

# OFA 2017 Fall Fellows Leader

Fall 2017

Bobby Brady-Sharp, Training Projects Manager



# Agenda

Intro and announcements

Dual-Concern Model

Intercultural Conflict Style Inventory

Unmet needs

Close and HW

# Logistics



We will meet for 90 minutes



You will need a pen and paper or means of taking notes



A recording of this call will be available later this week.



Please tweet -- #OFAFellows

# Goals

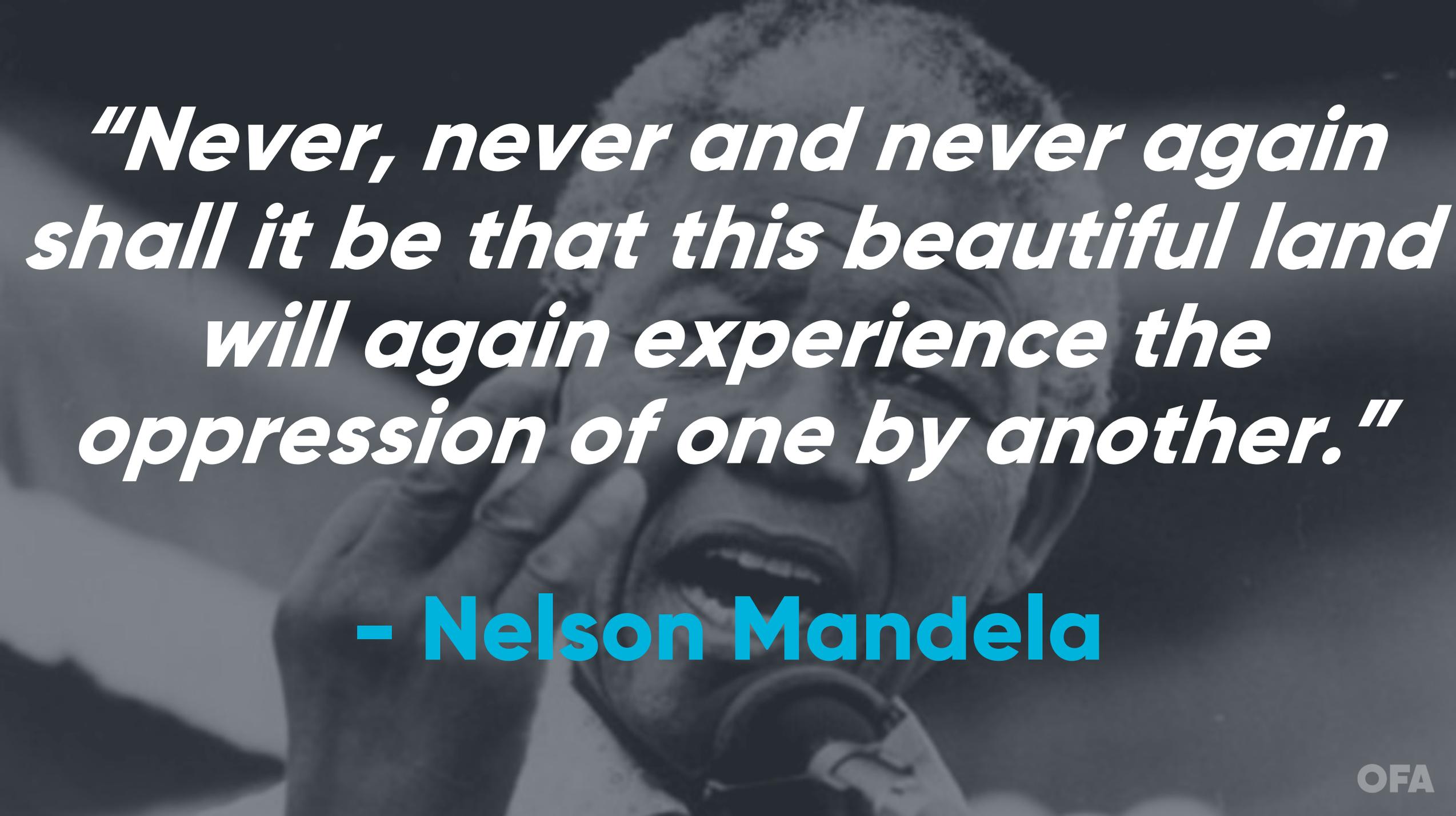
- 1 Define conflict and your normal outcomes and processes in dealing with it
- 2 Relate conflict to potential conflicts with your fellows and your teams, and reflect on how you will respond to them
- 3 Analyze case/studies and videos to increase your understanding of conflict

# Housekeeping items

A portrait of Alexis Conavay, a woman with short purple hair and bangs, wearing dark-rimmed glasses and a nose ring. She is smiling slightly and looking directly at the camera. The background is a dark, textured wall.

**Alexis Conavay**  
Organizing Coordinator

# Defining conflict

A black and white photograph of Nelson Mandela speaking into a microphone. He is wearing a dark suit and a light-colored shirt. His mouth is open as if he is in the middle of a speech. The background is slightly blurred, showing other people in the audience.

