

How to Navigate Workplace Conflict

Presented by:

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A little bit about me...



Janice Cunning
Leadership Coach and Facilitator
Co-Founder of Fundraising Leadership

Combine my coaching skills with over
17 years of experience in fundraising

Our focus today

AGENDA

1. Defining conflict
2. Exploring different motives in conflict
3. Self reflection around conflict
4. Sharing communication tips to navigate conflict

Relationship Awareness Theory

- Behavior is driven by **motives**
- Motives change in **conflict**
- **Strengths** can be overdone
- **Filters** influence perception

3 Primary Motives

We are motivated by concerns for...

PEOPLE

...wanting to help others

PERFORMANCE

...wanting to achieve results

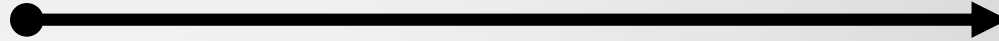
PROCESS

...wanting to establish order

The Costs of Conflict

1. Time Spent
2. Turnover and Recruitment / Onboarding
3. Missed Opportunities
4. Lack of Collaboration
5. Absenteeism & Presenteeism
6. Bad Decisions
7. Stress / Health Impact
8. Strained Personal Relationships

Opposition vs. Conflict



Opposition is about disagreement



Opposition can be productive



People go into conflict only about things that are important to them

Conflict is about a threat to values



Conflict is usually unproductive



Conflict provides an opportunity to learn what matters to people and a chance to make it right

How Does Conflict Start?

Threat to Strengths:



Strength is restricted from use

Strength is disregarded or insulted

Feeling forced to use a non-preferred strength

Threat to Motives:



BLUES might feel conflict if people are mistreated.

REDS might feel conflict if a task is not getting done.

GREENS might feel conflict if order is disrupted.

HUBS might feel conflict if flexibility is restricted.

Threat of Overdone Strengths:



Frequency

Duration

Intensity

Context

3 Motives in Conflict

Wanting to...

ACCOMMODATE

...and preserve harmony

ASSERT

...and prevail over obstacles

ANALYZE

...and slow things down

Conflict Scenarios

- Which Scenario sounds most like you?
- Option 1
- Option 2
- Option 3

Conflict Scenarios

- Option 1 = Accommodate
- Option 2 = Assert
- Option 3 = Analyze

Self Reflection

- What do I do when there is conflict?
- How do I feel?
- What do I want?
- What is the best way to approach me to resolve conflict? (Dos and Don'ts)

3 Motives in Conflict

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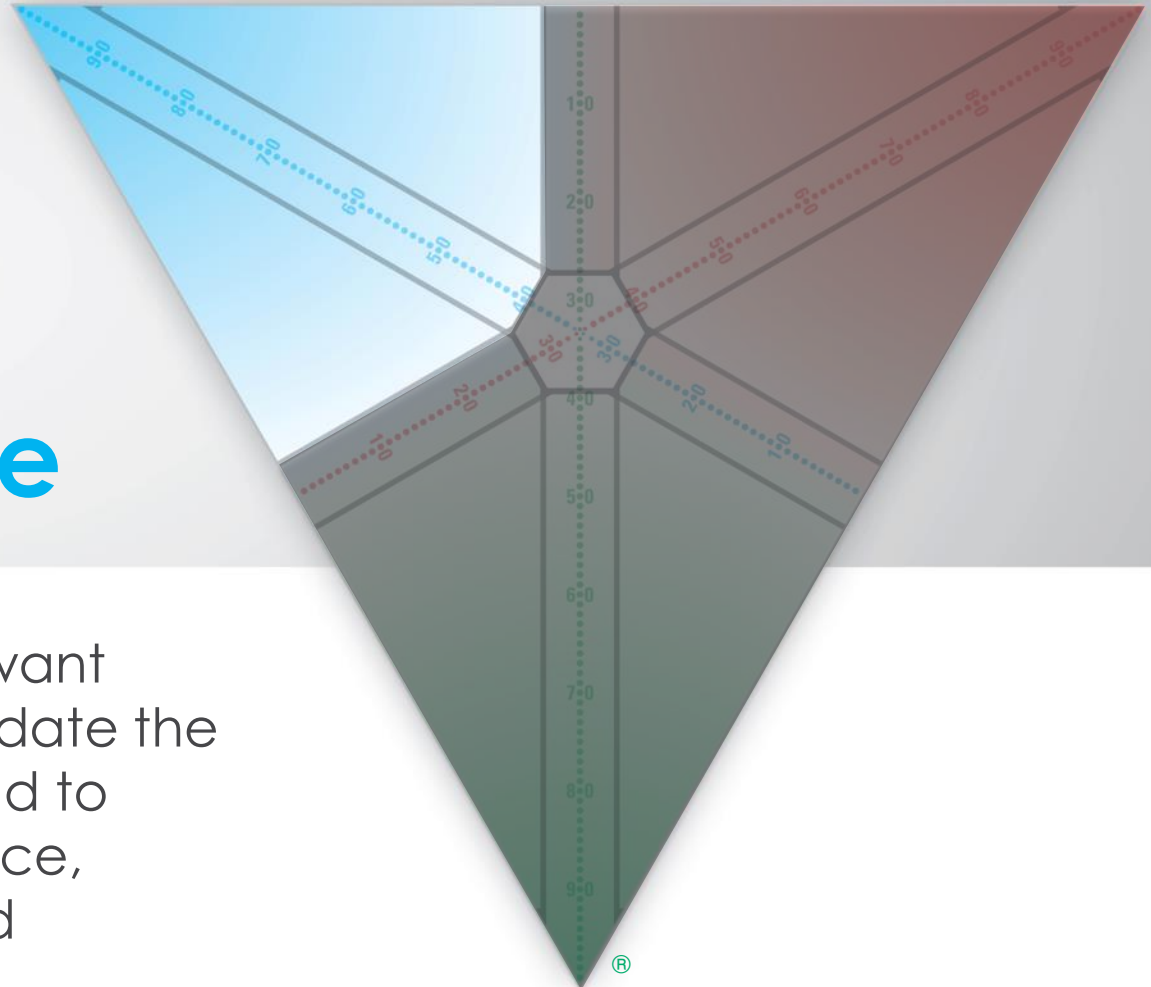
ANALYZE

