



Karibuni Tena (Welcome Again)


University of Washington, Dept. of Global Health
GH 521: *Global Program Management and Leadership*
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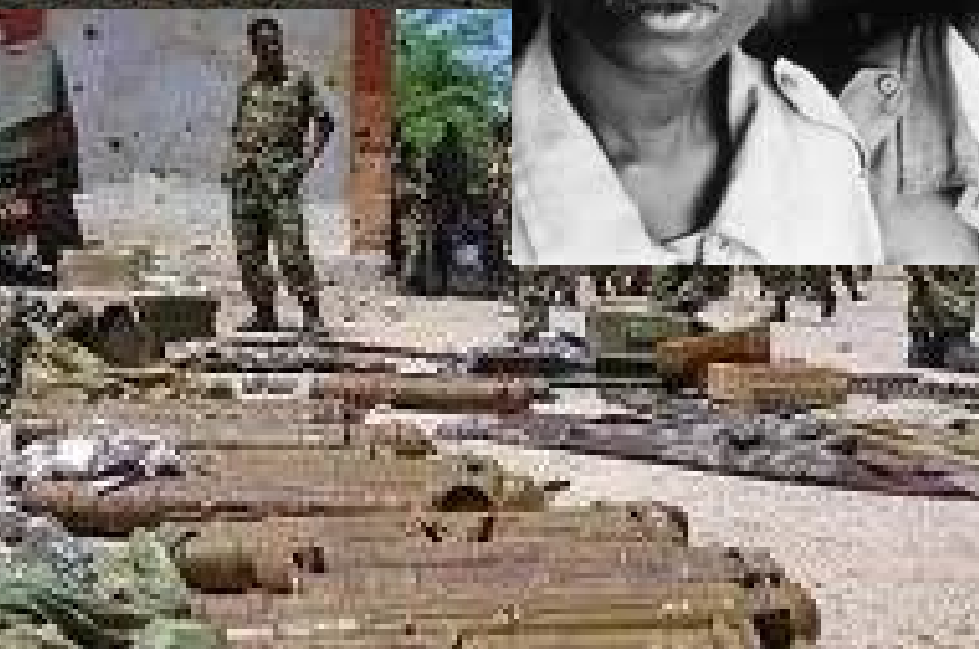
Agenda Week 5

Lecture: Managing Conflict
Conflict Profiles
Discussion and Case Study

Managing Conflict



**Thanks to Liz Stevens, MSW
I-TECH and Clinical Instructor
UW Department of Global Health**















“Successful leaders manage conflict; they don’t shy away from it or suppress it, but see it as an engine of creativity and innovation. Some of the most creative ideas come out of people in conflict remaining in conversation with one another rather than flying into their own corners or staking out entrenched positions.

The challenge for leaders is to develop structures and processes in which such conflicts can be orchestrated productively.”

Ronald Heifetz and Marty Linsky

Leadership on the Line: Staying Alive Through the Dangers of Leading

Learning Objectives



- ✦ Describe how conflict impacts individuals & affects team dynamics and teamwork;
- ✦ Assess personal comfort level with conflict;
- ✦ Contrast cultural differences in expressing and responding to conflict; and
- ✦ List at least two actions that can be used for conflict management.

