

Coaching through conflict

Responses to conflict

- Think of a person who you believe handles conflict competently...to what do you attribute their ability to handle conflict competently?
- How do you respond to conflict?

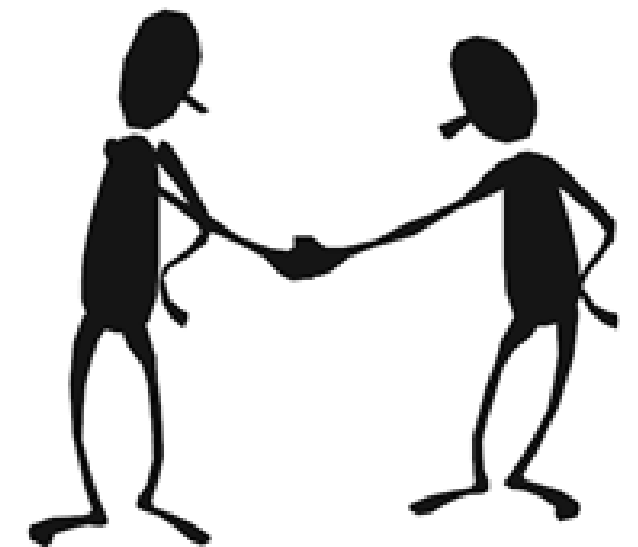


Levels of conflict

- Level 1: **Difference of opinion** - See a situation differently, Understand other's perception, No real discomfort
- Level 2: **Misunderstandings** - What is he thinking? Assumptions
- Level 3: **Disagreements** - See things differently and feel discomfort that the other person disagrees
- Level 4: **Discord** - Discomfort in interaction, as well as issue
- Level 5: **Polarization** - Begin recruiting others to join their cause
- Level 6: **Battle** – No longer about the issue – it's now personal and resolution is not likely

Conflict protocol questions

- How would that team handle conflicts and disagreements?
- What are some behaviours you want to have happen when conflict occurs?
- What are some things you do not want to happen when conflict occurs?
- How will you hold one another accountable for these agreements?
- What will you do if someone breaks an agreement?



Giving feedback

When to give feedback

- What is your experience about giving feedback?
- When is it appropriate?
- What is difficult about it?

Tips for impactful feedback: sender

- Take permission from intended recipient if they are open to feedback
- Describe actual & specific behaviour that you have observed
- Describe the impact the behaviour had on you or others without judgment or blame
- Allow the recipient time to respond
- Extend an offer to discuss the other person's perspective of the situation and determine what next steps are together
- Discuss how everyone can learn from the feedback and work towards desired behaviour

Tips for impactful feedback: receiver

- Take responsibility for feedback
- Avoid taking the feedback personally and don't be afraid appearing vulnerable: stay Open and non defensive
- Ask question before make statements
- Think about what action you would take on the feedback provided.
- If you disagree, try to figure out what can be truth
- Respond in a way that is conducive of a frank and constructive discussion
- Always say "Thank you".

Framework for feedback - COIN

Context - Puts the event or behaviour in a time frame or setting so it can be remembered. Where and When did this happen?

Observation – describes the action and behaviour that were observed, without evaluation, judgement (interpretation of intent)

Impact – Speaks to the reason for concern. Describes in a neutral way the impact on other people, yourself or the organisation.

Next – a request for change. Establish agreements and understandings about what will be different in the future.



Practice feedback using COIN

- Think of feedback as an opportunity for growth
- Imagine a scenario where you need to give feedback to a colleague
- Use COIN to structure your feedback.



10 MINUTES



Toxic behaviours

Toxic behaviours

Blaming consists of verbally criticising someone's character rather than attacking their argument or complaining about a failed behaviour. It makes the victim feel assaulted, rejected, and hurt.

