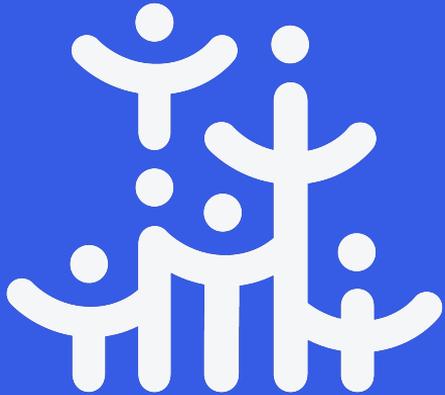

Conflicts

- Curse or Blessing?



Ralph van Roosmalen
- The Art of Teams

Ralph van Roosmalen

Until now: Agile Coach | Management 3.0 | Scrum Master | Manager

Helping Teams Create Value

Art of Teams

- Book
- Community
- Online Academy

Check out my LinkedIn profile for more information

A close-up photograph of a middle-aged man with thinning hair and round glasses. He is wearing a dark suit jacket over a light-colored shirt and a dark tie. He has a serious, somewhat stern expression and is looking slightly to his left. The background is dark and out of focus, suggesting an indoor setting like an office or a hallway.

**STOP INTERRUPTING ME
WHILE I AM INTERRUPTING YOU**

A man with a beard and dark hair is standing in a doorway. He is wearing a dark grey t-shirt with the word 'COZUMEL' in white, arched letters across the chest. Below the text is a circular logo featuring a stylized figure, and the word 'MEXICO' is printed in smaller white letters underneath. He is looking towards the camera with a neutral expression. His right hand is resting on a dark metal frame, possibly a door handle or a piece of equipment. The background consists of light-colored vertical blinds. To the right, a framed picture hangs on the wall, showing a silhouette of a person. The lighting is somewhat dim, creating a moody atmosphere.

COZUMEL



MEXICO







5

Guinea pig



3

Swallow



2

Dragonfly



1

Butterfly



8

1/2

Caterpillar

0

Bacteria



?

Don't know



C

Coffee







\$ 359.000.000.000

"U.S. employees spend 2.8 hours per week dealing with conflict in 2008"



Impact of Conflicts

Poor Morale

Delayed Decision Making

Legal Action

Stress-Related Medical Issues



Impact of Conflicts

"...conflict can lead to **positive outcomes**, such as a better understanding of others, improved solutions to problems or challenges, and major innovation. Roughly **three quarters of workers** reported positive outcomes that resulted from conflict – results that in all likelihood would not have been produced if conflict was not initiated."

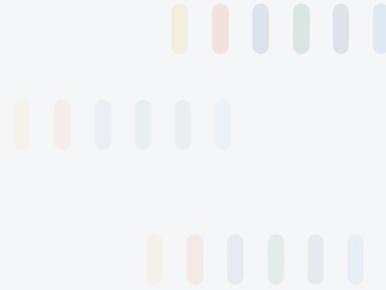


"The question for management, therefore, is not whether it can be avoided or mitigated; the real concern is how conflict is dealt with."



