Teams & Conflicts

50 shades of conflict

Functional ⟷ **Dysfunctional**

Realistic ⟷ **Unrealistic**

Value gap

Inner

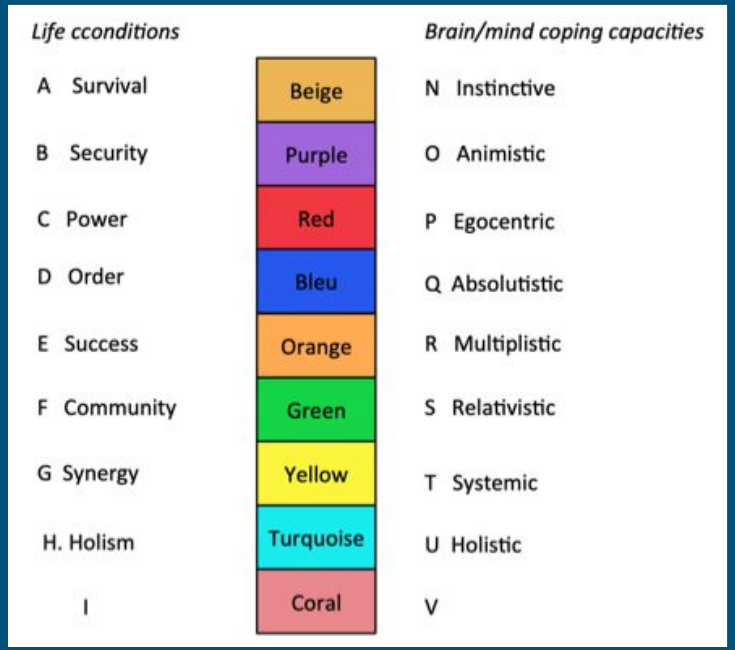
Person ⟷ **Person**
Person ⟷ **Group**
Group ⟷ **Group**

Social

Conflict context: Graves` Spiral dynamics

Coral	to be discovered		
Turquoise	holistic life support	Collective individualism, spirituality Earth changes	Experience - focus on global thinking, interconnection in working, living and environment
Yellow	integral synergy	Natural systems, self prinsiples, multiple realities Knowledge	Learning - focus on self-development, learning, applying knowledge and change, being agile with a clear direction
Green	consensus community	Feelings, sharing, caring, networking Community	Relationship - focus on building community and celebrating people diversity, sharing and caring for others
Orange	strategic success	Consumerism, materialism, image, status, growth Winners and Loosers	Achieve - focus on success and results, entreprenuerial and pragmatic view
Blue	authority order	Discipline, traditions, morality, rules Live for later. Saints and Sinners	Obey the rules - focus on order, stability, obeying authority, rules and regulations. Focus on task not person
Red	egocentric energy&power	Conquest, impulse, gratification Live for now. Heroes and Victims	Command & control - focus on energy, power, beating the competition
Purple	animistic safety	Rites, rituals, taboos, tribes Lore	Protect - focus on maintaining a group that provides support, safety and guidance
Beige	instinctive survival	Food, water, protection Stay alive	

Conflict context: Graves` Spiral dynamics



A State of nature and biological urges and drives; physical senses dictate the state of being.		**N** Instinctive: as natural instincts and reflexes direct; automatic existence.
B Threatening and full of mysterious powers and spirit beings, which must be placated and appeased.		**O** Animistic: according to tradition and ritual ways of group; tribal; animistic.
C Like a jungle where the tough and strong prevail, the weak serve; nature is an adversary to be conquered.		**P** Egocentric: asserting self for dominance, conquest, and power; exploitive; egocentric.
D Controlled by a Higher Power that punishes evil and eventually rewards good works and righteous living.		**Q** Absolutistic: obediently as higher authority and rules direct; conforming; guilt.
E Full of resources to develop and opportunities to make things better and bring prosperity.		**R** Multiplicity: pragmatically to achieve results and get ahead; test options; manoeuvre.
F The habitat wherein humanity can find love and purposes through affiliation and sharing.		**S** Relativistic: respond to human needs; affinitive; situational; consensual; fluid.
G A chaotic organism where change is the norm and uncertainty an acceptable state of being.		**T** Systemic: functional; integrative; interdependent; existential; flexible; questioning; accepting.
H A delicately balanced system of interlocking forces in jeopardy at humanity's hands; chaordic.		**U** Holistic: experiential; transpersonal; collective consciousness; collaborative; interconnected.
I Too soon to say, but should tend to be I-oriented, controlling, consolidating if the pattern holds.		

