



# Institute for National Transformation

## Lecture 21

# Leadership and Conflict Management



# Objectives

1. Examine the the causes of conflict
2. Understand the conflict escalation and resolution process
3. Draw conflict resolution tips from a veteran



# INTRODUCTION





# Conflict All Around

- Conflict between people which can lead to one fatally harming another
- Conflict between family members and within relationships
- Conflict between team members at work
- Conflicts between nations that can lead to wars.
- It seems like every day we come across instances of conflict. But, what causes conflict?

# Causes of Conflict

- **1. Differing values can lead to conflicts**
- **2. Making assumptions can lead to conflicts**
- **3. Differing expectations can lead to conflict**
- **4. Differences in the way you were brought up can result in conflict**
- **5. Lack of knowledge and ability to deal with conflict can result in conflict**





# Causes of Conflict

- Differing visions and goals
  - Cultural differences
  - Crossing of boundaries
  - Different work methods
  - Poor communication
  - Unclear standards
  - Personal agendas
  - Unfulfilled expectations
  - Differing view points
  - Thoughtless comments
  - Personality clashes
- James 4:1-2a**

# Tensions from Personality Differences



*The closer your  
expectations are to  
reality the happier  
you will be and the  
more conflict you  
will avoid*



# Is Conflict right or wrong?

- Conflict is neither right nor wrong
- Conflict is often caused by genuine differences in opinion or by some change or a decision which affects some people in some way
- Conflict is bad or wrong when it leads to people being attacked or hurt unnecessarily





# There are two sides to every conflict

1. The facts of the situation
  2. The feelings : hurt, resentments, suspicions, anger
    - It is the “feelings” element in a conflict that does damage to our relationships
    - Even with the facts resolved, the negative feelings experienced can often linger on and can re-ignite
- Note that we tend to judge others by their actions (seen) but tend to judge ourselves by our intentions (only known to us)

# What dangers do you see in avoiding conflicts?



1. Changes which may be necessary are never made
  - Conflict forces us to look for new and more effective ways of doing things
2. Resentment can build up
  - The tensions do not disappear when we avoid conflict, they just go underground and may resurface
3. Discontent grows - things get more complex

# Advantages of conflict



- Different points of view emerge
- The air is cleared
- Complex issues are resolved
- We can be changed positively when we come through a conflict
- Relationships deepen and are strengthened when we work through a conflict



# Conflict Resolution Scenarios

- **1. Ignore the conflict**
- **2. Smooth over the conflict**
- **3. Use your authority to settle the conflict**
- **4. Negotiate a resolution to the conflict**
- **5. Use collaboration to resolve the conflict**





# Conflict Management Styles Assessment

Please **CIRCLE ONE** response that best describes you.

Be honest, this survey is designed to help you learn about your conflict management style. There are no right or wrong answers!



# Conflict management Styles assessment

	Rarely	Sometimes	Often	Always
1. I discuss issues with others to try to find solutions that meet everyone's needs.	1	2	3	4
2. I try to negotiate and use a give-and-take approach to problem situations.	1	2	3	4
3. I try to meet the expectations of others.	1	2	3	4
4. I would argue my case and insist on the advantages of my point of view.	1	2	3	4
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.	1	2	3	4
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.	1	2	3	4
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?	1	2	3	4
8. I prefer to compromise when solving problems and just move on.	1	2	3	4
9. I find conflicts exhilarating; I enjoy the battle of wits that usually follows.	1	2	3	4
10. Being in a disagreement with other people makes me feel uncomfortable and anxious.	1	2	3	4
11. I try to meet the wishes of my friends and family.	1	2	3	4
12. I can figure out what needs to be done and I am usually right.	1	2	3	4
13. To break deadlocks, I would meet people halfway.	1	2	3	4
14. I may not get what I want but it's a small price to pay for keeping the peace.	1	2	3	4
15. I avoid hard feelings by keeping my disagreements with others to myself.	1	2	3	4



# Conflict management Styles assessment

The 15 statements correspond to the five conflict management styles.

To find your most preferred style, total the points for each style. The style with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy.

However, all styles have pros and cons, so it's important that you can use the most appropriate style for each conflict situation.



# Style Corresponding Statements Totals

- Collaborating (questions 1, 5, 7):  
\_\_\_\_\_
- Competing: (questions 4, 9, 12):  
\_\_\_\_\_
- Avoiding: (questions 6, 10, 15):  
\_\_\_\_\_
- Accommodating: (questions 3, 11, 14):  
\_\_\_\_\_
- Compromising: (questions 2, 8, 13)  
\_\_\_\_\_

# The Conflict Escalator



This escalator can be applied to individuals, families, organisations, communities, nations





# Jesus Resolves Conflict

## Mark 9

33 Then He came to Capernaum. And when He was in the house He asked them, “What was it you disputed among yourselves on the road?”

34 But they kept silent, for on the road they had disputed among themselves who *would be the* greatest. 35 And He sat down, called the twelve, and said to them, “If anyone desires to be first, he shall be last of all and servant of all.”



# Jesus Resolves Conflict

## Mark 9

36 Then He took a little child and set him in the midst of them. And when He had taken him in His arms, He said to them, 37  
“Whoever receives one of these little children in My name receives Me; and whoever receives Me, receives not Me but Him who sent Me.”



# Conflict Resolution Steps

- ⑩ Confrontation
- ⑩ Timeliness
- ⑩ Create a Safe Harbor
- ⑩ Ask Questions
- ⑩ Listen With Your Heart
- ⑩ Accord respect & Dignity
- ⑩ Identify the Issues
- ⑩ Establish Expectations
- ⑩ Establish Consequences & Choices

# Finally...

1. Avoiding conflict may seem to be the least painful approach but in reality it can be the most difficult.
2. Pick your battles: some things are not worth fighting about
3. Choose your timing properly
4. Get your facts properly before you confront



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