



The Consulting Team, LLC
Facilitating Positive Change

650-965-3663

Request A Consultation

Leadership Tips June 16, 2020: Resolving Conflict in Tough Times



Message from Dr. Marilyn Manning



Dear Friends,

It is with heavy heart that we talk with you today. In this time of crisis and uncertainty on many levels, the times call for us to have courage, be resilient, and above all, respect and honor each and everyone.

Due to the current situation, most of us have become stretched emotionally, mentally and physically. Whether working remotely or transitioning back, our world has become more stressful. Today's business environment presents new and very difficult challenges.

In this issue of *Leadership Tips*, we give you techniques to mitigate and resolve conflicts when they arise and the motivation to have critical and courageous conversations — whether remote or in person.

Our Warm Regards,

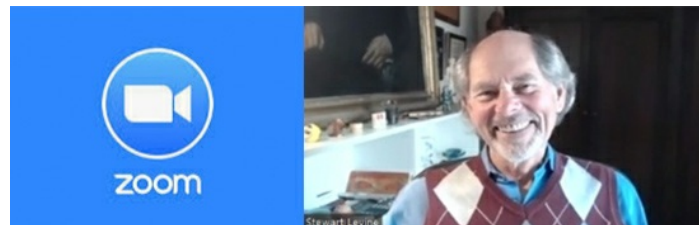
Dr. Marilyn Manning
(650) 965-3663

In this issue of *Leadership Tips*...

1. Tuesday, June 23: Zoom training: *How to Use Collaboration to Strengthen Your Virtual Team*, 1:00-1:30PM Pacific. (No Charge)
2. Tuesday, July 14: Zoom training: *Giving Feedback Remotely*, 1:00-1:30PM Pacific. (No Charge)
3. Article: Resolving Conflict in Tough Times
4. Select online offerings of most relevance today

Register Now

FREE 30-min. online event on Tuesday June 23, 1PM Pacific :
**How to Use Collaboration
to Strengthen Your Virtual Team**



Facilitated by Stewart Levine, Esq.

Creating high performance teams and human alignment is a critical aspect of building a strong culture of results and success.

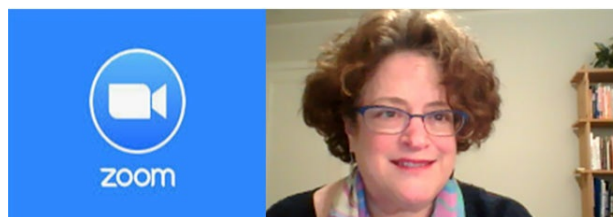
- Come share challenges keeping individuals or teams on track while working from home
- Come hear solutions for how to do it
- Leave with a renewed sense of confidence

Please join us for this free 30-minute Zoom session
Tues. June 23
1:00-1:30PM Pacific

Limited space: confirm your seat and receive log-in details when you use the registration button above or below this announcement.

Register for this free 30-min. online training today

FREE 30-min. Live Online Training on Tuesday July 14, 1PM:
Giving Constructive Feedback Remotely



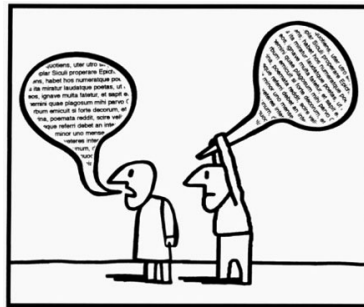
Giving in-person feedback can be challenging. It often requires a special set of skills. In our *virtual* workplaces, effective feedback can seem nearly impossible. Learn how to:

- Prepare to deliver feedback remotely
- Deliver remote feedback via telephone or video meeting room
- Provide effective feedback follow-up

Tuesday, July 14
1:00-1:30PM Pacific

Limited space: confirm your seat and receive log-in details when you register using the button below.

Register for this free training in July



Resolving Conflict in Tough Times

The Pressure of our Current State Surfaces More Conflict and Strife

Recently, *The Consulting Team* has been asked to help our clients resolve many conflicts as stress levels rise. Fears for safety, potential staff reduction, transitions, and having to do more work with fewer resources all elevate stress levels. Organizations are seeking to reduce stressors wherever possible. One way is to resolve conflicts quickly. This can be done effectively on-line, with the right planning.

As stress levels rise, more anger management issues arise. We have shorter fuses. We are less tolerant of poor performance or negative behaviors and attitudes, as well as biases. We want things to be fair, with everyone treated equally, and each of us meeting our goals. Many won't accept anything less, nor will they look the other way, as they might have when times were better. With so many pressures to perform, we expect follow-through, and to quickly remedy workplace issues.

The rate of change and types of changes affect the levels of contention

In these times, change has accelerated. Changes add pressure. Unclear direction or vision from organization leaders can cause confusion, resistance, and contention. Pressed for time, many leaders have not communicated enough information and the reasons for some of the changes. People can see change as bad news, adding greater resistance and negativity.

Practices managers and teams can adopt to address and even head off conflicts

Communication is a key to minimizing conflict. Clarify and communicate clear direction and vision for your team's future. With your team's participation, explore

and define your common purpose that all members can relate to. Consider using a method we teach in our trainings, the Appreciative Inquiry process. When you discuss work issues and challenges, focus on “what’s working” — successful ideas that expand to improve results and solve problems. Don’t dwell on everything that’s going wrong or not working. Keep your focus on everyone’s strengths and what each unique individual brings to the table.