Conflict on the spiral

	to punish those who commit "crimes against humanity" and protect the victims
	to advance economic spheres of influence, or access to raw materials and markets
	to protect borders, homelands, hearth, preserve way of life, defend "holy" cause
	to dominate, gain the spoils, and earn the right to rape, pillage, and plunder
	to protect the myths, ancestral traditions, rights of kinship, and sacred places
	to keep a place in the survival niche

Spiral dynamics principles

- Reality is perceived differently at different levels of development
- Levels are transcended, but included (Russian dolls)
- Life conditions dictate the worldview
- Development is driven by pursuit of happiness and the balancing of individual and collective needs

Wrap-up

- Works at the individual, organizational and geopolitical nation-state levels
- Provides a new way of framing and understanding the forces of human interactions and behavior
- Can help to develop respect, compassion, and understanding for each level along the Spiral

Practice

1. В ХОРОШЕЙ ОРГАНИЗАЦИИ...

a. лояльность обеспечивает сохранность рабочего места сейчас и гарантирует вознаграждение в будущем

в. меня не трогают, чтобы я мог делать то, что я должен, так, как я хочу *

c. самое важное - это наша роль в «живых системах»

d. мои люди чувствуют себя в безопасности и чтят наши народные традиции и ритуалы

e. есть возможность выделиться и стать победителем

f. когда мы вступаем в сообщество, на первом месте находятся люди и наши чувства

д. естественные отличия, неизбежный конфликт и постоянные изменения придают мне энергии

Practice

2. ЗРЕЛЫЙ ЧЕЛОВЕК ХОЧЕТ БЫТЬ...

a. в безопасности, как член большой семьи, которая заботится о своих

b. успешным, независимым, инновационным и конкурентоспособным победителем

c. функциональным и гибким в рамках личных принципов

d. ответственным существом, заботящимся о сообществе и о Земле

e. властным мачо, потому что сила и уважение наиболее важны

f. тёплым и поддерживающим, чтобы все могли развиваться и реализовываться

д. целенаправленным и дисциплинированным, подчиняющимся законной высшей власти

Practice

1. В НАШЕЙ КУЛЬТУРЕ...	2. МЫ ХОТИМ БЫТЬ...
a - СИНИЙ	a-ФИОЛЕТОВЫЙ
b- КРАСНЫЙ	Ь-ОРАНЖЕВЫЙ
c - БИРЮЗОВЫЙ	c-ЖЁЛТЫЙ
d - ФИОЛЕТОВЫЙ	d-БИРЮЗОВЫЙ
e- ОРАНЖЕВЫЙ	e-КРАСНЫЙ
f- ЗЕЛЁНЫЙ	f- ЗЕЛЁНЫЙ
д-ЖЁЛТЫЙ	д-СИНИЙ

