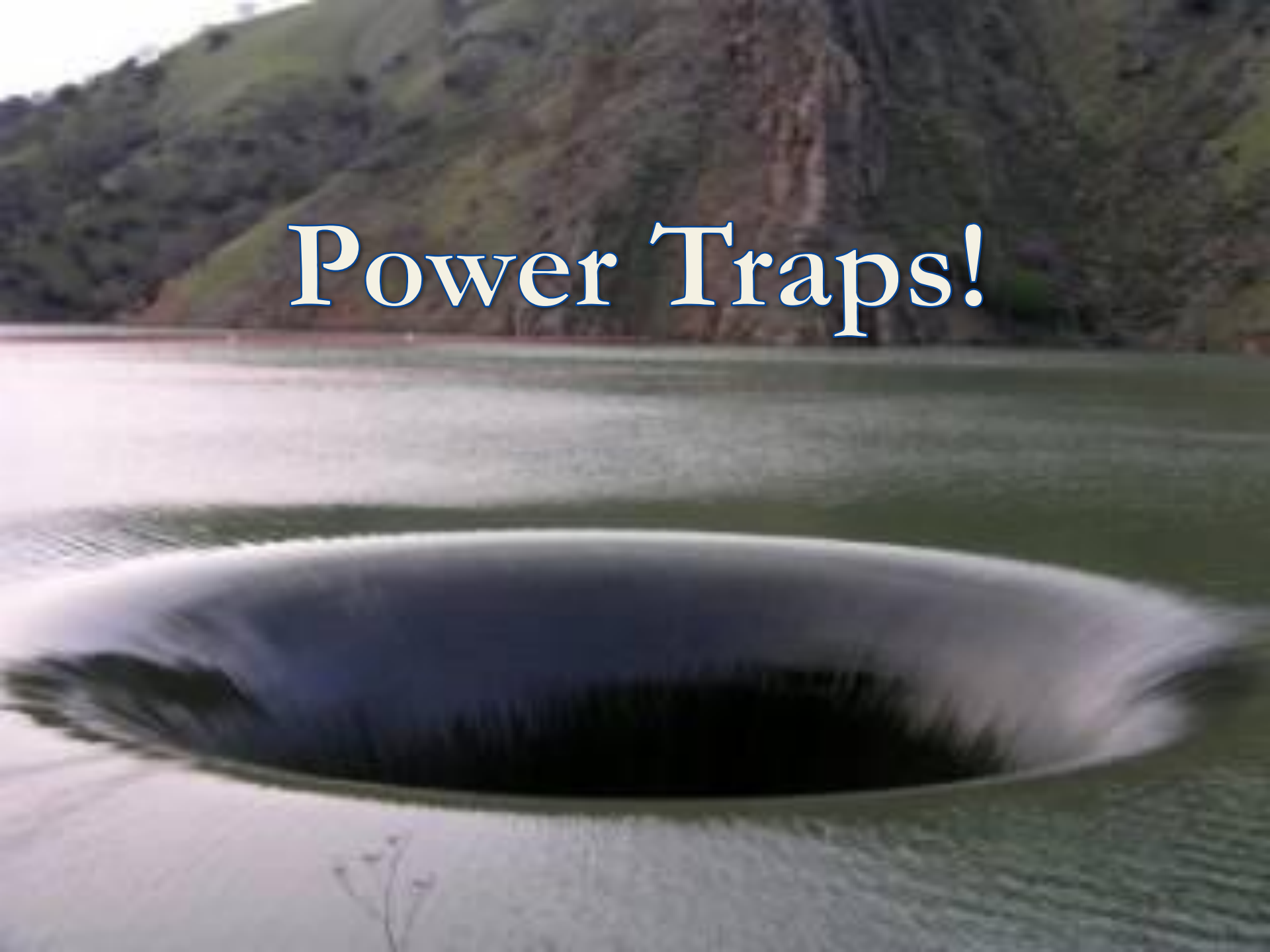


A Story: Conflict Resolution at the United Nations



Power Traps!