***“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."***

**- Nelson Mandela**

# Conflict is...

- A part of life

# Conflict is...

- A part of life
- Usually uncomfortable

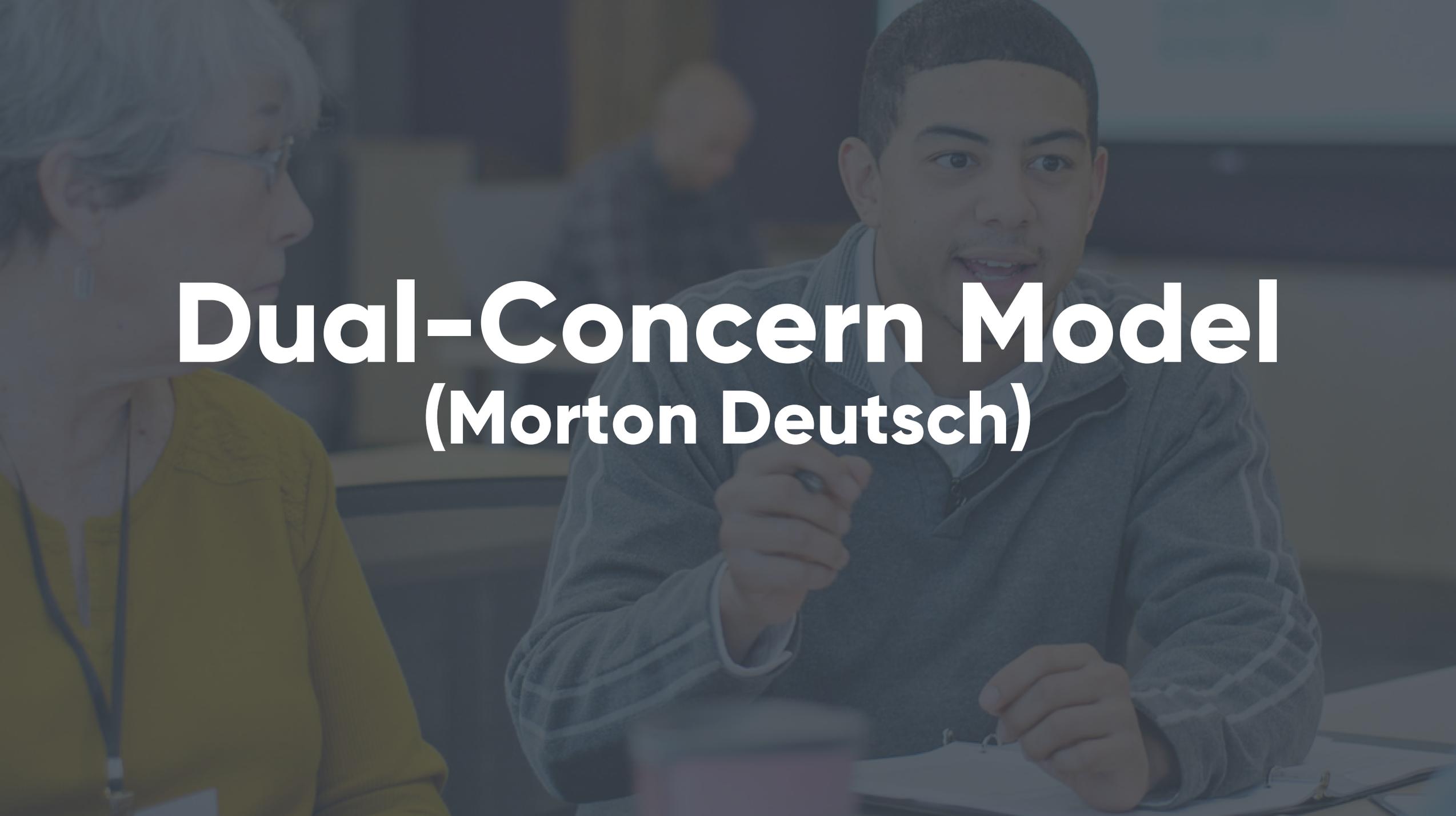
# Conflict is...

- A part of life
- Usually uncomfortable
- Can be managed in destructive or constructive ways

# Conflict is...

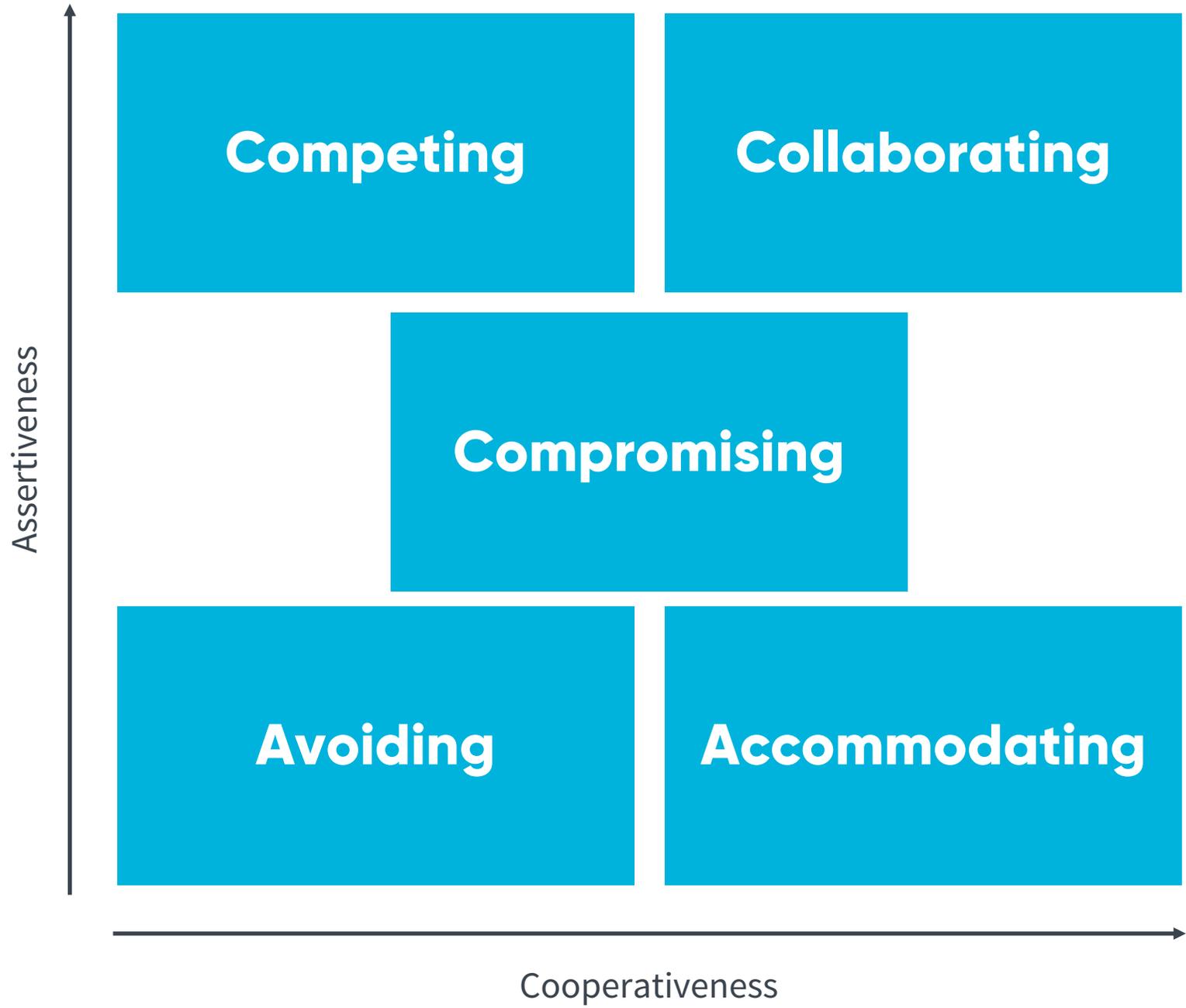
- A part of life
- Usually uncomfortable
- Can be managed in destructive or constructive ways
- Is often complex – as in, not black and white