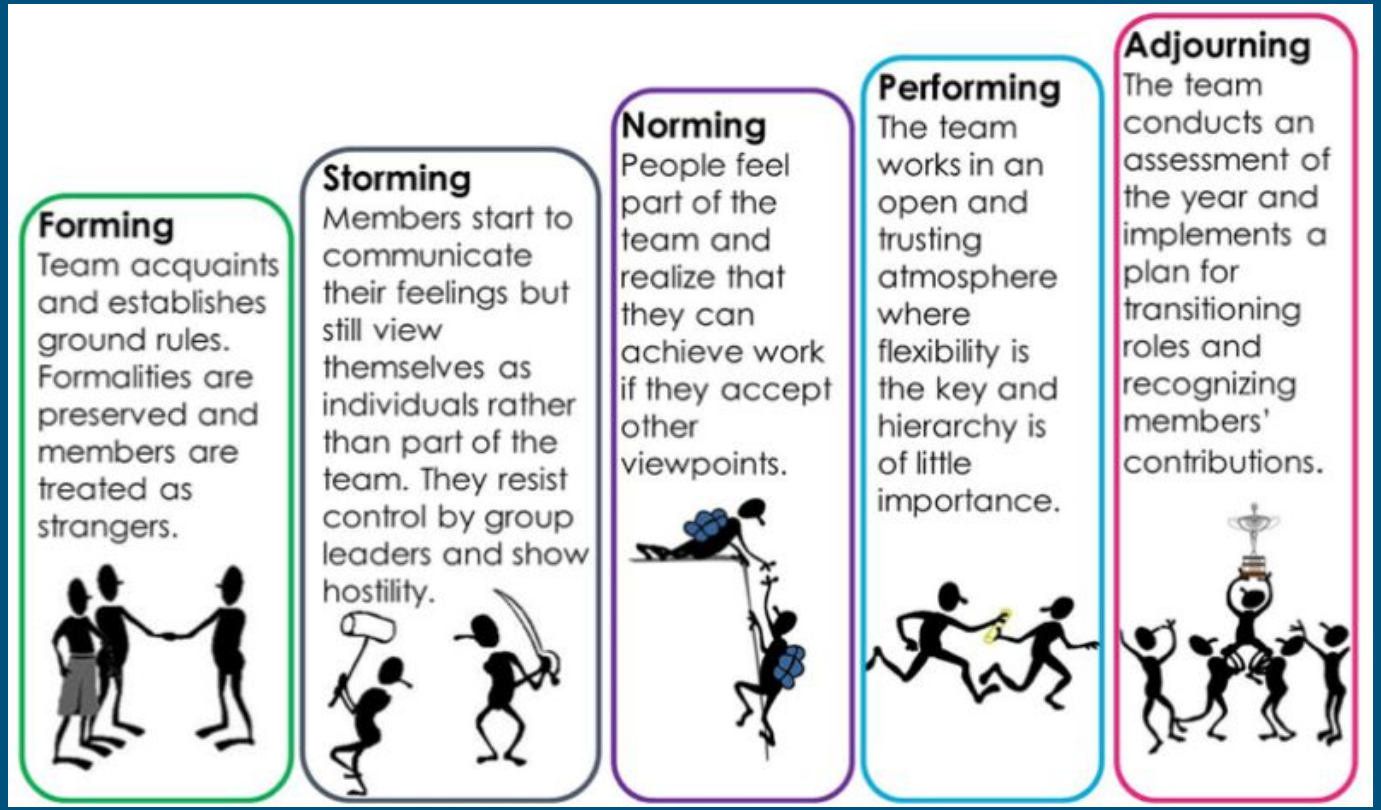
Conflict context: Organizational “Laloux Color”

Teal	self-organizing, adaptive	awareness, self-management evolutionary purpose	tbd	Fulfil your inner calling and provide service to the world
Green	post-modern, information	consensus/participative style networking social responsibility values based motivation culture	gap between values (equality) and reality (hierarchy)	Please join our family!
Orange	Scientific, industrial	task oriented, profit/growth focus predict and control innovative meritocracy management style	focus on material aspect not based on real needs	Be effective and you will succeed
Amber	Traditinal, agrarian	authoritarian, comand and control management style formal roles and hierarchy	stable processes not adapted to changing environment	You must conform to the social norm
Red	Magic, tribal	impulsive, survival urgency predator-prey management style	not adapted to complex environment short term focus	Get me what I want!