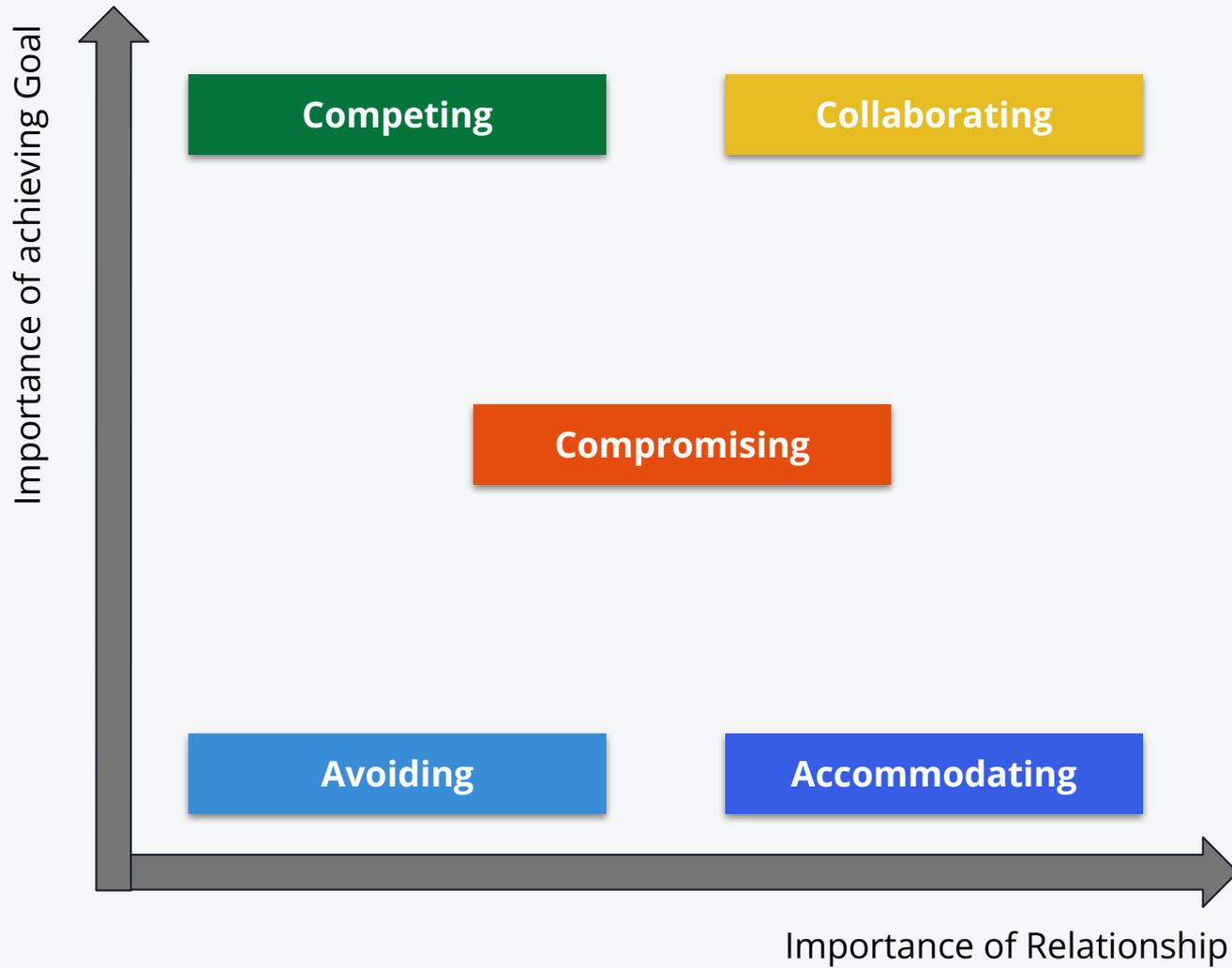
**How do you deal
with conflicts?**

What is your approach to conflicts?



Please circle one response that best describes you. Just be honest, this survey is designed to gain some insights into your preferred conflict management style. There are no right or wrong answers.

	Rarely	Sometimes	Often	All the time
1. I discuss issues with others to try to find solutions that meet everyone's needs.	1	2	3	4
2. I try to negotiate and use a give-and-take approach to problem situations.	1	2	3	4
3. I try to meet the expectations of others.	1	2	3	4
4. I would argue my case and insist on the advantages of my point of view.	1	2	3	4
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.	1	2	3	4
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.	1	2	3	4



