

# Leadership seminars 2020

## Session 5

### Giving Feedback and Conflict Resolution



# Your objectives

1. Knowing your audience as a leader and communicating with them
  2. Which leadership styles are desirable in different contexts
  3. What influences the development of certain leadership styles? (nature vs society)
  4. How to nurture someone to become a leader
  5. Gain a deeper understanding of different aspects of leadership
  6. How to transition between being a leader and follower
  7. Gain a better understanding of mentorship
8. How to challenge a leader
  9. How to give feedback without appearing harsh
  10. How to deal with an unprofessional relationship (e.g. mentor-mentee)
  11. At what point should followers be satisfied with their leadership?

# Recap

- Key lessons learnt from last week session 4

Let's  
Recap

# Objectives

- How to give constructive feedback?
- How to resolve conflicts?

# Feedback

Nowadays, giving feedback seems easy.....



A remark in an online comments section, giving a one star Google review or posting an angry or happy emoji .....



But how do you give constructive feedback face-to-face?

# What do you see?



# What do you see?

Split answers into:

- **FACTS** = Objective
  - what you actually see (a man working, reading papers with open laptop)
- **INTERPRETATIONS** = Subjective
  - a serious looking man, frowning, worried, etc.

# Constructive Feedback

- Constructive feedback = the process of sharing observations, concerns and suggestions between persons with the intention to improve both personal and organizational performance
- “Negative and positive feedback” have different meanings - they imply criticism and praise respectively.
- Feedback is neither negative nor positive – it is intended to be constructive



# Criticism vs feedback

## Criticism

- judgemental
- imposed
- uncontrollable shortcomings
- too late
- only serves giver
- aimed at person
- general

## Feedback

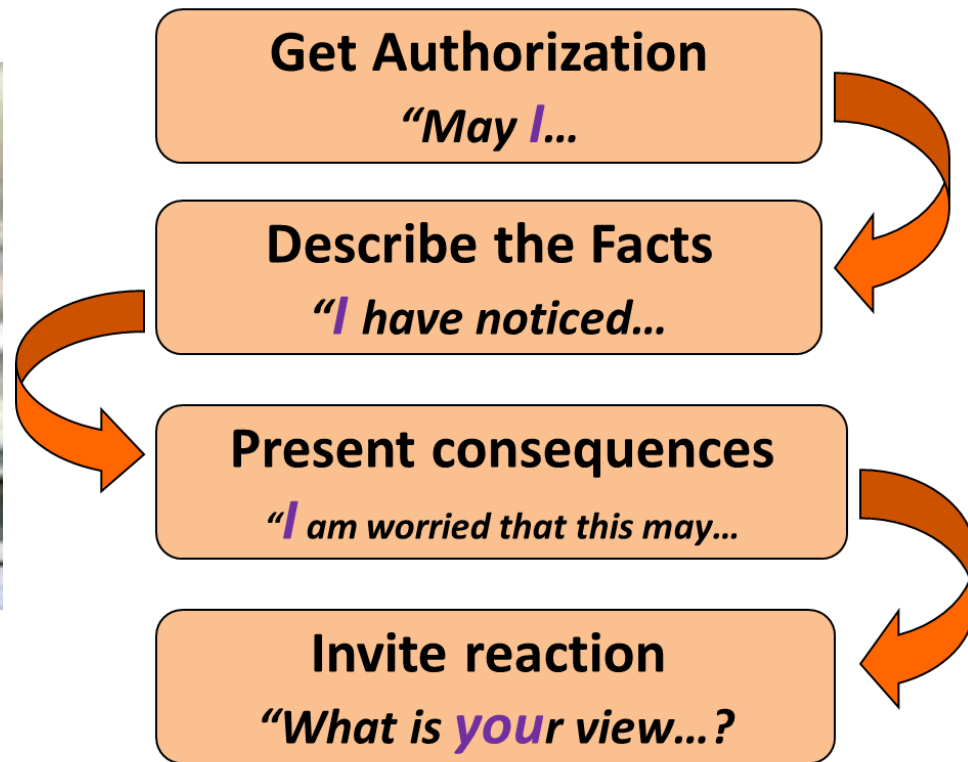
- descriptive
- solicited
- enables personal growth
- in time
- addresses need of receiver and giver
- aimed at behaviour
- specific

