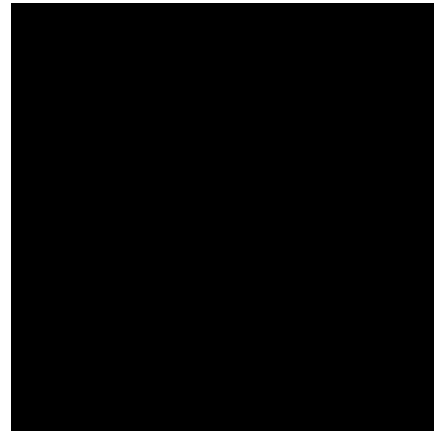
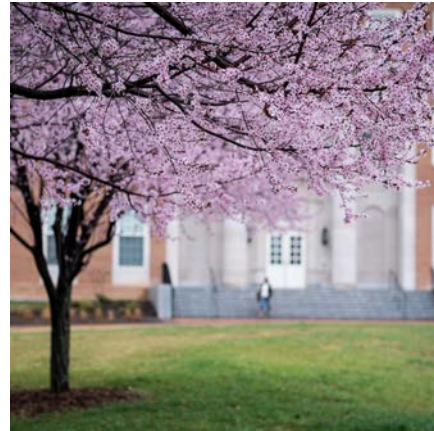




# SESSION 4: MANAGING CONFLICT

---

## WAKE FOREST SPORTS CAPTAINS



**John J. Sumanth, Ph.D.**

James Farr Fellow &  
Assistant Professor of Organizational Behavior

**July 12, 2017**

Welcome!



Namaste مرحبا Willkommen Bem Vindo Selamat Datang  
Bienvenidos Namaste Bienvenue Croeso Welcome Bienvenidos أهلا وسهلا  
Benvenuti Welkom Bienvenue  
Bem Vindo  
Bienvenue  
Bienvenidos Welcome مرحبا Croeso  
Selamat Datang Welkom أهلا وسهلا  
Welcome Bienvenue Namaste  
Willkommen Selamat Datang Croeso Bem Vindo  
добрe дошъл Benvenuti Willkommen  
Καλώς ήλθατε Benvenuti