...and slow things down

Stage 1 **Blue**



People who want to accommodate the opposition and to maintain peace, harmony, and goodwill.



ACCOMMODATE

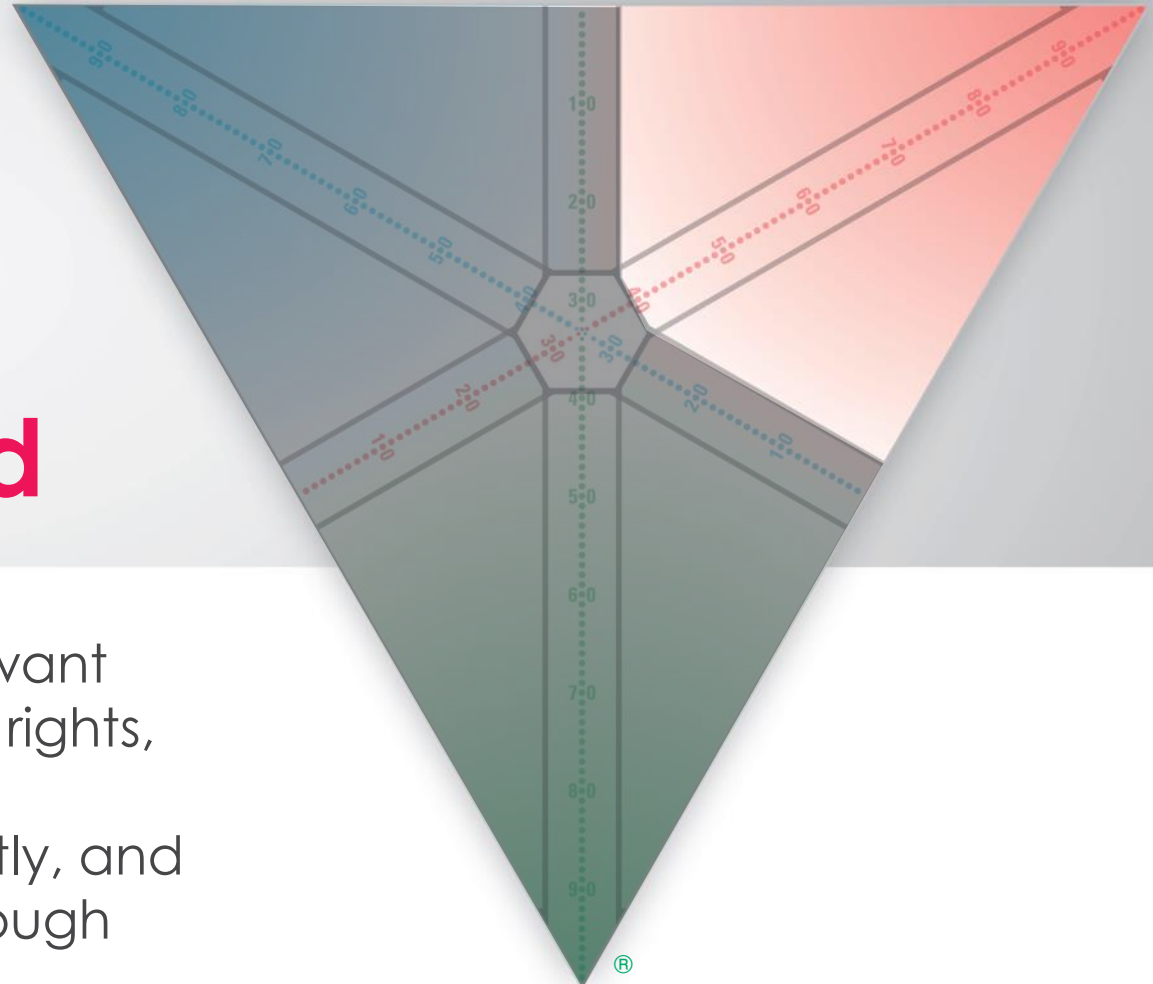
Communicating with 1st Stage **Blue**

- Affirm relationship & depersonalize conflict
- Be calm and non-confrontational
- Allow them to lead the conversation
- Listen and ask more than once if needed

Stage 1 **Red**



