



Bridging the Gap: Tools for Communication and Conflict Resolution

Welcome! We'll begin at 1300



MAVERICK &
BOUTIQUE

DAU



Your attention, please!

- Stay fully engaged for the whole session.
- Close email and other applications entirely. Silence your phone and notifications.
- Mute yourself when you're not talking.
- Leave your video on.
- Move into Gallery View if you're not already so you can see others.



Topics for Today

- Identifying our challenges around communication and dealing with conflict
- Defining and setting ourselves up for great communication
- Preventing and resolving conflict



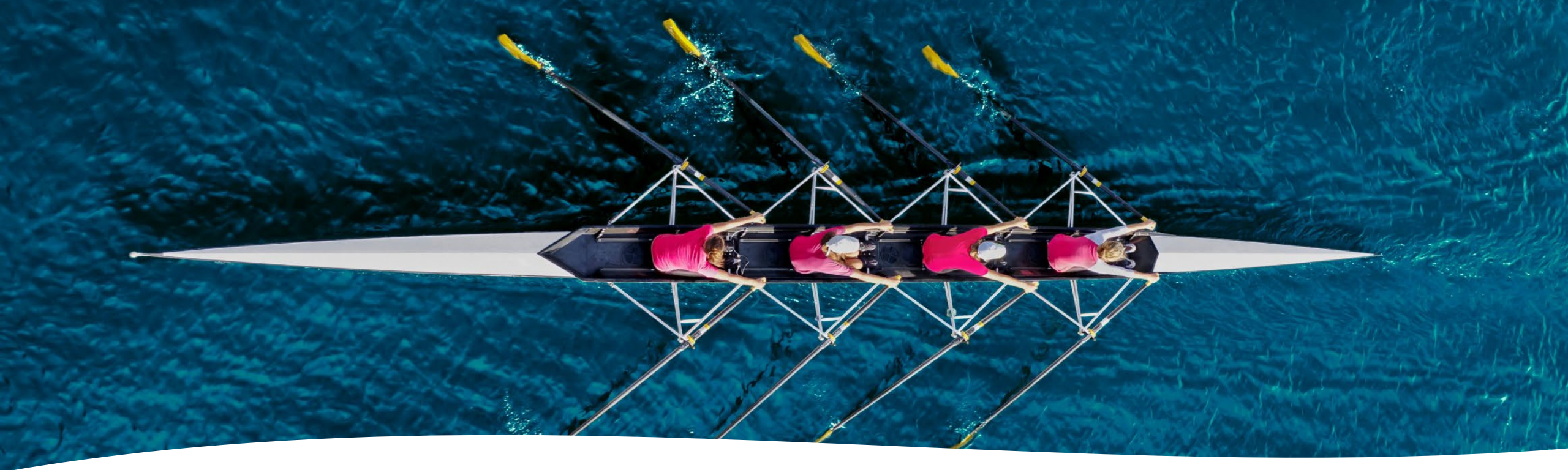
Small group conversation:

What are the most pressing challenges you're facing right now about communication and/or resolving conflict, either at work or elsewhere in your life?

Conversation in breakout rooms.
Please choose a reporter and make note of your room number.

We'll be sharing when we return.





What is great communication? What does it take to get people aligned, so they understand each other and are all pulling in the same direction?



Drama, Communication and Conflict

- Avoiding healthy conversations (gossip)
- “Siloed” thinking and action
- Inter-personal/inter-team conflicts
- Decisions that are not final and rehashed multiple times
- Meetings before the meeting, side meetings within the meeting, meetings after the meeting (to include “end-arounds”)
- Disengagement
- Low trust
- Low morale



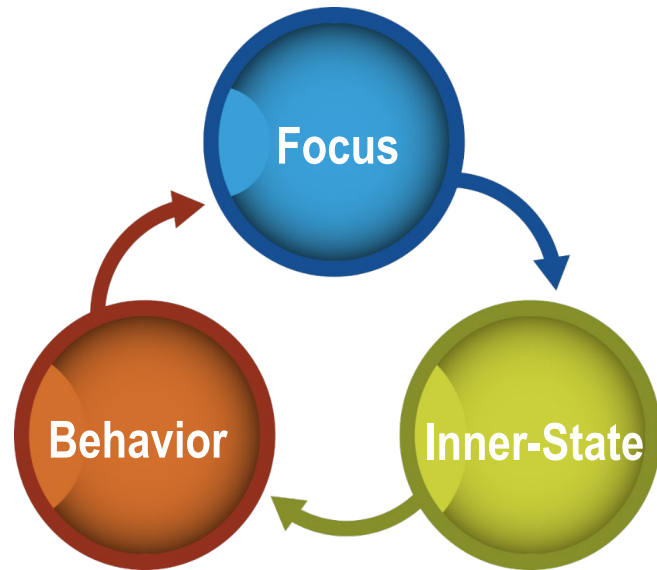
The Cost of Drama: Money and Time

- Gallup research indicates that approximately **\$450–\$550 billion** in annual lost productivity in the U.S. due to negative behavior (drama) in organizations.
- **\$7 trillion** productivity loss globally occurs due to negative behavior (drama) in organizations.
- Managers spend 25–40 percent of their time managing conflict, disagreements, etc., (i.e., drama).

