



# Understanding People @ Work

## CONFLICT & DIFFICULT PEOPLE

### WORKBOOK



# WHAT IS CONFLICT?



**Awareness**

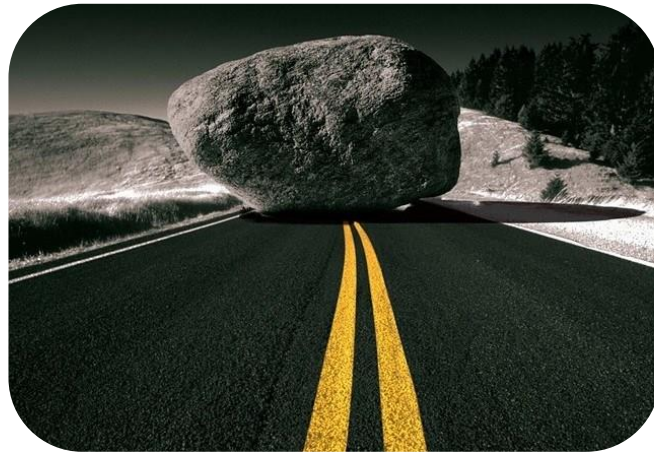


**Opposition**



**Insufficiency**

- Define it.
- What does it look/sound like?



**Blockage**



**Incompatibility**

- Where have you experienced it?
- How would you deal with it?
- Management style?

# THE BENEFITS OF HEALTHY CONFLICT



Source: Mc Lean and CO <https://hr.mcleanco.com/>



# OPTIMAL CONFLICT

Condition		1	2	3
Conflict level		Too little	Optimal	Too great
Organizational performance	High ↑			
	Low ↓			
		Low ←	Level of conflict	→ High
Organizational performance level		Low	High	Low
Organization's internal characteristics		<ul style="list-style-type: none"> <li>• Apathy</li> <li>• Stagnation</li> <li>• Poor focus</li> <li>• Unmotivated</li> <li>• Few changes</li> <li>• Slow to adapt</li> <li>• Not integrated</li> <li>• Few new ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive</li> <li>• Productive</li> <li>• Co-operation</li> <li>• Organizational goal focused</li> <li>• Innovative and changing</li> <li>• Solution searching</li> <li>• Creatively adapting to environment</li> </ul>	<ul style="list-style-type: none"> <li>• Chaotic</li> <li>• Disruptive</li> <li>• Distracted</li> <li>• Politicized</li> <li>• Uncooperative</li> <li>• Hostile to other groups</li> </ul>
Probable impact on organization		Dysfunctional	Functional	Dysfunctional
Managerial action required		Stimulate conflict	Leave alone	Reduce conflict

Source: Based on Hatch 1997



# DEFENCE MECHANISMS

## Denial

- Where a situation becomes too much to handle, you may cope by refusing to experience it.

## Regression

- Going to emotional or childlike emotional state. Transactions analysis PAC.

## Repression

- Involves completely forgetting the experience 'under the carpet'.

## Rationalisation

- Trying to explain your (or their) bad behaviour away/justify it.

## Displacement

- Acting out your frustrations on another who 'just gets in the way'.

## Sublimation

- Transforming your conflicted emotions into productive outlets (going for run to release the stress).

## Projection

- Blaming the other party to avoid you facing your issues.

## Disassociation

- Mentally separating yourself from the person or issue.

## Reaction formation

- Beyond denial. Behaving in the opposite way of which you think or feel.

## Avoidance

- Physically steering clear of the person.

Source: Tony Robbins



# ATTITUDE: HOW DO YOU TEND TO RESPOND?



## The Silent One

Withdraws and refuses to discuss the situation.



## The Fixer

Rushes in to fix everyone's problems.



## The Attacker

Attacks before you can respond.



## The Analyser

Likes to analyse every aspect in excruciating detail.