- Managers spend 30-40% of their work week managing conflict
- 60-80% of employees' difficulties are from strained relationships.
- Most conflicts in organizations are up and down the hierarchy.
- Often, those in high-power lose – they don't get what they want, waste time, alienate staff and fail to create value

- 66% feel that managers fail to leverage conflict for strategic advantage.
- 62% feel that management and conflict resolution training ineffective
- 50% unsatisfied with degree of candor and honest feedback from staff, with staff innovation & creativity and bottom-up information flow, with constructive disagreements in decision-making.
- 46% concerned with the physical toll of hostilities and loss of good employees due to negativity.

15 Minute Agenda

- How to navigate conflict across power: Increase your **Conflict Intelligence**
- Three research findings
- The formula for **CIQ**

A Thought Experiment: 3 Disputes

What determines our responses to conflict?



(Kurt Lewin, 1936)

A combination of
our *personality* and
situation.

What exactly
about situations
matter?

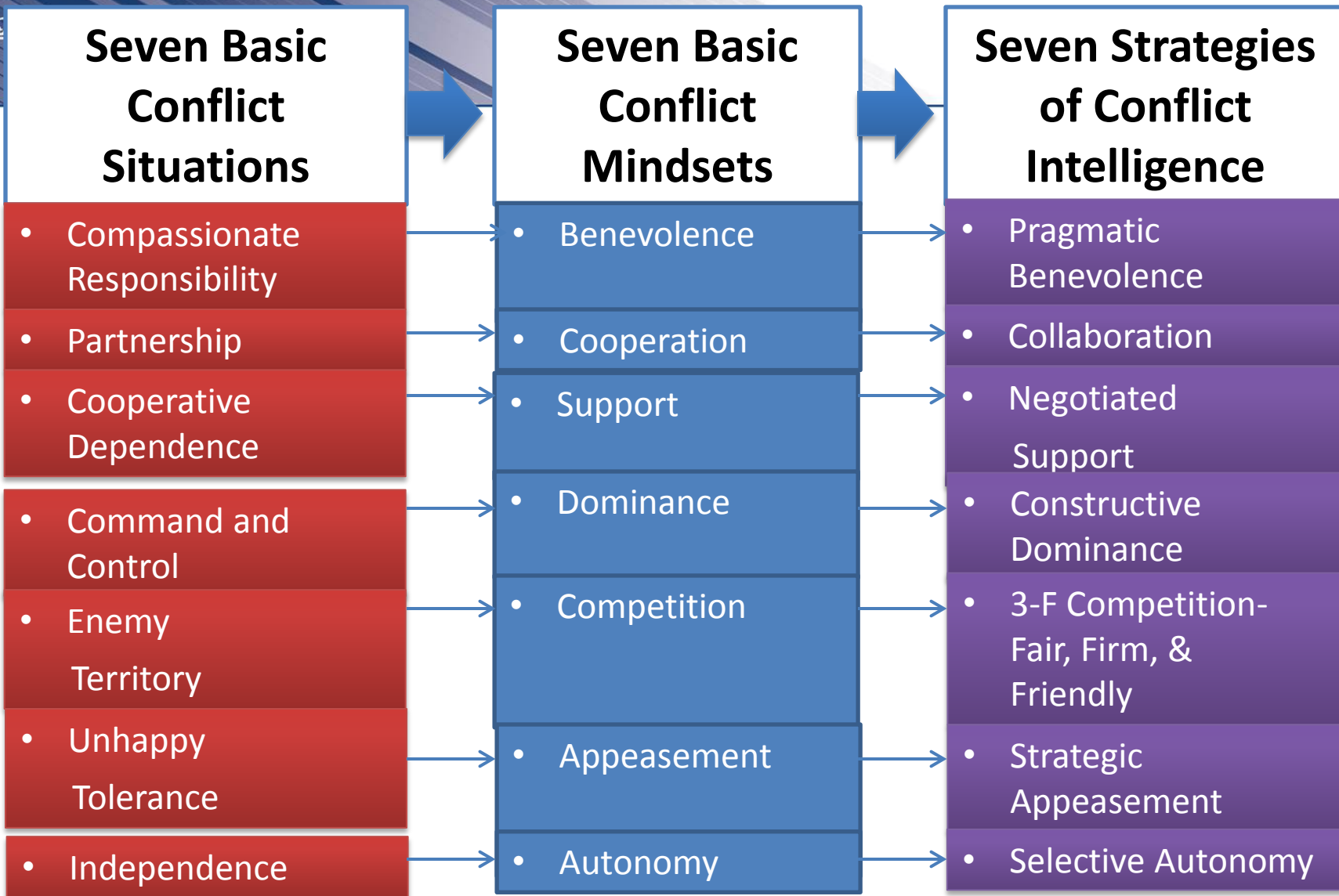


3 Basic Questions

How important is this?

Are they with me or against me (or both)?

Are they more or less powerful than me (or equal)?



Conflict Intelligence



Conflict Intelligence Assessment Tracking Conflict Tendencies and Adaptivity at Work

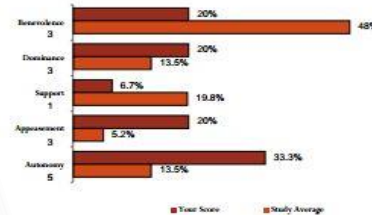
The CIA: Conflict Intelligence Assessment

INDIVIDUALIZED FEEDBACK PROFILE AND SUMMARY REPORT

YOUR CIA PROFILE

The Conflict Intelligence Assessment (CIA) presented you with 15 different conflict scenarios and asked you to choose one response to each situation. The five choice options reflected the five approaches to conflict outlined above. The following graph illustrates how often you chose each of the different behavioral strategies when imagining yourself in different types of conflicts at work. The types of reactions which you chose most often reflect your preferred responses to conflicts at work.

For comparison, the following graph also shows the results of the CIA from other employees and managers who previously participated in our studies.



Numbers below each type of conflict strategy indicate your raw score, or simply the number times you chose a statement for those conflict strategies. More important are your percentiles. These show how your raw scores compare to those of a representative sample who have taken the MCAA.