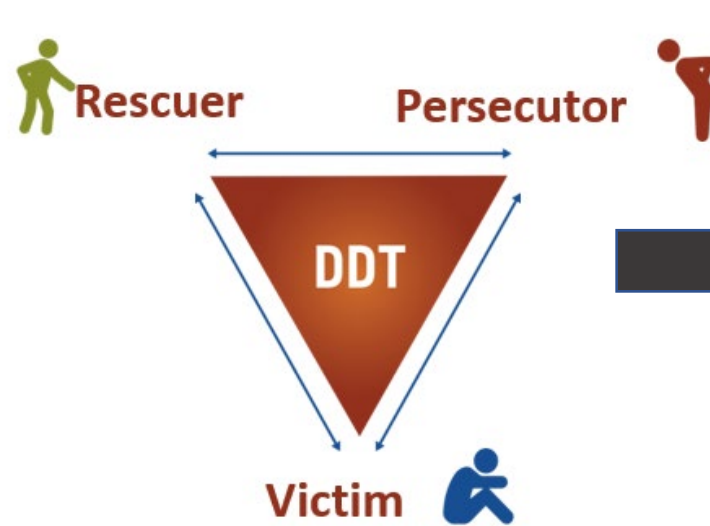


Drama-free Communication

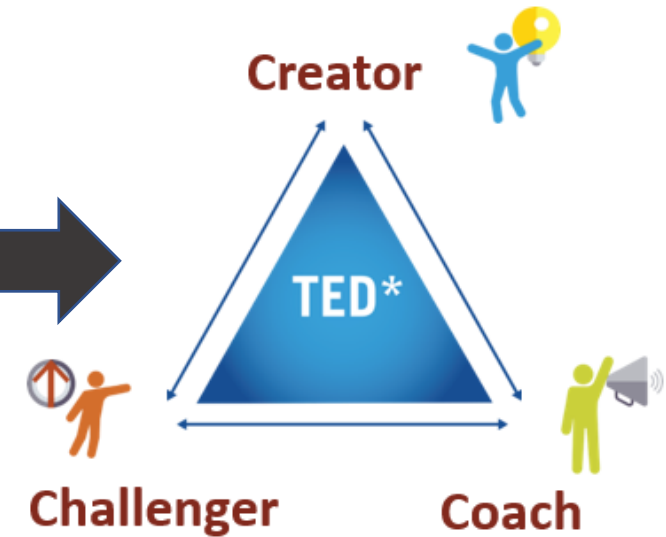
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The Dreaded Drama Triangle



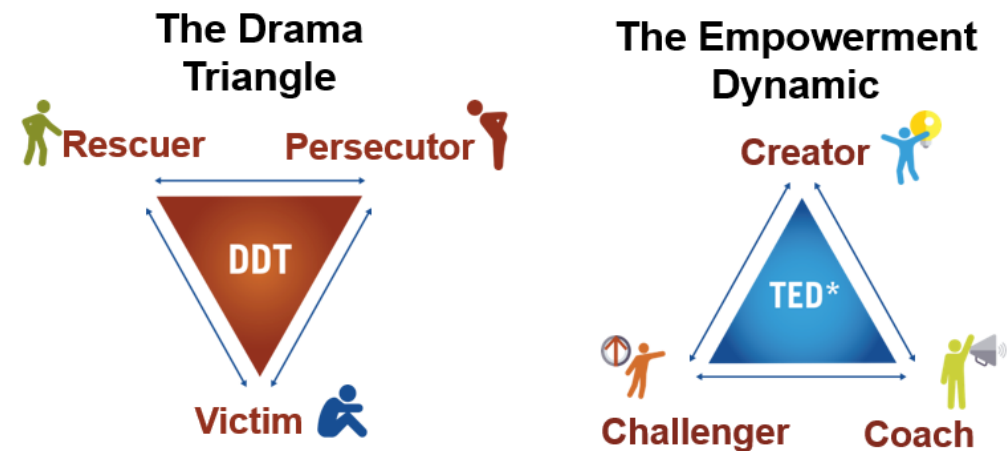
The Empowerment Dynamic



The Language of Drama

What drama role is represented in each item below, and how might we shift from Drama to the Empowerment Dynamic (TED*)?

