



Playing Well With Others: Dealing with Conflict and Drama

Albion College
Virtual Student Leadership Workshop Series
April 8, 2021

Dave Kelly | *America's Student Leadership TrainerSM*

Sources of Conflict

Visionary Leadership

- 1) A visionary leader sees _____ for change, how the world could be, and courses of _____ to make change.
- 2) Seek to change culture from _____ to _____.
- 3) Have _____ on what the result you want.
- 4) Engage in _____ thinking.

Civil Discourse

Kenneth J. Gergen describes it as the “language of dispassionate objectivity”. Key components:

- 1) Requires _____ of the other participants.
- 2) Does not diminish the other's _____ worth nor questions their good _____.
- 3) Avoids _____, direct _____, or excessive _____.
- 4) Requires _____ and an appreciation of the other participant's _____.
- 5) **BONUS** (By Dave Kelly): Keep _____ in check and _____! Listening is not waiting for your _____ to talk!

Modes of Managing Conflict

- 1) _____ = _____
This style is characterized by low assertiveness of one's own interests and low cooperation with the other party. This is the "hiding the head in the sand" response. Although avoidance can provide some short-term stress reduction from the rigors of conflict, it does not really change the situation. Thus, its effectiveness is often limited. Avoidance does, however, have its place if the issue is trivial, people need to cool down, or the opponent is very powerful and hostile.
- 2) _____ = _____
Cooperating with the other party's wishes while not asserting one's own interests. If people see accommodation as a sign of weakness, it does not bode well for future interactions. However, it can be an effective reaction when you are wrong, the issue is more important to the other party, or you want to build goodwill.
- 3) _____ = _____
This style tends to maximize assertiveness for your own position and minimize cooperative responses. In doing so, you tend to frame the conflict in strict win-lose terms. Full priority is given to your own goals, facts, or procedures. The competing style holds promise when you have a lot of power, you are sure of your facts, the situation is truly win-lose, or you will not have to interact with the other party in the future.
- 4) _____ = _____
This style combines intermediate levels of assertiveness and cooperation. Thus, it is itself a compromise between pure competition and pure accommodation. Compromise places a premium on determining rules of exchange between the two parties. Also, compromise does not always result in the most creative response to conflict. Compromise is not so useful for resolving conflicts that stem from power to asymmetry, because the weaker party may have little to offer the stronger party. However, it is a sensible reaction to conflict stemming from scarce resources.
- 5) _____ = _____
Both assertiveness and cooperation are maximized with the hope that integrative agreement will occur that fully satisfies the interests of both parties. Emphasis is put on a win-win resolution in which there is no assumption that someone must lose something. Rather it is assumed that the solution to the conflict can leave both parties in a better condition. Ideally, collaboration occurs as a kind of problem-solving exercise. It probably works best when the conflict is not intense and when each party has information that is useful to the other.

Prepared by Dr. Jenny Hughes, Agnes Scott College, Decatur, GA

Critical Thinking in Leadership

- 1) Requires a _____ for the company, group, organization that _____ and directs the work of those involved.
- 2) _____ the problem-solving process in a _____, rather than _____ way.
- 3) Considers _____ and _____ of all decisions and which issues _____ action.
- 4) Recognizes that _____ events and issues can affect local concerns and acknowledges the importance of _____.
- 5) Knows when to be a _____ and when to _____.

Demands

- 1) Leave no room for negotiation, moderation, collaboration, adjustment, etc. They are _____ propositions.
- 2) Instead, offer “suggestions of _____” or “opportunities for _____”.
- 3) Don’t _____.

What Do I Value?

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Dave's Five Concepts

1. If you have a conflict with someone and you do not take it _____ that _____, then it can't be _____.
2. Deal with conflict _____-on-_____: _____ in public, _____ in private.
3. Use the three _____ system: _____, _____, _____.
4. Learn to _____ the _____ from the _____.
5. Confront the _____ with a _____.