**Conflict Management for Leadership eLearning Script**

**Slide - Progress Display 1**

**Slide Background: Location 1 overlay with a box for text**

Your day begins at your office where you have dropped off your belongings. After a glance at your schedule, which shows an HR presentation on conflict management before a team lead meeting, you head out towards the conference room.

**Slide – Progress Display 2**

**Slide Background: Location 2 overlay with a box for text and secretary figure**

As you pass by your secretaries’ desk, she stops. “Morning boss. You may want to stop by the break room on your way to the HR meeting. Some new employees are trying to figure out team dynamics.” You decide to swing by the breakroom for a quick refill of your coffee and to see if any possible conflicts are brewing that you need to know about.

**Slide – Progress Display 3**

**Slide Background: Location 3 overlay with a box for text**

As you walk into the break room Jessica is explaining an interaction she observed to Kim.

“Shawn just received a promotion to be the team lead on a new team. Joe, works on that team and had applied for the lead position. I overheard Joe welcome Shawn to the team and offered to answer any questions he has while settling in.”

You determine that there is \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**conflict, no conflict, possible conflict**)** between Shawn and Joe. **[Answer Response Pop-Up Box Dialog:**You are correct!! **Answer Response Pop-Up Box Dialog:** Sorry there is no conflict due to Joe warmly welcoming Shawn.**]**

As you finish pouring your coffee Kim starts to share with Jessica something that she has observed.

“I have noticed that Katherine tends to eat lunch at her desk instead of with the rest of the team in the break room. I have invited Katherine to join us several times yet she doesn’t show.”

You determine that there is \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**conflict, no conflict, possible conflict**)** between Katherine and the team. **[Answer Response Pop-Up Box Dialog:**You are correct there is a possible conflict here; we would need more information on why Katherine does show even after being invited. **Answer Response Pop-Up Box Dialog:**Sorry based on the information that Katherine does not show even after being invited it is not possible to determine that there is no conflict. **Answer Response Pop-Up Box Dialog:**Sorry being that we do not know based on the information provided exactly why Katherine does not show even when invited it is not possible to determine that there is a conflict.**]**

You pause to grab a donut as Jessica leaves and Kevin walks into the room. Kim ask Kevin about two other co-workers.

“I overheard Graham talking to someone on the phone about how he believes that he works best when he can be flexible and complete tasks in any order before the final deadline. Yet his partner Josh wants to create an ordered list of tasks to be completed with set deadlines. Graham went along with this plan on the last project but found he had trouble staying on the set tasks.”

You determine that there is \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**conflict, no conflict, possible conflict**)** between Graham and Josh. **[Answer Response Pop-Up Box Dialog:**You are correct there is a possible conflict here as it seems Graham and Josh have different work styles. **Answer Response Pop-Up Box Dialog:** You are correct there is a conflict here as it seems Graham and Josh have different work styles and that Graham accommodated Josh on the first project and now wants to change the team dynamic. **Answer Response Pop-Up Box Dialog:**Sorry there is a conflict or possible conflict presented.**]**

**Slide – Progress Display 4**

**Slide Background: Location 4 overlay with a box for text**

You head to the conference room for the HR presentation. After the presentation, you take a few minutes to review the notes you took. **(Displayed on the screen a piece of paper with notes on it)**

Conflict Management Strategies Developed by Kenneth Thomas and Ralph Kilmann.