Although each of the five strategies may be useful in particular situations, problems typically arise for people when they become fixated on any one approach, particularly when it fits poorly with the specific realities or demands of situations. From this perspective, flexibility and the ability to identify and respond to relevant changes in conflict situations are critical to the capacity to respond effectively to conflict. Ultimately, what is necessary and useful then is the capacity to adapt: to move freely between the various strategies and employ their related tactics effectively.

BENEVOLENCE

An active-cooperative strategy – where people value taking responsibility for problems and engage in constructive leadership behaviors such as being a good role model and engaging in group problem-solving. This is usually associated with feelings of genuine concern for the other party in the conflict. (The manager invites those involved with the problem, so both sides learn to behave constructively as the situation by inviting those involved with the problem to discuss the matter privately but openly, and sharing all further concerns in a completely transparent manner as well.)

DOMINANCE

A more controlling strategy – where people value holding onto power and authority and display more direct and confrontational tactics such as the use of demands, warnings, or imposing consequences. This approach is often associated with less feeling of empathy or concern for the others involved in the dispute. (The manager uses his/her authority directly and assertively to get others to do as he/she believes they should in the situation in order to solve the problem and achieve his/her goals.)

SUPPORT

A strategy of dependency and appreciative support – where people value the support of the other direct and confrontational tactics such as the use of demands, warnings, or imposing consequences. This approach is often associated with less feeling of empathy or concern for the others involved in the dispute. (The manager uses his/her authority directly and assertively to get others to do as he/she believes they should in the situation in order to solve the problem and achieve his/her goals.)

APPROACH

A strategy of tolerance and appreciative support – where people value the support of the other direct and confrontational tactics such as the use of demands, warnings, or imposing consequences. This approach is often associated with less feeling of empathy or concern for the others involved in the dispute. (The manager uses his/her authority directly and assertively to get others to do as he/she believes they should in the situation in order to solve the problem and achieve his/her goals.)

