

# ICBE

IRISH CENTRE  
FOR BUSINESS  
EXCELLENCE

*Where knowledge is shared and  
multiplied*

## WELCOME



### **Jane Perry**

*Organisational Psychologist  
Advanced Practitioner  
Leadership/Executive Coach  
Corporate Wellbeing Coach*



**It happens!**



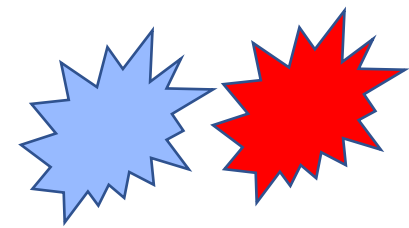
# What is conflict?

‘An active disagreement between people with opposing opinions or principles’  
(Oxford English Dictionary)

A situation in which two or more parties perceive a threat to their interests, values, or goals, resulting in tension or disagreement.

A serious disagreement or argument, typically a prolonged one, between two or more parties due to opposing needs, values, interests, or perceptions.

# Types of Conflict



## 1. Interpersonal Conflict (Person vs. Person)

**Definition:** A struggle between two or more people with opposing needs, desires, or beliefs.

## 2. Intrapersonal Conflict (Person vs. Self)

**Definition:** An internal struggle within a person, often involving choices, values, or emotional challenges.

## 3. Intergroup Conflict (Group/Team vs. Group/Team)

**Definition:** A struggle between two or more teams, departments, or groups within an organization due to differences in goals, priorities, values, or competition over resources.

## 3. Organisational Conflict

**Definition:** Disputes within a workplace or institution, often involving roles, goals, or power dynamics.

**What needs to be present for  
different views to become  
conflictual?**

Interdependence  
Perceived Differences  
Sense of Opposition  
Expressed/Acted out  
Emotions - **Negative**