Competing

Collaborating

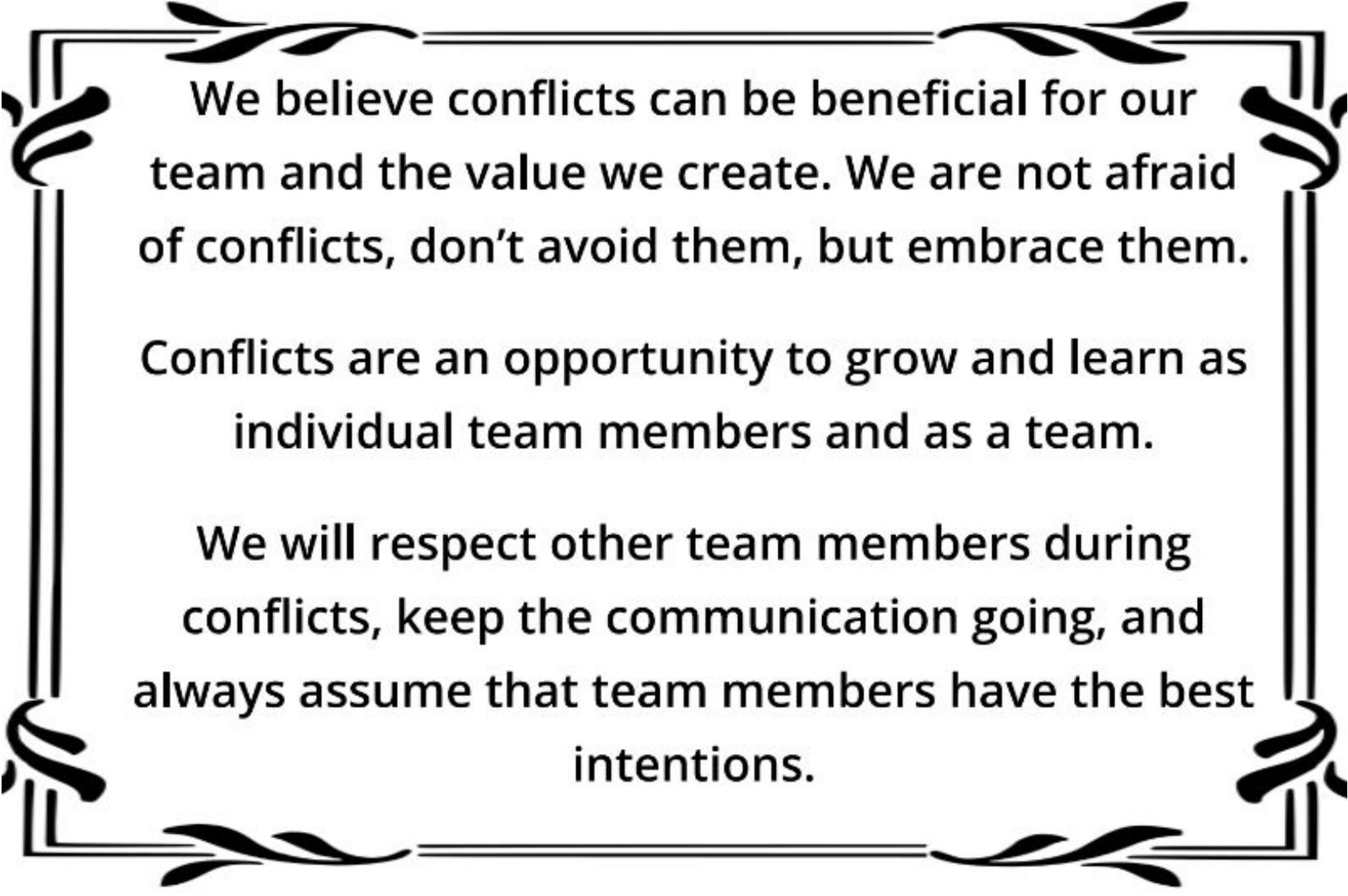
Compromising

Avoiding

Accommodating

Importance of Relationship

Prepare the Team!



We believe conflicts can be beneficial for our team and the value we create. We are not afraid of conflicts, don't avoid them, but embrace them.

Conflicts are an opportunity to grow and learn as individual team members and as a team.

We will respect other team members during conflicts, keep the communication going, and always assume that team members have the best intentions.

Please circle one response that best describes you. Just be honest, this survey is designed to gain some insights into your preferred conflict management style. There are no right or wrong answers.

	Rarely	Sometimes	Often	All the time
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Work Agreements & Behavior

- Always assume best intentions
- Keep communication going
- Don't use email or chat
- Face-to-face communication
- Listen to each other



When a Conflict happens

And it escalates!

The Conflict Resolution Approach

- Described by David I. Cleland
 - Based on nonviolent communication
 - Involve all team members
 - Change the room/location
 - Face to face if possible
 - Turn on webcams
-
- Have faith in yourself
 - Be ready for emotions and accept emotions



The Steps

1. Is the team committed
2. What are the facts
3. What is the actual conflict about
4. What is the impact on the team and organization
5. What are possible (alternative) solutions
6. Select a solution



Is the team committed?

Ask **all** team members if they want to resolve the conflict

"John, do you want to resolve this conflict?"

When people are not committed, it will not work.



What are the facts?

What really happened?

1. An action or event that happened in the past
2. Observed/Confirmed by two or more people

Don't connect emotions to facts



Impact on the team and organization

- Emotions
- Delays in creating value
- Less value created
- Trust

Help team members to understand the value of resolving the conflict.



Possible (alternative) solutions

- Two solutions are (probably) already known
- What other solutions are possible?
- Who could help coming up with alternative solutions?

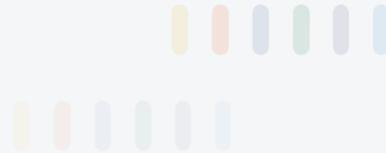
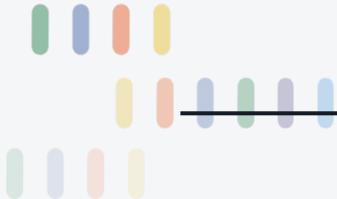
- Help each other to improve the solutions:
 - “I like it because ... and to improve I would ...”



Select a solution!

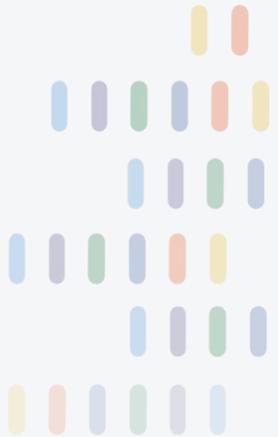
Pick a solution!

Remember everyone said they want to resolve the conflict!



"Good enough for now, safe enough to try"

- Sociocracy 3.0





Objections vs Concerns

An **objection** is an argument that reveals consequences or risks you'd rather avoid, or demonstrates worthwhile ways to improve.

A **concern** is an assumption that cannot (for now at least) be backed up by reasoning or enough evidence to prove its relevance or validity to those who are considering it.

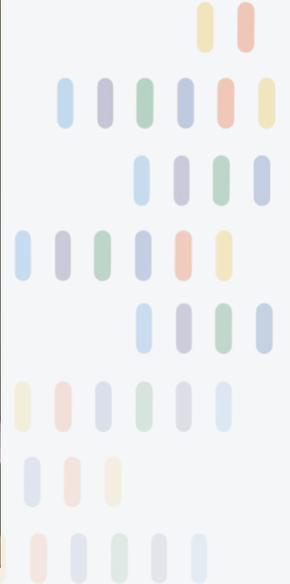


The Steps

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Let's add one more step



Thank you!

Ralph van Roosmalen

- The Art of Teams - www.artofteams.net
