silence can
have a profound
ripple effect —
for better or for
worse.”



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Master....

The Inner and Outer Game of Conflict

**MASTERING
YOUR
INNER GAME**



Agenda

- 1. 5 Critical Conversation Blind Spots That Can Lead to Conflict (real or perceived)**
- 2. Neuroscience of Conflict**
- 3. Strategies & Tools to Manage Conflict & Prime for Better Conversations**
 - **With intro to Conversational Intelligence® (C-IQ®)**
- 4. Q&A**

What's a Good Conversation?

Think of a time when you had a situation that might have been challenging...potentially a 'conflict'. But the conversation went well.

What made it good? How did you feel during the conversation?

What's a Bad Conversation?

Now conversely....Think of a time when you had a “bad” conversation. What made it bad? How did you feel during the conversation?

“I felt....” (common responses)

Good Conversations

- Heard
- Included
- Respected
- Appreciated
- Trust
- Open-ness
- Other??

Bad Conversations

- Judged
- Dismissed/
Marginalized
- Excluded/ withhold
- Disrespected
- Distrust
- Threatened
- Other??

Good Intentions....

Yet, unintended results



BREAKDOWNS IN:

Trust

Relationships

Results

Culture

Collaboration

Other...

“Me vs. you”



“Tug of Wars”



“He said
what!!@?””



5 Conversational Blind Spots*

1. Assumption that others (should or do) see, think, feel what we see, feel, think
2. Failure to understand that fear, trust, and distrust impact perceptions, actions and communications efficacy.
3. Inability to stand in others shoes
4. Belief that we remember what others said when we actually remember what we think they said
5. Attribute meaning coming from the speaker when in fact it can reside in the listener

C-IQ® / Conversational Intelligence®

Blind Spot: Impact of Trust/Distrust

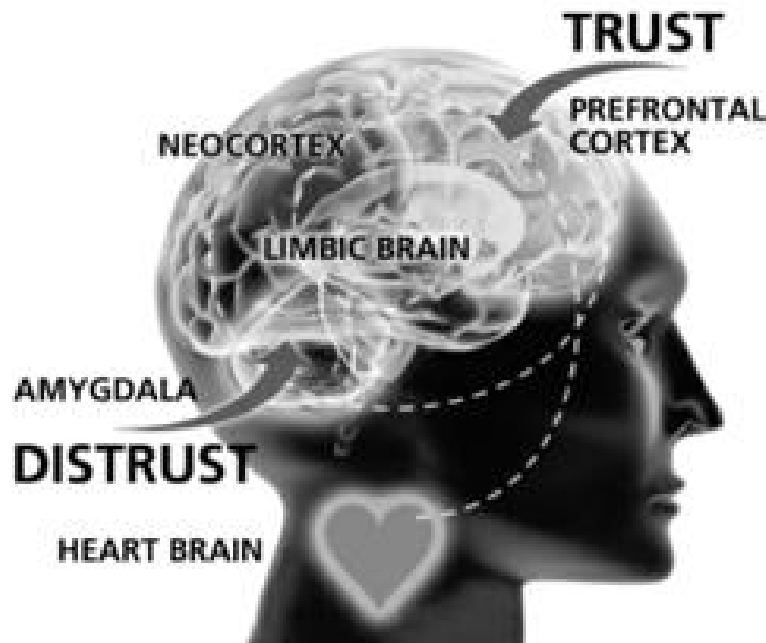
The Neuroscience of Conflict (Trust or Bust?)



Blind Spot: Impact of Trust/Distrust

Trust and Distrust have different 'addresses' in the brain

DISTRUST & TRUST



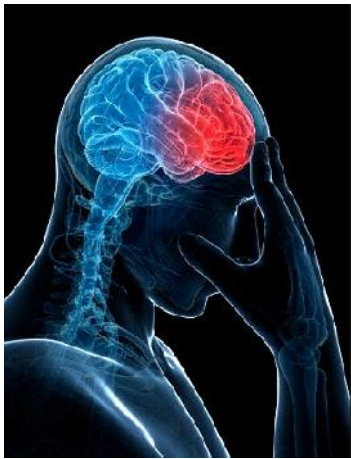
**Friend or foe?
Safe or threat?**

**0.07 seconds to
judge....**

Oxytocin vs. Cortisol

Neurochemistry Cocktails

Cortisol or oxytocin?