## The Historian

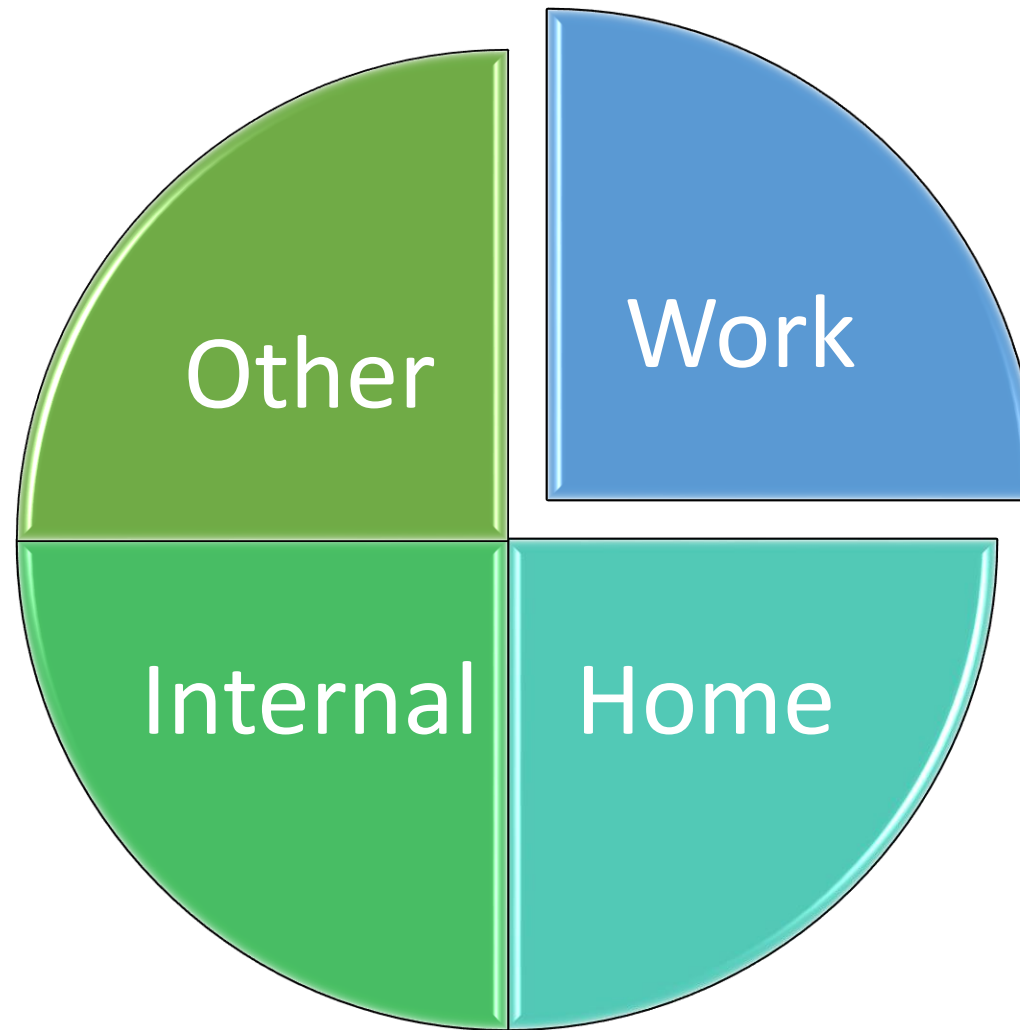
Brings up every argument you've ever had with them.



## The Pleaser

Uses niceness to try to diffuse the tension.

# WHERE DO WE SEE CONFLICT?



# STAGES OF CONFLICT

## Latent conflict

- No outright conflict exists, but there is a potential for conflict because of several latent factors.

## Perceived conflict

- Awareness/analysis of conflict.
- Conflict escalates.

## Felt conflict

- Emotional response to each other.
- Attitudes polarize into “us-v-them”.

