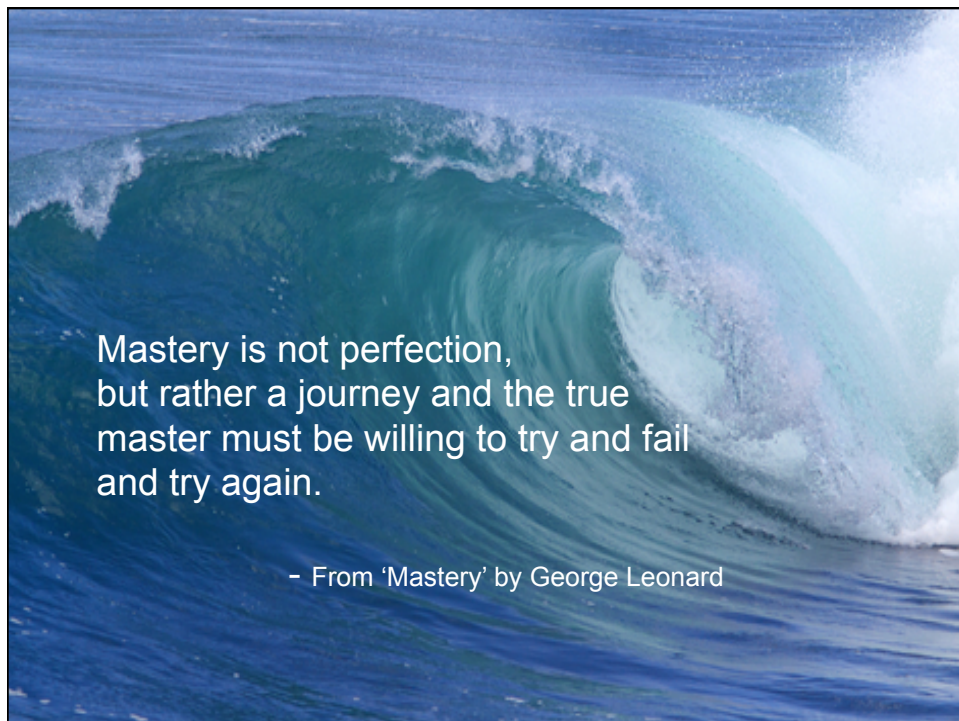
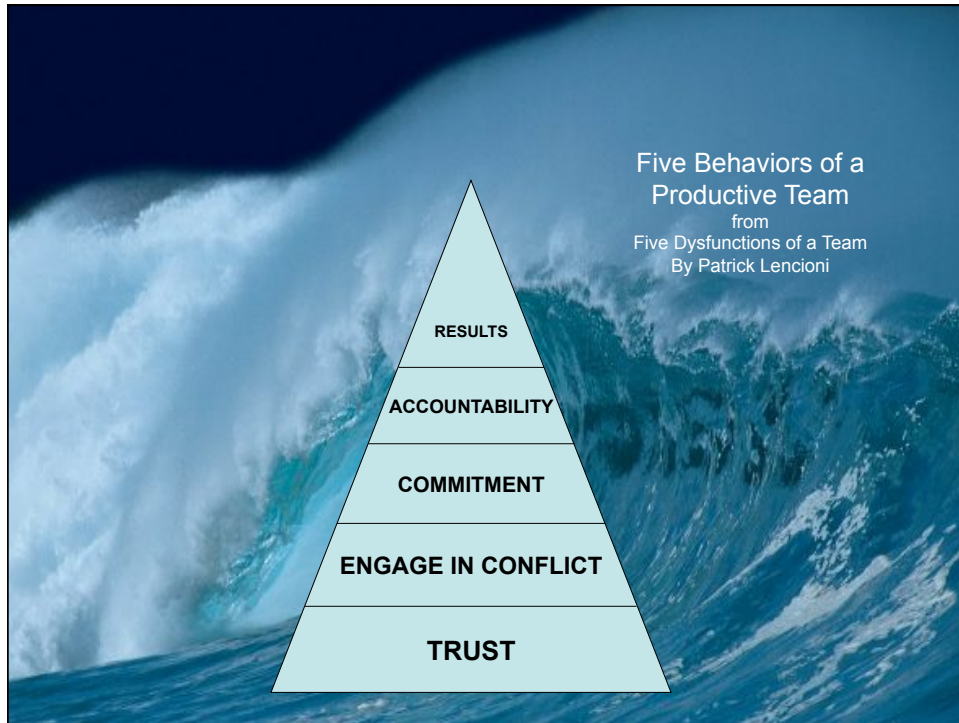