1. Forcing the Solution
   1. One person makes the decision and everyone has to deal with it
   2. Benefit – provides a quick resolution
   3. Downsides – Tends to negatively affect a relationship
2. Avoiding the Conflict
   1. Instead of confronting the issue the person just refuses to acknowledge it
   2. Works well in the short term or when the issue itself is trivial. Does not work well long term or in most team dynamics
   3. Benefit – buys time to better prepare for confronting the conflict
   4. Downsides – can affect relationships, can be mistaken as a form of consent.
3. Accommodating Others
   1. When someone does not speak up to voice their needs or thoughts on an issue
   2. Benefit – when used with issues that are trivial or minor can prevent an immediate conflict
   3. Downsides - Repetitive use generally leads to the person who is accommodating feeling frustrated, difficult to change to more effective strategy
4. Compromising to Create a Solution
   1. Involves everyone involved working together to create a workable solution where everyone gets something that they want but have to give up something else that they want
   2. Benefit – useful when deciding important issues and time is a factor
   3. Downside – can strain relationships, may need to be monitored to make sure agreed-upon solution being adhered to
5. Collaborating to Find a Solution
   1. All people involved share all of their needs, care about meeting the other people’s needs, and work together to find a solution.
   2. Benefit – Builds long term relationships, everyone wins
   3. Downsides – Requires full cooperation from everyone involved at all times, takes a long time to achieve

**Slide – Progress Display 5**

**Slide Background: Location 5 overlay with a box for text also has an Interactive Button that brings up the copy of notes taken from Location 4.**

Once you get done reviewing your notes you head to the team lead meeting. Upon arriving you discover that your boss set this meeting up as a coaching meeting for Shawn, the new team lead. Each of the three team leads is asked to share their experiences with using one of the conflict management strategies.

You start by sharing a scenario you observed from your previous position.

“Shelly, a team lead, had noticed her fellow teammates tended to be aggravated and combative when they gathered to review the daily schedule of tasks and she assigned who was doing what for the day. When Shelly talked to Karin, a team lead on days Shelly was not working, Karin said she allowed the team to discuss who wanted to do what and decided as a team who was going to doing each task for the day. Karin had not noticed any negative feelings from the team. Shelly decided to try Karin’s way of handling the team meetings.”

The group of team leads identifies that this is an example of the Forcing the Solution strategy turned into a(n) \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**Collaborating to Find a Solution, Compromising to Create a Solution, Accommodating Others, Avoiding the Conflict, Forcing the Solution**)** strategy. **[Answer Response Pop-Up Box Dialog:**Great job, this is an example of a collaboration.**Answer Response Pop-Up Box Dialog:** Sorry, Accommodating Others is not the correct strategy. Due to the team members talking about what they want to do and decided as a team it is an example of collaboration. **Answer Response Pop-Up Box Dialog:**Sorry, Forcing the Solution is not the correct strategy. Due to the team members talking about what they want to do and decided as a team it is an example of collaboration. **Answer Response Pop-Up Box Dialog:**Sorry, Avoiding the Conflict is not the correct strategy. Due to the team members talking about what they want to do and decided as a team it is an example of collaboration. **Answer Response Pop-Up Box Dialog:** Sorry, Compromise to create a solution is not the correct strategy. Due to the team members talking about what they want to do and decided as a team it is an example of collaboration.**]**

Sue shares a scenario she experienced while working with the international office.

“Mark was in charge of a team that was based out of Colorado and was working a project with the Australia team. I noticed he would always complain about receiving urgent messages from Jamie, the assistant team lead, at 5 pm that caused him to work late. When I asked if he had ever addressed the late emails, he just brushed it off. After the company did some restructuring I was put in charge of the team and Mark was moved to another office. After the first week, during which I received three 5 pm emails, I reached out to Jamie to figure out how to make it so we could overlap our work schedules by an hour. After some schedule re-work, we got our bosses to approve her shifting her schedule an hour earlier two days of the week and me shifting my schedule an hour later two days a week so that 4 days out of the week there was an overlap. This saved the company from having to pay me several hours of overtime a week.”

