OFA Fall 2017 Fellows Leader Program: Session 6 - Conflict and mediation

Objectives:

*Coaches will be able to…*

|  |  |  |
| --- | --- | --- |
| *Key takeaways* | *Objectives* | *OFA* |
| * Understand that conflict will happen. Conflict is neither good nor bad -- it just is. * Conflict, when unaddressed, will lead to outcomes that could have been averted. * When a conflict arises, you will have the resources to resolve and mediate it. * Conflicts ARE VERY unlikely to be resolved over email, text, or voicemail. They must be discussed and mediated. | * Fellows leaders will define conflict * Fellows leaders will relate to potential fellows conflicts and reflect on their responses. * Fellows leaders will analyze case studies/videos to increase your understand of your response to conflict. |  |

Pre-work:

Session Plan:

|  |  |  |
| --- | --- | --- |
| *Time* | *Activities* | *Things needed* |
| 7:30 - 7:45 | * CONGRATULATIONS!   + We onboarded nearly 250 fellows   + Some orientations yet to be held   + Highest rated orientation of the year * Intro/logistics check-in   + Chatbox -- Everyone, not all panelists   + Go over reminders for logistics -- Tuesday/Thursday emails   + #OFAFellows * Announcements   + Orientation debrief form being released Thursday   + Introduce Alexis Conavay * PERSONAL STORY -- Bobby’s conflict this weekend * Our US story |  |
| 7:45- 7:50 | DEFINING CONFLICT   * *Nelson Mandela -- Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another.* * *Nelson Mandela -- True reconciliation does not consist in merely forgetting the past.* * First of all, this is an entire field of study that requires a lot of study, emotional intelligence and agility, and most importantly, application. * Conflict is:   + A part of life   + Usually uncomfortable   + Managed in destructive and constructive ways   + Often complex (as in not black and white!)     - (Include grey slide here) * **Conflict** -- “A conflict exists whenever incompatible activities occur … one party is interfering, disrupting, obstructing, or in some way making another party’s actions less effective.” * **Dual Concern Model --** Two parties involved **(outcome oriented) --** Essentially analyzing how assertive you are towards getting to that   + **Competing --** high concern only to personal goals     - Assertive, uncooperative   + **Accommodating --** high concern for others goals/doormat/preserving relationships   + **Avoiding --** Unassertive and uncooperative     - Bad default/might need time     - “No way” to resolve conflict -- someone else’s job     - Goldfish   + **Collaborating --** both assertive and cooperative     - “Our way”     - Taking into account biases     - Dolphin   + **Compromising --** intermediate in assertiveness and cooperativeness     - Half-way, meeting in the middle.     - It is good for temporary solutions, but in complex situations, is a band-aid * **ACTIVITY 1 --** Think of a recent conflict -- what was the end result? * **Activity 2 --** In the dual concern model, place yourself in the result?   + Grid displayed   + I fall at 5 and 4 -- this puts me squarely in compromising. It also meands I have tendency to avoid.   + Where do you fall? Chatbox and breakouts * Debrief |  |
| 7:55- 8:20 | **Responding to Conflict**   * Intercultural Conflict Style Inventory (Hammer, 2003) -- **(process oriented -- usually culturally independent)**   + Designed for helping you understand approaches for dealing with conflict when interacting with others   + Focus is on the way you approach communication under conflict conditions.   + Refers to a preferred, or default, manner of dealing with disagreements and the communications of emotion.   + It assumes that there may be a range of individual differences within any culture.   + **Discussion**     - An approach to conflict resolution that emphasizes a *verbally direct approach* for dealing with disagreements and a more *emotionally restrained or controlled manner* for communicating       * Strengths -- Confronts problems, gives elaborate arguments, maintains calm       * Weaknesses: Difficulty reading between the lines, unfeeling   + **Engagement**     - Emphasizes a *verbally direct* and *confrontational approach* toward resolving conflict that is accompanied by an *emotionally expressive demeanor.*       * Strengths -- Provides detailed explanations, expresses opinions, shows feelings       * Weaknesses-- Appears dominating and rude, is too focused on one’s own feelings   + **Accommodation**     - Emphasizes an *indirect* approach for *dealing with areas of disagreement* and a more emotionally *restrained or controlled manner for dealing with each party’s emotional response to conflict*       * Strengths -- Considers alternative meanings (reading between lines), able to control emotional outbursts, sensitive to feelings       * Weaknesses-- difficulty with one’s own opinion, seen as dishones   + **Dynamic --** Involves the use of *indirect strategies for dealing with substantive disagreements* couples with more *emotionally intense expression.* This style is comfortable with more emotionally confrontational discourse and expression     - Strengths:: Uses 3rd party, observations are skilled, good for strong emotional displays     - Weaknesses- rarely gets to the point   **Activity 2 --** In the conflict you discussed previously, how did you respond?   * LARGE GROUP DEBRIEF (5 minutes)   + Key Takeaway -- everyone views conflict resolution differently | * 12-competencies Table * Bit.y link to Google Form |
| 8:25- 8:52 | **UPFRONT: Conflict viewed as needs**   * **The anger volcano**   + Generally, when conflict arises, it corresponds to anger   + ***Anger --*** Strong feeling of displeasure, annoyance, or a reaction to insult, injury, and injustice     - There is not one way to define anger     - Anger is constructive and instructive in many cases   + Anger generally masks other primary feelings   + Those primary feelings are generally coming from unmet needs   + Essentially, when we are in conflict, we are disregarding each other’s needs and at the same time, making assumptions about others (whether due to misunderstanding or implicity bias)   + Thus, anger is triggered when needs are disrespected   + VISUAL -- Anger Volcano     - All of us have “anger triggers”       * I.e. when a coworker asks me what “I am doing” to fix a situation we both have responsibility over -- I infer quickly that someone they are implying that I am not doing a good job.       * Some needs are higher than others.       * Feelings -- exasperation, injustice, anxiety, hurt       * Needs: validation, recognition, collaboration * **ACTIVITY --**    + What are your “anger triggers”?   + What feelings are underneath these triggers when you feel angry?   + What are the needs? * Debrief |  |
| 8:52 - 8:57 | **DEBRIEF AND KEY-TAKEAWAYS**  **In Chat box--**   * **Technical -** What stood out to you the most? * **Practical -** How do you think your biggest key takeaway applies to how you view conflict with fellows, groups, etc. in the past? * **Emancipatory -** What situations will you confront as a leader differently now that you’ve begun learning about conflict? |  |
| 8:57- 9:00 | * **Homework:**   + **Read:**     - Early Matters - The first few moments of a mediation matter most. <http://icccr.tc.columbia.edu/early-matters-the-first-few-minutes-of-a-mediation-matter-most/#more-35>     - [Conflict Mediation Guidelines](https://web.stanford.edu/group/resed/resed/staffresources/RM/training/conflict.html)   + **Applied learning:**      - This week, you will be in conflict -- very likely, if you’re driving, etc.. You will feel angry because you’re coming into conflict.     - When you do, take a second to pause -- identify your feelings, and identify your unmet needs.     - Then, try and identify what their feelings and unmet needs might be |  |