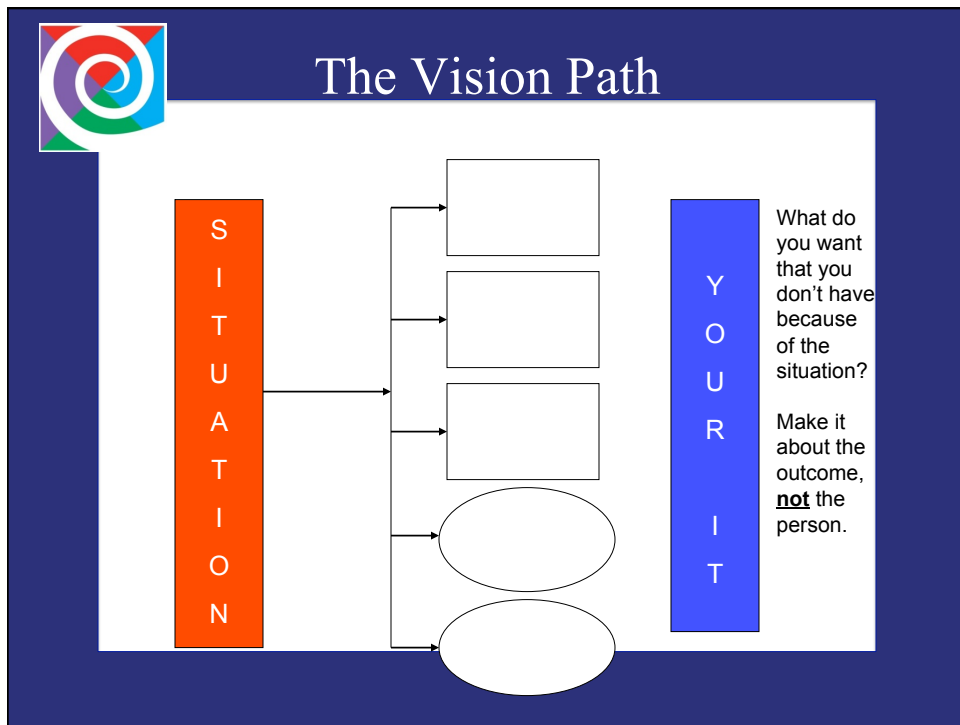
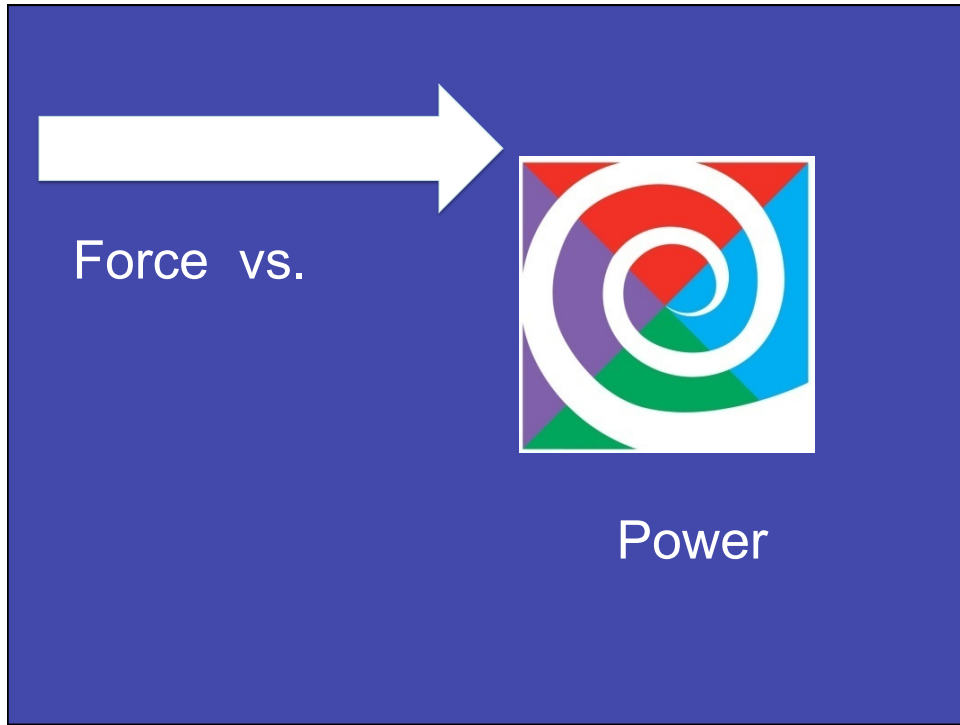