Shuts us down



Opens us up

THREAT Triggers

Examples?

T -- Tone

H -- Humiliation

R -- Rejection

E -- Exclusivity

A -- Anger

T -- Territorial



Good News!



WHICH WAY YOU HEADED?

Big Cheese
COACHING

**We Can Deregulate the
Cortisol Reactions and
Trade Up To Better
Responses – and
Outcomes!**



PRIMING TIPS FOR “GOOD” CONVERSATIONS

Priming Tip #1

“Make the Invisible Visible”*



**Judith Glaser: C-IQ® / Conversational Intelligence®*

Pause, Park, Reflect....Tune in.

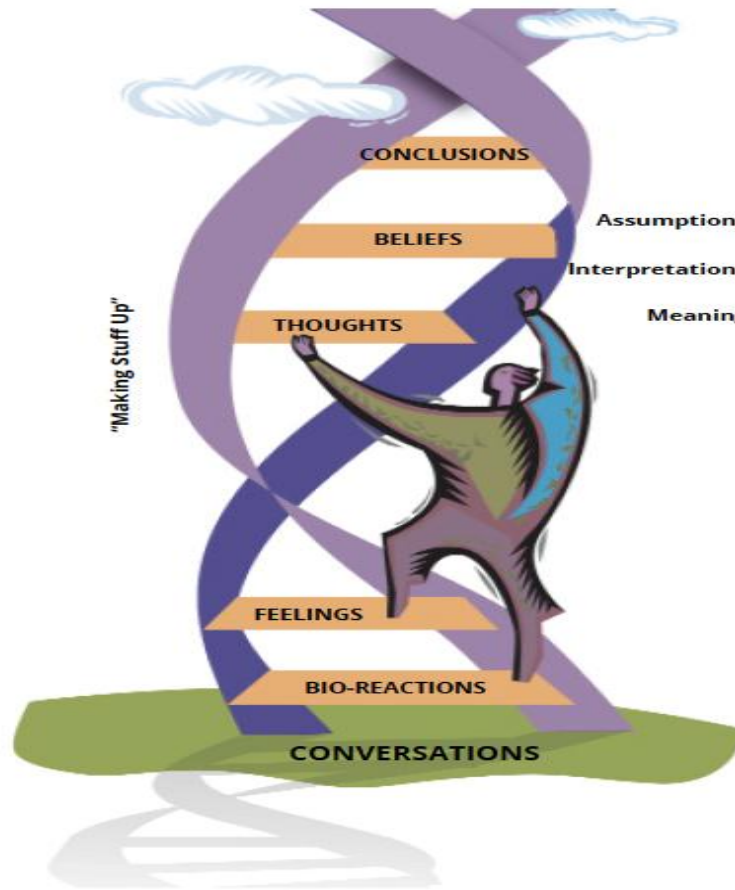
- Recognize the ‘cortisol response’ and learn to notice it in the ‘moment’
- Learn to recognize & manage your triggers
- “Down-regulate” (manage) the reaction that isn’t serving
 - Pause, breath....name the emotion

Priming Tip #2

**Acknowledge your fears, discomforts,
concerns....**



Ladder of Conclusions



8. Conclusion!
7. Assumptions
6. Beliefs
5. Meaning
4. Thoughts
3. Feelings
2. Bio-reactions
1. Conversations

Priming Tip #3

REFRAME

**Instead of “Difficult or “Conflict”
Conversation”...**

**Try on:
“Important Conversation”**

Priming Tip #4

Be Curious.

**Challenge your assumptions and ask
'discovery' questions...
(of yourself and others)**

Listen Better: Slow Down... & “Double Click*”

Ask Questions You Don't Have the Answer to:

This is like double clicking on a folder or file to see what's inside.



