Hello Again!

Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Career & Personal Development Programme

Conflict, Teamwork, & Change
Day 3- Mar 2017

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Protrain.ie
Proven Training Specialists
Who am I?

- Keith Clarke
  - 15+ Years Senior Human Resources & Operational Management Positions in the Logistics Industry
  - Worked / Delivered Training - Tesco, Londis, Bord Bia, DIT, ComReg, Roscommon Co. Council, Irish Aviation Authority
  - Qualifications
    - BA in Human Resources Management
    - Accredited Personal & Business Coach with ILI
    - PRINCE II Project Management Qualified
    - Qualified QQI Trainer
Goals for Today

- Discuss key sources of conflict in the workplace
- Determine your conflict style
- Discuss a process for dealing with conflict
- Identify elements of successful teams & team members
- Understand why we resist change
- Examine methods to help deal with change
- What’s next for you?
You

- What would you like to get from today?
You & the Programme

- Where are you with your mentor?
  - How many meetings & when’s the next one?
  - How are the meetings going?

- What’s happened since we last met?
  - Anything that you took from our January day that you put into action?
  - How did you get on with the goals you set?

- What has been most useful to you from the programme so far?
Conflict

- Sources of Conflict
- Conflict Styles
- Handling Conflict
### What is at the core of conflict?

- This is humiliating
- I might lose my job
- He thinks I’m stupid
- No one will listen to me after this
- I hate feeling intimidated
- I’m losing control
- I deserve respect
- It’s like walking on eggshells
- She never lets me forget ever!
- When he does that he drives me crazy
- Just keep the peace – why rock the boat
- There’s nothing like a good fight to clear the air
- I will lose face if I back down
- My reputation could be ruined by their lies
Conflict Triangle

- Past History
- Values
- Behaviours
- Emotions
- Abilities
- Personalities

PROBLEM
- Facts
- Positions
- Issues
- Consequences of events
- Interests & needs
- Consequences of outcomes

PEOPLE

PROCESS
- How people communicate issues & feelings
- Structures, Systems & Procedures
- Roles & Jobs
5 Sources of Conflict in the Workplace

1. Personal differences
   ➢ Different expectations, perceptions, values, beliefs. This has an emotional component

2. Conflicting Objectives
   ➢ People’s objectives are different e.g. sales vs production

3. Lack of Information
   ➢ Misinformation, misrepresentation & miscommunication

4. Role Incompatibility
   ➢ A person’s goals & responsibilities are out of line with their values or expectations

5. Environmental stress
   ➢ Lack of resources, uncertainty, people feel threatened
Thomas Kilmann Conflict Styles

Description of Styles – Pages 6 & 7
What’s Your Conflict Style?

Page 8 of Your Workbook
Which is the best one?

- We are all capable of using each one
- We tend to rely on one more than others
- Each situation dictates
Uses of Conflict Styles

Workbook Page 12
8 Steps for Handling Conflict

1. Talk with other person
2. Focus on behaviour & events – not personalities
3. Listen carefully
4. Identify points of agreement & disagreement
5. Prioritise areas of conflict
6. Develop plan to work on each conflict
7. Follow through on your plan
8. Build on your success
Plan

- Think in advance about your approach
- What conflict style is best here?
- Planner – Workbook – Page 19 & 20
Remember...

- Assertiveness – not aggression or passivity
- No guarantees, but...
- Be prepared to listen!
- Cannot be avoided
- About building relationships and...
- You developing and growing
Assertiveness

Definition:

Confident & direct in claiming one's rights or putting forward one's views

VIP: While respecting the other person’s
“Seek first to understand, then to be understood” – Stephen R Covey
Working in Teams

• What is a Team?
• Ingredients of Successful Teams
• Qualities of Effective Team Members
• Cross-Functional Teams
<table>
<thead>
<tr>
<th>The “Top Ten” Skills shortages among graduates</th>
<th>% of employers surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Commercial Awareness</td>
<td>67%</td>
</tr>
<tr>
<td>2 Communication Skills</td>
<td>64%</td>
</tr>
<tr>
<td>3 Leadership</td>
<td>33%</td>
</tr>
<tr>
<td>4 Ability to work in a team</td>
<td>33%</td>
</tr>
<tr>
<td>5 Problem solving</td>
<td>32%</td>
</tr>
<tr>
<td>6 Conceptual ability</td>
<td>21%</td>
</tr>
<tr>
<td>7 Subject Knowledge &amp; competence</td>
<td>19%</td>
</tr>
<tr>
<td>8 Foreign languages</td>
<td>19%</td>
</tr>
<tr>
<td>9 Numeracy</td>
<td>19%</td>
</tr>
<tr>
<td>10 Good general education</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: Association of Graduate Recruiters “Skills for Graduates in the 21st Century” www.aqr.org.uk
Where does your mind go first?

- Other members?
- Managers?
- Obstacles?

What can **YOU** do?
What is a Team?

Teams have:

- **A definable membership** – everybody knows who is in the team.
- **Common goals** – without these there can be no teamwork.
- **Interdependence** – members need each other’s help to accomplish their goals.
- **Interaction** – team members are not completely isolated from each other.
- **Ability to act as a unit**
- **Group consciousness** – members think of themselves as a team.
Ingredients of Successful Teams

Best teams have these 8 ingredients:

1. Clarity in team goals
2. Clearly defined roles
3. Clear communication
4. Beneficial team behaviours
5. Well defined decision procedures
6. Balanced participation
7. Established ground rules
8. Awareness of group process
Cross-Functional Teams

What is your experience of cross-functional teams?