AUTONOMY

A strategy of tolerance and appreciative support – where people value the support of the other direct and confrontational tactics such as the use of demands, warnings, or imposing consequences. This approach is often associated with less feeling of empathy or concern for the others involved in the dispute. (The manager uses his/her authority directly and assertively to get others to do as he/she believes they should in the situation in order to solve the problem and achieve his/her goals.)

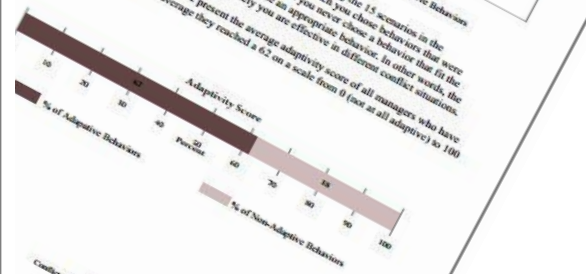
Each of these approaches has their associated benefits and consequences. Depending on the situation faced, they might be necessary and useful – or troublesome and costly.

© Copyright 2014
Conflict Intelligence at COLUMBIA UNIVERSITY
www.conflictintelligence.com

The following graph shows how often you chose a behavioral strategy that was appropriate to the situations presented.



The graph indicates how adaptive you were when answering the 15 scenarios in the questionnaire. In other words, it shows the extent to which you chose behaviors that were "fitting" with the given situation. A 100 indicates that you never chose an appropriate behavior. In other words, the higher your adaptivity score, the more likely you are effective in different conflict situations. Again for comparison, below we present the average adaptivity score of all managers who have completed the MCAA. In average they reached a 62 on a scale from 0 (not at all adaptive) to 100 (very adaptive).

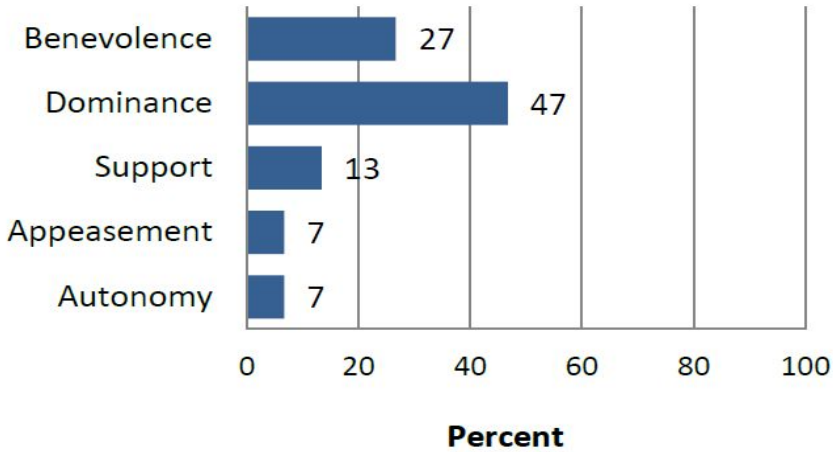


© Copyright 2014
Conflict Intelligence at COLUMBIA UNIVERSITY
www.conflictintelligence.com

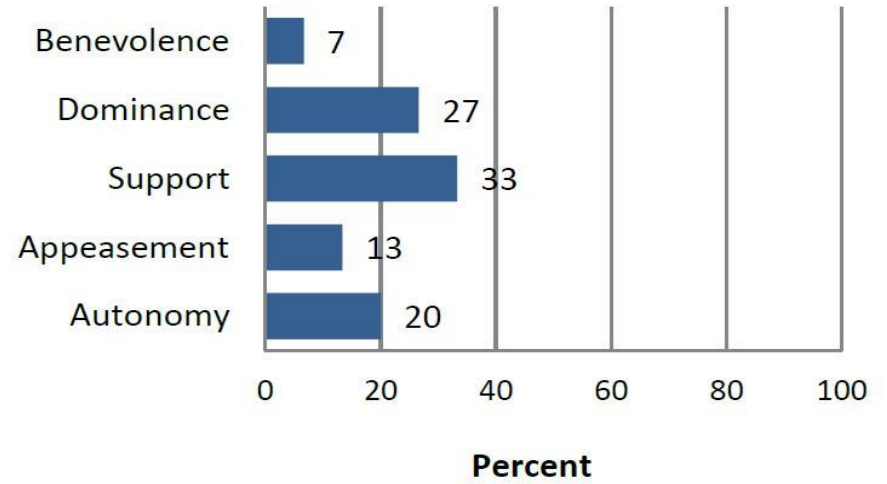
Our research taught us 3 things...