Priming Tip #5:

**Recognize when
“Being Right” is
getting in the way.**

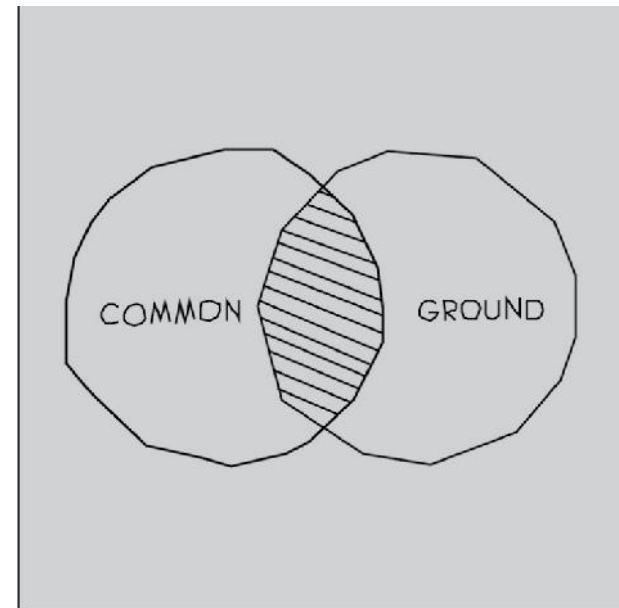
**(Addiction to Being Right /
Dopamine effect)**



Priming Tip #6:

Find Common Ground

.... Values, goals,
bigger picture
purpose....?



Priming Tip #7:

**Create an “Aspirational Goal”
you might share.**



Priming Tip #8: Gear Up Your Conversation“

**Check in:
Are you in the right level of
conversation?**

Conversations: 3 Levels*

No level – Avoidance; hide; duck; scaddaddle

Level I: “Tell, sell, yell”

Level II: Convince/negotiate

Level III: Co-create/collaborate

*C-IQ/Conversational Intelligence®

Level I: Tell, Sell, Yell



What's on your mind – “I-centric”.
Influence through information sharing

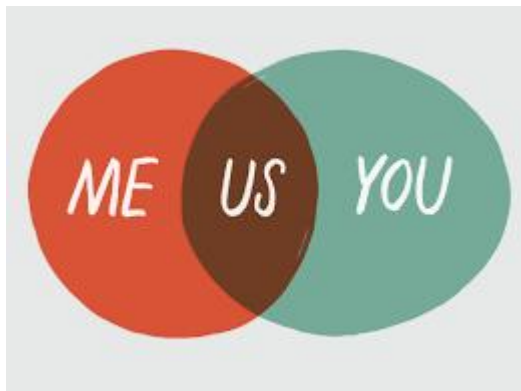
Level II: Convince / Negotiate



Advocate & Inquire

- Positional influence
- Influence others to your position

Level III: Co-Create



“We” –centric; room for “I”. Share and Discover together. Experiment. Infinite possibilities

How To Prime for Level III

LEVEL III PRIMING RITUALS + HABITS

Level III Priming

- Appreciate and acknowledge
- Explore together from place of aspirations (what you want vs. don't want)
- Let go of fixed, 'already know' ideas
 - "What are we not yet seeing or discovering.....?"
- Ask from curiosity....not advocacy
- Listen differently
- Focus on common ground / respect differences
- Be mindful of your words and tone

Level III Priming

Have a Conversation about Conversations!

- How do we want to engage together as we talk about....?
- Co-create 'operating agreement' (principles, behaviours, etc)
- Co-create / experiment potential solutions

Level III: The Pay-off

- Primes your higher thinking brain(s) and heart brain for better listening, empathy, solution-finding
- Aspirational conversations have more positive energy than protective conversations
- Mutually satisfying outcomes
- Build trust and relationship – equity for longer term beyond just this conversation

For Reflection & Practice...

- 1) Reflect on and name your triggers
- 2) Practice pausing and tuning in
- 3) Try on the Ladder of Conclusions
- 4) Practice reframing (e.g. 'difficult' to 'important')
- 5) What level conversation do you get stuck in? Try on level 3
- 6) Listen & ask differently -- from curiosity
- 7) Find common ground
- 8) Aspire 'towards' common goal together
- 9) Invest in the relationship not just the transaction

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