

# MANAGING CONFLICT ON YOUR TEAM

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NOTES

## INTRODUCTION

Where there's motion, there's friction

## CONFLICT DEFINED:

1. Fight, battle, war
2. A) competitive or opposing action of incompatibles: antagonistic state or action (as of **divergent ideas, interests, or persons**)  
B) mental struggle resulting from incompatible or **opposing needs, drives, wishes, or external or internal demands**
3. The opposition of persons or forces that gives rise to dramatic action in a **drama** or fiction

**KEY POINT: The success of our teams is connected to our ability to properly manage conflict**

## WHY CONFLICT?

We are different and we deal with differences differently

## CONFLICT in relation to DISC

Defensive/Offensive

Isolate: self and marginalizing others

Submit: giving in, yet resentful

Criticize: becoming critical

## NOT JUST DIFFERENCES BUT DISSONANCE

Dissonance produces an emotional response

## SOURCES OF FRICTION

### 1. EXPECTATIONS

When experience exceeds expectation:  
positive emotion

When expectations exceed experience:  
negative emotion

### 2. INTERPRETATIONS

We don't just experience events, we  
interpret them

Need to be mindful of context and not just  
content

### 3. VIOLATIONS

Collision of worldviews and standards  
(levels of tolerance)

As you think about the areas where you  
experience conflict, how might  
expectations, interpretations, and violations  
be contributing to the dissonance?

## Strategies for Managing Team Conflict

### 1. Give permission for conflict

Lencioni: "If people don't weigh in, they  
can't buy in."

Disagree without being disagreeable  
Developing our relational capacity

Private discussion and public agreement

### 2. Create High Trust Environments

- Confidentiality

Space for people to work through  
their struggles

NOTES

- **Honesty**

Ability to be vulnerable

- **Accountability**

We are responsible for our  
communication and our behavior  
What I say and how I say it

- **Teachability:**

"If you know everything you can  
learn nothing"

### **3. Grow your awareness (of ourselves and others)**

Seek to discover/learn

Understanding who is one the team  
Not just their name but who  
they are

Learning to listen to the text and subtext  
Ask questions to clarify

Evaluating expectations

### **4. Improve your communication**

Crucial conversations  
Aware of vehicle:

Not fair to hold people accountable to  
uncommunicated/unclear expectations

Leading through the dissonance  
Being mindful of expectations,  
interpretations, and violations

## NOTES

Allow grace to be at work in our lives so that the emotion of our moments to overwhelm the effort of the mission

Remember: where there's motion, there's friction

### RECOMMENDED RESOURCES:

- **The Five Dysfunctions of a Team:** A Leadership Fable, by Patrick Lencioni
- **Crucial Conversations**, Joseph Grenny, Kerry Patterson, et. al.
- **Extreme Ownership:** How US Navy SEALs Lead and Win, by Jocko Willink, Leif Babin, et al.
- **The Advantage:** Why Organizational Health Trumps Everything Else in Business, by Patrick Lencioni
- **How to Win Friends and Influence People**, by Dale Carnegie