Teams & Conflicts

50 shades of conflict

Functional ⟷ **Dysfunctional**

Realistic ⟷ **Unrealistic**

Value gap

Inner

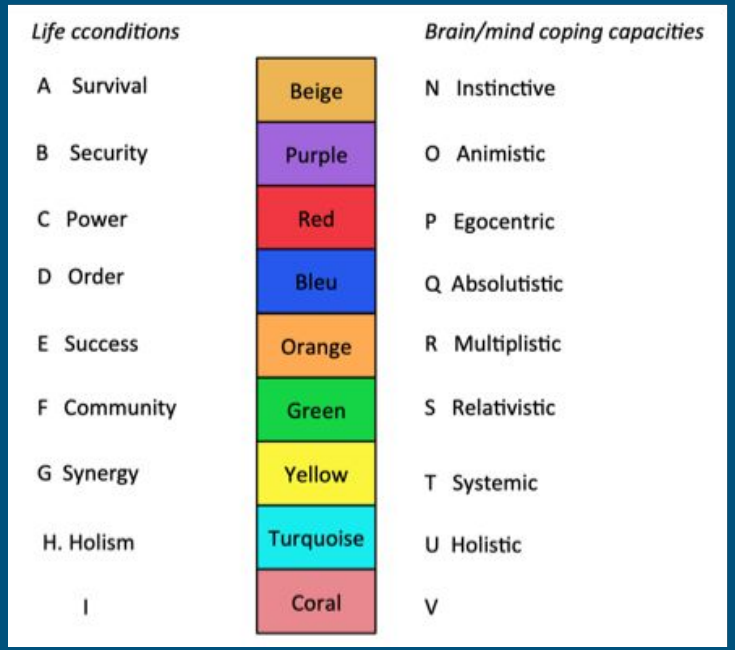
Person ⟷ **Person**
Person ⟷ **Group**
Group ⟷ **Group**

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

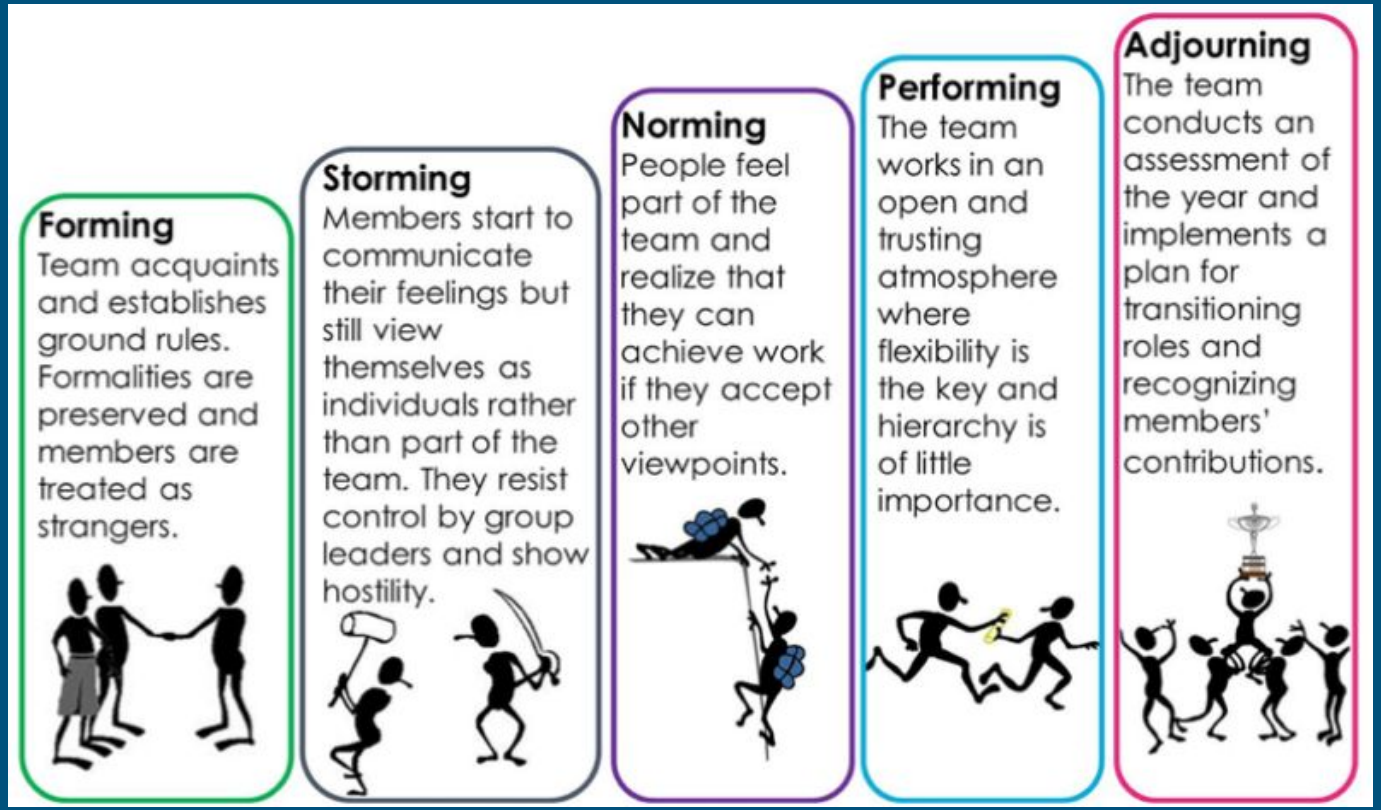
Conflict context: Organizational “Laloux Color”

