

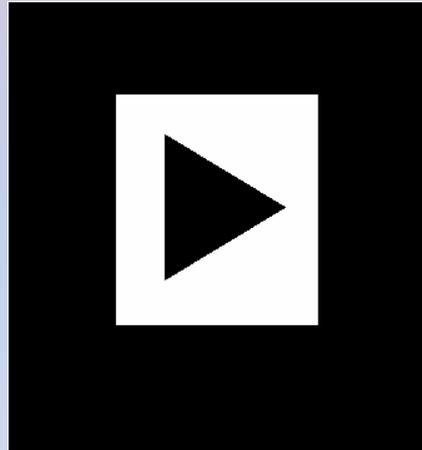
# Preventing “Wac-a-Mole” Conflict Management & Creating High Performance Teams



Dave Gerber, President



# “Synergy” -- Sand Film



# To See More Sand Films...

- What is the connection to conflict management and high performance teams?
- [www.sandfantasy.com](http://www.sandfantasy.com)
- Ilana Yahav

# “Wac-a-Mole” Conflict Management

- What is it?



# Objectives

- Provide two reproducible tools to help teams manage conflict and build high performance teams
- Offer Conflict Management Nuggets that can be used immediately – “News you can use”
- Motivate you to use the material and have fun

- *"If you are going to be viewed as a leader in your organization and survive and thrive at work into the next century, you must develop your own conflict approach and develop a reputation for leadership in conflict management and consensus building."*

*-- Lynne Eisaguirre*



# Levels of Conflict

(According to the Center for Creative Leadership)

Consider the Levels of a Hurricane

1. Difference
2. Misunderstanding
3. Disagreement
4. Discord
5. Polarization

# One way to help our teams...

## Use Conflict Charter(s)

# Conflict Charter

- A “Conflict Charter” is a customized, collaborative document that helps a team create an approach for evaluating, managing and resolving conflicts
- Structure for conflict resolution
- Process for how we are going to address and resolve our conflicts together as a team
- We all agree this is how we will address *Actual* or *Perceived* Conflicts

Three Minute Individual Brainstorm –  
list as many things you believe you  
would include in your new conflict  
charter

**What do you think?**

# Key Components of Conflict Charters

- Get Buy-In by drafting the document together!
- Get Buy-In by drafting the document together! (this is not a typo)
- Create 'easy to understand' steps to help individuals resolve their own conflicts and help resolve conflicts within the team
- Address conflict as close to the precipitating event as possible
- Address conflict at the lowest level (i.e. the people who are directly in conflict with one another)
- Answer how we will analyze the individual, interpersonal and team conflict situations and the resolutions that best benefit the strategic objectives established by the project team and/or organization (and the individuals involved)
- Clearly defined expectations (and requisite training provided) for how to prepare for difficult conversations, resolve conflict and how to engage more collaboratively
- Ensure that there is a clearly defined and understood hierarchical structure for reporting issues. [At the project-level, this might begin with team members reporting to the project manager or to the business sponsor. At the program level, this might culminate with the program's executive sponsor.]

# More components of conflict charters

- “Clarity” with the plan of action of how individuals and team members will identify problems, understand the impact of the conflict, prioritize the need for resolution, develop solutions
- Everyone helps create the process and details (i.e. general courtesies or norms)
- Clearly defined process on when and how to escalate and to what level
- Require a certain amount of documented data and/or information so perspectives can be examined (often there is a lower level source of conflict at the root cause)
- Update the document as needed

How might you introduce this idea to a leader and/or a team?

# TRUST

- **Believability** (sincerity)
- **Reliability** (will s/he actually deliver)
- **Capability** (are they competent to deliver)
- **Concern** (do they really care)
- **Respect** (behaviors of respect in conversation)

(Modified from the work of Robert Dunham)