# Four Steps in Giving Feedback: I-I-I-YOU

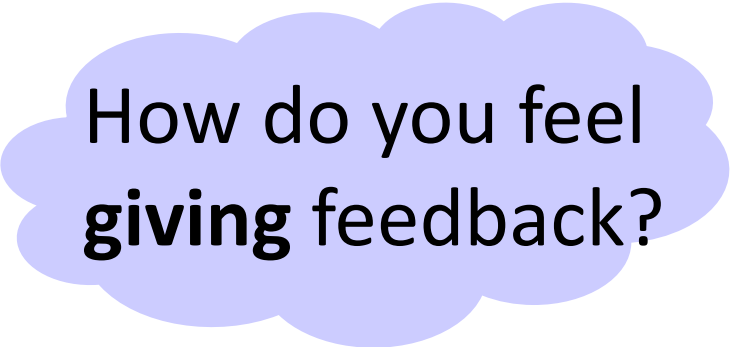


# Giving feedback to a colleague, staff or your boss

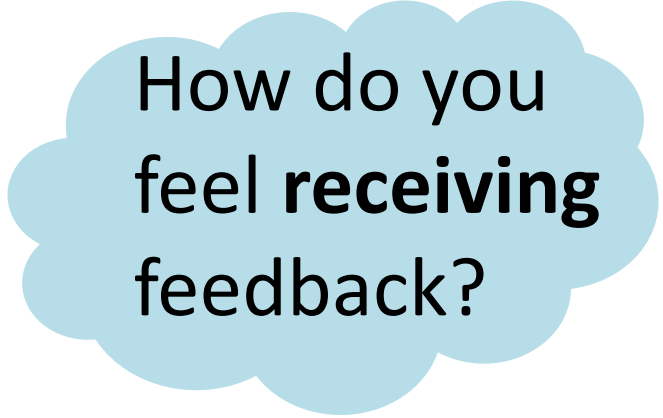
- Role plays in groups of 3



# Giving feedback to a colleague, staff or your boss

A purple cloud-shaped bubble containing text.

How do you feel  
**giving** feedback?

A blue cloud-shaped bubble containing text.

How do you  
feel **receiving**  
feedback?

# Receiving feedback....

*“As a mid-level manager you can encourage your subordinates to speak freely to you, you will have to try this - and not be defensive if they come up with criticism, over time they will realise that it is possible.”*

Junior male leader, ICT sector

# Getting the balance right is very hard

*“ Giving feedback upwards to your higher management is trickier - you need to be very careful, for example present information in a written form so that it cannot be misinterpreted and show that your intention is good and constructive. You have to be careful to prove that you are not out to get at anyone, you have to figure out the best time and place for your feedback. With practice you can learn this. However, it can be tricky - especially with a leader who wants the rest of the world to kowtow to them and deferring to them as a leader. In that case you have to go around this, massage their ego but not be a sycophant/flatterer - getting this balance right is very hard.”*

- Junior male leader, ICT sector

# Feedback: 10 Golden Rules

1. Effective feedback is either invited or welcome (prior authorization)
2. Effective feedback is specific
3. Effective feedback is timely (it is offered soon after the behavior has occurred)
4. Feedback should be frequent (regular)
5. Good feedback does not attack or offend

# Feedback: 10 Golden Rules (cont.)

- 6. Feedback is meant to improve work behaviour
- 7. Feedback is meant to enable personal growth
- 8. Feedback receiver and giver are to work on mutual understanding
- 9. Feedback implies highlight positive points as well as potential improvement points
- 10. The receiver of feedback does not feel the need to defend him/ her self



# Challenges in giving feedback



- Not being influenced by your own judgment and values
- Valuing that people are different
- Not being honest out of fear of not being liked by the other person
- Fear of causing someone distress by giving feedback

# Conflicts



When two elephants fight, it is the grass that gets trampled  
~ Swahili saying

# What is a conflict?

“A collision of different and opposing forces, opinions, feelings, interests, etc.”