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

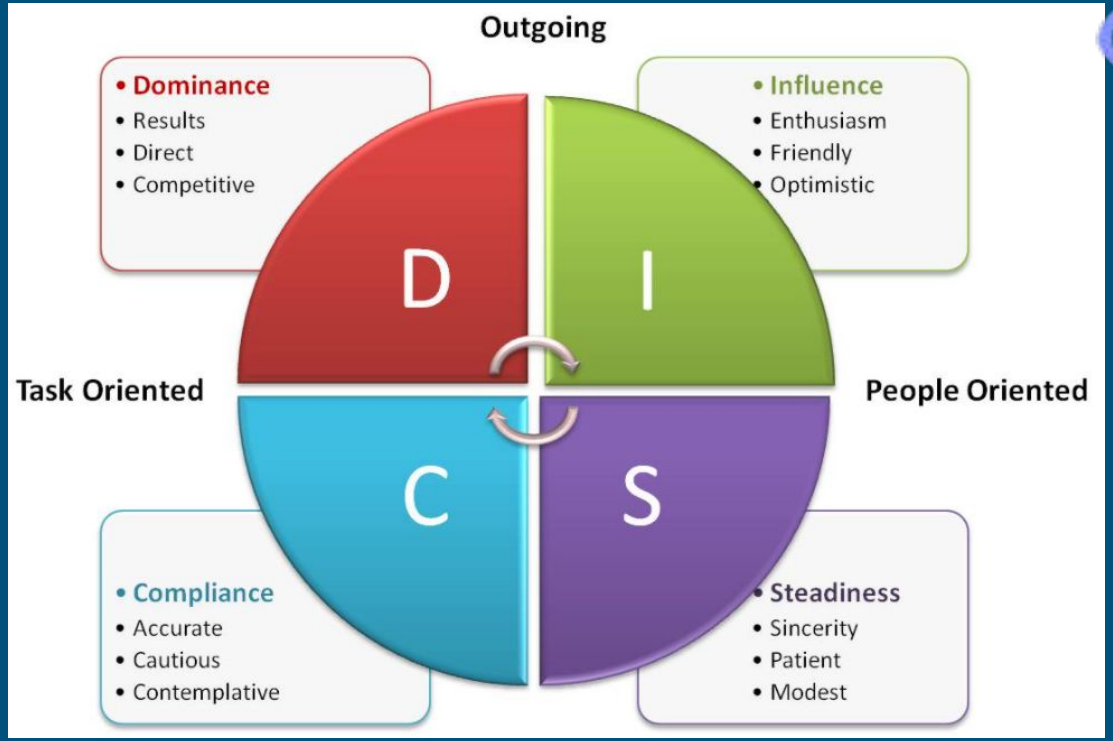
Stage	%	Behavior	Relationship to people	Language	Characteristics
5	2%	innocent wonderment	team	Life is great	pure leadership, vision, and inspiration
4	22%	tribal pride	stable partnership shared values within tribe competitive to other tribes	We are great (and they are not)	little patience for the politics, 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?



Conflict reasons: psycho types

Attention whore

Wild child

Perfect shooter

Non-confrontational person

Rigid person

NLP presuppositions

The map is not the territory.

The meaning of your communication is the response you get.

