

ICBE

IRISH CENTRE
FOR BUSINESS
EXCELLENCE

*Where knowledge is shared and
multiplied*

WELCOME

**ICBE Lunchtime
Bite-Sized Webinar**
*Manage Conflict with
Confidence*

We will be starting in a
few minutes

September 22nd, 2021
@ 1pm





Coaching & Training

***How to Handle
Conflict
With Confidence***

Jane Perry
*Organisational Psychologist
Advanced Practitioner
Leadership Coach*



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Today we will:

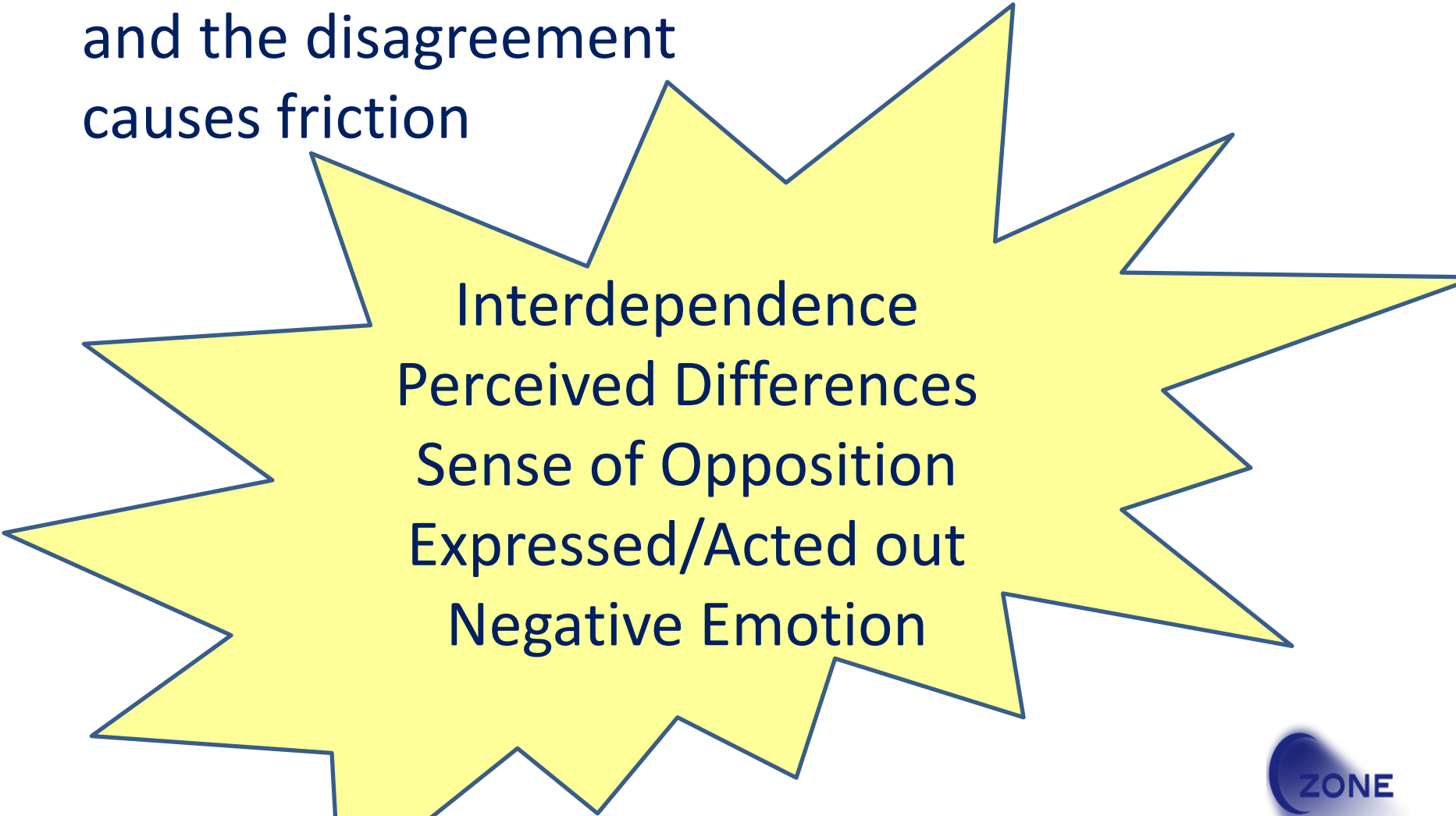
- Define Conflict
- Examine some of the elements of Conflict:
 - Discover what causes conflict
 - Emotions of conflict
 - Judgement
 - Dynamics that exist
- Suggest a pathway to help manage conflict
- Some other considerations