1. **We get stuck.**

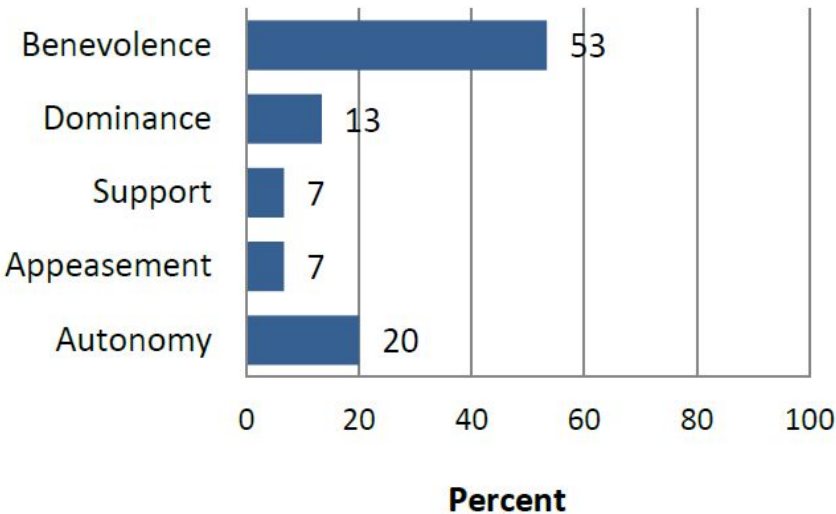
Use of different strategies



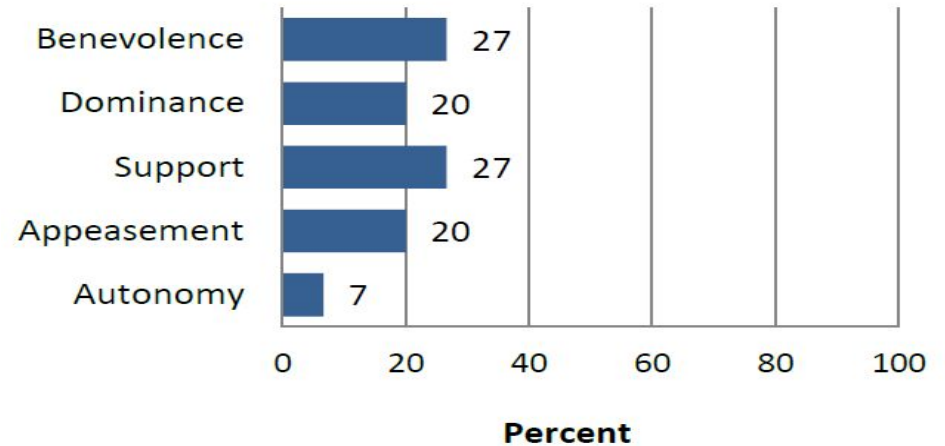
Use of different strategies



Use of different strategies



Use of different strategies



Our research taught us 3 things...

1. We get stuck.
2. **Adaptivity and Fit matter.**

Adaptivity

Reading situations accurately and employing conflict strategies where they fit, in a manner and to a degree appropriate to the context and which allows for the achievement of one's goals at a satisfactory rate.