1. Things would be fine around here if it weren't for our new team lead. She's always making us feel bad. **Victim**
2. That's the worst report I've ever seen! What's wrong with you? **Persecutor**
3. It's not my fault I'm late all the time. There's traffic and my kids and the weather's been terrible lately. **Victim**
4. It's OK, Jennell, I'll write that report for you so you can have dinner with your friends. **Rescuer**

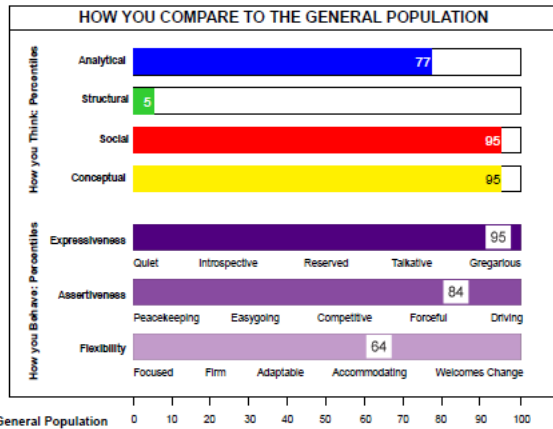
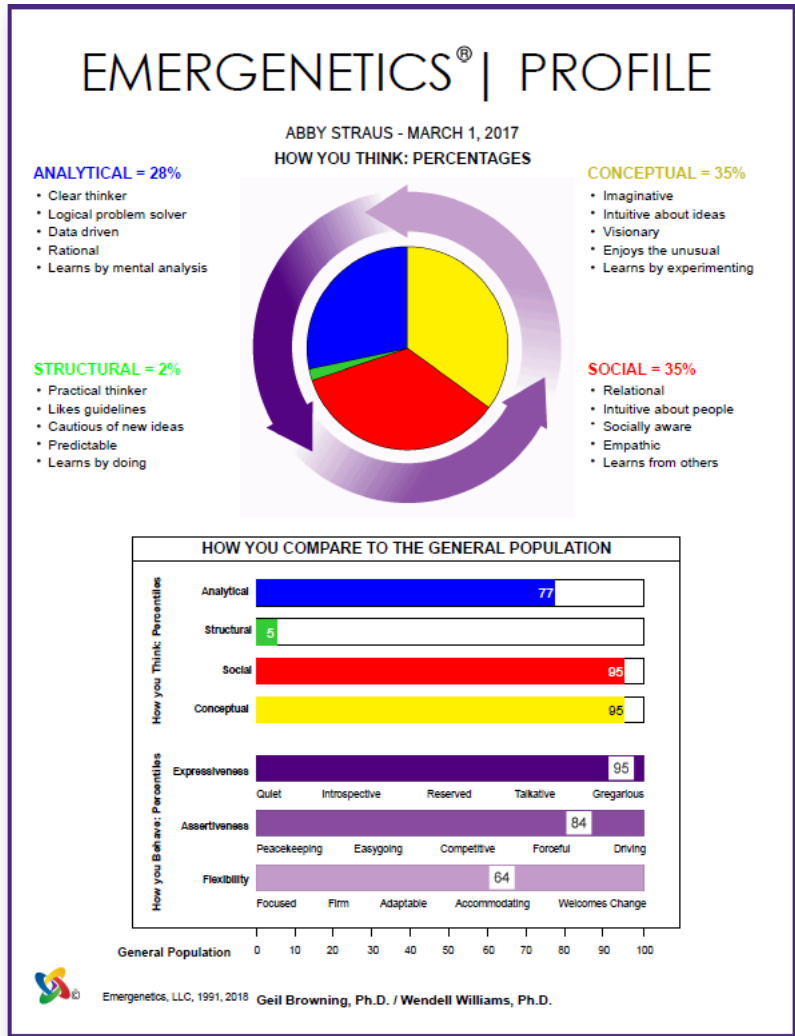