Mastering the Art of Conflict

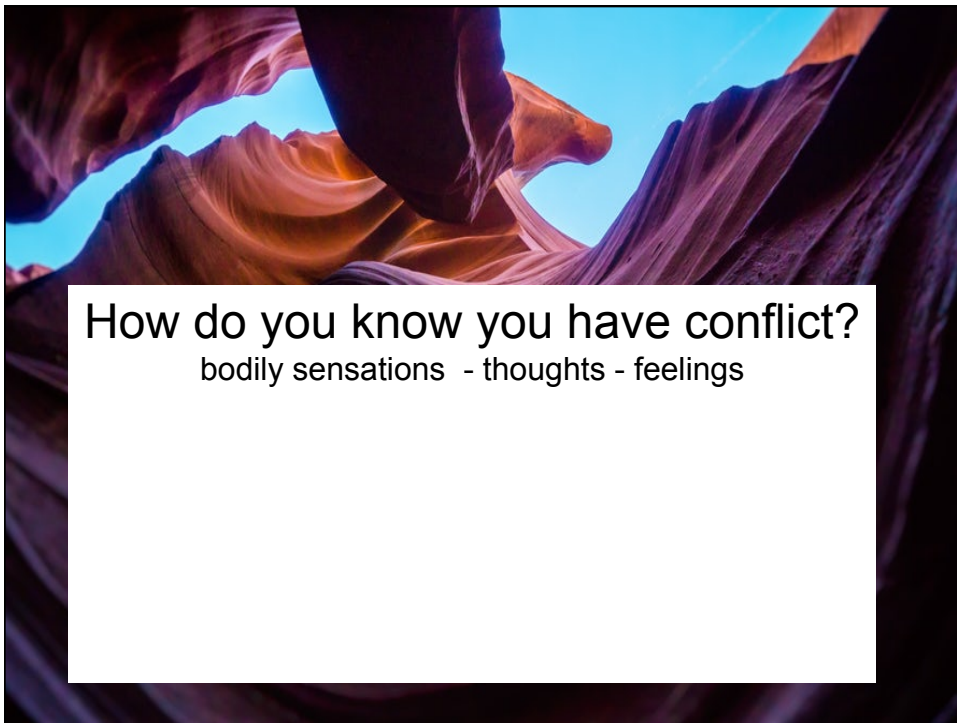




Conflict = Strike together



How do you know you have conflict?
bodily sensations - thoughts - feelings





Destructive Conflict:

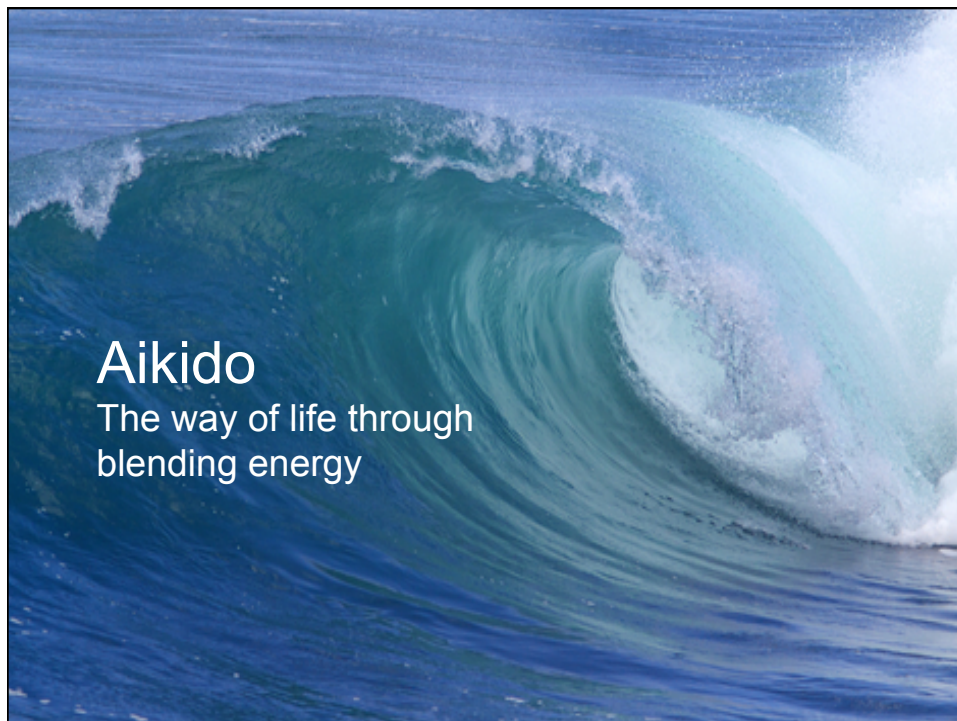
Pushes too _____, too _____, or too _____

Intention is to _____, _____, or _____

Innovative Conflict:

Pushes '_____' for people involved

Intention is to engage for positive outcome



Aikido

The way of life through
blending energy



Knowledge: Key Learning Points

1. Check Physical Position
2. Turn your statements into questions, acknowledgements, or both
Avoid 'why?'

Even 'nice' statement can keep you stuck



Refer to the conflict or challenge you wrote out earlier.