## Core Principle:

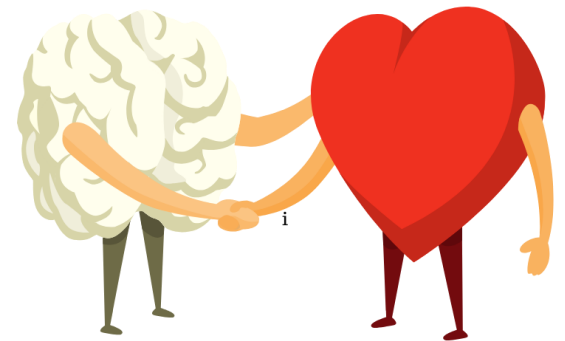
It is never about  
what it is about



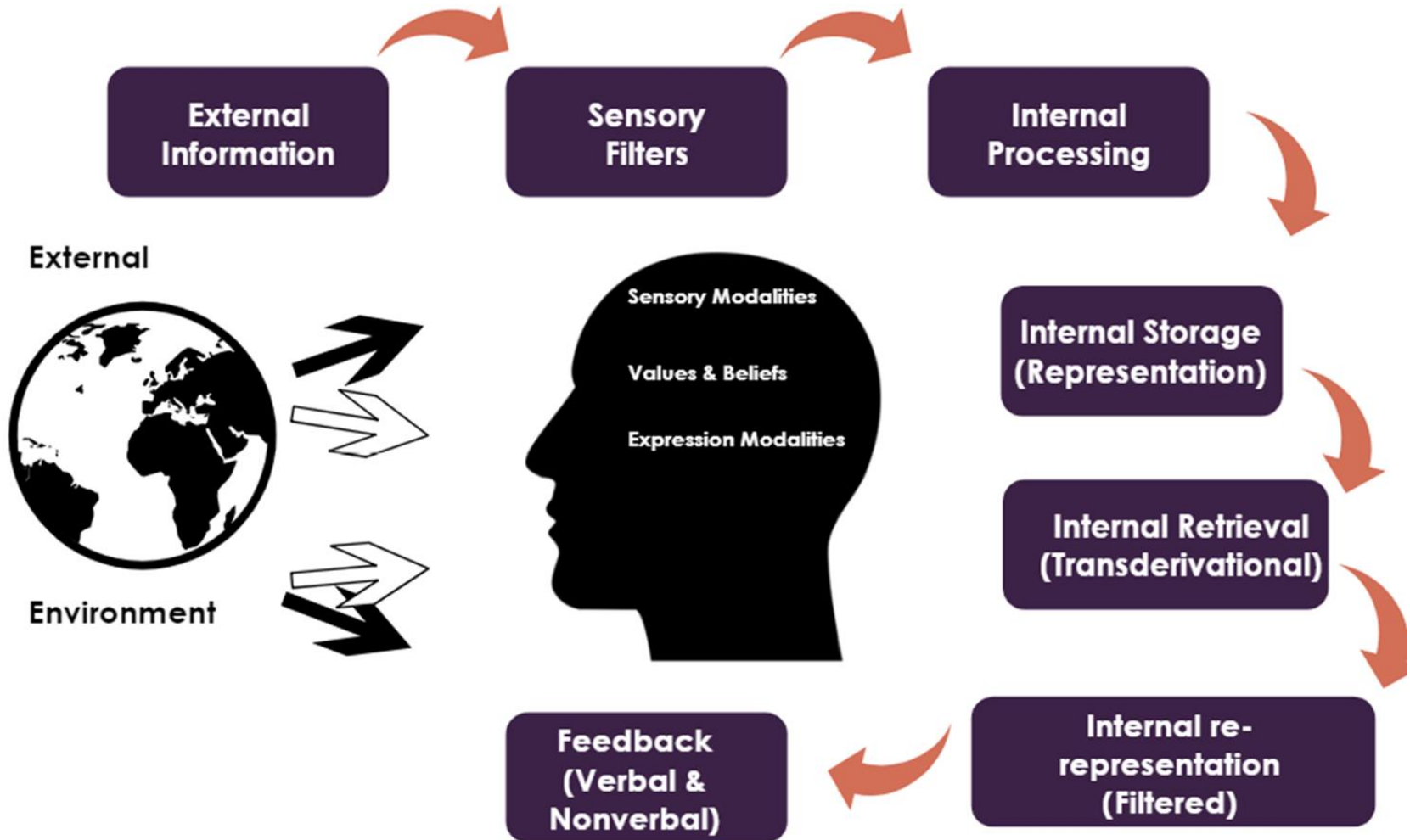
So....

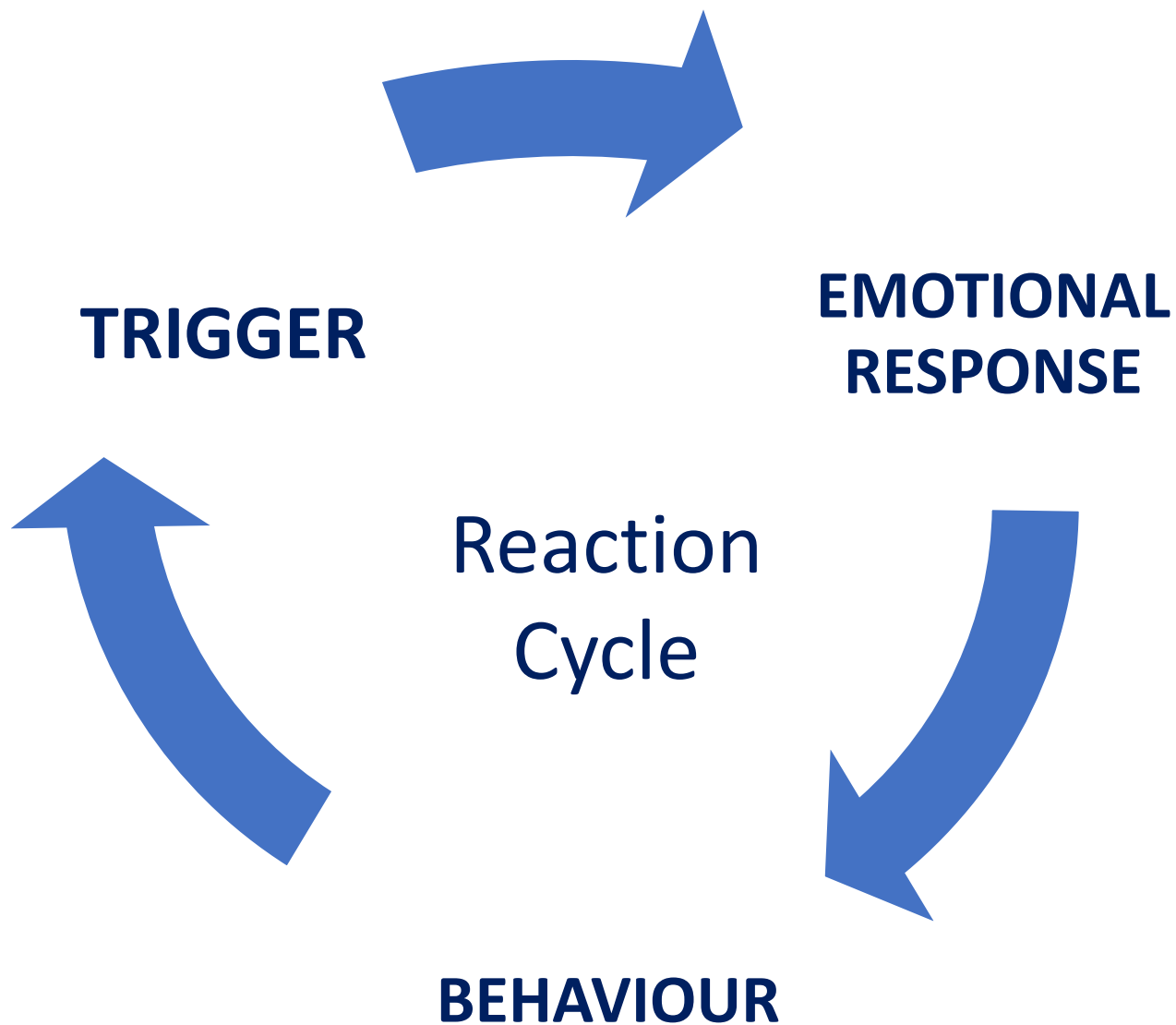
Don't just treat the smoke—look for the fire.