Work with your team to create written **agreements** about how you will behave toward each other and with your customers. Make sure these agreements are integrated into your team interactions, formal meetings, and performance expectations. Reinforce your team and organizational agreements regularly.

Pay attention to what kind of conflicts your team is having. Look for clues of conflict like changes in a person’s voice, energy level, productivity, and engagement. Once you are aware that something is ‘wrong,’ ask those involved to identify the issues. Take the time to analyze if the issues are content or process issues.

- **Content** issues, such as disagreements about plans, policies, procedures, schedules and deadlines are often easier to resolve. These disagreements can typically be talked through and settled with logic and compromise.
- There are also **process** conflicts. These types of conflicts and issues can be more subtle and lie beneath the surface. Process conflicts erupt when there are problems with style clashes, power and authority struggles, role clarity or decision-making processes. Stress and negativity will remain high and progress will falter until process conflicts are resolved. Let your team vent and surface these issues. Then provide well-defined direction, clear role responsibilities, agreements, and objectives before moving on to tackle the content conflicts and issues.

Steps you can take to allow open discussion without emotional fallout

In the past, many managers sidestepped complaints about a contentious co-worker with a reaction like “Oh, that’s just how they are.” Or they might have told the bothered employee “Don’t take it personally,” or “Find a way to work with it.”

Today benign neglect won’t cut it. The first time you hear about an unproductive behavior, act on it immediately. If someone has the courage to talk to you about a situation, the problem is probably a pattern that they have put up with for a while. Take the complaint seriously and work to resolve it quickly. Thank the messenger and give them a time frame for your response.

When could you benefit from outside facilitation for conflict mediation?

If your efforts haven’t resolved the issue, consider a neutral facilitator. The neutral facilitator is especially helpful working with remote teams and individuals. They can diffuse highly charged emotional situations. They can be trusted if the parties fear their manager may be biased. Sometimes the parties involved in the conflict may feel their manager is part of the problem and will want an unbiased outsider to mediate the resolution. It is also advisable to seek a professional mediator if a grievance has been filed or if the resolution may involve someone being disciplined or terminated. An experienced consultant can ensure the process is done correctly and properly documented, as well as help you avoid potential legal issues.

We can all minimize conflict by addressing it in the early stages

Proactive organizations provide conflict management training for all staff. Even a few hours of instruction will enable employees to recognize potential conflict and its sources, as well as practice the skills to resolve it. Increased capability can lead

to more stability, engagement and productivity.

It takes courage to have courageous critical conversations. It can be much easier to resolve our differences if we act quickly, get into the other person's point of view, surface the issues, listen deeply for each other's emotions and point of view, and hold each other in the highest regard.

In Summary

Our call to action is to keep your lines of communication open and commit to resolving conflict expediently. When faced with conflict, set a goal to resolve, get yourself in gear, then execute. Have that critical conversation today, on-line.

Our new Online Trainings for Today's World: (from 90 Minutes - 3 Hours) Ask for our June/July discount

Critical Conversations

Are you uncomfortable providing constructive feedback to others? Do you ever want to challenge ideas when other peoples' strong opinions differ from your own? Do you feel defensive when others criticize your ideas? We teach proven strategies and techniques to shift discord into dialogues using practical exercises.

Resolving Conflict with Co-workers and Customers

Are interpersonal conflicts consuming a lot of your time and energy? Conflict and complaints are natural byproducts of teams and the intersection of service and customers. Our interactive training provides you ways to identify conflict sources, brainstorm resolutions, and handle potential conflicts, both internal and external.

Collaboration Tools for Leaders

Creating high performance teams and human alignment are essential to building a strong culture of results and success. This training provides systematic models for critical ways of thinking, engaging, and being, that enable sustainable high performance, successful outcomes, personal growth, engagement, and satisfaction, even while leading from home. The right mindsets are critical communication tools to engage others and to create human alignment.

Managing Crisis and Change: Surviving in a State of Flux

In a time of crisis like this, it is especially critical to navigate the territory well for ourselves, our co-workers and families. This session provides the tools you need for transitioning through change and self-care to embrace the new reality. Learn how to proactively navigate and smoothly embrace uncertainty by using the stages of processing trauma to know where you are and what's next.

Applying Emotional Intelligence in Uncertain Times

During these times of uncertainty people look to their managers to provide clarity that will enable them to deal with chaos, overcome challenges, and achieve shared goals. Emotional Intelligence equips managers to recognize their own and others' behaviors and make choices to improve workplace performance and productivity. This session provides you with easy-to-implement tools you can apply immediately.

For information on outlines and scheduling contact [Dr. Marilyn Manning](#)

You can also reach us by phone: (650) 965-3663

Get A Boost From Our Team



Stewart Levine, Esq.



Dr. Marilyn Manning



Kathye Citron



Craig Harrison



Susan G. Schwartz,
PMP



Victoria Smith-Raymond

*Contact The Consulting Team to learn more about our
online training, one-to-one virtual coaching
and consulting assistance for leaders and employees.*

The Consulting Team

— FACILITATING POSITIVE CHANGE —

945 Mountain View Ave
Mountain View, CA 94040
650-965-3663

Get In Touch