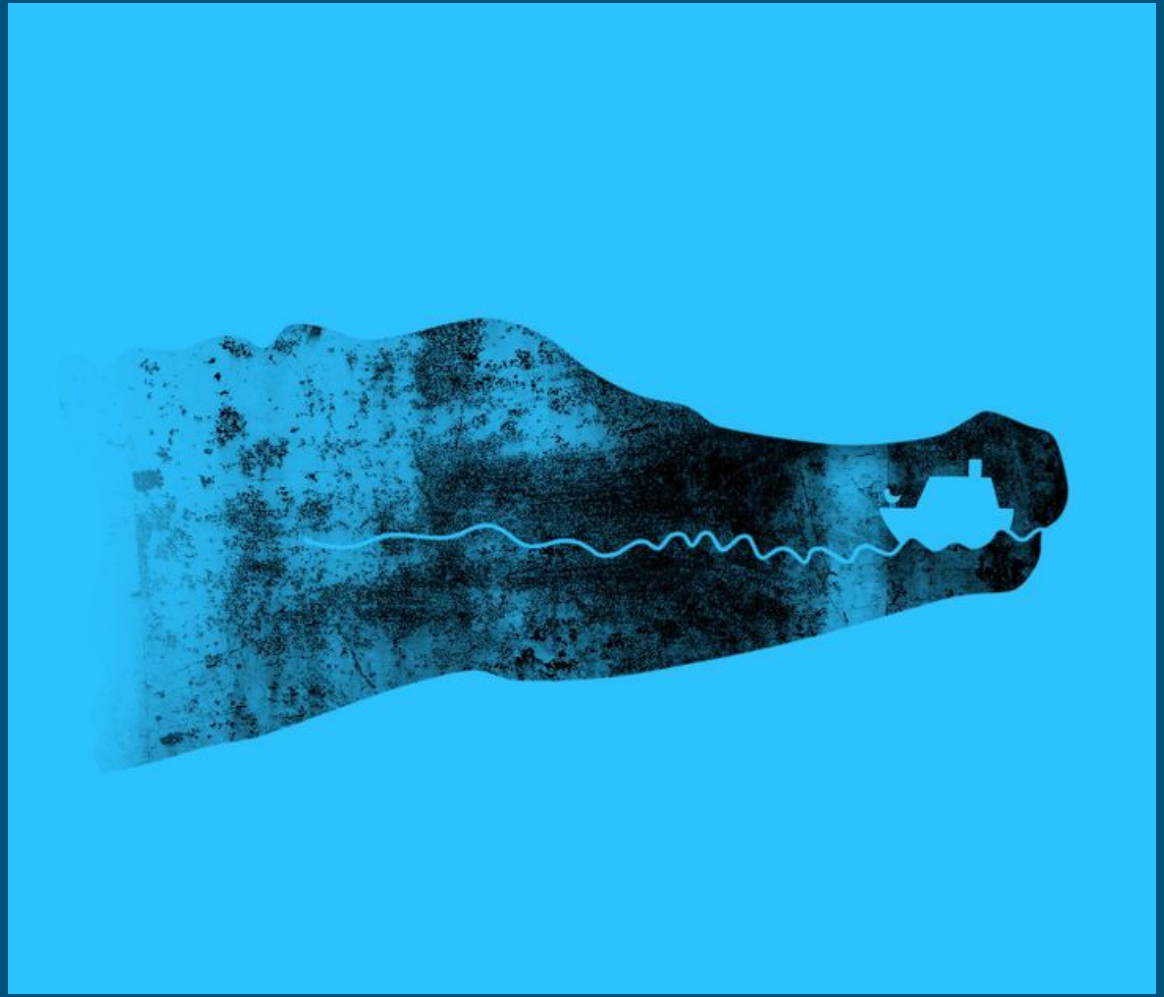
Thought - bla-bla ← reaction.
Think about reaction first.

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.

Practice

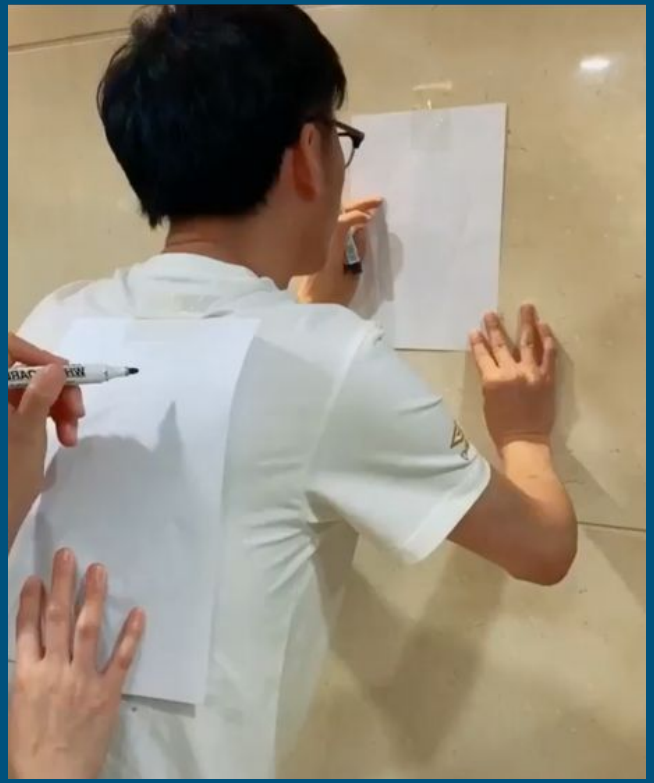
Red car syndrome (Baader-Meinhof Effect)