“Adui mpende” – Swahili saying, meaning “love your enemy”.

# Phases of a Conflict

## Latent

Still hidden / people are irritated.

## Manifest

When you realize what you are irritated about. At this time you start discussing the conflict.

## Grave

Conflict has escalated. People are no longer capable of communicating calmly and giving each other feedback.

# Exercise



# Debrief

- Two ways to influence someone
- PUSH
  - they will instinctively resist
  - Human nature to instinctively resist if we do not understand the reason behind doing it
- PULL
  - When you explain the reason, you will get little resistance

# Considerations in Conflict Situations

- To what extent do I advance my own goal?
- To what extent do I attach importance to other people's goals?
- What value do I attach to maintaining or improving the relationship with the other person?

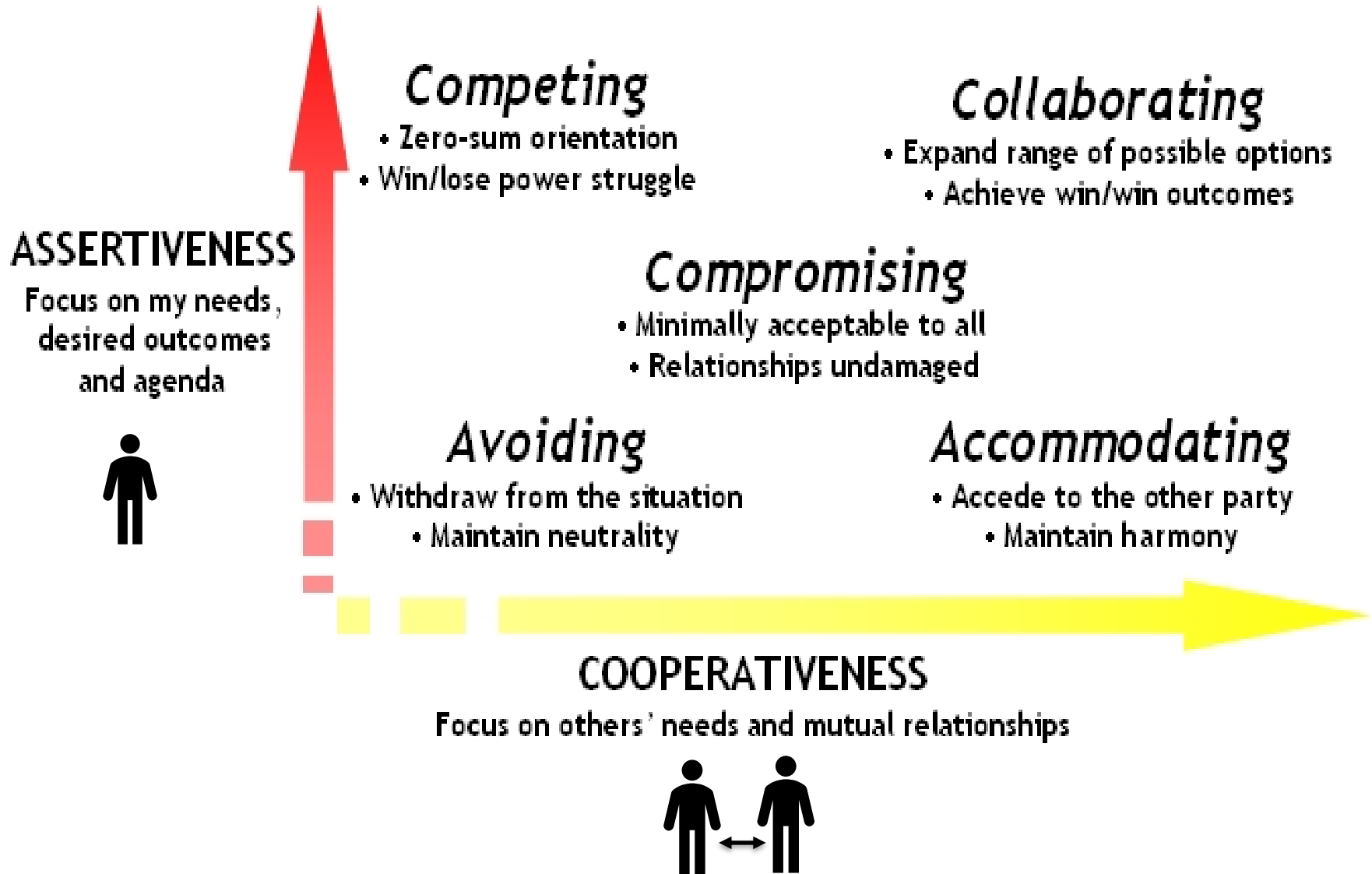
# Review pre-work:

## What is your most commonly used conflict management style?

<b>Competition</b>	The goal is to win
<b>Collaboration</b>	The goal is mutual participation
<b>Compromise</b>	The goal is to find the middle ground
<b>Avoidance</b>	The goal is to delay
<b>Accomodation</b>	The goal is to yield



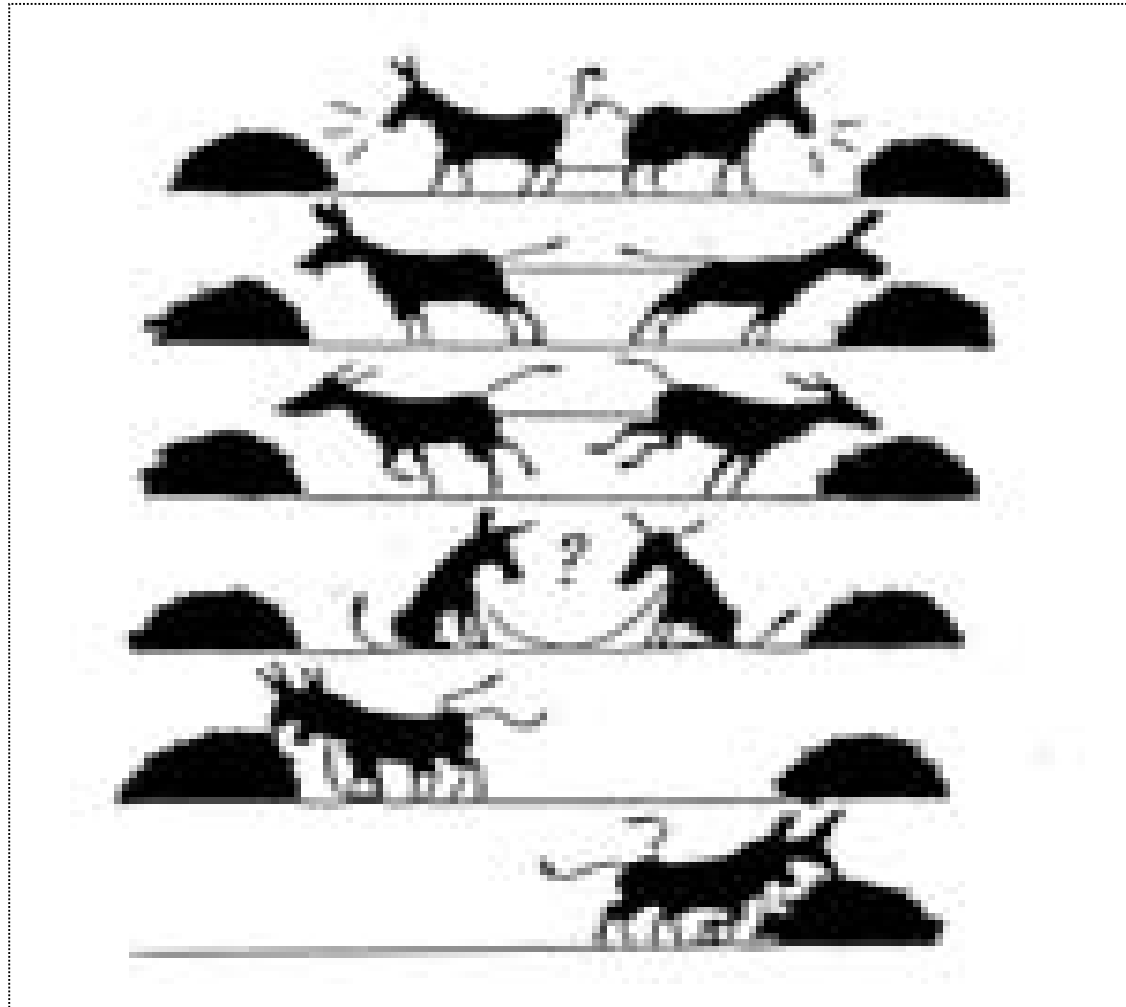
# Thomas-Kilmann Conflict Modes



The questionnaire assessed your natural or typical, preferred conflict handling mode.

However, conflict handling modes are developable, and so are not fixed.

# Conflict Resolution

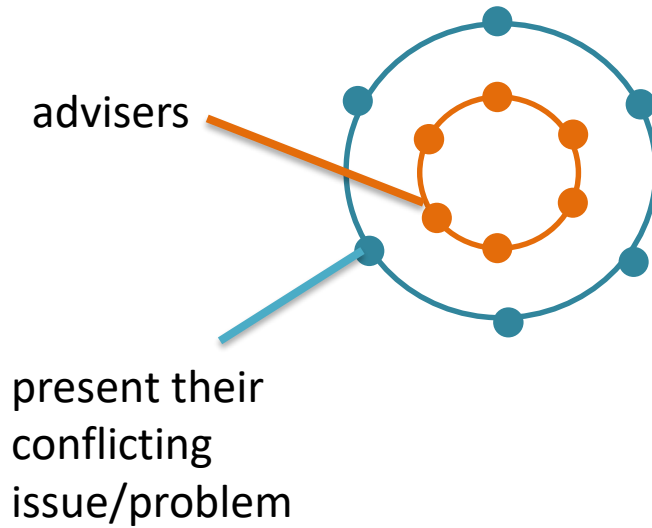


# Conflicts: Some tips

- Share negative feelings in person (not by e-mail)
- Take responsibility for your own feelings (don't blame others)
- Wait a few days to cool down
- Focus on issues not people; set clear goals for resolution
- Learn to listen to both sides, agree to disagree
- Communicate honestly
- Try and maintain a good-humoured approach

# Exercise

- 6 people are seated in inner circle, 6 people seated in outer circle, facing each other in pairs
- Outer circle presents their conflicting issue/problem to inner circle
- Inner circle advises outer circle for 5 mins
- Outer circle rotates one chair to left
- Inside and outside circles swap



# Feedback + Conflict Resolution

In pairs, note down your key lessons learnt from this session.



# Assignment for Session 6

- Prepare a presentation
- You can choose the topic freely
- Maximum duration = 5 minutes
- Practice your presentation!!
- Apply the insights from session 4 in preparing your presentation.
- You will get feedback from your class (practicing their feedback skills from session 5)
- Bring your presentation on a memory stick