What statements are you currently making about the conflict?

Change those statements into questions, acknowledgements, or both.



Questions for inquiry & Acknowledgements - Samples

Acknowledge, place yourself the other person's shoes:

- "I appreciate...."
- "It must be frustrating..."
- "I can see your concern"
- "You must be disappointed"

**Thank you for...
Ouch!**

Questions to yourself (very important):

- "Is this true?"
- "What is my part...?"
- "How can I do this differently?"
- "What if I could?"

Inquiry questions

- "Tell me more....?"
- "Help me understand...?"
- "Have you considered...?"
- "How did you come to this?"
- "If you did know...what would it be?"
- "Where did you first...?"
- "Would you tell me about your understanding...?"
- "What is important to you?"
- "How so?"
- "What if you tried....?"



Resolving conflict is rarely about
who is right.

It is about **acknowledgment** and
appreciation of differences.

Thomas F. Crum

DiSC Behavior Clues and Tips

<p style="text-align: center;">D Dominate</p> <ul style="list-style-type: none"> • Often in a hurry • Direct in their communications • States opinions as facts • Outcome oriented • May appear aggressive and demanding • Big picture • Talks in "bullets" • Fights back in conflict 	<p style="text-align: center;">I Influence</p> <ul style="list-style-type: none"> • Open & friendly • Talks a lot • Doesn't focus on details • People oriented • Jumps from subject to subject • Very optimistic • Often animated • Runs from conflict 	<p style="text-align: center;">S Steady</p> <ul style="list-style-type: none"> • Appears calm • Listens carefully • Nods head • Asks specific questions • People oriented • Not easily excited • Thoughtful • Indirect • Masks emotions • Puts up with conflict 	<p style="text-align: center;">C Conscientious</p> <ul style="list-style-type: none"> • Reserved • Focus on details • Asks many questions • Proceeds carefully • Doesn't express their opposition • Very critical • Task oriented • Avoids conflict
Problems	People	Pace	Procedure/ Precision

Recognize a predominate Style to connect positively with each style:

<p>Do:</p> <ul style="list-style-type: none"> • Be direct • Provide solutions • Give immediate feedback • Show interest • Concentrate on the subject • Get to the point <p>Don't:</p> <ul style="list-style-type: none"> • Go into details • Talk too much • Send emails in "paragraphs" • Take their style personally • Lose focus • Slow down <p>Personalities:</p> <p>Danica Patrick Hillary Clinton Barbara Walters Rush Limbaugh Donald Trump</p>	<p>Do:</p> <ul style="list-style-type: none"> • Be positive • Help them achieve recognition • Take time for "chatting" • Be expressive • Be enthusiastic • Communicate in person <p>Don't:</p> <ul style="list-style-type: none"> • Talk too many details • Fail to socialize • Be negative • Set restrictions • Be critical <p>Personalities:</p> <p>Helio Castroneves Bill Clinton Robin Williams Jay Leno Oprah Winfrey</p>	<p>Do:</p> <ul style="list-style-type: none"> • Be logical • Provide support • Be fair to all • Ask specific questions to find out their needs • Make them feel secure <p>Don't:</p> <ul style="list-style-type: none"> • Forget promises • Make sudden changes • Be impatient • Unreliable • Move too fast <p>Personalities:</p> <p>Peyton Manning Jimmy Fallon Mother Teresa Gandhi John Denver</p>	<p>Do:</p> <ul style="list-style-type: none"> • Listen carefully • Be calm • Answer questions • Be thorough • Slow down presentation • Prefers writing <p>Don't:</p> <ul style="list-style-type: none"> • Move fast • Invade personal space • Expect small talk <p>Personalities:</p> <p>Al Gore Albert Einstein Jack Nicklaus Kevin Costner Bill Gates</p>
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Summary

Destructive

- Focus on issue or position
- Strongest usually prevails
- Shuts down solutions
- Tremendous energy spent
- Just Do It

Innovative

- Focus on source of issue or vision
- Everyone wins
- Opens up solutions
- Requires less effort
- Spiral Impact It