Challenges of cross-functional teams:

- Effective planning
- Effective communication
- Collaboration
- Culture
- Language
- Rewards systems
- Values, beliefs, experiences
- __________________
- __________________
10 Qualities of Effective Team Players

1. Demonstrates reliability
2. Communicates constructively
3. Listens actively
4. Functions as an active participant
5. Shares openly & willingly
6. Cooperates & pitches in to help
7. Exhibits flexibility
8. Shows commitment to the team
9. Works as a problem-solver
10. Treats others in respectful & supportive manner
All About Change

- Why We Resist Change
- Steps to Deal with Change
“What if we don’t change at all ... and something magical just happens?”
OUR DIFFERENTIATING VALUE-ADDED STRATEGY IS TRANSFORMATIONAL CHANGE.

HOW WAS THAT? DOES ANYONE FEEL DIFFERENT?

MY URGE TO HURL HAS INCREASED A LITTLE BIT.

THAT'S WHAT CHANGE FEELS LIKE.
WE'RE HIRING A DIRECTOR OF CHANGE MANAGEMENT TO HELP EMPLOYEES EMBRACE STRATEGIC CHANGES.

OR WE COULD COME UP WITH STRATEGIES THAT MAKE SENSE. THEN EMPLOYEES WOULD EMBRACE CHANGE.

THAT SOUNDS HARDER.
The only constant in life is change
BUT…..

We fear what we don’t understand. It feels ‘safer’ to stay in a place that is uncomfortable, than to move towards an unknown place or state.
Welcome Change

1. Uninformed Optimism (Honeymoon Period)
2. Informed Pessimism
3. Informed Optimism
4. Completion
Unwelcome Change

1. Stability
2. Immobilisation
3. Denial
4. Anger
5. Bargaining
6. Depression
7. Testing
8. Acceptance
Emotions in Cycle

A welcome change
- Uninformed optimism (Initial enthusiasm)
- Informed pessimism (It will never work!)
- Hopeful realism (Maybe)
- Informed optimism (There is a light at the end of the tunnel)
- Completion (Supporters of the change)

An unwelcome change
- Immobilization (Total shock!)
- Denial (This isn't for me!)
- Anger (I don't want to!)
- Bargaining (Maybe not me!)
- Depression (Why me!)
- Reevaluation (Well, maybe me?)
- Acceptance (Supporters of the change)
Things to note

- Not always linear
- Possible to loop between earlier cycles before moving on to next

- What is important to remember is that there WILL be an emotional cycle
- Being aware of this makes understanding what you are feeling easier
“Change is not something that happens to us. Change is something that is happening all the time.”
Why do People Resist Change?
Fold your arms

- How did it feel when you were asked to cross your arms the other way?
- Did it come naturally or did you have to stop and think about it?
- Were you comfortable with doing this differently from your normal process?
- What are some things that make people resistant to change?
4 Reasons Why Change is Resisted

1. Self-Interest
2. Misunderstanding & Lack of Trust
3. Contradictory Assessments
4. Low Tolerance of Change
4 Reasons Why Change is Resisted

1. **Self-Interest**
   - Fear of change in pay, power, status, security etc.

2. **Misunderstanding & Lack of Trust**
   - Arise if reasons for change & consequences are not understood
   - If information is withheld or distorted
   - Rumour & uncertainty is created
4 Reasons Why Change is Resisted

3. **Contradictory Assessments**
   - Individuals differ in their perception of what change will mean for them

4. **Low Tolerance of Change**
   - People differ in their ability to cope with change & uncertainty
“What if, and I know this sounds kooky, we communicated with the employees.”
10 Tips for Dealing with Change

1. Acknowledge the change
2. Face your fears
3. Confront your feelings & seek support
4. Stop fearful thoughts – replace with positive
5. Be flexible & embrace change
6. Be part of the change
7. Communication, communication
8. Reduce stress & anxiety
9. Have a sense of meaning
10. Continue working & see big picture
Things OUTSIDE My Control

Other People’s Actions
Other People’s Words
Other People’s Play
Other People’s Behavior

Things I CAN Control
My Words ★ My Actions
My Ideas ★ My Play
My Effort ★ My Mistakes
My Behavior

Other People’s Mistakes
Other People’s Feelings
Other People’s Ideas
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

~Charles Darwin, 1809
What have we done?! 

- **Conflict**
  - Key sources of conflict in the workplace
  - Thomas Kilmann – your conflict style
  - Uses of the conflict styles
  - Steps to deal with conflict

- **Working in a Team**
  - Ingredients of successful teams
  - Qualities of an effective team player
  - Challenges of cross-functional teams

- **All about Change**
  - Reasons why change is resisted
  - 10 ideas to help deal with change
Your commitment to... You

- What changes are you going to make?
- Things to start doing or do differently?
  - At least 3 items!

Workbook Page 28
And now… What’s happening?

Next meeting with your Mentor...

- What do you want to cover?
- What preparation needs to be done?
Serenity Prayer

Grant me the Serenity to accept
the things I cannot change.

The Courage to change the things I can.

And
The Wisdom to know the difference.
That's all folks...

Until June!