Go deeper



# From the Discipline of NLP





# 3 Options:

Turn Away



Turn Against



Turn Towards



**Relationships tend to get better when the responder turns towards consistently and tend to get worse when the responder turns away or against.**

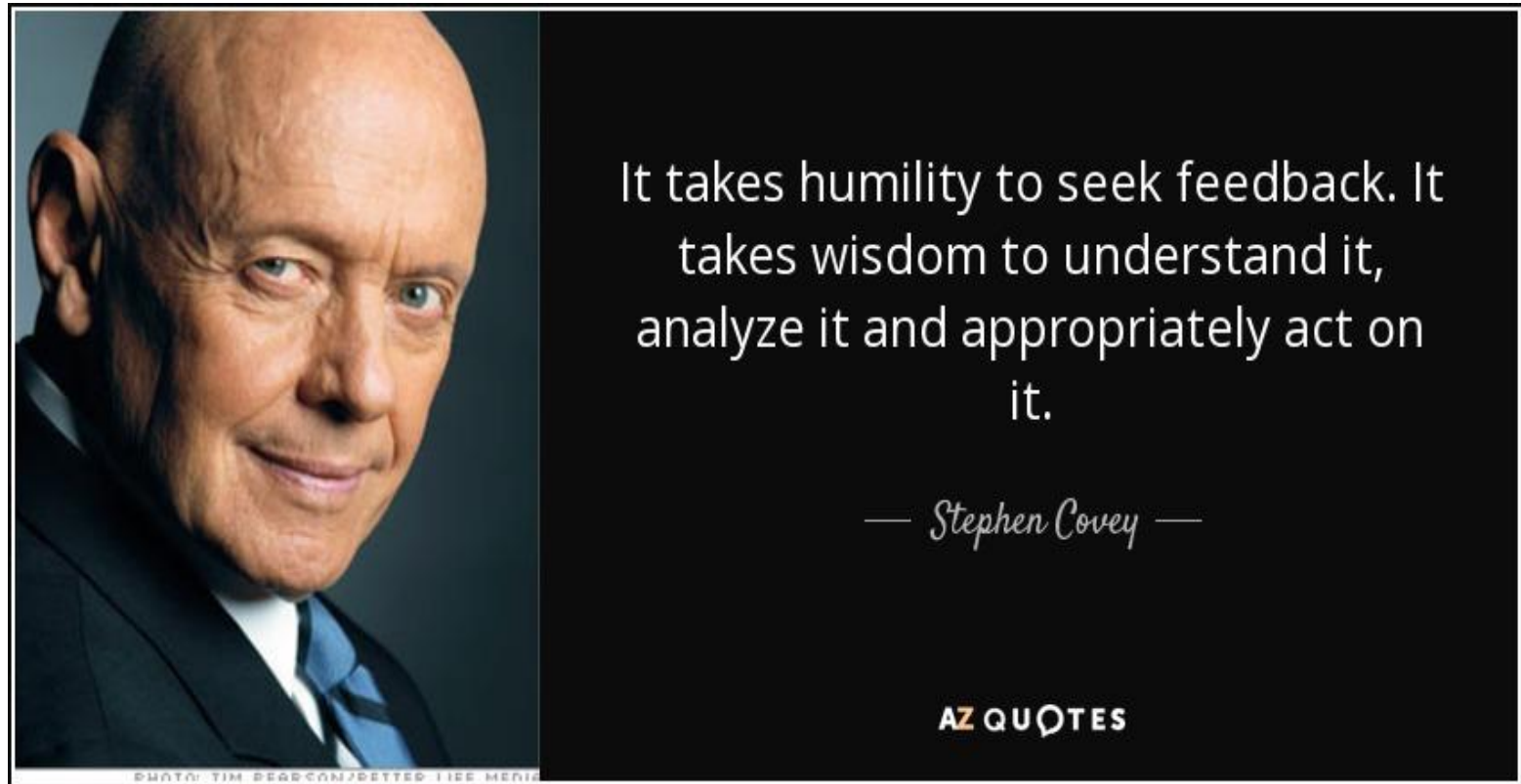
# How to approach a conflictual situation