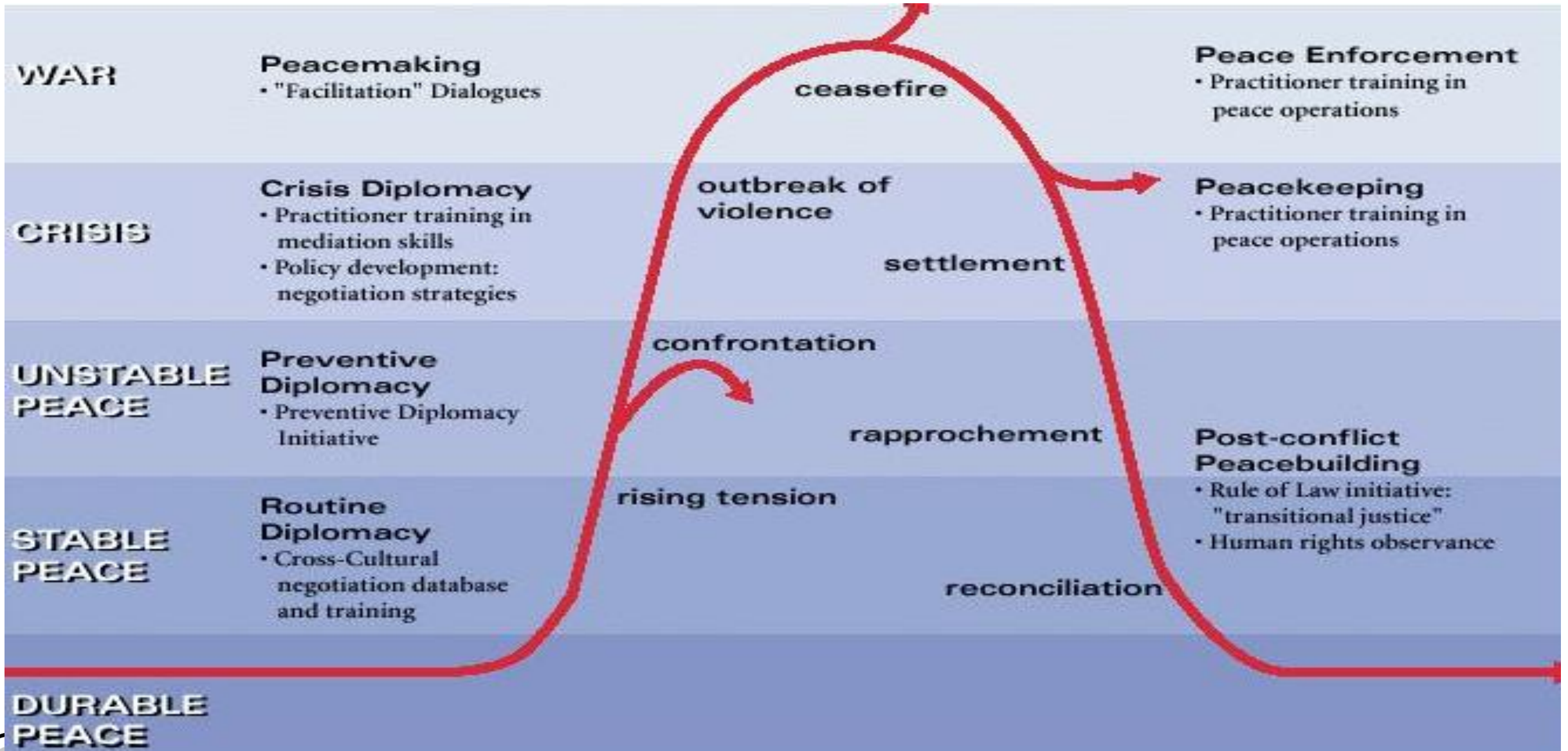
## Manifest conflict

- People try to get back at each other & organisational effectiveness suffers.

## Conflict aftermath

- Conflict is resolved – positively or not.

# STAGES OF CONFLICT



# HOW DO YOU RESPOND TO RISING TENSION?



# YOUR/THEIR PERSONALITY

Working strengths (on and above the line factors)			
Results	People/relationships	Service/Specialist	Quality/technical/policy
<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Assertive Competitive Direct Driving Forceful Inquisitive Self-starter	Communicative Friendly Influential Networker Persuasive Positive Verbal	Amiable Deliberate Dependable Good listener Kind Methodical Persistent Thorough	Accurate Careful Compliant Logical Perfectionist Precise Systematic
Accommodating Hesitant Low decision need Mild mannered Non-demanding	Probing Reflective Reserved Self-conscious Serious Suspicious	Active Alert Demonstrative Mobile Restless	Firm Independent Persistent Strong-willed Stubborn
<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Direction</b>	<b>Reality</b>	<b>Variety</b>	<b>Autonomy</b>
Support factors (below the line factors)			

An active profile with a drive to achieve results.

**D**

Willing to go there.

