

# WELCOME TO OUR CONFLICT MANAGEMENT ON-LINE SEMINAR

16 APRIL 2020



**CONFLICT  
DYNAMICS**

TRAINING  
& DISPUTE  
RESOLUTION  
SERVICES

# INSIGHTS FOR CONFLICT MANAGEMENT

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Helpful insights to assist in handling conflict at work and at home

1. The Current Extraordinary Context
2. The Metaphor of the Iceberg
3. Transactional Analysis: Problems in Interpersonal Communication
4. Scripts
5. Unconscious Bias and Micro Aggressions
6. Giving Feedback and Understanding Courageous or Difficult Conversations



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# THE CURRENT EXTRAORDINARY CONTEXT

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- Unprecedented
- Huge uncertainty
- Enormous fears around health and economic wellbeing
- Business as unusual
- The changing new normal
- Our homes are the new workplace

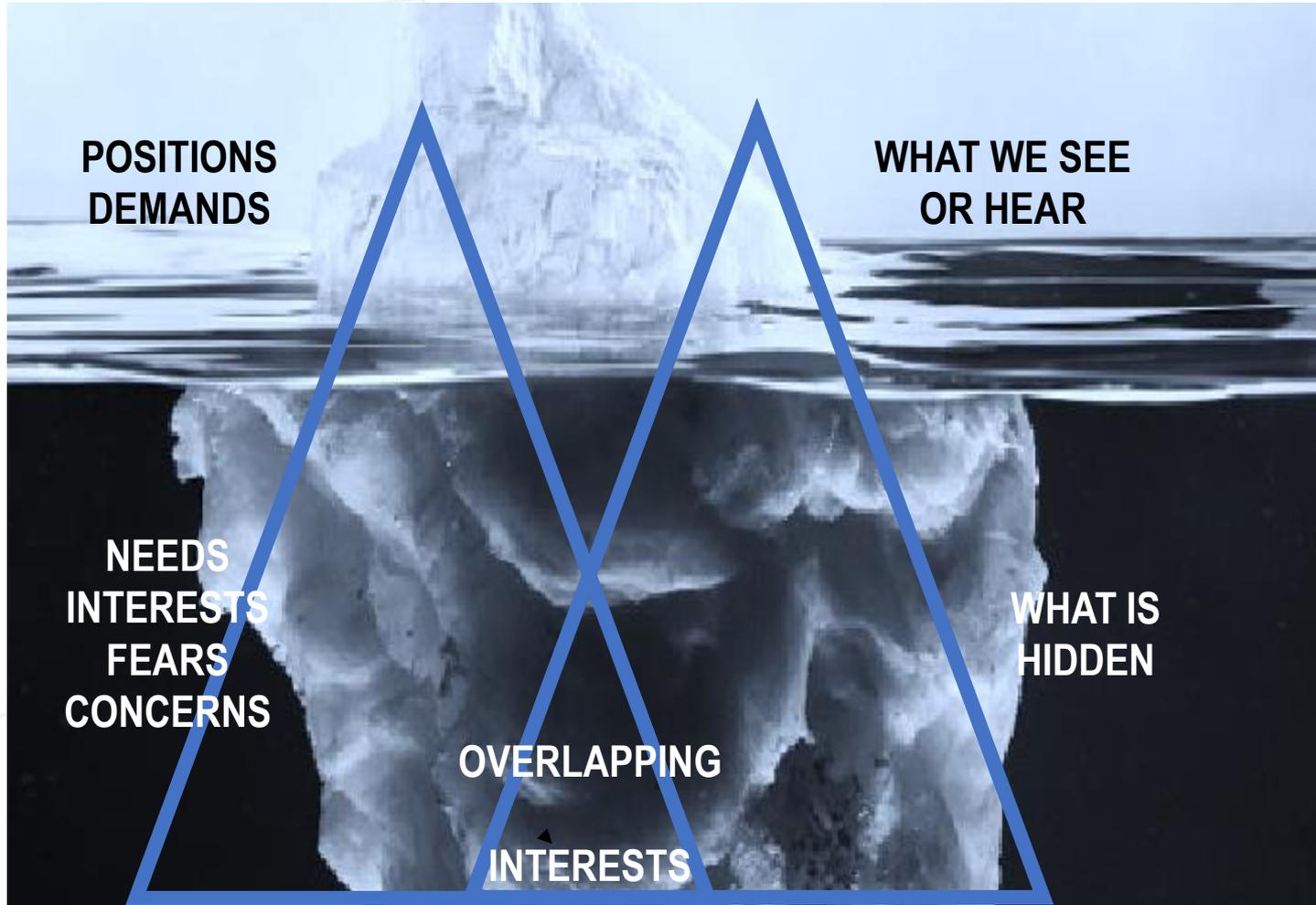


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# METAPHOR OF THE ICEBERG

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# TRANSACTIONAL ANALYSIS

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## 3 EGO STATES *(Eric Berne)*