Practice

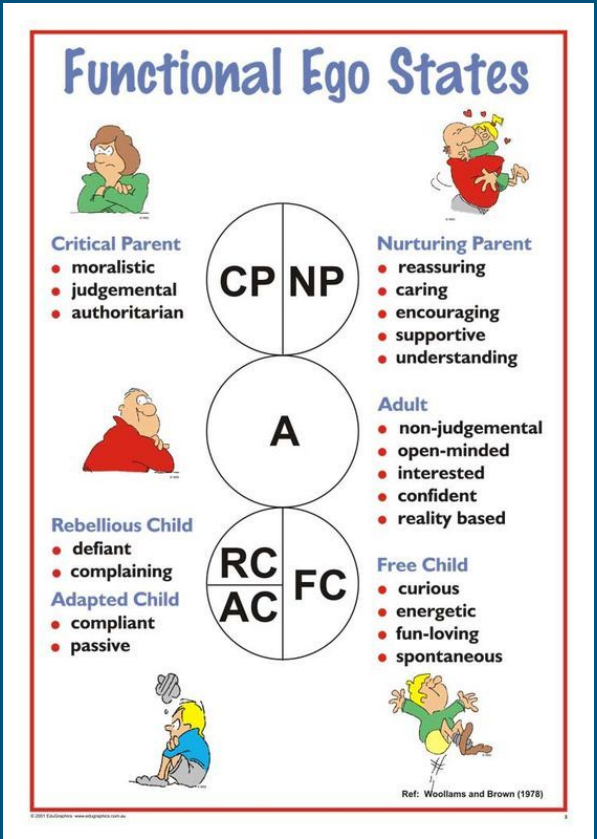


Practice

Part II

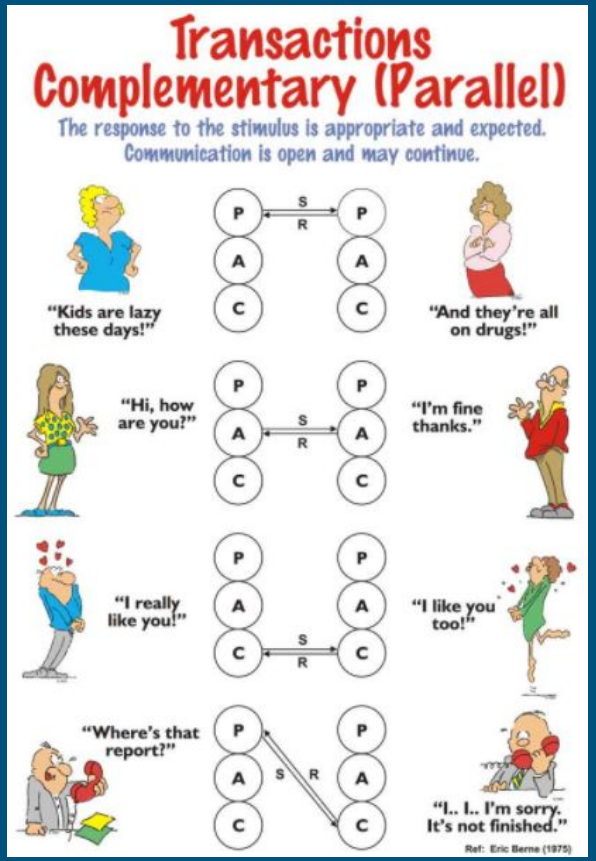


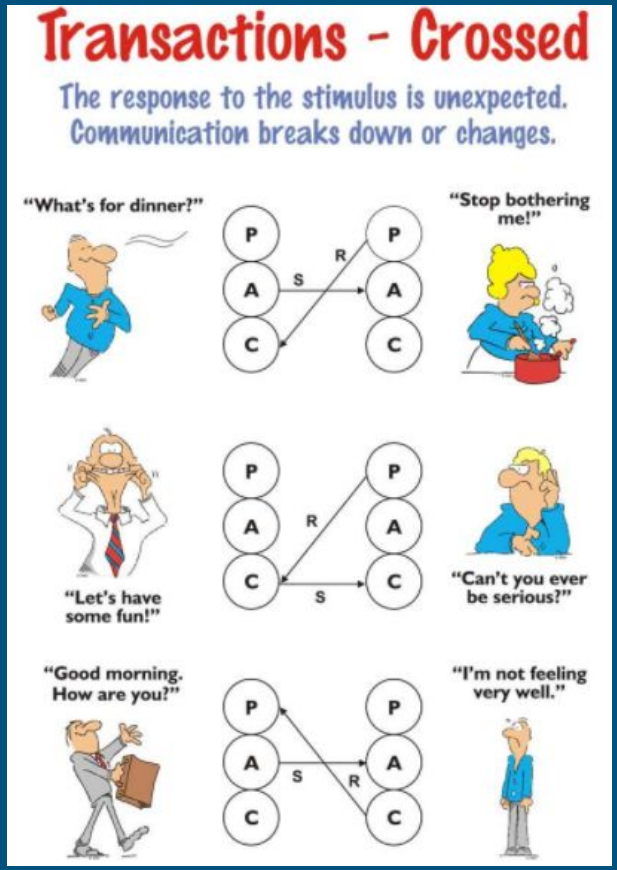
Psychological view: Transactional analysis