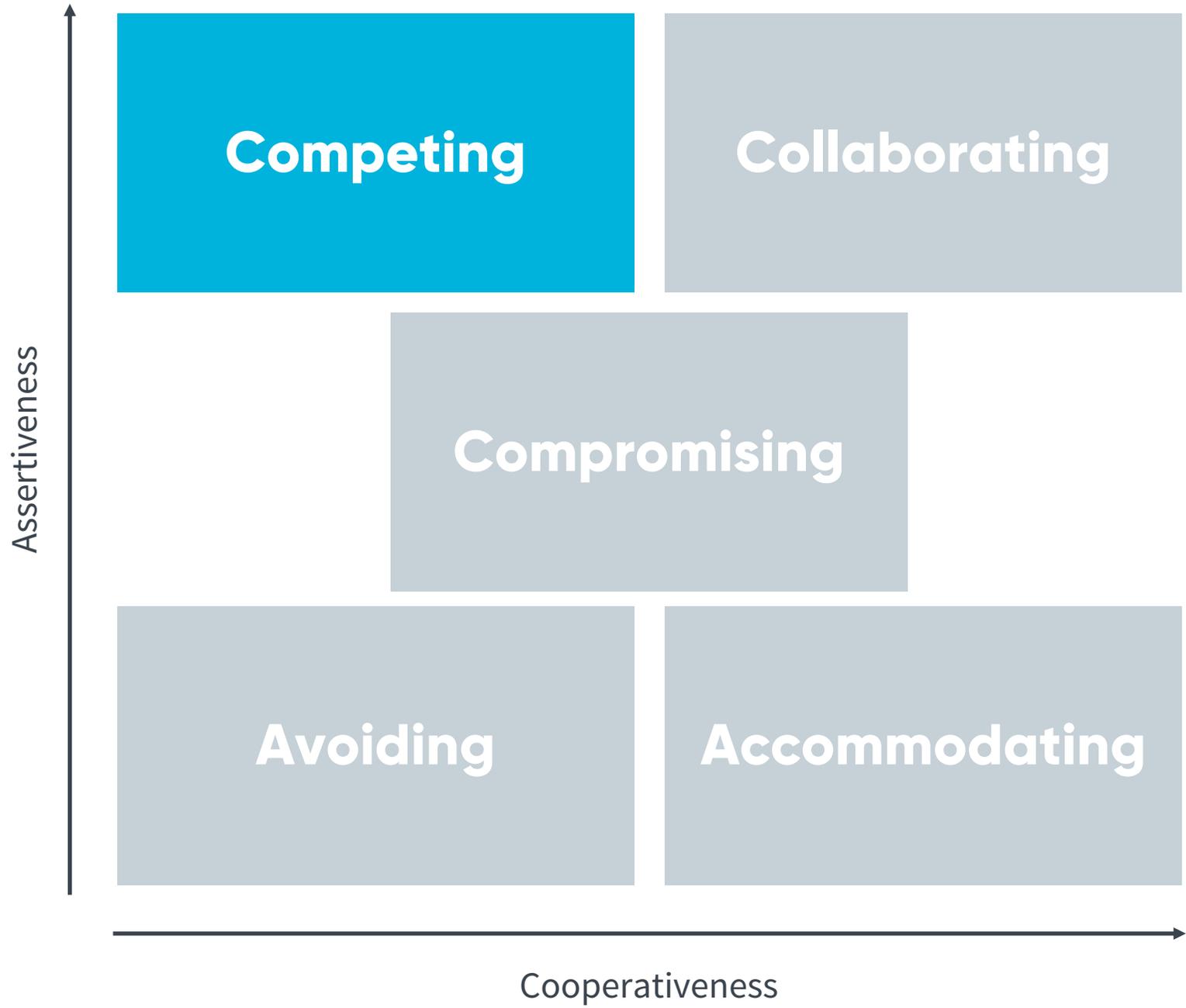
**Conflict**– “Exists whenever incompatible activities occur, where one party is interfering, disrupting, obstructing, or in some way making another party’s actions less effective.”  
– Morton Deutsch