Conflict Management



Conflict is: When two people or groups disagree, and the disagreement causes friction



Interdependence
Perceived Differences
Sense of Opposition
Expressed/Acted out
Negative Emotion

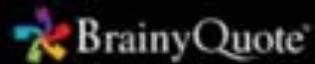


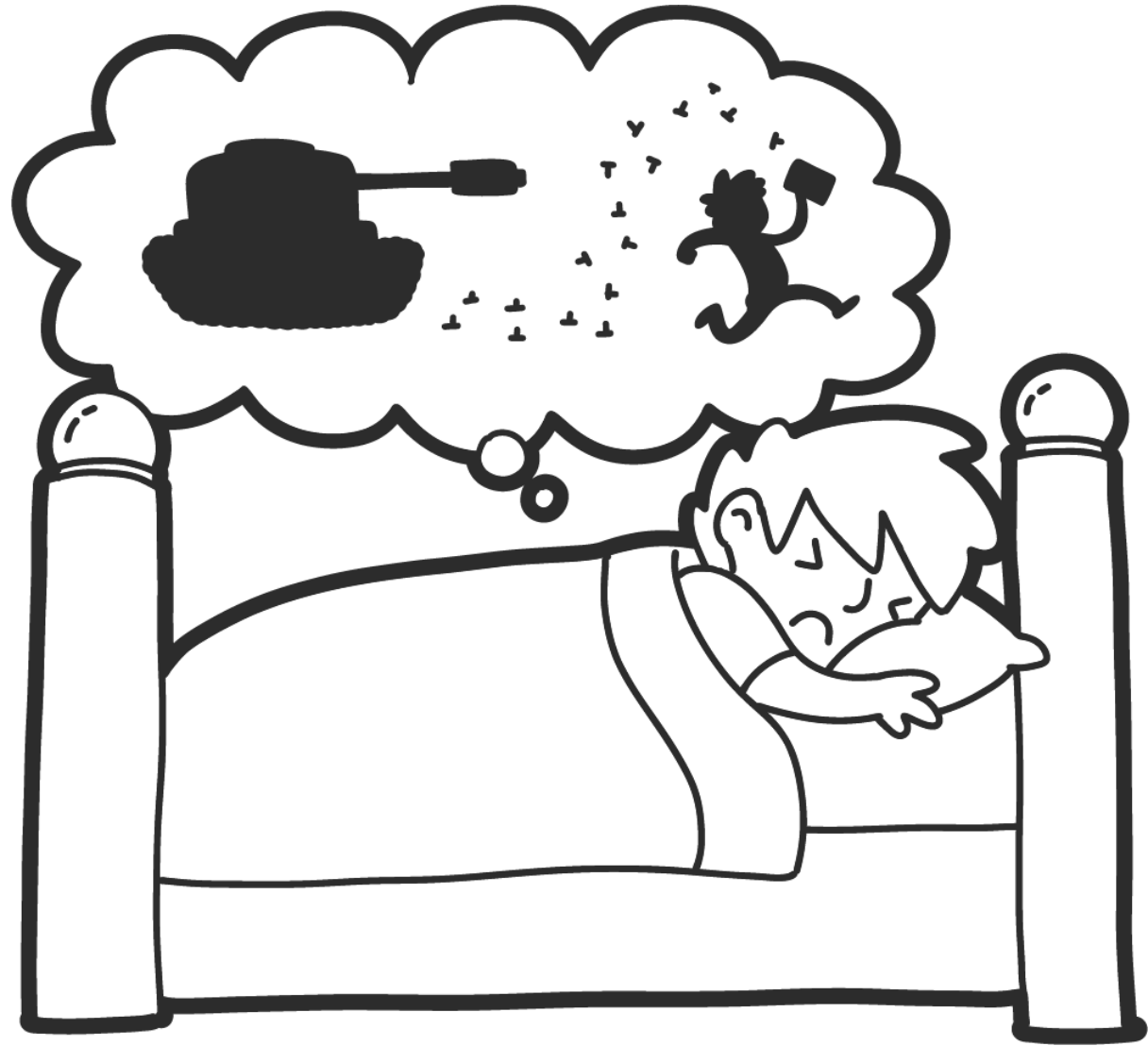
Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute



**Peace is not absence of conflict, it
is the ability to handle conflict by
peaceful means.**

Ronald Reagan





Attack: Defend: Suppress...

THREAT



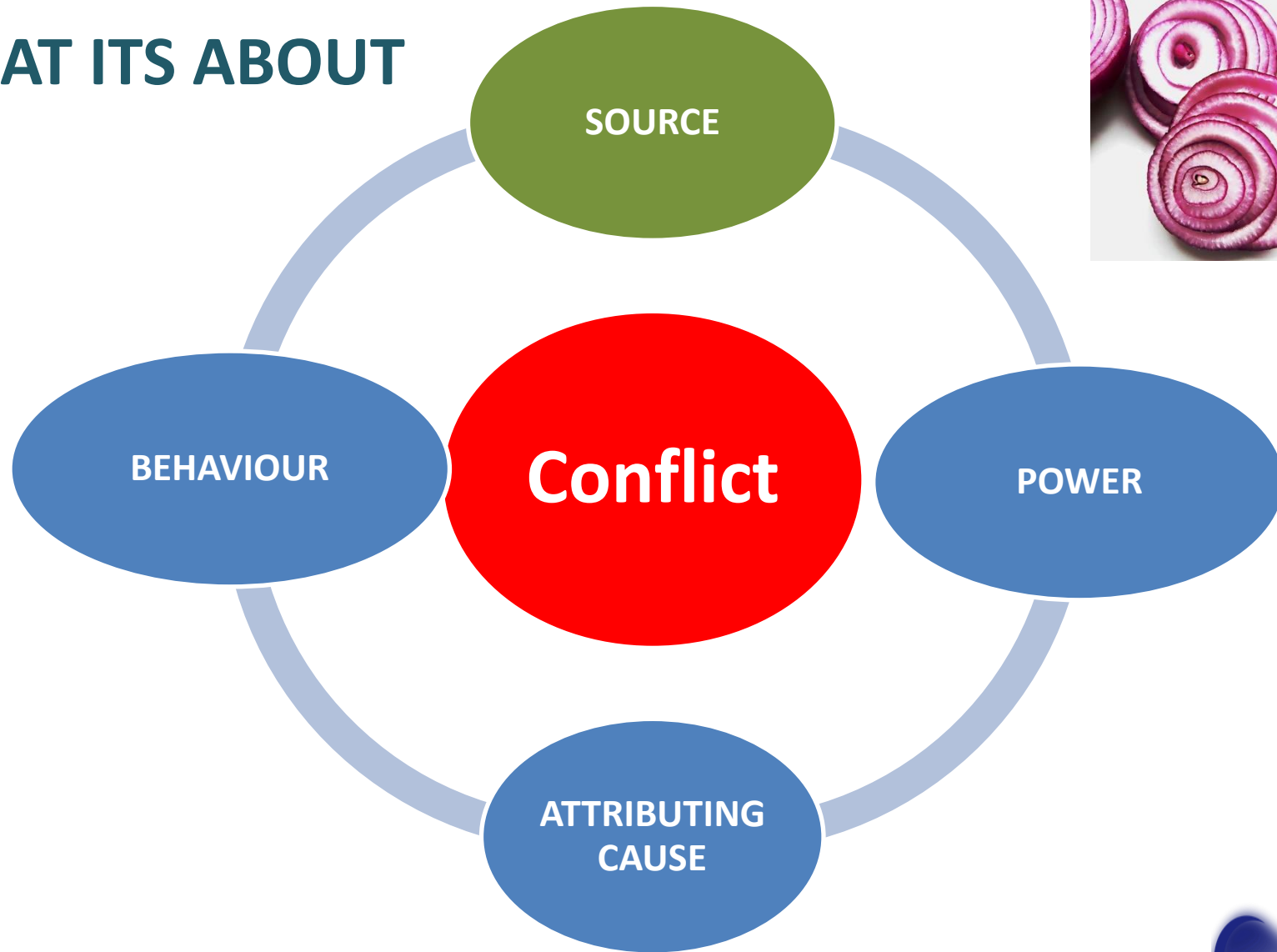
FEAR



Conflicts

occur when people (or other parties) perceive that, as a consequence of a disagreement,
there is a threat to their needs, interests or concerns.

IT'S NEVER ABOUT WHAT ITS ABOUT



1st Step:

- **Source of Conflict**

- **S**tatus: Sense of unimportance to others
- **C**ertainty: Not knowing
- **A**utonomy: Feeling a lack of control
- **R**elatedness: Feeling isolated/Out-group
- **F**airness: Sense of being treated less favourably than others