Conflict context: Organizational tribal stage

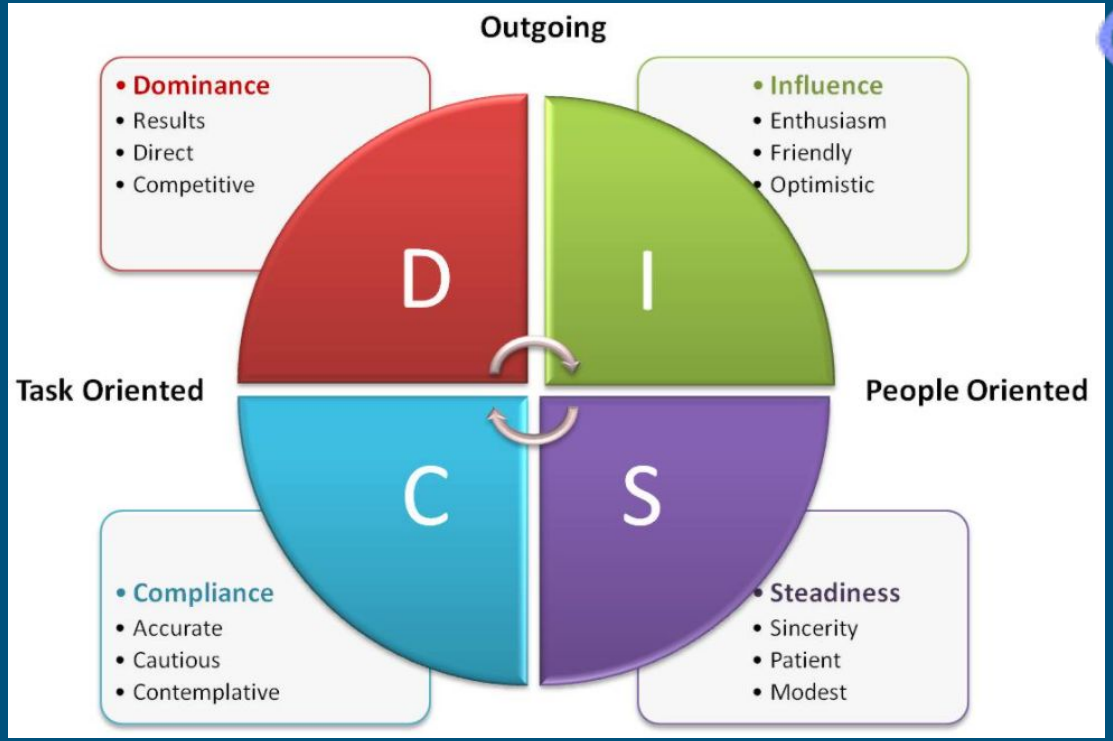
Stage	%	Behavior	Relationship to people	Language	Characteristics
5	2%	innocent wonderment	team	Life is great	pure leadership, vision, and inspiration
4	22%	tribal pride	stable partnership shared values within tribe competitive to other tribes	We are great (and they are not)	little patience for the politics, personal agendas, and office-style performance
3	49%	lone warrior selfish	personal domination competitive	I`m great (and you are not)	too busy have no time they have crappy support
2	25%	victim, apathy	separate	My life sucks	innovation is almost non-existent urgency is reserved for the coffee break accountability is rare
1	2%	despair	hostility	Life sucks	

Conflict context: Tuckman's team & group development model



Conflict reasons: psycho types and maps

Почему меня никто не понимает? Неужели я формулирую свои коммуникативные акты посредством слишком сложных лингвистических конструкций, недоступных для адекватного когнитивного восприятия?



NLP presuppositions

The map is not the territory.

The meaning of your communication is the response you get.