People who want to assert their rights, to challenge conflict directly, and to prevail through competition.



ASSERT

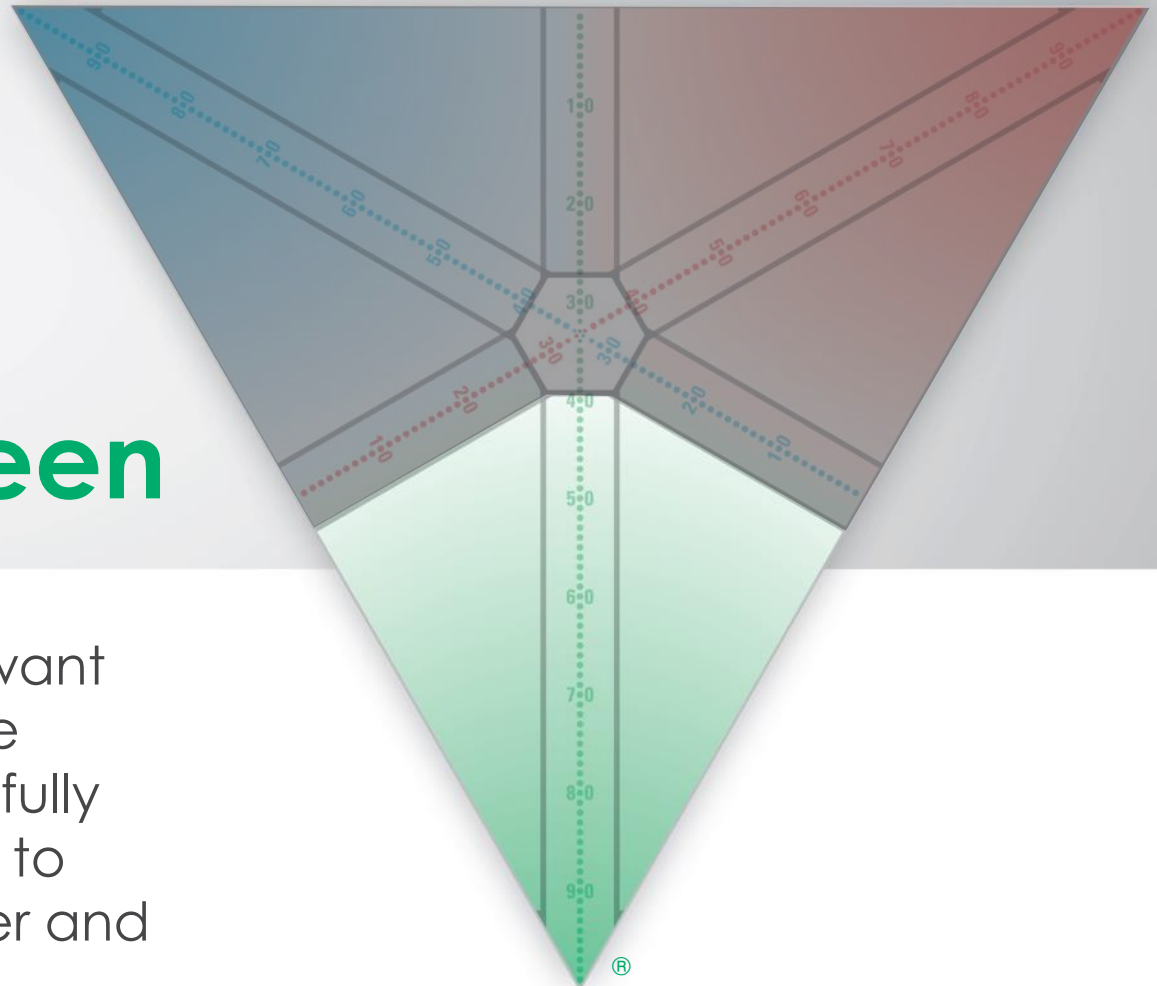
Communicating with 1st Stage **Red**

- Be confident, discuss your POV
- Be purposeful & direct
- Focus on resolving the issue and taking action
- Be energetic & passionate

Stage 1 **Green**



People who want to analyze the situation carefully and logically, to maintain order and principles.