The group of team leads identifies that this is an example of the Avoiding the Conflict strategy turned into a(n) \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**Collaborating to Find a Solution, Compromising to Create a Solution, Accommodating Others, Avoiding the Conflict, Forcing the Solution) strategy. **[Answer Response Pop-Up Box Dialog:**Great job, this is an example of a collaboration.**Answer Response Pop-Up Box Dialog:**Great job, this is an example of a compromise. **Answer Response Pop-Up Box Dialog:** Sorry, Accommodating Others is not the correct strategy due to Sue reaching out to Jamie. What Mark was doing is closer to accommodating. **Answer Response Pop-Up Box Dialog:**Sorry, Avoiding the Conflict is not the correct strategy since Sue reached out, she is addressing the conflict that could be created. **Answer Response Pop-Up Box Dialog:**Sorry, Forcing the Solution is not the correct strategy. It was mentioned that there was some back and forth to re-work schedules.**]**

Heather shares a scenario that just happened recently on her team.

“Tim approached me about his partner’s, Brian, work. Tim had noticed a trend of Brian copying pieces of sales advertisement pitches from old projects that kind of fit the sales project they were working on, yet not updating it to align with the current project. When Tim asked Brian to either stop copying pieces or to update it Brian told him that if it was bothering him to do it himself, he didn’t see an issue with it. Tim did so for the immediate project so they would meet their deadline, but when Brian did so again for the current, he brought it to my attention. After looking over the project, I could see why Tim was concerned as all the promotional information was wrong. I approached Brian and told him to fix it and to stop copying from old projects.”

The group of team leads identifies that this is an example of the Accommodating Others strategy turned into a(n) \_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**Collaborating to Find a Solution, Compromising to Create a Solution, Accommodating Others, Avoiding the Conflict, Forcing the Solution**)** strategy. **[Answer Response Pop-Up Box Dialog:**Great job, this is an example of Forcing the Solution.**Answer Response Pop-Up Box Dialog:** Sorry, Accommodating Others is not the correct strategy. This is what Tim was doing, Heather just informed Brian what he would be doing. **Answer Response Pop-Up Box Dialog:**Sorry, Avoiding the Conflict is not the correct strategy as Tim brought it up to Brian and then Heather who addressed it. **Answer Response Pop-Up Box Dialog:** Sorry, Compromise to Create a Solution is not the correct strategy as Heather told Brain what he was to do. Tim tried to give Brian a compromise, which was turned down. **Answer Response Pop-Up Box Dialog:** Sorry, Collaborating to Find a Solution is not the correct strategy as there was no discussion, Heather just told Brian what to do.**]**

**Slide – Progress Display 6**

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After the team lead meeting, you head towards the desks that house your team. As you approach Graham’s desk you notice that his partner Josh is there as well. You overhear Graham ask Josh if they could just work with the final deadline. Josh response no that he cannot function without the ordered task list and mini-deadlines. You decide to step in and utilize the \_\_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**Collaborating to Find a Solution, Compromising to Create a Solution, Accommodating Others, Avoiding the Conflict, Forcing the Solution**)** strategy. **[Answer Response Pop-Up Box Dialog:**Great job, suggesting that they Compromise is the right choice being they are on a deadline. You then need to facilitate the conversation and monitoring the solution. **Answer Response Pop-Up Box Dialog:**Sorry, Accommodating Others would not be a good choice because this is not a trivial or minor concern. Also, Graham is already showing signs of being frustrated. The best choice would be to suggesting that they Compromise to Create a Solution being they are on a project deadline then facilitate the conversation and monitoring the solution. **Answer Response Pop-Up Box Dialog:**Forcing the Solution may work but it would not be ideal as it could damage your relationship. The best choice would be to suggesting that they Compromise to Create a Solution being they are on a project deadline then facilitate the conversation and monitoring the solution. **Answer Response Pop-Up Box Dialog:**Sorry, Avoiding the Conflict is not a good idea as it will just continue to build and will potentially affect the overall quality of the project they are working on. The best choice would be to suggesting that they Compromise to Create a Solution being they are on a project deadline then facilitate the conversation and monitoring the solution. **Answer Response Pop-Up Box Dialog:**Collaborating to Find a Solution may work, but because they are on a deadline Compromise to Create a Solution is the best choice.**]**