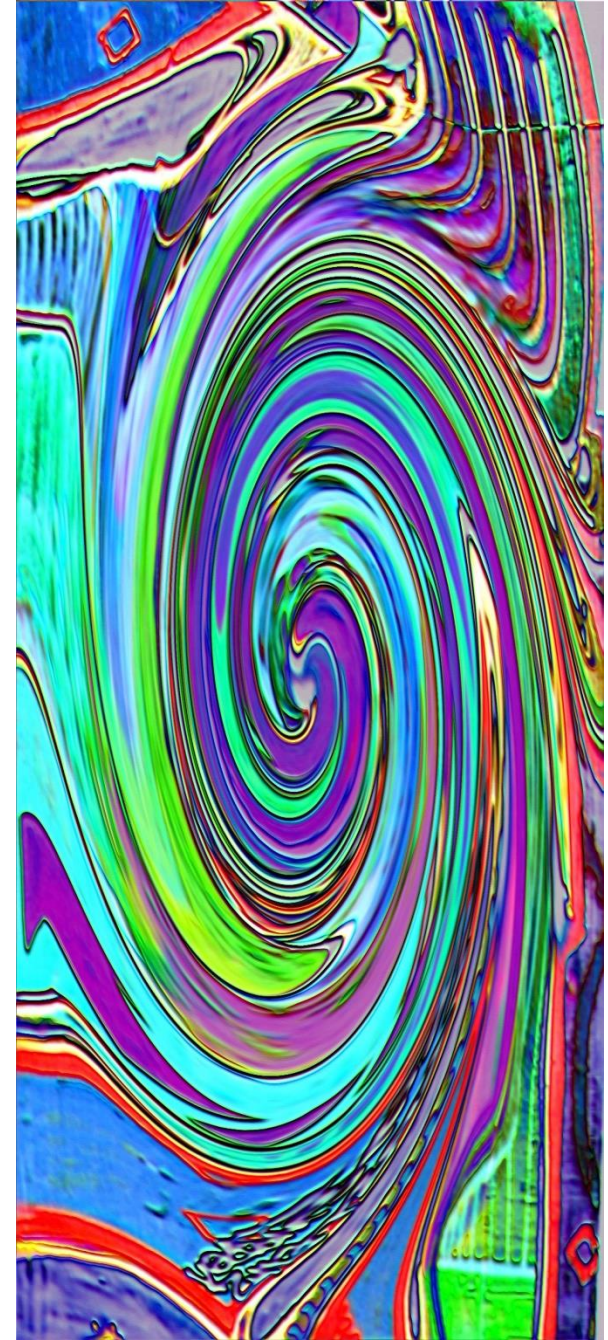
FEAR

Source: David Rock - NeuroLeadership Institute

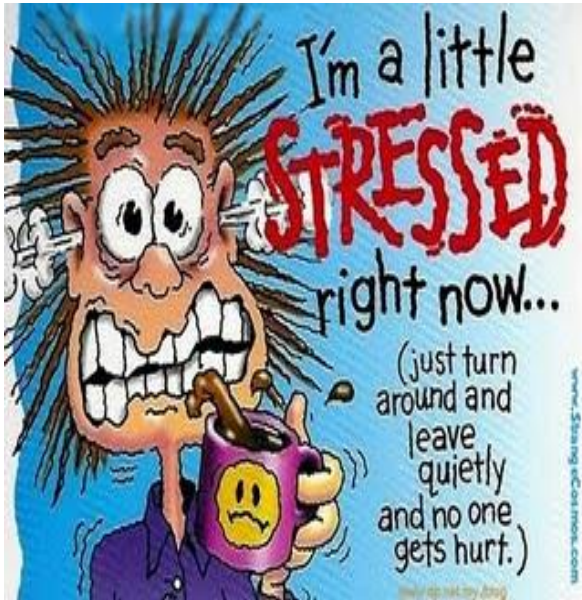


Power:

- Formal / Authority
- Reward
- Punish
- Legalistic
- Knowledge/Expertise
- Information
- Association
- Personal Characteristics



Justification / Attribution



In Conflict – how this power can manifest.....