Unlikely to bring emotion into the situation.

No fear of conflicting opinions.

A passive profile with a drive to

maintain quality and high standards.

**C**

Tends to avoid conflict as they deem it lacking in rationality and logic.

Unlikely to bring emotions into situations.

An active profile with a drive to motivate and engage with people.

**I**

Likely to find conflict invigorating, as long as it's a win-win for all.

May bring emotions into the conversation.

A passive profile with a drive to provide service and support.

**S**

Prefers to avoid conflict and can personalise it.

It's important that any conflict is resolved.

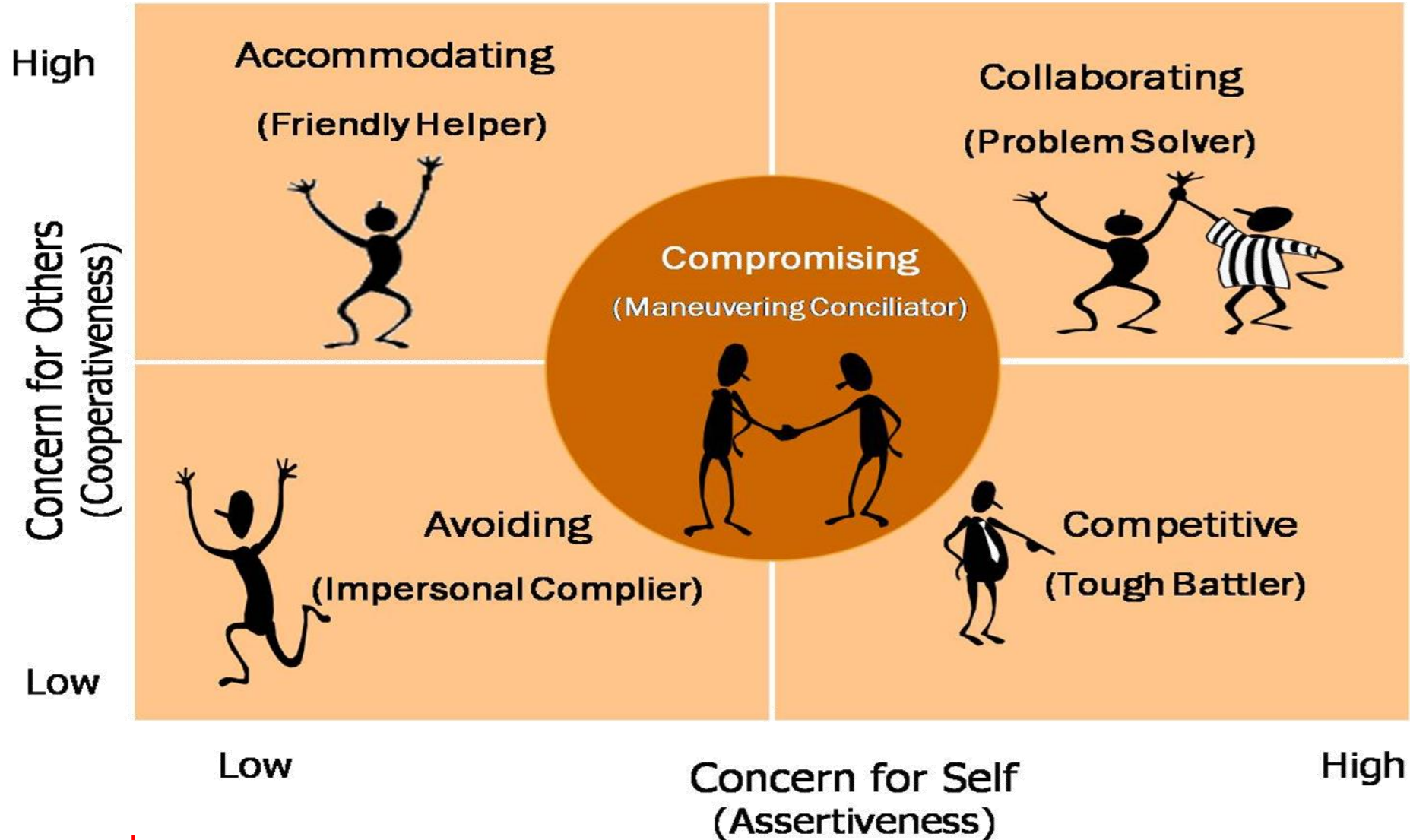
Might your conflict 'just' be a personality clash?

