

# SUCCESSFULLY RESOLVING CONFLICTING SITUATIONS

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**“Be the change you  
want to see in the world.”  
Mahatma Gandhi**



# OUTLINE

- **Introduction and Background**
- **Lessons From my Personal Journey**
- **Conflict and Conflict Resolution Defined**
- **A Strategic and Leadership Informed Approach to Conflicting Situations**

# OUTLINE(CONT)

- **Common Causes of Conflicting Situations in the Workplace**
- **Typical Scenarios of Conflicting Situations in the Workplace**
- **Techniques and Skills for effective Handling of conflicting Situations**
- **Conclusion**

# Introduction and Background

- **The Focus:** Sustainable leadership success for women in management and politics
- **Sustainable leadership success defined**
- Successfully resolving conflicting situations is **an important part of the journey** towards **sustainable leadership success**

# LESSONS FROM MY PERSONAL JOURNEY

- **Turning point:** Change your self and the world and your circumstances will follow
- **Realization:** If you don't add value you don't matter
- **Leadership:** We are all leaders. The first person to lead is myself. As long as I see myself as a victim I cannot take responsibility and consequently, I cannot lead effectively

# LESSONS FROM MY PERSONAL JOURNEY (CONT)

**The Essence of Leadership** is influencing people to achieve a desired outcome. Jesus CEO by Laurie berth Jones

**Outcomes Focus:** Conflicting situations are cross roads and how you handle them defines your destiny and that of your group or organization( short-term and long term vision is NB in choices you make)

# LESSONS FROM MY PERSONAL JOURNEY (CONT)

## PILLARS OF EFFECTIVE AND SUSTAINABLE LEADERSHIP

- Vision
- Commitment
- Integrity
- Knowledge
- Inspiration and Relationships
- Outcomes focus (Long-term and Short-term)

# LESSONS FROM MY PERSONAL JOURNEY (CONT)

- Always align your action with the results you seek
- Emotional Intelligence is indispensable.
- Conflicting situations are an opportunity for reflection and growth
- Both my detractors and my supporters are my teachers

# CONFLICT AND CONFLICT RESOLUTION DEFINED

## WHAT IS CONFLICT AND WHAT IS A CONFLICTING SITUATION?

One of the Dictionary definitions of Conflict : “A **sharp disagreement or opposition of interest or ideas**” Webster

### **Preferred definition of Conflict:**

“State of opposition between persons or interests or ideas”

# CONFLICT AND CONFLICT RESOLUTION DEFINED

- Important to note that for the same reason that we believe that **peace is more than the absence of war**, we should appreciate that conflict exists even when disagreement is not expressed sharply or verbalized at all.
- Its particularly important that **conflict can express itself in the form of a cold war**, which is even more challenging than open conflicting situations. Case studies 😞1) Somebody seats on your memo . 2) Decision(s) made when you briefly step out

# CONFLICT AND CONFLICT RESOLUTION DEFINED

## CONFLICT RESOLUTION DEFINED

Conflict and conflicting situations as a reality of life

Resolving a conflicting situation entails normalizing or reconciling the situation or relationship . Its important to bear in mind our objectives of:

- Successful resolution: Basis for moving forward/ unlock progress/ Justice maintained
- Sustainable resolution: Similar conflict not likely recur

# A STRATEGIC AND LEADERSHIP INFORMED APPROACH TO CONFLICTING SITUATIONS

- Situational leadership is an important element of successful handling of conflicting situations
- The basic principle is an outcomes focused approach that takes into account both immediate or short-term results and long-term outcomes , including sustainability
- Importance therefore of understanding the nature of the conflict, including causes thereof.
- Principles should remain constant but methods circumstantial.

# A STRATEGIC AND LEADERSHIP INFORMED APPROACH TO CONFLICTING SITUATIONS

- Always Maintain an Outcomes Focus: Long and short range
- Knowing when to use different methods/strategies e.g.
  - Negotiation/ persuasion
  - Conciliation/ mediation/ coaching
  - Adjudicating/ making a decision e.g. disciplinary matters

Does the nature of relationship matter? Is this your supervisor/  
subordinate/colleague/client

Timing, Place (Venue) and Personal Circumstances are NB

# COMMON CAUSES OF CONFLICTING SITUATIONS IN THE W/PLACE

- POOR COMMUNICATION: THE DIVORCE CASE STUDY
- POOR PERFORMANCE
- LACK OF DISCIPLINE/ COMPLIANCE/PLAYING BY RULES
- DIFERRENT VALUES/ CULTURES/BELIEFS/APPROACHES
- DIFFERING INTERESTS
- SCARCE RESOURCES
- PERSONALITY CLASHES
- POOR /LACK OF/UNCLEAR/OVERLAPPING JOB

DISCRPTIONS

# TYPICAL SCENARIOS OF CONFLICTING SITUATIONS IN THE WORK PLACE

1. CONFLICTING IDEAS / EXPECTATIONS/PERCEPTIONS
2. COMPLYING WITH PERFORMANCE AGREEMENTS
3. TIME MANAGEMENT/DEADLINES
4. OBEYING LAWFUL INSTRUCTIONS/RULES
5. DISHONESTY/LACK OF INTEGRITY/PROMISE KEEPING
6. LACK OF CONSISTENCY
7. NOT ACTING IMMEDIATELY AGAINST VIOLATIONS
8. CHANGE MANAGEMENT OMISSIONS AND COMMISSIONS

# TECHNIQUES AND SKILLS FOR EFFECTIVE HANDLING OF CONFLICTING SITUATIONS

” Listening is not waiting to talk”-Scott Ginsburg

“To truly listen is to risk being changed forever”- Unknown source

“An enemy is a person whose story we have not yet heard” Hoffman

## **EFFECTIVE LISTENING TECHNIQUES:**

1. Honest look at where you come from
2. Self awareness: listening to your own voice and language
3. Questioning and paraphrasing
4. Gestures

## **EFFECTIVE COMMUNICATION TECHNIQUES AND SKILLS**

# CONCLUSION

- Contextualizing conflict resolution in effective and sustainable leadership
- Understanding conflicting situations, causes and different strategies for different situations
- Growth and reaching objectives to inform approach
- Open conflict is not the only conflict, address all forms of conflicting situations immediately.

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## CONCLUSION

“True peace is not merely the absence of tension. It is the presence of justice”

**Martin Luther king, Jr**

# THANK YOU

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