Passive



Assertive



Aggressive

Silence

Exclude

Accusations

Change rules

Intimidate

Mock

Block

Encourage allies

Hostility

Avoid

Blame

Shout

Threaten

Withdraw

Victim

Glare

Sarcasm

Avoid

Dismiss

Aggression

Agitate

Invade

Obstruct

Isolate

Tell Tales

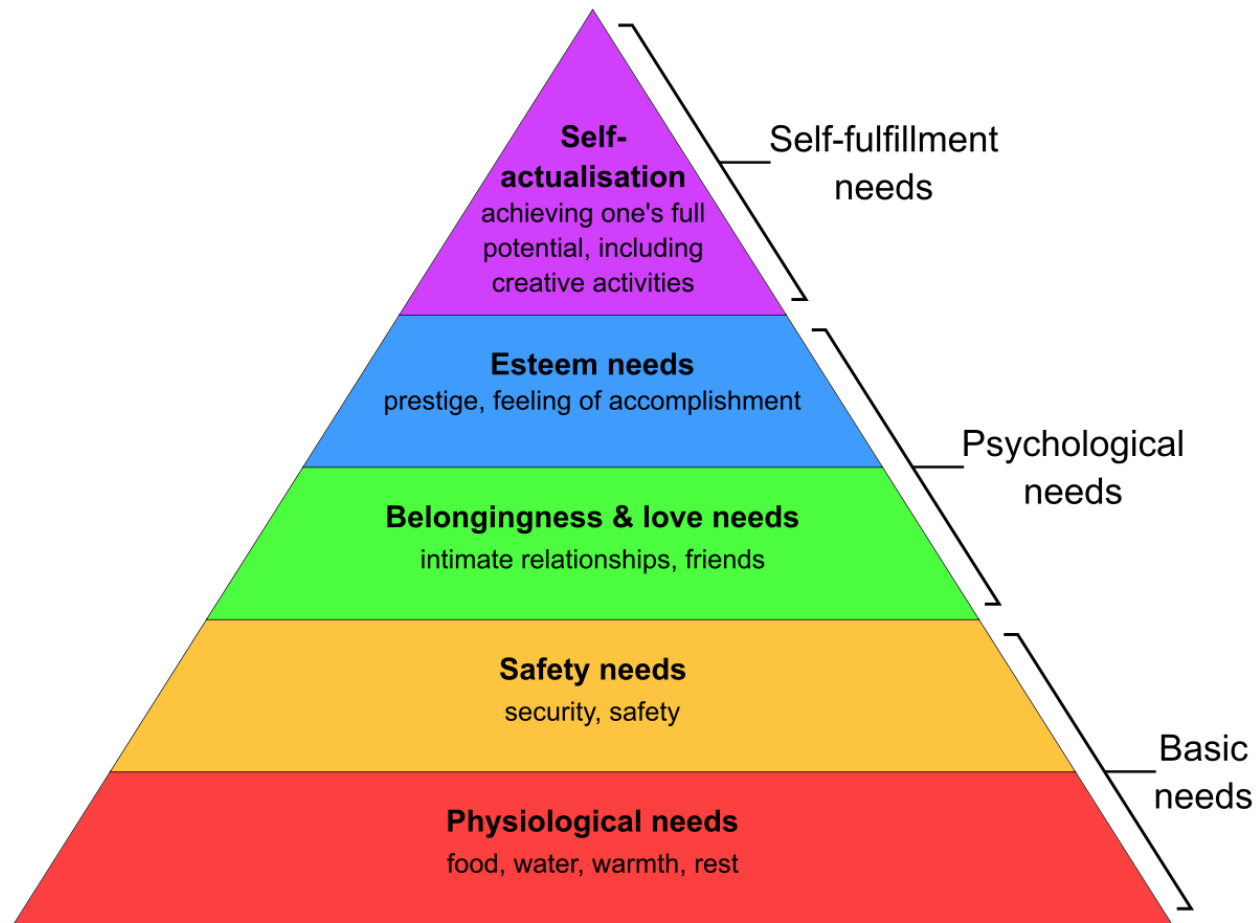
Exaggerate

Target

Rumours

Ridicule

