Addressing Team Conflict: 3 Keys to Facilitating Difficult Conversations

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The Advantages of High Performance Teams

IMPROVE COLLABORATION

They bring together skills and experience that exceed those of any single member

ACHIEVE SUPERIOR RESULTS

Empowered and accountable—they consistently meet goals

INCREASE INNOVATION

They share their ideas to solve issues and develop innovative solutions
Work teams FAIL more than half the time

- Teams are suffering
  – Only 27% of people think their teams are high performing

- Better training is needed
  – Only 1 in 4 people think their organization does a good job of team-leader training
Meet Today’s Guest!

Craig Weber
Founder, The Weber Consulting Group
Author, Conversational Capacity and Influence in Action

Conversational Capacity:
The Secret To Building Successful Teams That Perform When The Pressure Is On

Influence in Action:
How to Build Your Conversational Capacity, Do Meaningful Work, and Make a Powerful Difference
Our Agenda

• The four stages of team development—Orientation, Dissatisfaction, Integration, and Production

• How to facilitate productive conversations at stage two, Dissatisfaction, when conflict arises and people have a hard time communicating through their issues

• How to bring the concepts of candor and curiosity alive in your organization
Teams go through predictable stages on the way to high performance.
Productivity and Morale Levels

<table>
<thead>
<tr>
<th>T4</th>
<th>T3</th>
<th>T2</th>
<th>T1</th>
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<tbody>
<tr>
<td>PRODUCTION</td>
<td>INTEGRATION</td>
<td>DISSATISFACTION</td>
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<td>Sustain High Performance</td>
<td>Build Team Cohesion</td>
<td>Communicate during Conflict</td>
<td>Align for Results</td>
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PRODUCTIVITY

MORALE
## Team Stage Descriptors

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| • Accomplished; highly productive  
   • Fully collaborative; flexible  
   • Unified; trustful  
   • Confident; empowered | • Functional; technically competent  
   • Improved problem solving/decision making  
   • Guardedly optimistic; variable trust/respect  
   • Cooperative; avoids conflict | • Self-focused; lacks collaboration  
   • Fragmented; inconsistent performance  
   • Frustrated; confused  
   • Confrontational or withdrawn | • Inexperienced as a team; uninformed  
   • Dependent on authority for guidance  
   • Enthusiastic; excited  
   • High, often unrealistic expectations |

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The four essential team leadership skills
Leadership Behaviors

**S1—Structuring**
- Set the context for the team’s work
- Orient team members to one another
- Provide structure for developing the team charter
- Establish boundaries

**S2—Resolving**
- Address and leverage conflict
- Encourage candor and curiosity
- Provide feedback on progress
- Ensure everyone’s voice is heard

**S3—Supporting**
- Encourage participation and inclusion
- Cultivate trust
- Recognize contributions
- Foster team accountability

**S4—Validating**
- Encourage creativity, agility, and risk taking
- Recognize and celebrate the team
- Relinquish control
- Help the team apply lessons learned to new challenges

Leadership Styles

- Low Directive and High Supportive Behavior
- High Directive and High Supportive Behavior
- Low Directive and Low Supportive Behavior
- High Directive and Low Supportive Behavior
Leaders must match the team’s development level.
Stage 2: Dissatisfaction Requires Special Care

People have a hard time communicating through their issues.
Conflict can be debilitating

- Fight or flight
- Withdraw
- No way to move forward
- Lack of candor and openness
Embracing Conflict Is Key for Teams to Grow

If we’re to embrace conflict there is a competence we need to cultivate:

The Conversational Capacity of our team.
It is a pivotal competence

• High conversational and conflict is a source of learning and strength.

• Low conversational capacity and conflict is a source of dysfunction and weakness.
What is conversational capacity?

- The ability – of an individual or a team – to remain open, constructive, and learning-focused under pressure.

- The ability to remain both candid and curious under pressure.
The good work happens here

**High Candor**
Unreserved; open, honest, and direct; sincere expression

**High Curiosity**
Desire to know; inquisitive interest; wanting to learn

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Why is staying candid and curious under pressure such a challenge?

• Two powerful emotional reactions tend to pull us out of the sweet spot under pressure.
• The need to *minimize*.
• The need to “*win*.”
So how do we build our conversational capacity?

Three things are key:

• Increasing our **awareness**
• Adopting a new **mindset**
• Acquiring specific **skills**
# Sweet Spot Conversation Structure

<table>
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<th>Candor</th>
<th>Curiosity</th>
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<td>1. Clearly state your <strong>Position</strong> (Here’s what I think/believe)</td>
<td>3. <strong>Test</strong> your view (Seek out what’s missing by getting others’ views)</td>
</tr>
<tr>
<td>2. Explain your <strong>Thinking</strong> (Here is why I think it)</td>
<td>4. <strong>Inquire</strong> to understand others’ views (Ask questions and listen with curiosity)</td>
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It’s a Conversational Martial Art

• But our opponent is not the other person, the issue, or the context.
• It’s our ego.
• And if we’re to stay in the sweet spot, focused on learning, we must learn to take our ego to the mat.
An organization is a community of discourse
Leadership is about shaping the nature of the discourse
And someone exercising real leadership is shaping the discourse in the direction of learning, progress, and growth
Bringing These Concepts Alive

Blanchard’s Team Leadership teaches team leaders how to provide clarity, manage conflict, and build trust to successfully grow and sustain high performance teams.
Leaders learn how to …

• Keep the team aligned
• Monitor progress and provides feedback
• Create a safe environment
• Hold team members accountable
• Monitor ongoing team dynamics
Team Leadership Offerings

- **Live In-Person**
  - Team Leadership, 1-day workshop

- **Live Virtual**
  - Team Leadership, three 2-hour sessions

- **On-Demand eLearning**
  - Team Leadership Online (35-min essentials of Team Leadership)

- **On-Demand Tool**
  - Team Leadership App
Facilitator Materials

- Self-Study Process: No Training for Trainers required
- Training Designs
- Leader Notes
- PPT slides
- Live-action and motion graphic videos
- Accessed through the Blanchard Exchange materials site
Participant Materials

LAUNCH
- Preview video
- Team assessment and sample report
- Discover Team Leadership Online module
- Team Leadership App

LEARN/PRACTICE
- Participant Workbook
- At a Glance booklet
- High Performance Teams Road Map

MASTER
- Team Assessment Report (multi-rater)
- Team Charter Worksheet
- Team Dynamics Observation Worksheet

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The Learner’s Experience

- Practice mindset and skillset through interactive assignments
- Learn the Team Leadership Mindset and Skillset
- Team members complete assessment
- Debrief with team
- Meet with their team using the skills and tools
- Watch preview video
- Fill out Team Assessment
- Download the app

It’s a Process, Not an Event
Ready to get started?

When your teams have a leader who can provide clarity, manage conflict, and build trust, your organization will see superior results.

LET’S DEVELOP YOUR TEAM LEADERS!