I am not OK You are OK *The One-down position* *"I wish I could do that as well as you do."*	I am OK You are OK *The Healthy position* *"Hey, we're making good progress now."*
I am not OK You are not OK *The Hopeless position* *"Oh this is terrible – we'll never make it."*	I am OK You are not OK *The One-up position* *"You're not doing that right – let me show you."*

Psychological view: Transactional analysis





Neuroscience view: personal status

- Status is one of social behavior drivers
- Status is one of social life areas that can become either initial pleasure or initial threat
- Feeling of status fall activates neurons related to threat
- People spend lot of time protecting and trying to raise their status
- When everybody tries to raise his status at the expense of others, there is no community

Biological view: Intraspecific aggression by Konrad Lorenz

Expedition cholera

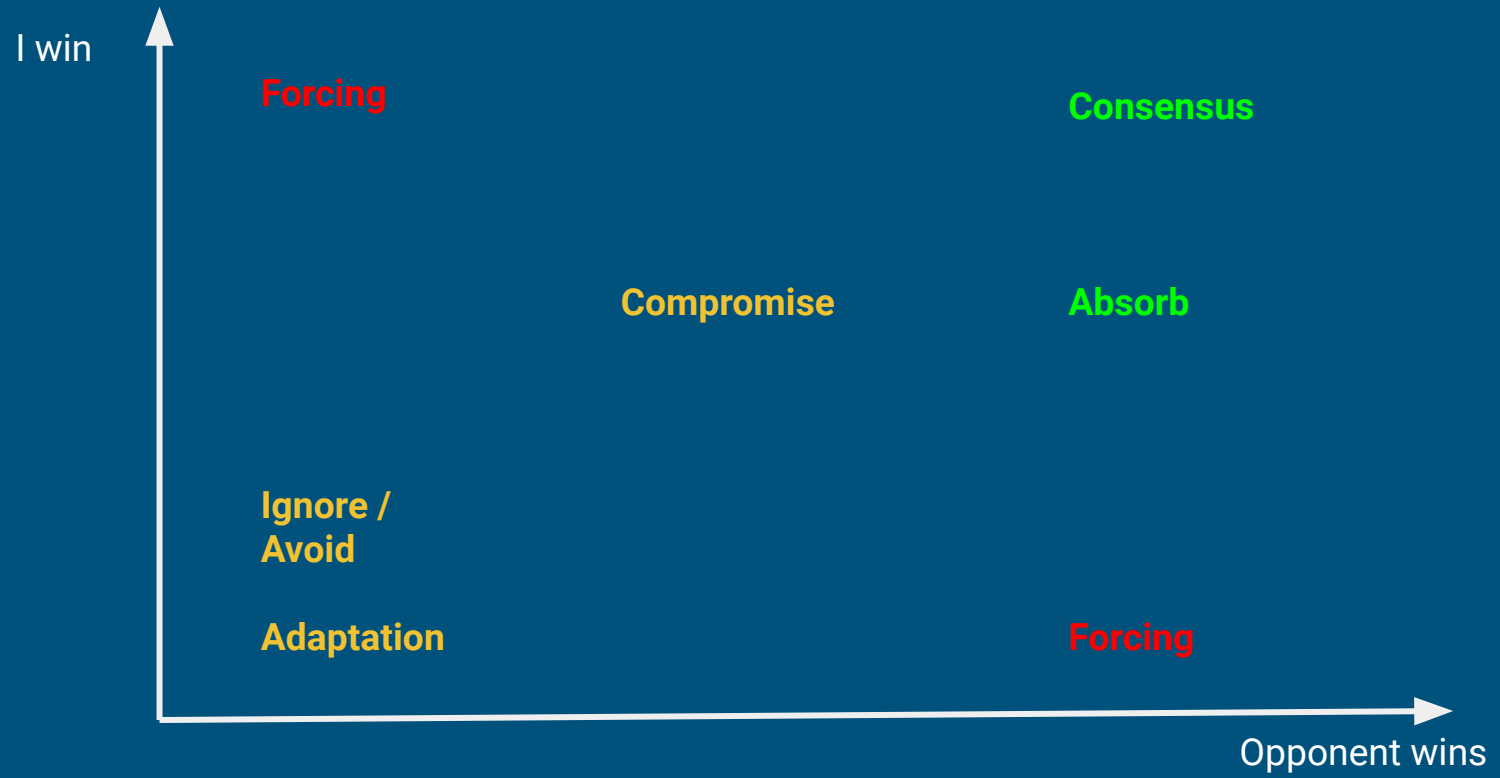
Reasons for intraspecific aggression:

- Stress
- Crowded condition
- Discomfort
- Emotional problems
- Loss of reason to live
- Poverty
- Anonymity