It's never about what its about



Conflict Management



Pathway:



DISCOVERY

DESIRES / NEEDS

DESTINATION

What is truly important?

Emotions/Feelings?

If everything was good?

Concerns/Risks?

Attempts to resolve?

Best outcomes?

Good options?

Ideal fix?

Concessions?

Willing to?

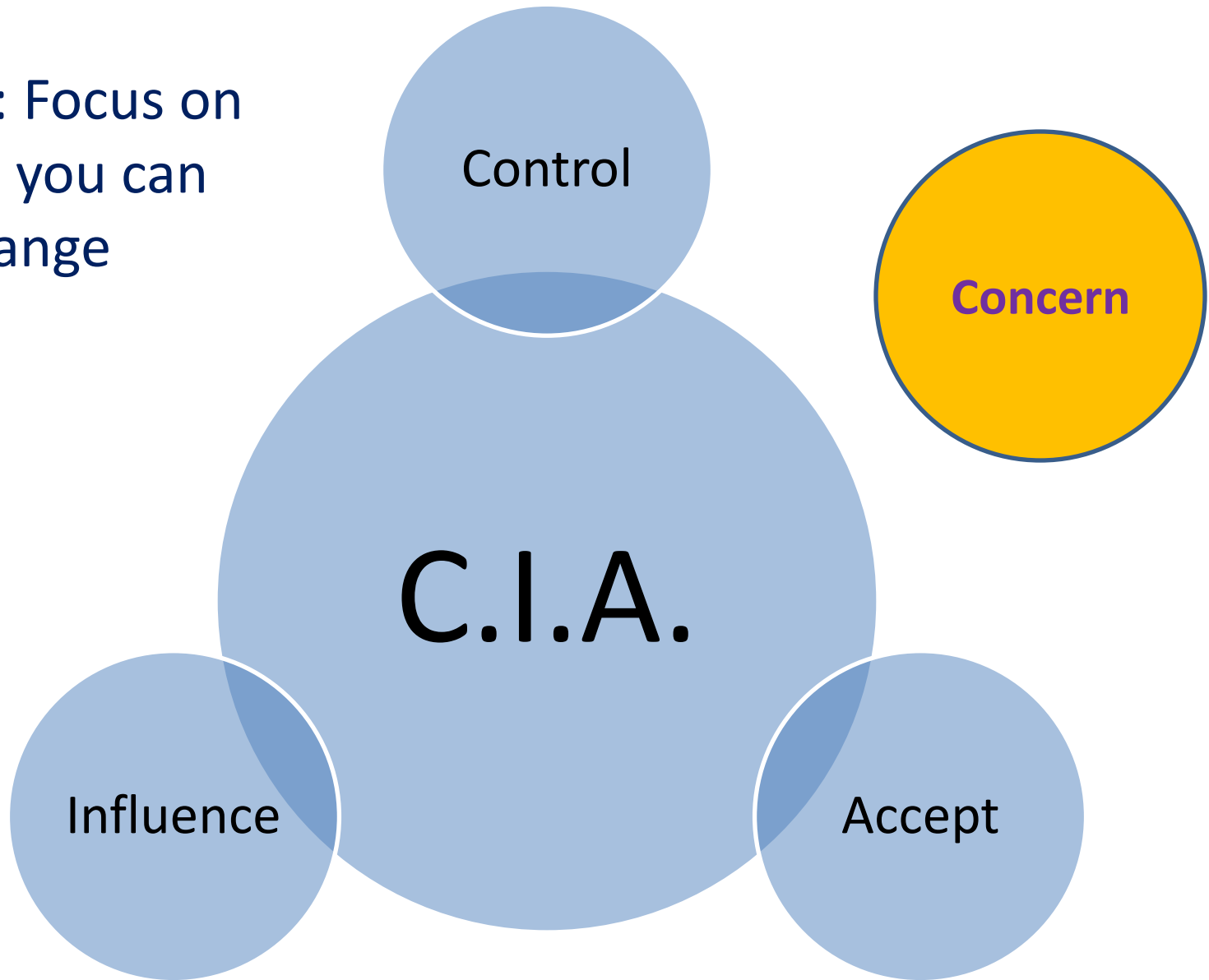
Willing to try?