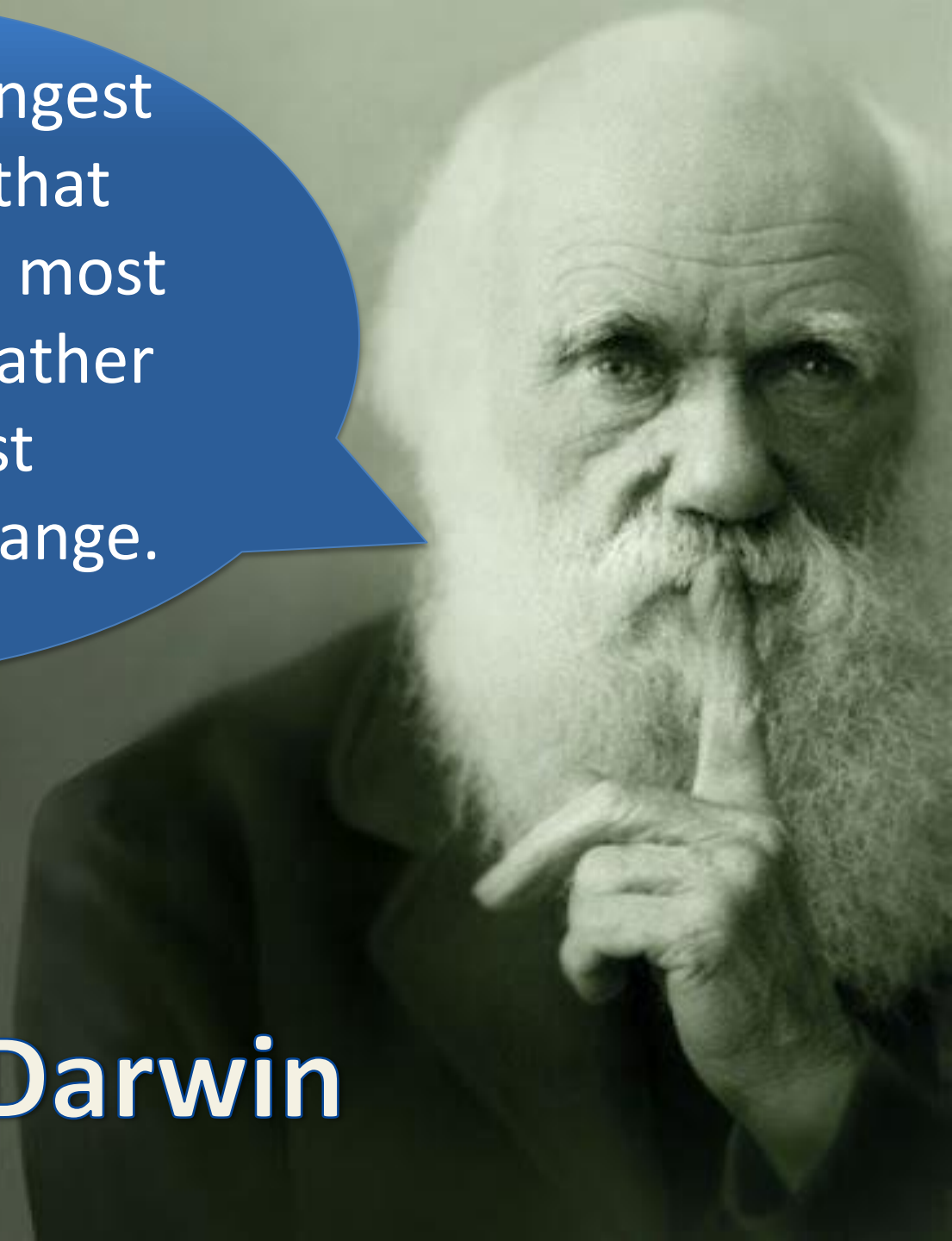
Conflict Adaptivity

- Higher levels adaptivity lead to more:
 - Satisfaction with **conflict** at work.
 - Satisfaction with **work in general**.
 - Work-related **emotional well-being**.
 - Satisfaction with **co-workers**.
 - Satisfaction with the degree of **candor, honest feedback** and **useful dissent** received on ideas and decisions from staff and subordinates
 - Satisfaction with the degree of **innovative thinking**, new **insights** and **creativity** by staff and other subordinates
- Higher levels adaptivity lead to less:
 - job stress.
 - intentions to quit one's job.