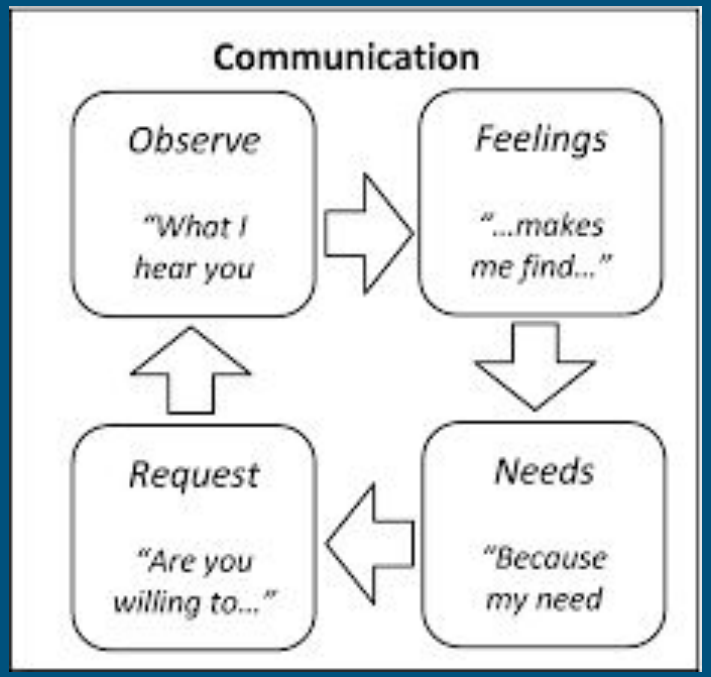
Agile conflict levels & resolution techniques

Level	Signs	Resolution
L1 - problem to solve	Language is open-hearted and constructive, people use facts to back-up arguments	Collaboration, consensus
L2 - disagreement	Language is self-protective	Support - empower the team to resolve the problem Restore safety & collaboration Team shared values
L3 - contest	Language is distorted where presumptions are made over generalizations	Accommodate - yielding to other`s view when relation is more important that the issue Smooth Negotiate (doesn`t work for values) Get factual - gather data and establish the facts
L4 - crusade	Conflict becomes ideological and polarized	“Shuttle” diplomacy until people are ready to de-escalate
L5 - world war	Language is little or no at all	Do whatever is necessary to prevent people from hurting one another

Conflict resolution strategies



Non-violent communication



Clearly expressing how **I am** without blaming or criticizing	Empathically receiving how **you are** without hearing blame or criticism
OBSERVATIONS	
1. What I observe *(see, hear, remember, imagine, free from my evaluations)* that does or does not contribute to my well-being: *"When I (see, hear) . . . "*	1. What you observe *(see, hear, remember, imagine, free from your evaluations)* that does or does not contribute to your well-being: *"When you see/hear . . . "* *(Sometimes unspoken when offering empathy)*
FEELINGS	
2. How I feel *(emotion or sensation rather than thought)* in relation to what I observe: *"I feel . . . "*	2. How you feel *(emotion or sensation rather than thought)* in relation to what you observe: *"You feel . . ."*
NEEDS	
3. What I need or value *(rather than a preference, or a specific action)* that causes my feelings: *". . . because I need/value . . . "*	3. What you need or value *(rather than a preference, or a specific action)* that causes your feelings: *". . . because you need/value . . ."*
Clearly requesting that which would enrich **my** life without demanding	Empathically receiving that which would enrich **your** life without hearing any demand
REQUESTS	
4. The concrete actions I would like taken: *"Would you be willing to . . . ?"*	4. The concrete actions you would like taken: *"Would you like . . . ?"* *(Sometimes unspoken when offering empathy)*

Conflict resolution strategies

Ignore - if your participation can provoke further controversy or conflict is trivial

Smooth - cover up the conflict by appealing to needs of team, not individuals, support the parties in finding consensus

Compromise - balance the demands of both parties (gain smth - give smth)

Forcing / **Adaptation** - dominator enforces his own views over the opposing conflicting parties

Problem solving - confront the conflict to find the best possible solution

Psychological aikido (absorption) - demonstrate agreement. Don`t wait for critic, start self-chastise

Non-violent communication

Conflict resolution strategies for teams

- **Go level up** (to the new level - identify team dynamics and help team to grow)

- **Find shared values and organize people around them**
  * pay attention to talent acquisition
- **Set the rules**
- **Have a shared goal**
- **Team meetings -** remember about mirror neurons

- **Provide information** about results and how people influenced them (remember the status)

Conflict resolution strategies for teams

The Five Dysfunctions of a Team
by Patrick Lencioni

Conflict resolution strategies for teams

Project Aristotel by Google

- Data was gathered and assessed from 180 Google teams, 2-year long effort
- No patterns detected to correlate why some succeeded and others didn't.
- Metrics like personal friendships, strong management, team structure, personal interests, gender, longevity provided no clear insight.
- **Group norms were found to be key to teams' success.** Group norms are unwritten and often unspoken rules guiding the behavior of the teams.
- Final determination was that a group of superior individuals was less important than the collective ability of the team.