5



Choose to be Centered



Choose to be Centered

- ▶ Allows you to operate from your strength with focus, clarity, and grace
- ▶ Builds trust in relationships; fosters influence
- ▶ Balances your nonverbal communication
- ▶ Enables you to stay calm in chaos
- ▶ Increases perspective
- ▶ Strengthened through practice, practice, practice



Centered Listening

Hindrances to Centered Listening

Environment	<i>Too many distractions</i>
Ignoring	<i>From lack of interest or respect</i>
Selective Listening	<i>Hearing only parts</i>
Sidetracking	<i>Changing the subject</i>
Probing	<i>Asking more questions than appropriate</i>
Interpretive Listening	<i>Hearing filtered by own belief</i>
Advice Giving	<i>Offering solutions</i>
Defensiveness	<i>Reacting to content</i>



Moderate your desire of victory over your adversary,
and
be pleased with the one over yourself.

Benjamin Franklin



Levels of Intention

Bigger Picture (longer, broader range, vision)

Immediate (now!)

Deeper Personal
(value based and purpose based)



Levels of Intention

Bigger Picture (longer and broader range)

Cohesive engaged team/organization

Immediate (now!)

Give feedback daily
Model behavior you desire
Plan development – form credo

Deeper Personal (value based)

Honor myself and others always

Karen Valencic 03/04



Levels of Intention

Bigger Picture (longer and broader range)

Be the leader in your industry

Immediate (now!)

Action consistent with Bigger Picture and
your credo

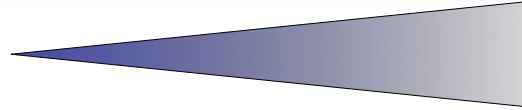
Deeper Personal (value based)

Your department or organization credo

Karen Valencic 03/04



The Spectrum of Language



Attack – Fear

Characteristics

Judgment
Blame
Defensive
Certainty
Disrespectful

Key Words:

You, always, never

Influence - Love

Characteristics

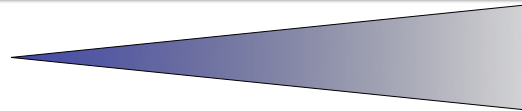
Centered
Respectful
Truthful
Accountable

Key Words:

I, feel, concern,
want, think, believe



The Spectrum of Language



Identify:

1. The underlying fear
2. The impact on you and the stakeholders
3. Consistency or not with your credo



Examples:

Attack: You are always late.

Influential: I feel anxious when I have to wait. What I want is to start on time. Can you commit to this?





Influential: When our client has to wait, we are missing the mark our service commitment. What needs to happen for your end for us to meet our commitment?

Remember it is HOW it is delivered that conveys the message.

Spiral Impact®

Overview - 5 Keys

First recognize: tension or conflict

-  **Ask questions, acknowledge or both**
avoid "Why?"
-  **Center**
-  **Declare all levels of intention**
-  **Choose your support**

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Examples of feeling words:

Most Influential: are words that are true feelings that can be yours and not denied

Attack or more direct: are words that imply someone else has done something to you

Most influential: Accepted Afraid Alone Angry Awful Bad Brave Cheerful Committed Concerned Confident Confused Daring Delighted Depressed Determined Different Dumb Embarrassed Enthusiastic Frightened Frustrated Furious Gloomy Grateful Great Guilty Happy Hopeful Horrible Impressed Insecure Interested Joyful Lonely	Loved Mad Misunderstood Nervous Responsible Sad Safe Scared Middle of the spectrum: Bored Disappointed Disgusted Enraged Forgotten Hateful Left out Pressured Right Attack or More Direct: (are not true feeling words) Attacked Cheated Deceived Hurt Ignored Picked on Put down Teased Used
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Core Values Partial List

What is your 'deeper personal' Intention?

A values base statement of 'who' you strive to be
& 'how' you engage

Authenticity	Leadership
Achievement	Learning
Adventure	Love
Authority	Loyalty
Autonomy	Meaningful Work
Balance	Openness
Beauty	Optimism
Boldness	Peace
Centered	Pleasure
Compassion	Poise
Challenge	Popularity
Citizenship	Recognition
Community	Religion
Competency	Reputation
Contribution	Respect
Creativity	Responsibility
Curiosity	Security
Determination	Self-Respect
Fairness	Service
Faith	Spirituality
Fame	Stability
Friendships	Success
Fun	Status
Growth	Trustworthiness
Happiness	Up lifter
Honesty	Wealth
Honor	Wisdom
Humor	
Influence	
Inner Harmony	
Inspiration	
Justice	
Kindness	
Knowledge	