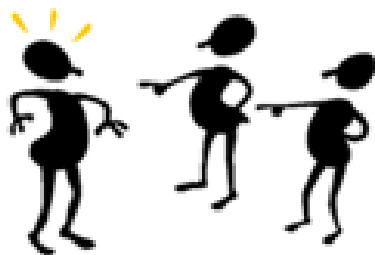
Defensiveness - We've all been defensive, and this behaviour is nearly omnipresent when relationships are on the rocks. When we feel unjustly accused, we fish for excuses and play the innocent victim so that the other person will back off. Unfortunately, this strategy is almost never successful.

Contempt - When we communicate in this state, we are truly mean—we treat others with disrespect, mock them with sarcasm, ridicule, call them names, and mimic or use body language such as eye-rolling or scoffing. The target of contempt is made to feel despised and worthless. Contempt goes far beyond criticism.

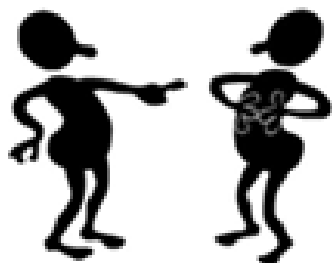
Stonewalling - occurs when the listener withdraws from the interaction, shuts down, and simply stops responding to their partner. Rather than confronting the issues with the other person, people who stonewall can make evasive manoeuvres such as tuning out, turning away, acting busy, or engaging in obsessive or distracting behaviours.

Toxic behaviours

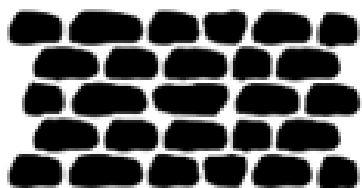
BLAMING



DEFENSIVENESS



STONE WALLING



CONTEMPT



Toxic behaviours - Antidotes

Antidotes - BLAMING

- Soft start up - Don't attack (criticize) the person
- Find the reasonable request behind the criticism or complaint
- Believe that the criticism is an unskillful attempt to give useful feedback
- Identify your contribution to the problem

BLAMING



Antidotes - DEFENSIVENESS

- Repeat what you heard and ask for clarification.
- Search for the 2% truth in what you are hearing
 - Activating listening - When team are not hearing each other accurately.
 - "John, what did you hear Mike say?" 2% rule

DEFENSIVENESS



Antidotes – STONE WALLING

(Feeds other toxins)

- If you are flooded, find a way to self-soothe.
- Realize that your voice is important and that you may be depriving the team from getting important information by not speaking up
- Design safety conditions that will allow everyone to speak-up

STONE WALLING



Antidotes – CONTEMPT

- Address the behavior directly without "You" statements
- Use "I feel....I want" statements to replace your own contempt statements
- Try asking: "Can you clarify your intention in saying that?"
- Give Impact Feedback

CONTEMPT



Toxic behaviours - Antidotes



Education

Educate your about the Toxic behaviours and their destructiveness
Agree to name the toxin when it occurs



Normalisation

Acknowledge that toxins are a normal part of relationships and cannot be ignored or eliminated



Use antidotes

Learn alternative ways to communicate

Take-aways



people have
"default" toxix
behaviours -
but I have
some as well

Add
protocol in
Team
Agreements

Apocalypse
riders :D

Antido
tes

Normalise
the conflict
with teams

Antidotes for
defensiveness

Wrap up

Lucia Baldelli



Lucia is an Enterprise Agile Coach with Scrum Alliance Certified Team Coach (CTC) and ICF Professional Certified Coach (PCC) qualifications. She has two decades of experience and a passion for coaching.

She works with leaders, teams and organisations and helps them achieve their goals and go beyond what they think possible. Lucia mentors other coaches in their journey to become better professionals.

Lucia's mission is to coach enterprises to become self-sufficient and continuously learning and improving their ways of working. She loves helping others in their journey of self discovery towards an increased awareness and fulfilment.



Agile Practitioner who cares passionately about helping deliver value to clients through simplicity using transparent processes.

Raquel is a Certified Scrum Master (CSM), Certified Scrum Product Owner (CSPO), a Certified Scrum Professional (CSP) and a Certified Team Coach (CTC) also an active member of the Agile and coaching Communities.

Besides that, her main mission is to contribute every day to make the workplace a more human a place where people enjoy being, trust each other and work better together.



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