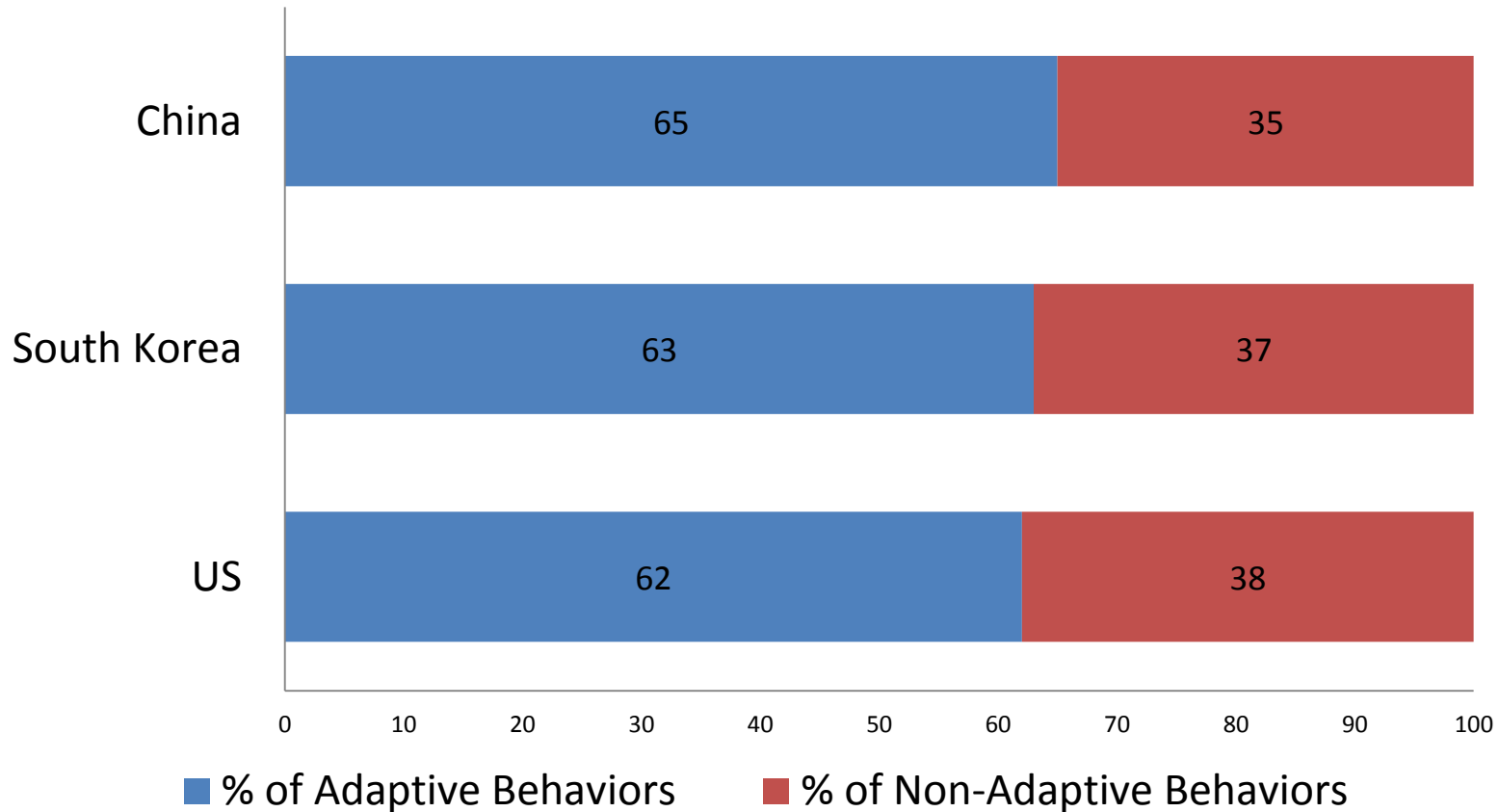


It is not the strongest
of the species that
survives, nor the most
intelligent, but rather
the one most
responsive to change.