# Dual-Concern Model (Morton Deutsch)

**The Dual-Concern model of conflict resolution is concerned with **outcomes** of a conflict.**

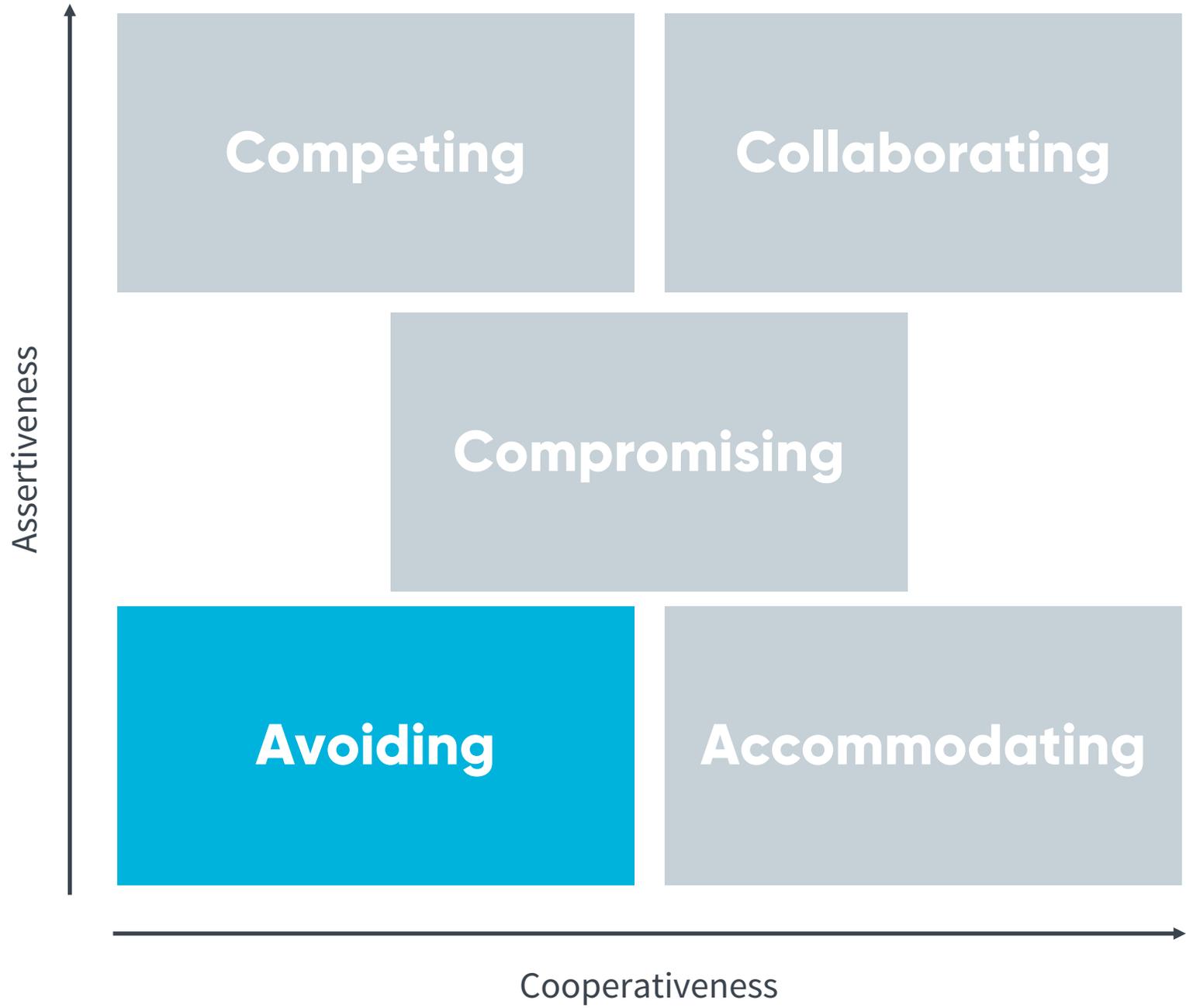




**Competing**

**Assertive and  
Uncooperative**

- High-concern only to your individual personal goals
- “My way or the highway” mentality
- Archetype – Pounding fist on the table