Conflict Profile



**What is your
experience with
conflict?**

Discussion Questions



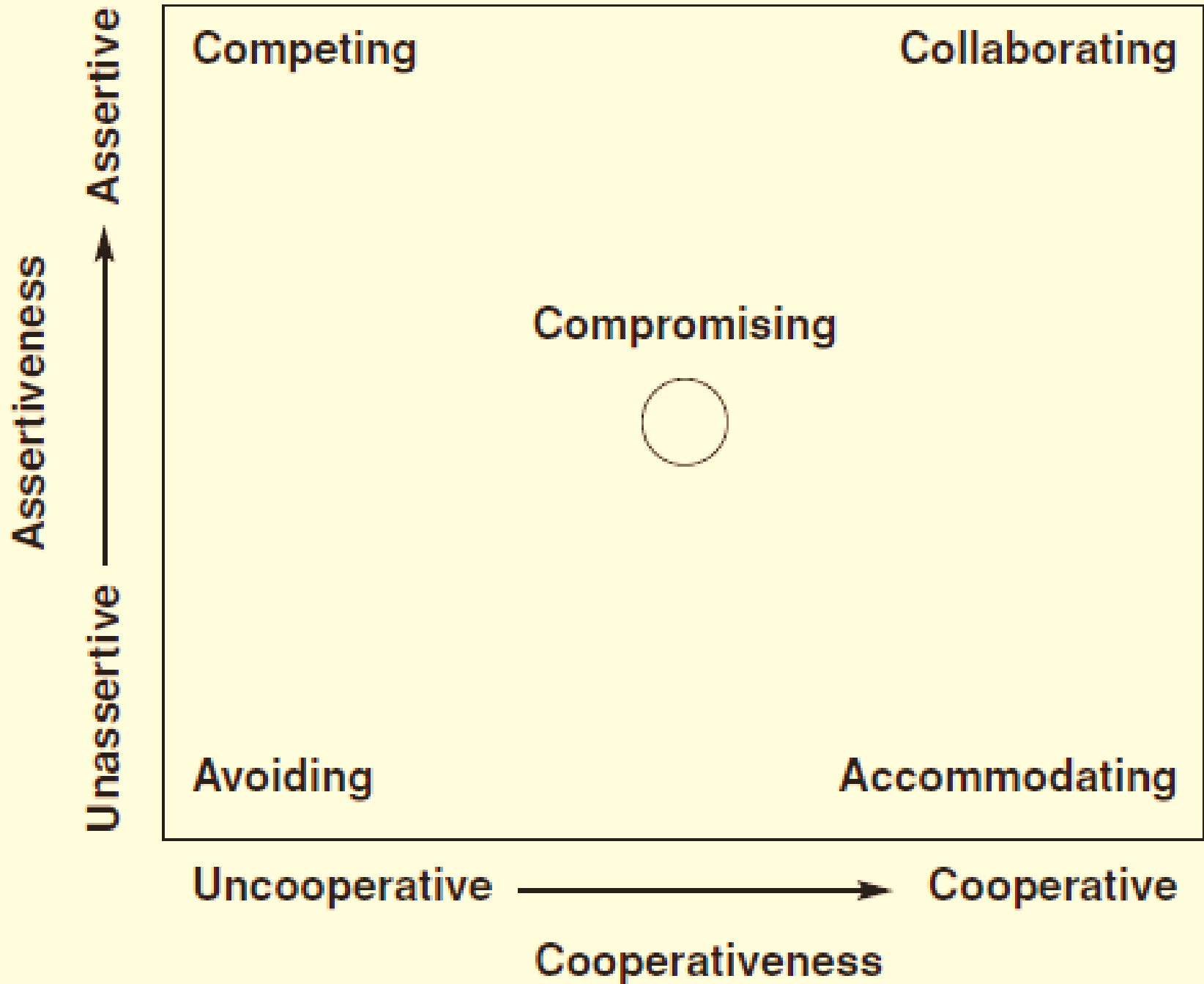
- ✦ How might your previous experience managing conflict impact how you respond to conflict in the work place?
- ✦ What rules about conflict have you learned from your personal, professional, and community life?

ASSERTIVENESS



COOPERATIVENESS







COLLABORATE



COMPROMISE



ACCOMMODATE

5

Modes of Handling Conflict



AVOID



COMPETE

Two Types of Conflict



TASK CONFLICT



RELATIONSHIP CONFLICT

The Conflict Continuum



Artificial Harmony



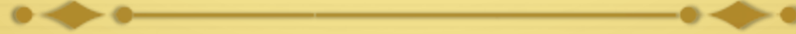
Constructive Conflict



Personal Attacks



Tools for Managing Conflict



Increase trust

Develop ground rules

Improve communication skills

Mine for conflict and model acceptance

Engage in healthy debate

Case Study Discussion

“In a conflict, being willing to change allows you to move from a point of view to a viewing point -- a higher, more expansive place from which you can see both sides.”



Thomas Crum, *The Magic of Conflict*