# Building High Performance Teams

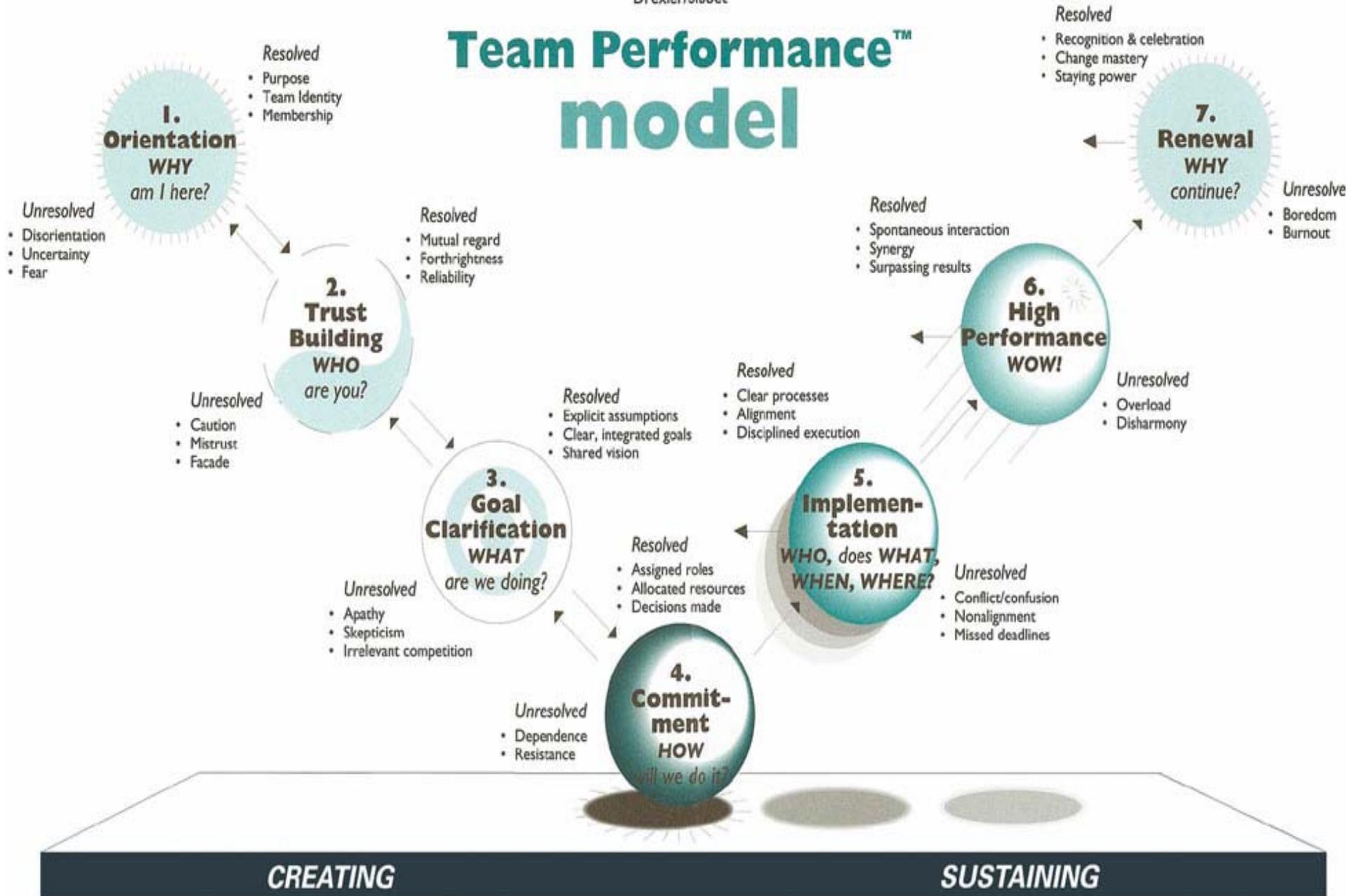
- Effectively manage conflict
- Common purpose with similar goals
- Dedicated to the goals
- Synergy – harnessing the talents of everyone
- Ownership, accountability and support
- Managed risk taking
- Measure success
- Technical skills
- Collaborative mindset and skills demonstrated

# Building High Performance Teams

- No limits -- Forming, Norming, Storming, Performing doesn't go far enough
- **Team Performance Model (Drexler-Sibbet)**
  - Alan Drexler and David Sibbet
- Prescriptive and Diagnostic

Drexler/Sibbet

# Team Performance™ model



# Team Performance Model in Action

- Using the TPM as a diagnostic tool, identify two stages of concern for you as a project manager
- What actions might you take for each concern to help mitigate any negative repercussions?

# What about Step #7?

# If time remains...

- First you have to show...
- My shoulds vs...
- Don't have time to do it right...
- Slow is fast and...
- W.A.I.T.
- Intentions vs...
- Listen for understanding, not...

# Man driving his BMW...

# Questions?

Thank You -- Dave Gerber, MEd., ACC

Synergy Development and Training © 2011