ANALYZE

Communicating with 1st Stage **Green**

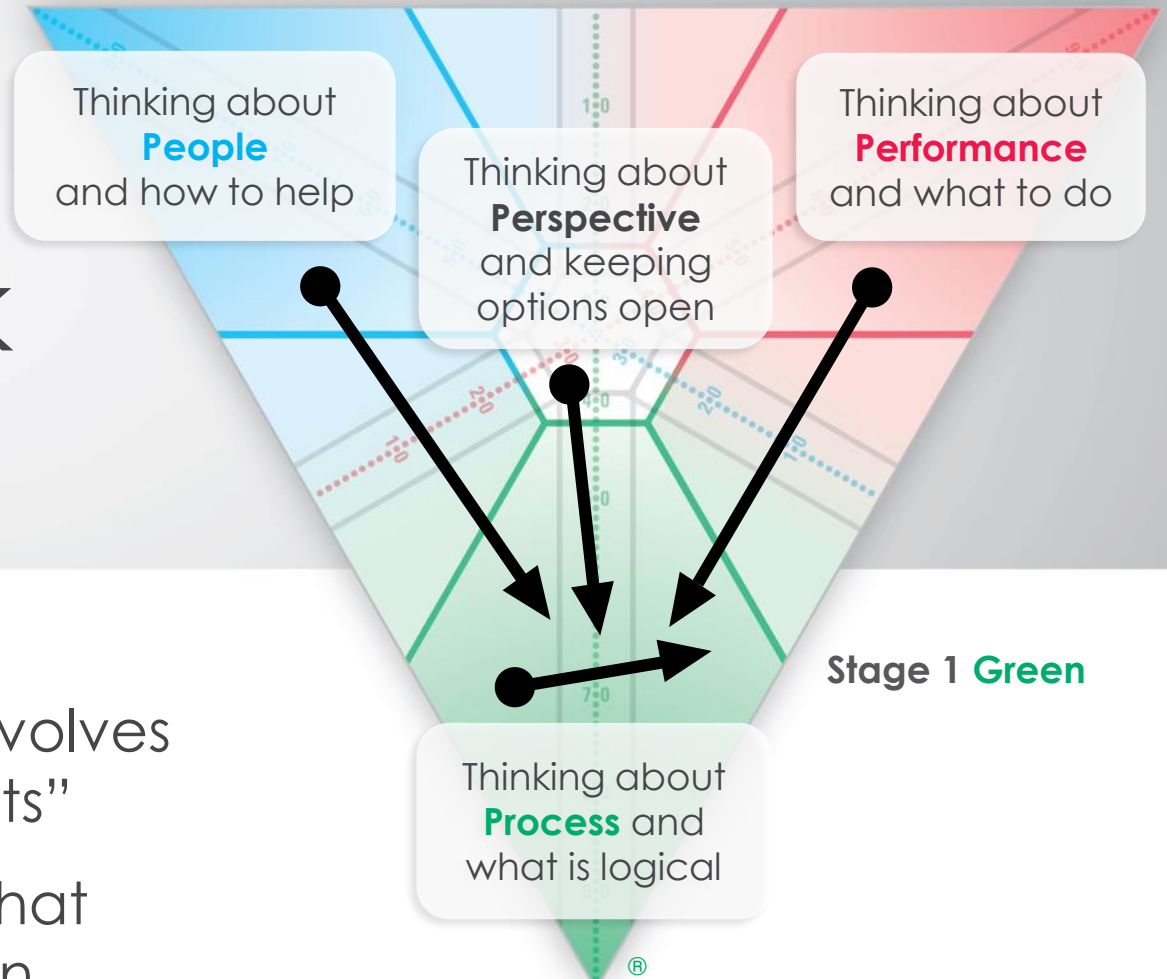
- Respect the person's need for time to think
- Listen to understand, not to respond
- After listening, explain your POV
- Keep calm & state ideas in logical order

The Building Blocks of Conflict Sequences

CONFLICT STAGE	FOCUS ON	BLUE <i>Accommodate</i>	RED <i>Assert</i>	GREEN <i>Analyze</i>
1	Self, Problem, & Others	Wanting to accommodate others	Wanting to assert oneself	Wanting to analyze the situation
2	Self, Problem, & Others	Wanting to conditionally give in or defer to others	Wanting to prevail against the issue or others	Wanting to disengage from others or clarify the issue
3	Self, Problem, & Others	Feeling driven to give up	Feeling driven to fight	Feeling driven to retreat

Path Back to MVS

Resolving conflict involves
“connecting the dots”
...getting back to what
motivates the person



Keep in Touch

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