# How Not to Handle Conflict... 😊



- Video Clip



# How Do You Handle Conflict?

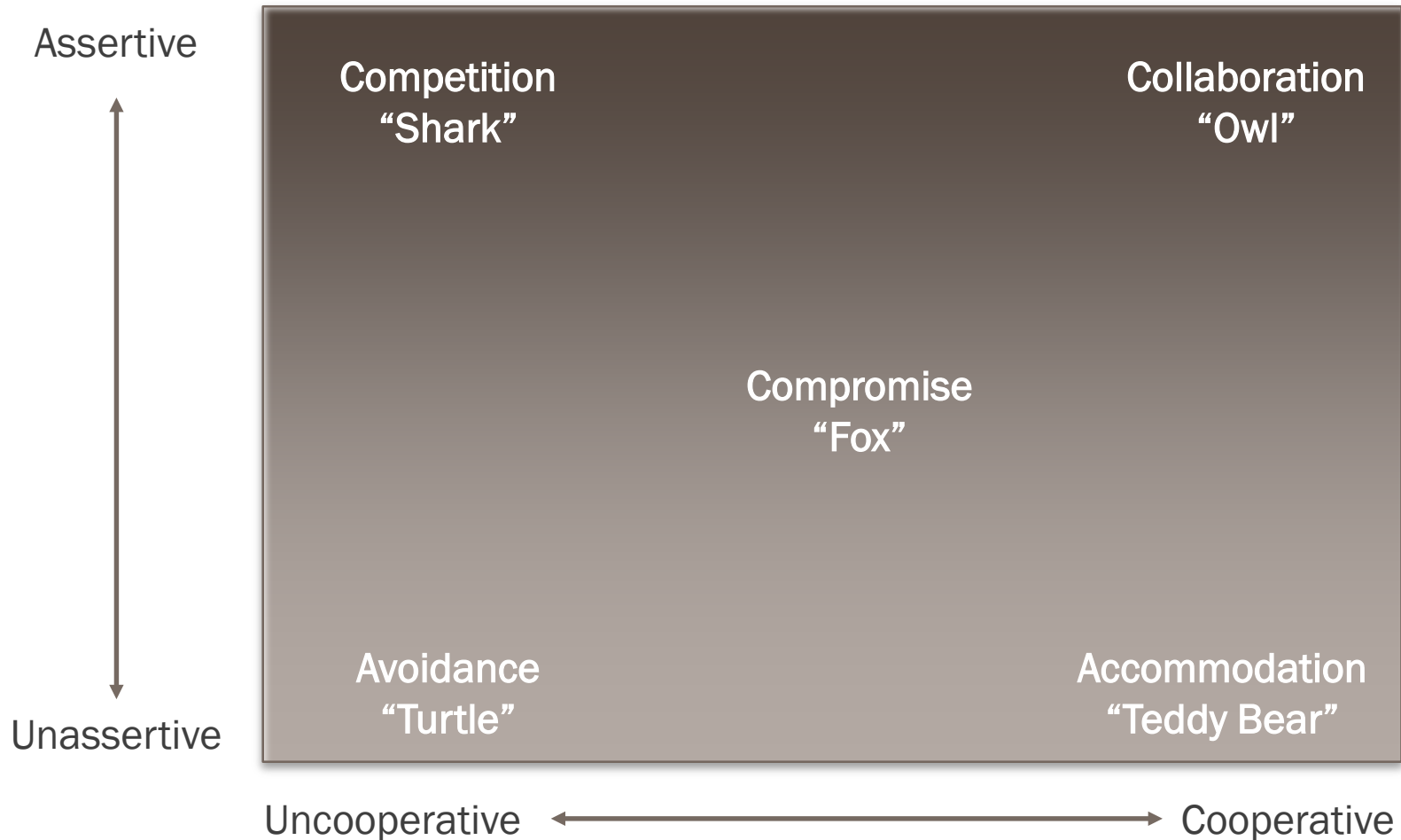


- How do you typically handle conflict?
- Conflict Resolution Questionnaire
  - <http://bit.ly/1vDjbAZ>
- What did you learn about your conflict resolution style?





# Our “Default” Conflict Styles





# Questions to Ask Each Other



- What are some typical team conflicts you deal with, or expect to deal with as Captains?
- How is the way we typically deal with conflict affecting our team culture?
- Which style do we need more of? What would using that style more often do for us?
- Which style do we need less of? What approach could we use instead?
- Which blend of styles best supports our core values (or) will help us create the kind of team culture we want to have?
- What agreements can we make today that will help us engage with conflict more positively?



# Conflict Resolution Exercise



# Dealing with Conflict – Video Clip



- <http://bit.ly/1Qy60vz>



# Helpful Phrases to Use...Part I



- Below are some phrases that can help you to resolve conflicts when they arise:
  
- “The last thing I want to say is no”
  - This shows consideration for the other person's feelings and your willingness to take the other person’s perspective into consideration.
  
- “Having no secrets between us is critical. If we can't talk to each other, we will never be able to be productive.”
  - This recognizes the importance of clear, open communications and can help break the ice before a difficult discussion.
  
- “It seems things are not running as smoothly as they have in the past.”
  - This is a nonthreatening way to open a tough conversation that shows you want to explore the problem, not assign blame.
  
- “I really appreciate your input into our team.”
  - This tells people they're valued and worthwhile even when you aren't using their ideas.

# Helpful Phrases to Use...Part II



- Below are some phrases that can help you to resolve conflicts when they arise:
- **“We may have a misunderstanding, since I may not have been clear about my expectations.”**
  - Again, this avoids assigning blame and also opens the door to you being the problem. This approach helps the other person feel less threatened and defensive.
- **“What held you back from meeting your commitment?”**
  - Sometimes there's a good reason people don't get things done on schedule.
- **“What can I do to support you?”**
  - This is a great phrase for a manager or team leader to use and can help you find out how to help your team do its best.
- **“You're saying one thing and doing another.”**
  - This points out a discrepancy between intentions and actions and makes someone think about where he or she may be going wrong.

# Video Clip – Conflict Resolution

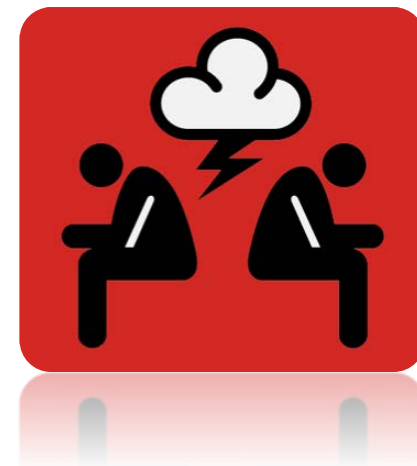


**Lauren Mackler**  
*Executive Coach  
Consultant & Author*

*Consultant & Author  
Executive Coach  
Lauren Mackler*

Link: <http://bit.ly/1rN4e9C>

# How to Handle Conflict and Difficult Conversations...



- **Do a reality check, don't run on assumptions**
  - Ask questions and remember there's always two sides to a story
  - Your reaction could be based on missing information
- **Use a neutral tone of voice, containing emotions long enough to decide what to do with them**
  - Charged tone of voice can evoke defensiveness or counter-attack
- **Use "I" at the beginning of your sentences, not "You"**
  - Put the focus on yourself, not on the person whom you're in conflict with
  - "You" will escalate the conflict, not diffuse it (your goal)
- **Don't "Should" on people even if you know the answer**
  - "You should...." is a phrase that causes defensiveness. Instead, use phrases like, "have you thought about..." or "I wonder if...."

# If You'd Like to Resolve Conflict Better