Thought - bla-bla ← reaction.
Think about reaction first.

Every behaviour has a positive intention. Everyone is doing the best that they can with the resources they have available. People make the best choice they can at the time.

Conflict reasons: psycho types

Attention whore

Wild child

Perfect shooter

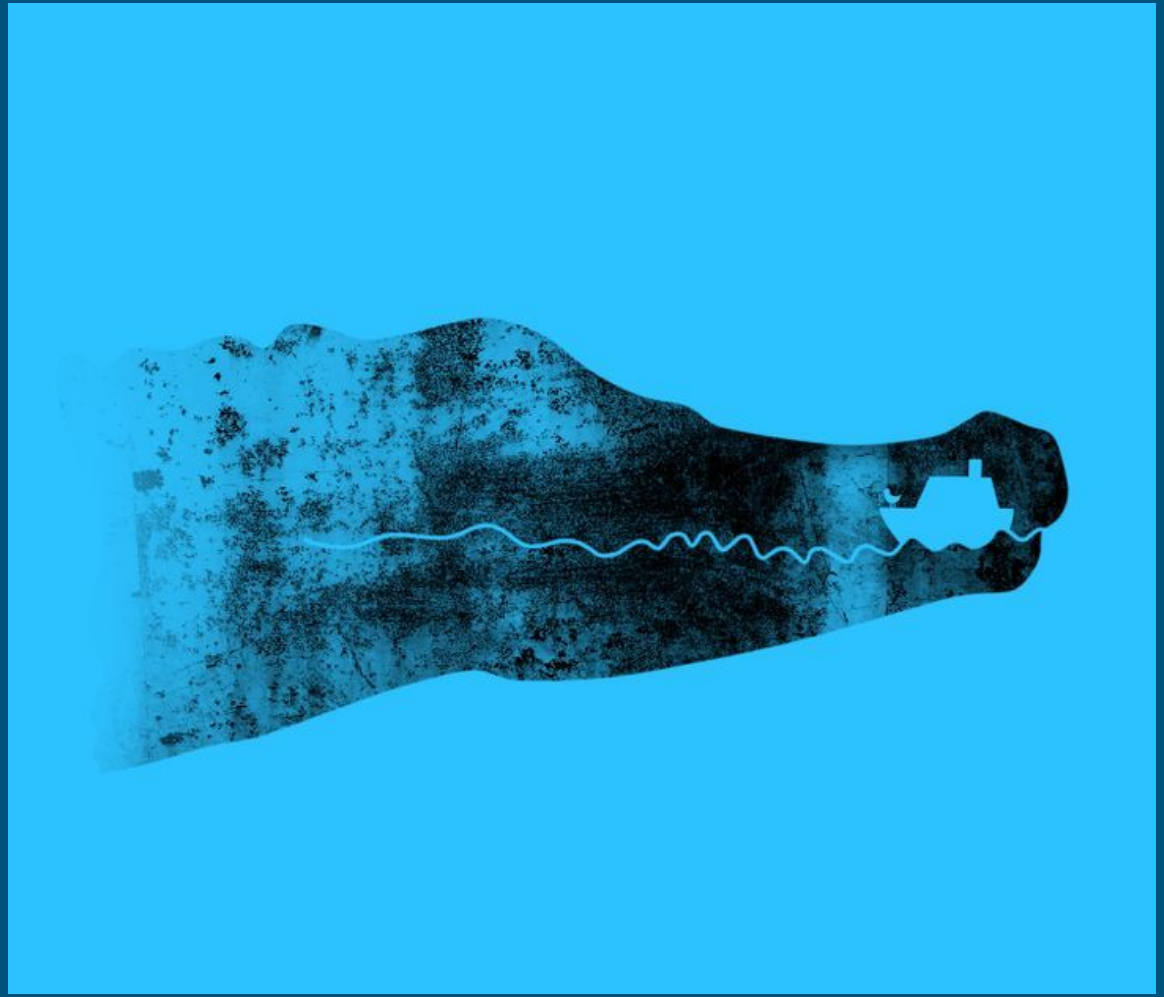
Non-confrontational person

Rigid person

Practice

Red car syndrome (Baader-Meinhof Effect)