PARENT

ADULT

CHILD

PARENT

ADULT

CHILD



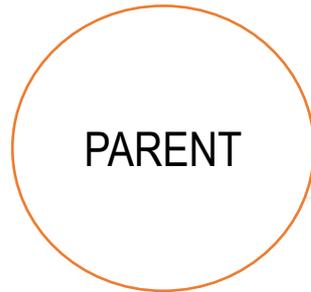
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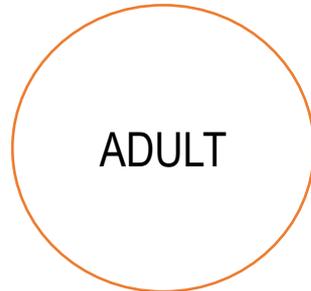
# TRANSACTIONAL ANALYSIS

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## 3 EGO STATES *(Eric Berne)*



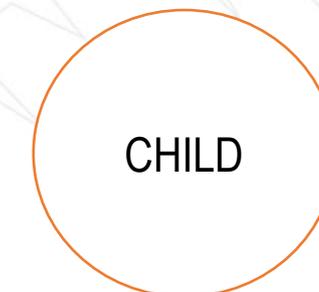
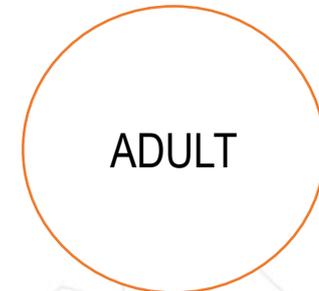
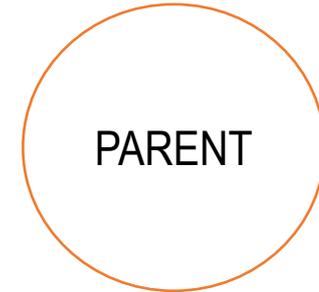
- Nurturing
- Critical



- Rational



- Natural
- Angry
- Withdrawn



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# SCRIPTS

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- These are the messages we get about ourselves growing up
- May be true and helpful, or not true and unhelpful
- The work we often face doing personally as we grow up is to change our unhelpful scripts



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# THE IN-GROUP VS THE OUT-GROUP

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- It is natural to do this
- Stereotyping – its roles in human lives
- The problem arises when one group labels themselves as “better” or “more superior” to the other



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# INTENT VS IMPACT

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- Related to what we have been saying so far
- What was meant vs its impact on the other person
- The “wounded ear” of the listener



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# UNCONSCIOUS BIAS

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- These are implicit biases (positive or negative) which we have of other people and which we are not aware of.
- Examples include:
  - Affinity bias
  - Attribution bias
  - Conformity bias
  - The halo and horn effect
  - Anchoring bias
  - Benevolence bias



# MICRO AGGRESSIONS

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- Refers to comments or actions that subtly and often unconsciously or unintentionally express a prejudice towards a minority group.
- This includes discriminatory comments or behaviour whose negative effects lie in their invisibility to the perpetrator who may deny that he or she possesses biased attitudes.



# GIVING FEEDBACK

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- Giving feedback is often not done in interactions due to fear
- The simple recipe:
  - “When you.....”
  - “I feel....”
  - “Perhaps going forward, we can....”



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# COURAGEOUS OR DIFFICULT CONVERSATIONS

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- Mostly, communication can be described as a “battle of messages” – that is, trading positions/blaming.... whose fault is this?
- In courageous conversations, we want to move to a “learning conversation” which helps understand:
  - The complexity of perceptions and intentions
  - The joint contribution of each person to the problem
  - The importance of feelings
  - What the issue means to each person’s self-esteem and identity



# COURAGEOUS OR DIFFICULT CONVERSATIONS

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In Courageous or Difficult conversations, there are actually 3 conversations happening simultaneously:

1. The “Fact” Conversation – what happened?
2. The “Feeling” Conversation – what you and the other person are feeling. Feelings are always present but are often not dealt with.
3. The “Identity” Conversation – the impact of our conversation on my sense of self, self-image and self-esteem. Often the thought here is: “Does this mean I am not “good enough?”



# COURAGEOUS OR DIFFICULT CONVERSATIONS

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## 1. The “What Happened” Conversation

Here there are 3 assumptions:

- The truth assumption – I am right and you are wrong
- The intention invention – intent vs impact
- The blame game – Distinguish between blame/fault and contribution.

Why?

- It is more neutral
- It means both parties can play a role in problem-solving



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# COURAGEOUS OR DIFFICULT CONVERSATIONS

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## 2. The “Feeling” Conversation

- We need to surface and manage feelings
- We need to test the person’s feelings and share our own
- We need to understand the mutual impact of feelings



# COURAGEOUS OR DIFFICULT CONVERSATIONS

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## 3. The “Identity” Conversation

- We look inward
- It's about how we see ourselves
- Does the conversation confirm our self-beliefs?



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