Communication and JPO Culture

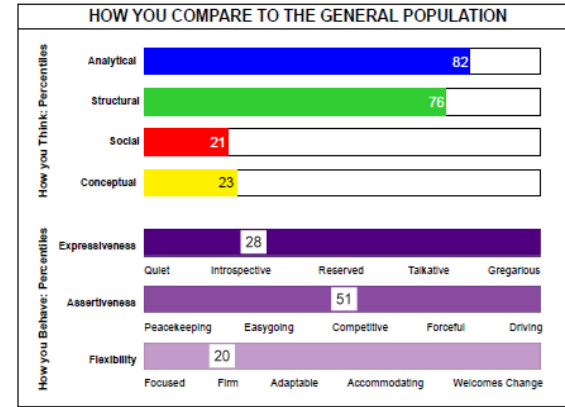
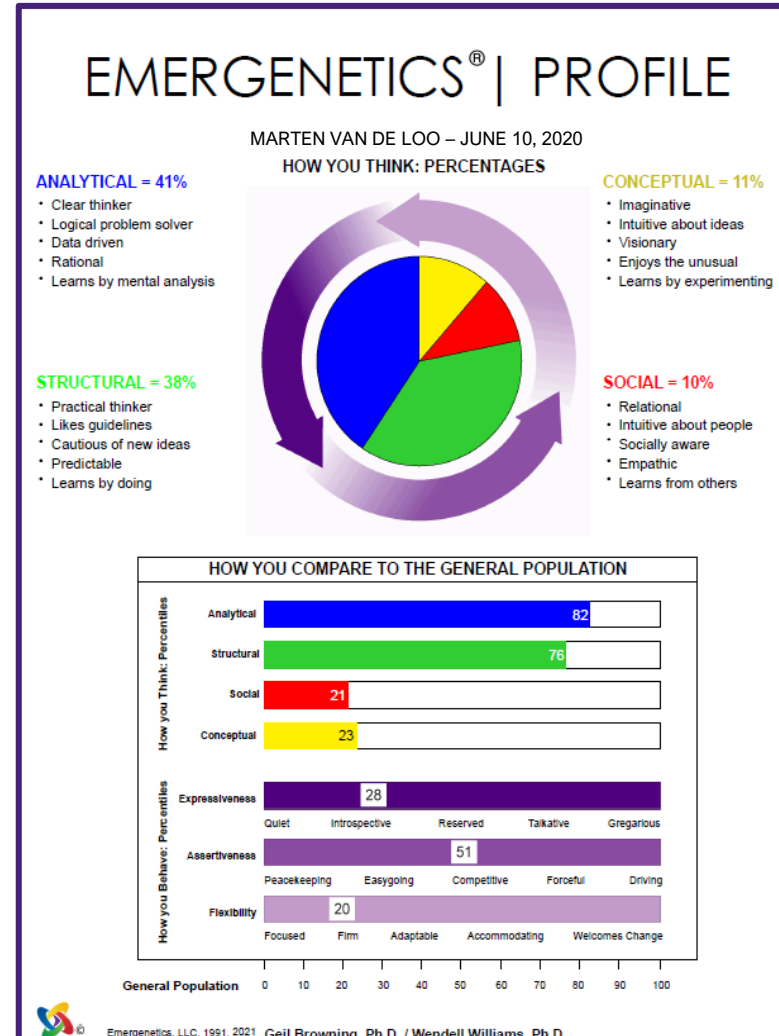
How might these from-to pairs of ideas help us communicate better and avoid unproductive conflict?

think small	THINK BIG
BLAME	OWN
Lean Backward	Lean Forward
Comply	Innovate
SCARCITY	ABUNDANCE
DELAY	DELIVER
Alienate	Include
Myopic	Visionary
Complain	Engage
OPAQUE	TRANSPARENT
INTUITION	DATA
Activity	Outcomes
Short Game	Infinite Game
DOUBT	TRUST
No, Because	Yes, If!

Thinking and Behavior Styles/Preferences



Emergenetics, LLC, 1991, 2018 Geil Browning, Ph.D. / Wendell Williams, Ph.D.



Emergenetics, LLC, 1991, 2021 Geil Browning, Ph.D. / Wendell Williams, Ph.D.



Let's Talk About Conflict



Resolving Conflict Through Negotiation

Negotiation: Steps in “Getting to Yes”

1. **People:** Separate the people from the problem
2. **Emotions:** Acknowledge emotions, then set them aside
3. **Interests:** Focus on interests, not positions
4. **Criteria:** Use objective criteria
5. **Options:** Invent multiple options for mutual gain
6. **Have a BATNA**



Recap



1. Communication is complex and it's a two-way street
2. Communicate from the Empowerment Dynamic (TED*)
3. Communicate to prevent conflict
4. When conflict arises, practice "Getting to Yes"
5. Be curious to learn and grow as a communicator

Reflection

After today, how will your thinking and behavior change?

- What will you start doing?
- What will you stop doing?
- What will you do differently?