**Competing**

**Collaborating**

**Compromising**

**Avoiding**

**Accommodating**

Assertiveness

Cooperativeness

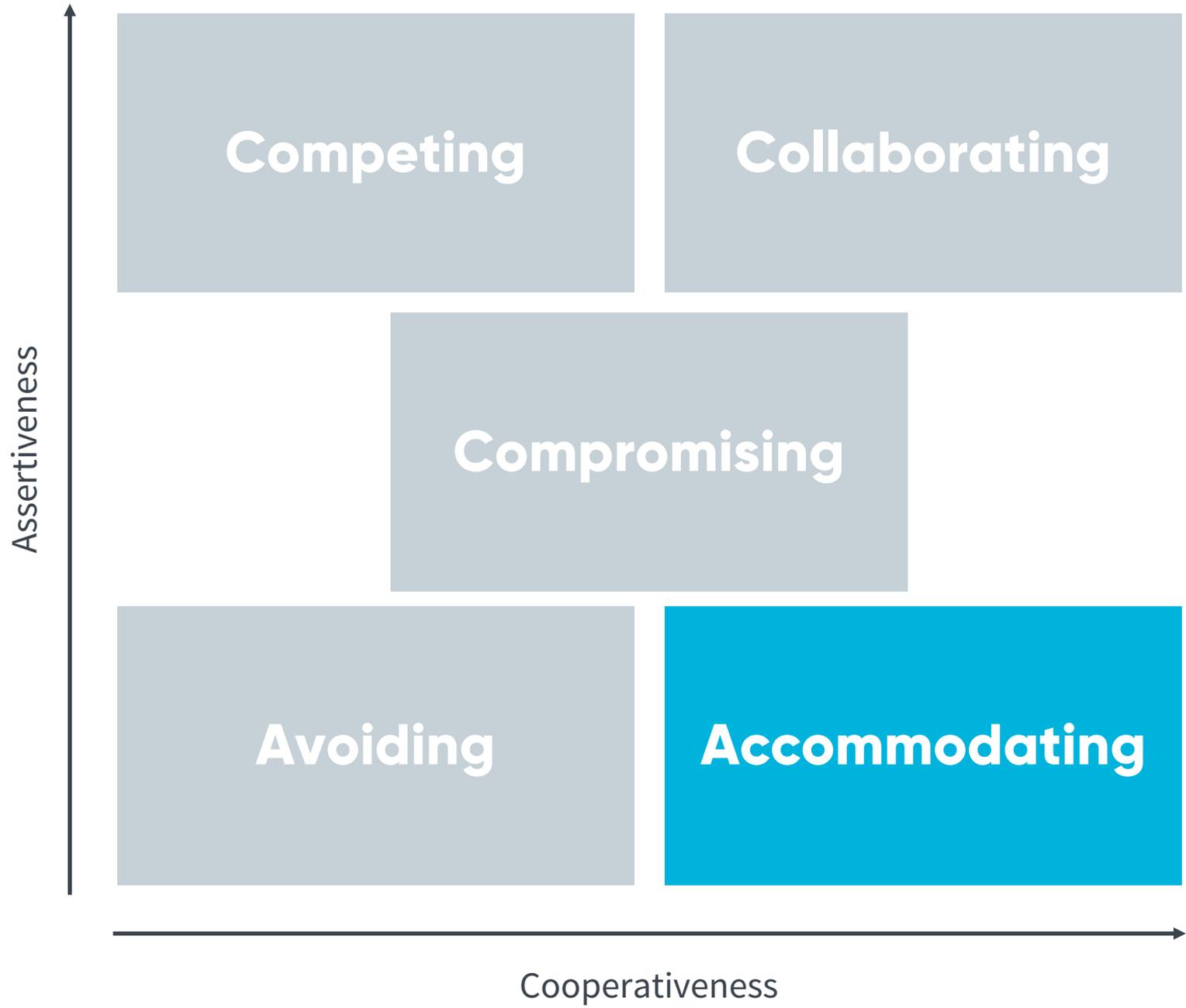
**Competing**

**Assertive and  
Uncooperative**

**Avoiding**

**Unassertive  
and  
uncooperative**

- Delaying of conflict resolution
- Delegating controversial decisions
- Accepting default decisions
- Not wanting to hurt anyone's feelings
- Usually a bad default – but can be appropriate in impossible situations