Do	Try to avoid
Be curious	Don't assume you know
Wait until emotions cool	When emotions are hot
Set an intention – agree a good outcome	A directionless conversation
Assume a positive intent	Judging the behaviour only
Start with what you (they) can agree on	Starting with the disagreement (s)
Enquire – ask questions	Telling/blaming/instructing
Be patient - keep going until everything is resolved	Rush things and potentially leave something to grow again
Summarise regularly	Unstructured conversation
Check for agreement – and bank it	Assuming agreement - leaving it loose

**If everything was good between you (us,  
What would be happening**



# Feedback:



What is it?

# Feedback?

Information, generally provided by a manager to a member of their team, about how they are doing and how they might improve.

**Positive feedback:** Feedback that focuses on the strengths, talents and achievements of employees in recognition of their contribution and accomplishments.

**Constructive feedback:** Feedback aimed at achieving a positive outcome by providing someone with comments, advice, or suggestions that are useful for their work or their future.

**All Feedback** is an expression of another person's/organisation's preferences.



UPLOADED TO SHERWINET

# Common Reasons why we don't give Feedback

1. Its uncomfortable
2. Unsure how to
3. I don't want to put additional pressure on people
4. I don't have enough time
5. I don't know how they will react (emotionally)
6. I don't feel I have the authority – might not be accepted
7. We are working remotely – I'd rather do it face-to-face
8. It is patronising (Own beliefs)



# Case for Feedback

12,000 managers indicated they consider “candid, insightful feedback” critical to career development (McKinsey, 2022: 12k)

92% of employees agree that constructive feedback, when delivered correctly, is effective at improving performance

(Perseptyx 2022)

# Feedback Culture

An environment where individuals feel free, safe, and encouraged to share and receive feedback.

## The experience:

- Feedback is invited and expected
- Habit of reciprocal exchange – not top down
- Positive Intent & purpose – a judgement free zone
- Celebration of improvement and excellence – follow-up
- Feedback mechanisms & tools utilised
- Lead by example



# Constructive Feedback:

## A.I. (Appreciative Inquiry):

### Positive Principle:

Positive questions and conversations about strengths and successes can lead to positive change. Focusing on what works well empowers individuals and groups to create positive futures.

In every situation, task, person, team, family, organisation – something (lots of things) work

- Be clear on the topic of feedback
- Start with what works first – to be retained
- Isolate and deal with what needs to change
- Set a positive outcome and work towards it



## Some suggestions:

Make feedback part of what you do – giving and receiving

Check how the recipient prefers to receive feedback

Only what you observe

Be curious – motivation; viewpoints; interpretations; needs; values ...

Listen – to understand

Summarise and Bank what you agree on

Set goals and an action plan with defined timelines and follow up

Thank the other person for agreeing to receive feedback





# QUESTIONS AND ANSWERS