Practice



Practice

Q&A
WHO?
WHERE?
WHEN?
WHAT?
How?
Why?
When?
Where?
HOW

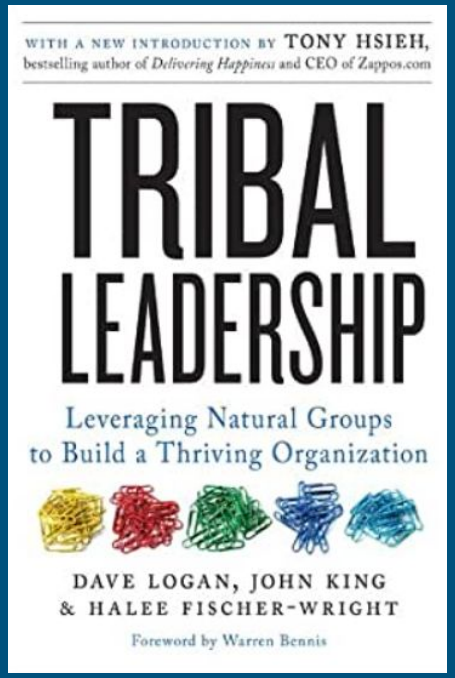
Assignment

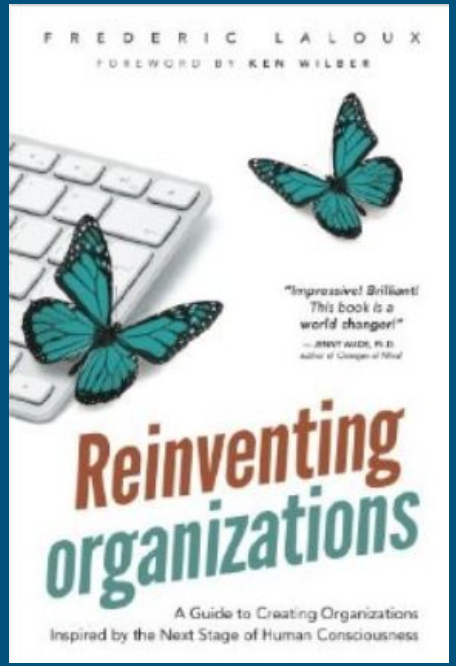
- define your leadership style according to Spiral dynamics https://test.spiraldynamics.ru/
- think what behavior you consider destructive. Then find positive intentions.

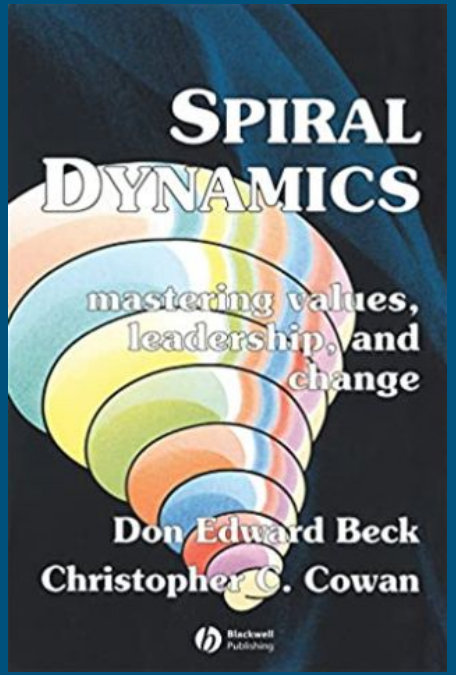
Pro level

- define your company and your team organizational level (any model). Work in pairs - prove your statement

More information







not the end :)

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