**Competing**

**Assertive and  
Uncooperative**

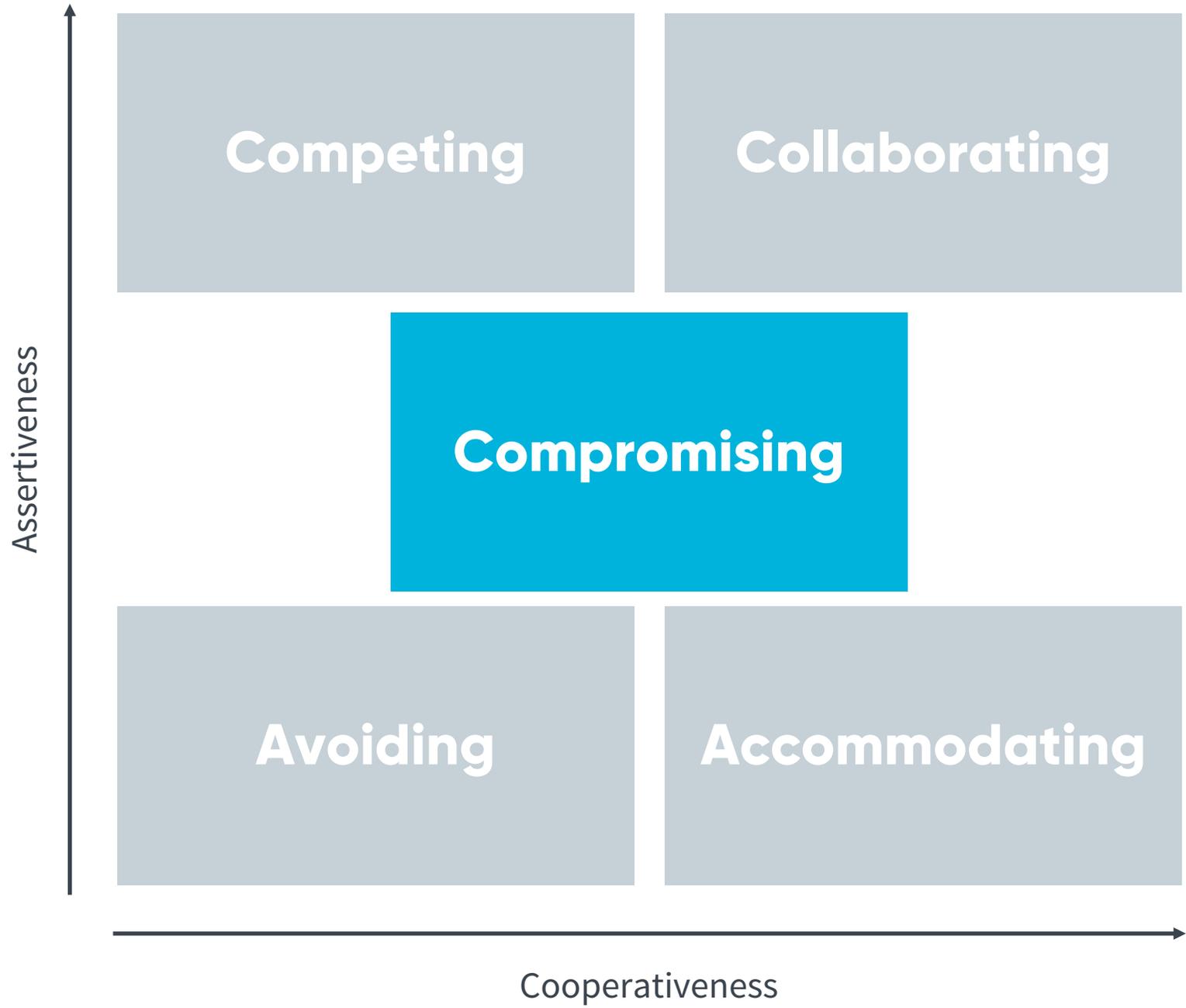
**Avoiding**

**Unassertive  
and  
uncooperative**

**Accommodating**

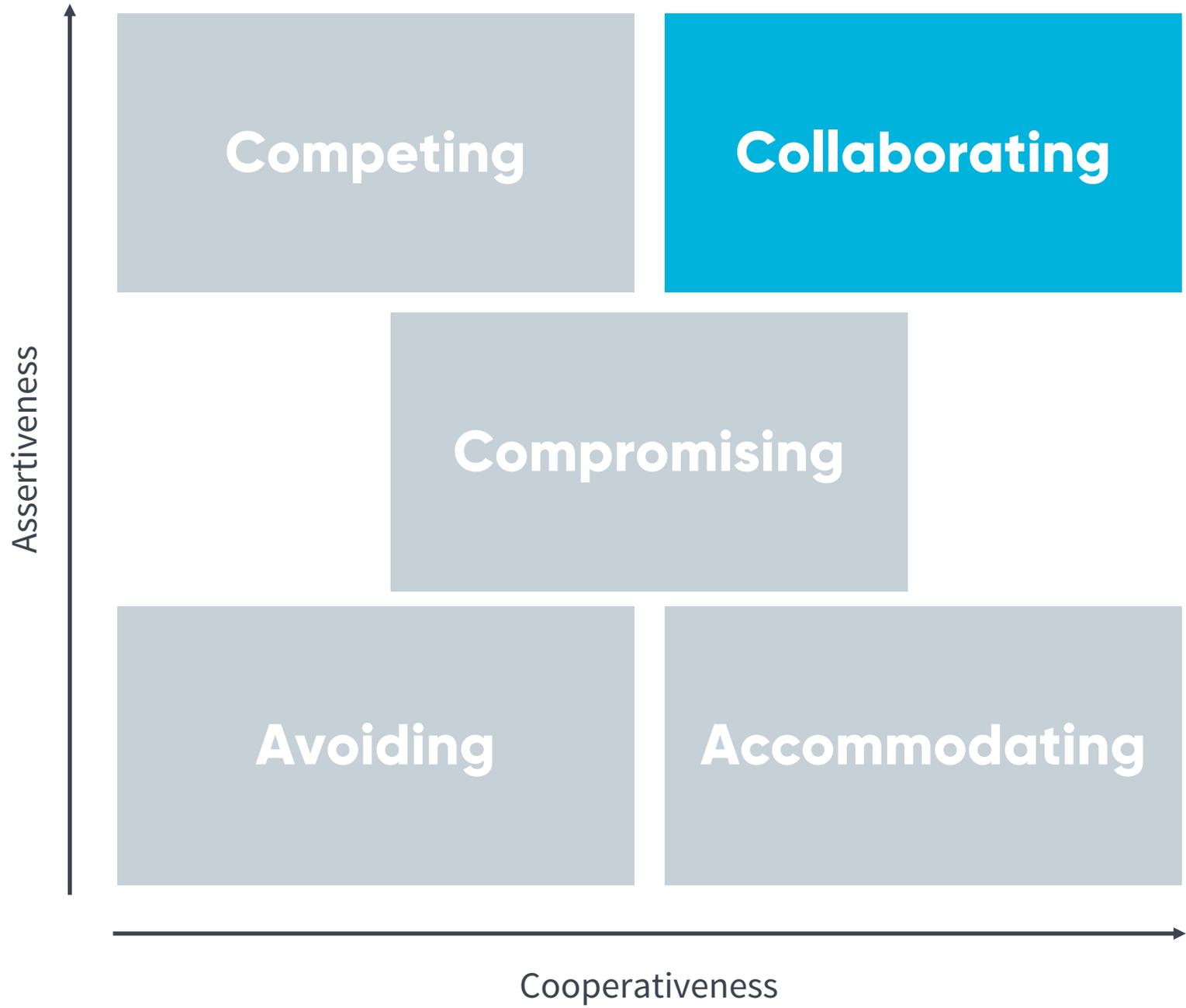
**Unassertive  
and  
cooperative**

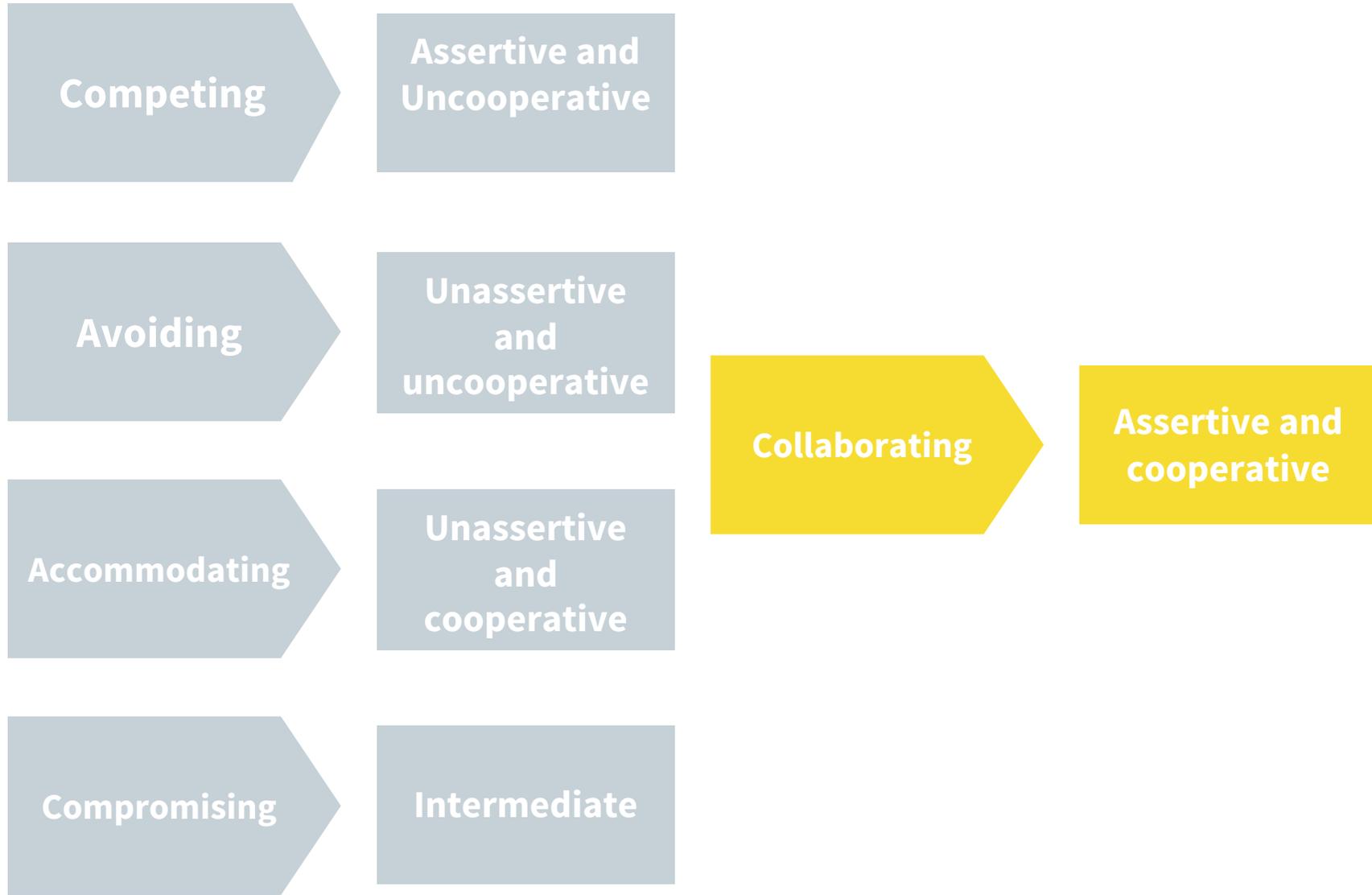
- High concern for other's goals
- Interested in preserving relationship
- Described as “yielding”





- Intermediate concern for people's goals and cooperation