# ANY CLUES IN YOUR FEEDBACK?

List A			List B	
Accurate	Disciplined	Original	Aggressive	Insular
Adaptable	Efficient	Outgoing	Critical	Laid back
Analytical	Encouraging of others	Outspoken	Easily bored	Manipulative
Broad in outlook	Enterprising	Perfectionist	Empire-building	Not interested in others
Calm and confident	Good at follow through	Persistent	Erratic	Over-sensitive
Caring	Hard driving	Persuasive	Fearful of conflict	Provocative
Challenging	Imaginative	Practical	Forgetful	Reluctant to delegate
Clever	Impartial	Professionally dedicated	Frightened of failure	Resistant to change
Competitive	Innovative	Realistic	Fussy	Sceptical
Conscientious	Inquisitive	Self-reliant	Impatient	Slow-moving
Conscious of priorities	Knowledgeable	Shrewd	Impulsive	Territorial
Consultative	Logical	Single-minded	Indecisive	Unorthodox
Co-operative	Loyal	Technically skilful		Up-in-the-clouds
Creative	Observant	Tough		
Diplomatic	Opportunistic	Well organised		



# CONFLICT RESOLUTION STYLES



Tests in your packs

Source: Thomas Kilmann <http://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>



### When to Use Competing

- Stress is high or moderate
- Problem is simple: unidimensional
- Problem is more important to you than to others
- There is little time for discussion
- Low or moderate levels of trust exist
- People can communicate their views
- The culture and reward system support members who argue their positions in a win/lose manner
- People are not concerned with sustaining their relationships

### When to Use Avoiding

- Stress is overwhelming
- Problem is simple: unidimensional
- Problem is not important
- There is little time for discussion
- Low levels of trust exist
- Interactions are ineffective
- The culture and reward system discourage confrontation
- People don't particularly care about their relationships

### When to Use Compromising

- Stress is high or moderate
- Problem is simple: unidimensional
- Problem is moderately important to all
- There is little time for discussion
- Moderate or low levels of trust exist
- Interactions are respectful
- The culture and reward system encourage quick fixes
- People are indifferent about their relationships

### When to Use Collaborating

- Stress is stimulating
- Problem is complex: multidimensional
- Problem is equally important to all
- There is much time for discussion
- High levels of trust exist
- Interactions are effective
- The culture and the reward system actively encourage exploration, cooperation, and teamwork
- People want their relationships to last

# WIN-WIN ROLE PLAY

<b>The Situation</b> Chris is part of a team undergoing a major reorganisation. Chris's boss, Sam, has asked Chris to assume the role of interim team manager. Already doing the work of two, Chris is overworked and stressed out. Sam's boss is expecting this team to deliver on a vital, deadline-driven customer initiative in order to meet stakeholder expectations this quarter.	
<b>Wins for Chris</b>	<b>Wins for Sam</b>
<b>Win - Win Proposed Outcome/Agreement</b>	

## SOFT SKILL AREAS

- Consider the Iceberg/
  - Maslow effect
  - Adams effect
  - Herzberg effect
- Be situational in your approach
- Consider how you 'confront' – situationally. Focus on win win
- Consider soft skills:
  - 7-38-55
  - Encoding and Decoding
  - Noise
  - Get feedback
- Focus on win win

Discuss why these aspects are important in conflict resolution



Unlocking Leadership Potential In Individuals, Teams, Businesses and Communities

- Ideally no increase in cost
- Sam to give as little away as possible but flexible to get outcome
- Find win-win
- Feedback



# 10 types of difficult people



The Tank Queen



The Sniper



The Encyclopaedia



The Explosive



The Drama



The Yes Person



The Innocent



The Unresponsive



The Cynic



The Victim

# 10. THE VICTIM

- ‘Own worst enemy’: must be demonstrated.
- Sapping energy from team: must be addressed.
- Deep listening is needed to help the victim understand where the negative self-obsession comes from.
- Teaching the use of positive language and positive self-talk is essential for this person to break free.



# THE MORE YOU DO IT, THE MORE NATURAL IT BECOMES...