What do you need from
X/Y?

Fears?

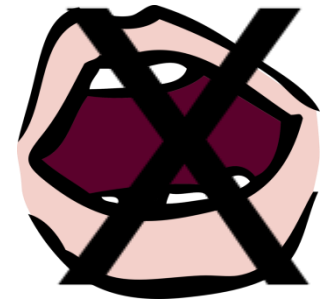
CIA....

Guide: Focus on
what you can
change



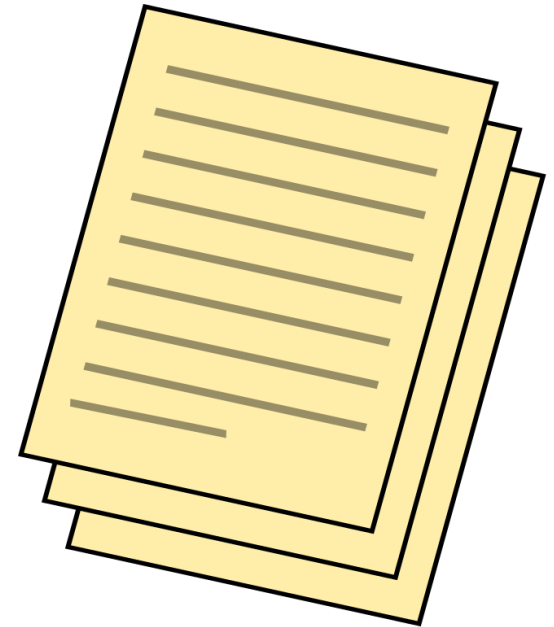
Handling Conflict:

- Early
- Your experience only
- Set expectations
- Provide the opportunity to sort it privately
- Offer to support: Facilitate
- Prepare to:
 - Listen
 - Suspend
 - Questions
 - Silence



Other Considerations:

- HR Policies- Employee Handbook
 - Dignity and Respect
 - Bullying and Harassment
 - Conversations
- Serious incidents – support
- Company/Team Values
 - Meaning
 - Agenda items
 - Setting expectations
- Performance Management
 - Behavioural standards & Soft skills



Conflict Management



Thank you!

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