- Everyone expected to give up something
- Good for fixed resources (time)
- Mediocre agreement – generally temporary (band-aid fix)





- “Our way”
- Takes into account implicit bias and everyone’s needs better than other outcomes
- Focus on how to overcome long-term conflict
- Important in complex conflicts

# 10 minutes

**Breakout: Read,  
reflect, discuss**

Resources:

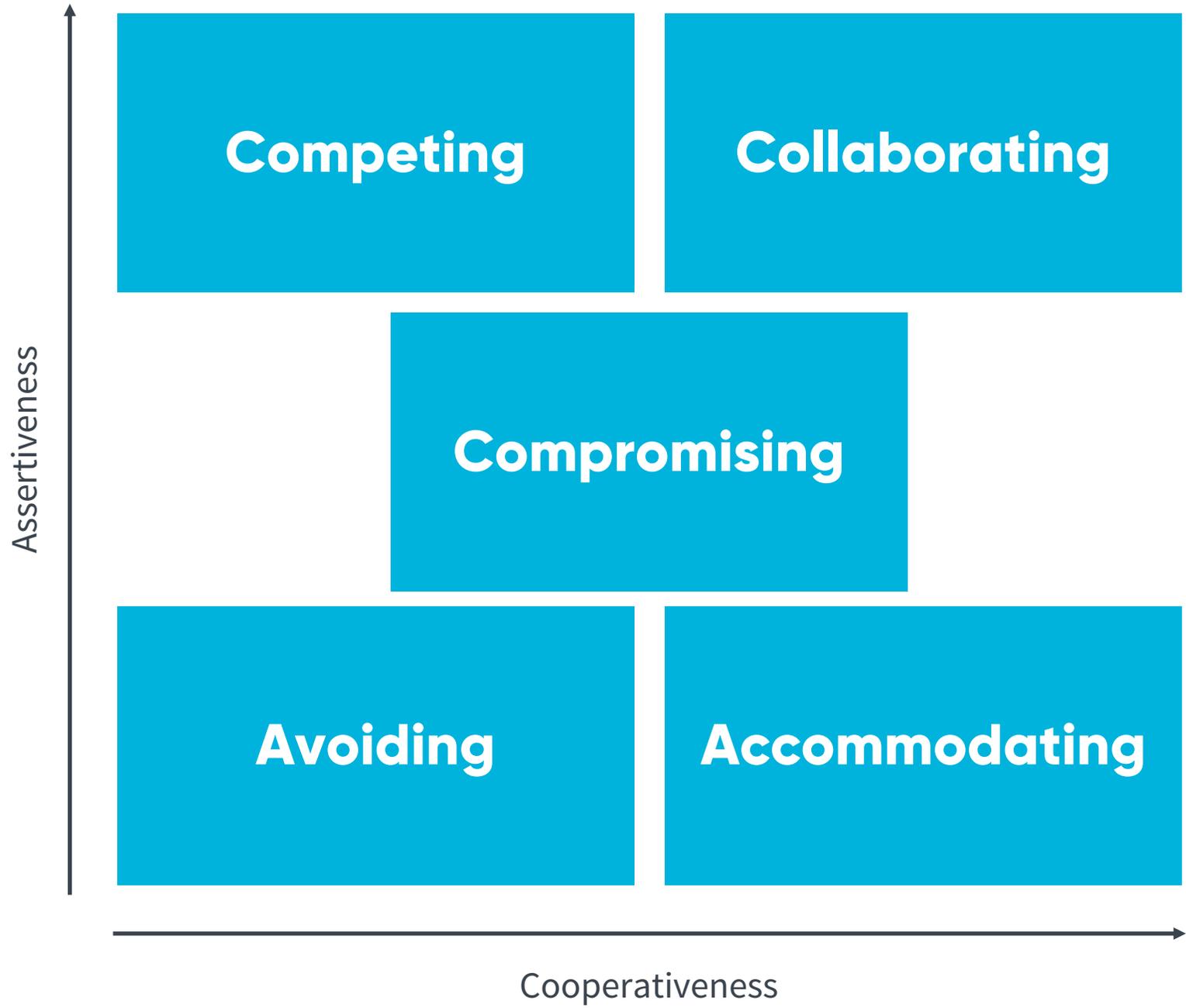
Definitions:

[bit.ly/dualconcern](https://bit.ly/dualconcern)

Form to fill out:

[bit.ly/conflictleaders](https://bit.ly/conflictleaders)

- Think of a recent conflict – what is the conflict and what was the end result?
- **Enter them in this google form, but DON'T submit yet.**





# **International Conflict Style Inventory (ICS)** **(Mitchell R. Hammer (2003))**

# ICS Inventory

- **Process oriented**

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- Process oriented
- **Culturally dependent**

# ICS Inventory

- Process oriented
- Culturally dependent
- **Designed to help you understand approaches for dealing with conflict when interacting with others**

Emotional restraint

Emotional expressiveness

Direct

**1. Discussion**

**2. Engagement**

Indirect

**3. Accommodation**

**4. Dynamic**

**1. Discussion**

**2. Engagement**

**3. Accommodation**

**4. Dynamic**

**Verbally direct,  
emotionally  
restrained**

## 1. Discussion

## 2. Engagement

## 3. Accommodation

## 4. Dynamic

**Verbally direct,  
emotionally  
restrained**

### **Strengths**

- Confronts problems
- Gives elaborate arguments, maintains calm

## 1. Discussion

## 2. Engagement

## 3. Accommodation

## 4. Dynamic

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emotionally  
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### **Weaknesses**

- Difficulty reading between the lines
  - Unfeeling

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Verbally direct,  
emotionally  
expressive

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- Appears dominating/rude
- Too focused on one's own feelings

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- Considers alternatives
- Control emotions
- Sensitive to feelings

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- Seen as dishonest

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- 3<sup>rd</sup> party
- Observations skilled
- Emotional display

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Verbally indirect,  
emotionally  
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### Strengths

- 3<sup>rd</sup> party
- Observations skilled
- Emotional display

### Weaknesses

- Rarely gets to the bottom of the conflict or the point

Emotional restraint

Emotional expressiveness

Direct

**1. Discussion**

**2. Engagement**

Indirect

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**4. Dynamic**

A person is shown from the chest down, wearing a light-colored sweater, writing in a notebook with a black pen. The notebook is open, and the person's hands are visible. The background is blurred, showing other people in a meeting or workshop setting. A dark semi-transparent layer is overlaid on the image, containing the text "Conflict viewed with needs" in white. In the bottom right corner, the letters "OFA" are visible in white.

# Conflict viewed with needs

**Generally, when conflict arises,  
it correspond to **anger**.**

**Anger**— "Strong feeling of displeasure, annoyance in reaction to insult, injury, and injustice."

**Anger** generally masks **primary feelings**, which are connected **unmet needs**.

So when we are in conflict, we are **disregarding each other's needs and making assumptions about others (think implicit bias)**.

# Anger volcano

**Violence**

**Rage**

**Anger**

**Feelings**

**Unmet needs**

# 10 minutes

**Breakout: Chat,  
Reflect, chatbox**

Resources:

Form to fill out:

[bit.ly/conflictleaders](https://bit.ly/conflictleaders)

- What are some anger triggers for you?
- What feelings are underneath these triggers when you feel angry?
- What needs correspond to those triggers?
- **Enter them in this google form and chat in the chatbox. You must enter 1 anger trigger, then can submit.**

# 5 minutes

## DEBRIEF

- **Technical** – What stood out to you most?
- **Practical** – How do you think your biggest key takeaway applies to how you view and handle conflict?
- **Emancipatory** – What situations do you need to actively work on in terms of how you respond to conflict to be a better leader?

# Key takeaways

- 1 **Conflict just is – it is neither good nor bad**

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- 3 **When a conflict arises, you will begin to have tools and resources to resolve and mediate it**

# Key takeaways

- 1 Conflict just is – it is neither good nor bad
- 2 Conflict, when unaddressed, will lead to outcomes that could have been averted
- 3 When a conflict arises, you will begin to have tools and resources to resolve and mediate it
- 4 **Conflicts are VERY unlikely to be resolved over email, text, or voicemail. They should be discussed and mediated**

# Leadership assignment, due September 5:

## 1) Read –

- 1) Peter T. Coleman on “The first few minutes of mediation”
- 2) Ann Porteus on “Conflict Mediation Guidelines”

## 2) Apply –

- 1) This week, you will be in conflict at some point – when you are, take a pause and identify the **feelings** and **unmet needs** corresponding to that conflict.
- 2) Once you’ve done this, try and identify the other person’s **feelings** and **unmet needs** in the conflict
- 3) Write an account and share with Bobby at [rbrady@ofa.us](mailto:rbrady@ofa.us)

# OFA Training

**Thank you for joining today's webinar.**

Check the your recap email for a copy of the material covered today, including a video and audio recording of the webinar.

**Email [fellows@ofa.us](mailto:fellows@ofa.us) with any questions.**