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.
- in pairs practice to provide feedback in a non-violent manner
- define your team dysfunctions

Pro level

- define your company and your team organizational level (any model). Work in pairs - prove your statement
- during a day try to define your ego states in different situations. Find the patterns
- discuss non-violent communication model with your teammates
- work out a plan to correct your team`s dysfunctions. Discuss it in pairs /in groups

Case study

В общем, случай в одной компании. Пришла к ним на работу новая сотрудница.

С первого дня отношения как-то не заладились.

Сначала напугала офисного кота.

Сисадмину, который обустраивал её рабочее место дала свою пилочку для ногтей и сказала "что-нибудь сделать со своими ногтями"

Потом в грубой форме потребовала у секретаря бутерброд (хотя, в общем-то в обязанности секретаря в этой компании входила организация перекусов для всех сотрудников)

И всё такое. Продолжалось это неделя за неделей, при этом нужно отдать должное сотруднице - способы довести до белого каления всех вокруг неё у неё отличались исключительным разнообразием и креативным подходом.

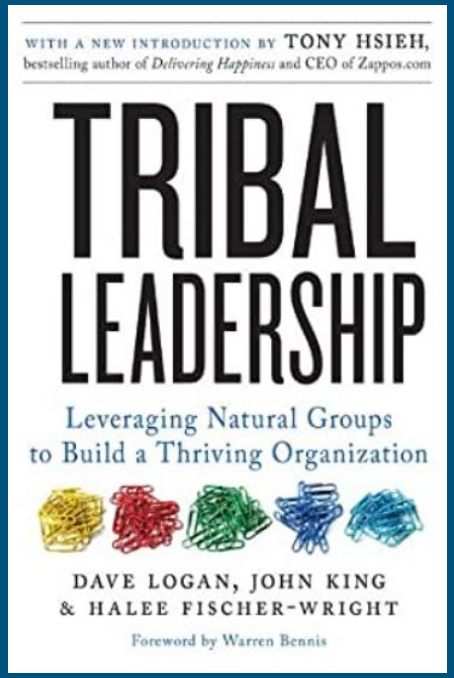
@recruitingismylife

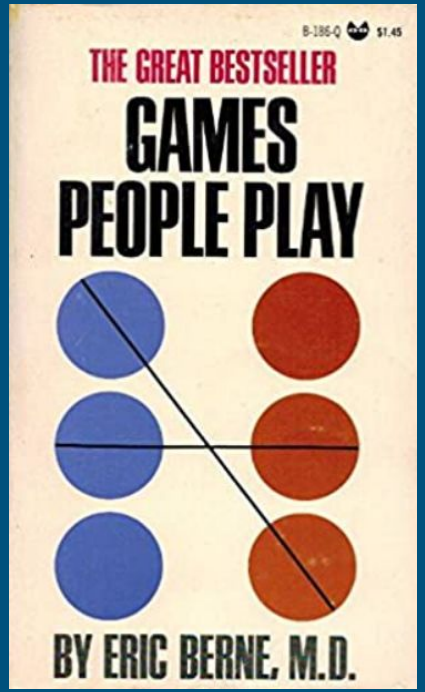
При этом никто не мог понять чем конкретно она на своем рабочем месте занималась, просто менеджер и всё. Какой менеджер? Зачем менеджер?

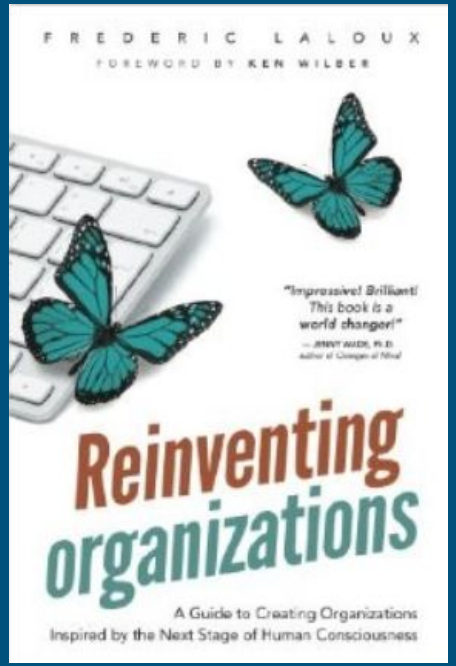
Только спустя год, когда она уже не работала, а её ещё вспоминали, всплыла правда. Оказалось, это был инновационный подход директора по персоналу, направленный на командообразование. Нанята она была для того чтобы быть самым неприятным человеком в коллективе, против которого все будут дружить.