Once you have finished up with Graham and Josh you step over to Mary’s desk to see what she needed due to a previous email she sent requesting some of your time. Mary shares that “I have noticed any time I work with my team mate Gary on a project that he tells me what tasks I will be working on and which tasks he will be working on. I have tried in the past to suggest a different breakdown on the tasks and have been ignored.” You then walk over to Gary’s desk and ask for an update on how the current project is going and how the tasks were divided. Gary shares that “The project is on track and since I am the senior member of the team I decided on the project breakdown and who would be doing what.” You decide to step in and utilize the \_\_\_\_\_\_\_\_\_\_\_\_\_ (**Answer Choices:**Collaborating to Find a Solution, Compromising to Create a Solution, Accommodating Others, Avoiding the Conflict, Forcing the Solution**)** strategy. **[Answer Response Pop-Up Box Dialog:**Great job anything that you do will require Forcing the Solution as Gary has already proven he is not willing to work with Mary. A side conversation with Gary about how teamwork is supposed to work is also suggested. **Answer Response Pop-Up Box Dialog:**Sorry, Accommodating Others would not be a good choice because this is not a trivial or minor concern. The best choice would be Forcing the Solution where Gary is made to sit and work with Mary on the task list. A side conversation with Gary about how teamwork is supposed to work is also suggested. **Answer Response Pop-Up Box Dialog:**Sorry, Compromising to Create a Solution would not work due to it already being proven by Mary, trying on her own, that it will need to be facilitated and monitored. There is also a chance that you would need to force Gary to participate, which would result in this being a Forcing the Solution. **Answer Response Pop-Up Box Dialog:**Sorry, Avoiding the Conflict is not a good idea as it will just continue to build and will potentially affect the overall quality of the project they are working on. The best choice would be Forcing the Solution where Gary is made to sit and work with Mary on the task list. A side conversation with Gary about how teamwork is supposed to work is also suggested. **Answer Response Pop-Up Box Dialog:**Sorry, Collaborating to Find a Solution would not be a good choice due to Gary already demonstrating that he does not care about Mary’s ideas. The best choice would be Forcing the Solution where Gary is made to sit and work with Mary on the task list. A side conversation with Gary about how teamwork is supposed to work is also suggested.**]**

**Slide – Progress Display 7**

**Slide Background: Location 1 overlay with a box for text and a boss figure**

**[6/8- 8/8 correct goes to this ending]**Once you finish up with Mary and Gary you notice that it’s time to break for lunch. You head back to your office to collect your things so you can go out for lunch. As you enter your office your boss stops and leans against your door. He mentions that “I am impressed with how you can identify if conflicts are building in a situation, identify which conflict management strategy was used to address a situation, and identify which conflict management strategy to use in a given situation. Overall, you are doing a great job of managing your team.”

**[3/8 - 5/8 correct goes to this ending]**Once you finish up with Mary and Gary you notice that it’s time to break for lunch. You head back to your office to collect your things so you can go out for lunch. As you enter your office your boss stops and leans against your door. He mentions that “I am a little concerned with the consistency of your skills in identifying if conflicts are building in a situation, identifying which conflict management strategy was used to address a situation and identifying which conflict management strategy to use in a given situation. I think that you need a little help when managing your team. Try asking your fellow team leads for guidance.”

**[0/8 – 2/8 correct goes to this ending]**Once you finish up with Mary and Gary you notice that it’s time to break for lunch. You head back to your office to collect your things so you can go out for lunch. As you enter your office your boss stops and leans against your door. He mentions that “I think that you need some more training in identifying if conflicts are building in a situation, identifying which conflict management strategy was used to address a situation and identifying which conflict management strategy to use in a given situation. I will be temporarily re-assigning you to work under another team lead. I suggest that you observe how they handle these situations and ask questions. After a couple weeks I’ll check in and see if you have improved.”