Charles Darwin



Average Adaptivity



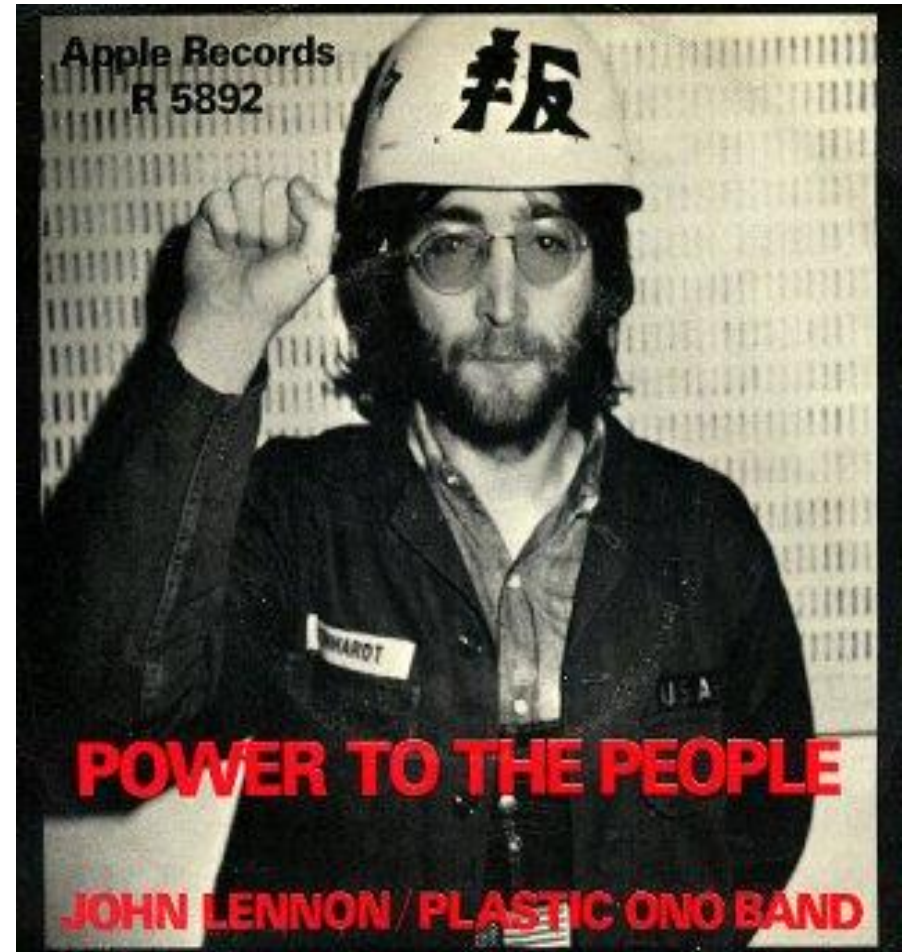
Our research taught us 3 things...

1. We get stuck.
2. Adaptivity and Fit matter.
3. **Except when it is wrong
(Legitimacy matters).**



Principled Rebellion!!

- **For Situations of Unhappy Tolerance** (that have become *intolerable*): When facing illegal, immoral, or unethical demands.
- **Strategy:** Naming, shaming and if necessary, maiming your opponent in order to bring them back in line with what is legal, fair, ethical and right.





“ Since reasonable people adapt to the world, and unreasonable ones try to alter it, human progress depends on the unreasonable ones”.

**George Bernard
Shaw**

The 7 + 2 Strategies

- Pragmatic Benevolence
- Negotiated Support
- Collaboration
- Constructive Dominance
- 3-F Competition
- Strategic Appeasement
- Selective Autonomy
- **Adaptivity**
- **Revolution**
- Each strategy fits with different situation-types
- Each associated with benefits & consequences – overuse or underuse problematic
- We are drawn to some – repelled by others
- Developing competencies for employing each effectively is key



The Formula for CIQ

1 3 7 7 10

Conflict Intelligence

1 Step 1 is to have a goal.

Then ask the **3 diagnostic questions**:

- 3**
1. Is this conflict important?
 2. Is the other party with me or against me?
 3. Who has more power?

7 **7 conflict situations** flow out of the 3 questions.

7 **7 Strategies** correspond as adaptive solutions to the 7 situations.

10 Each strategy has **10 tactics**.