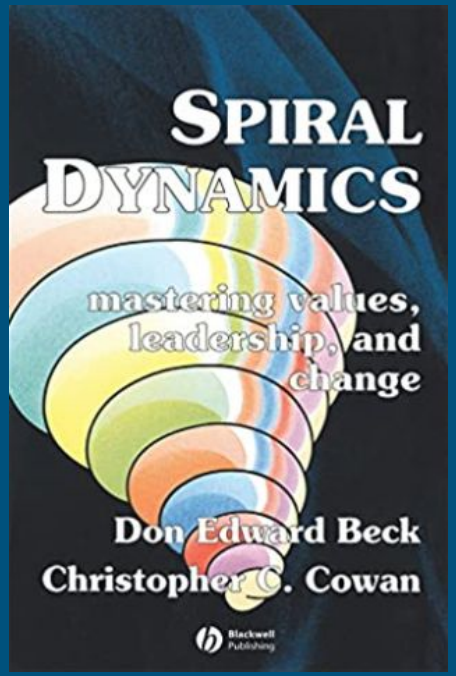
Подход кстати сработал, многие согласились с тем что никогда коллектив не был таким дружным, как во время её работы, причем эффект сохранился и после её ухода.

More information









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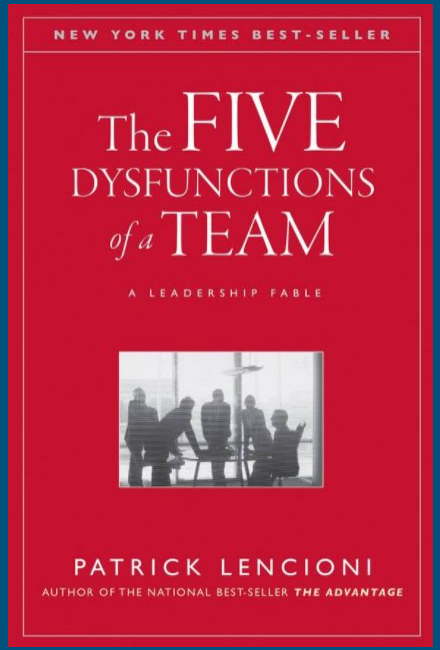

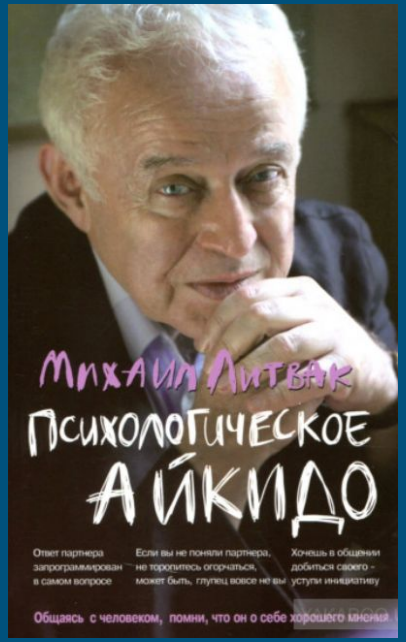

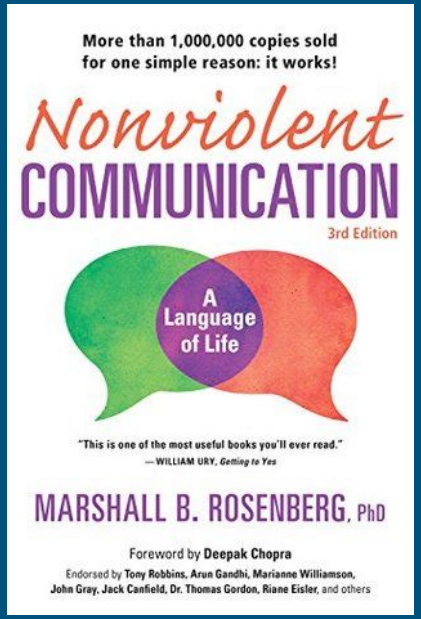

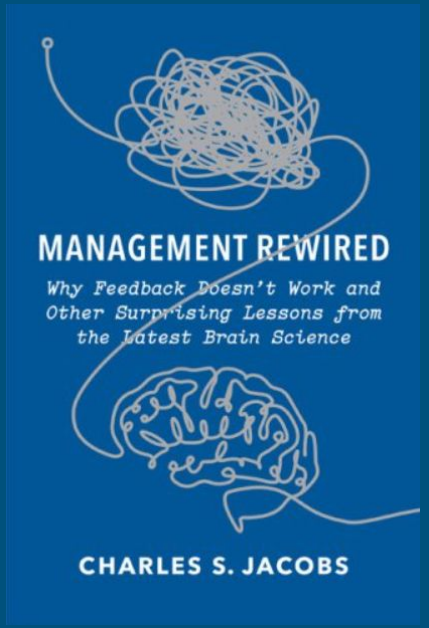

not the end :)

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