



# Coaching skills: Conflict management

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# What is a conflict?

[Watch the video.](#)



# What is “conflict”

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- Needs
- Aggressivity
- Angry
- Egocentric behaviours
- Physical violence
- Collateral victims and escalating
- Disagree
- Lack of communication
- Solution
- Learning
- Oppression
- Anxiety
- Fear
- Using strengths in the wrong way
- Abusive behaviours
- Survival of the strongest
- Verbal violence
- Helping each other

# What is a Conflict?

Opposition arising from disagreements due to inconsistent **objectives, thoughts or emotions** within or among individuals, teams, departments or organizations.

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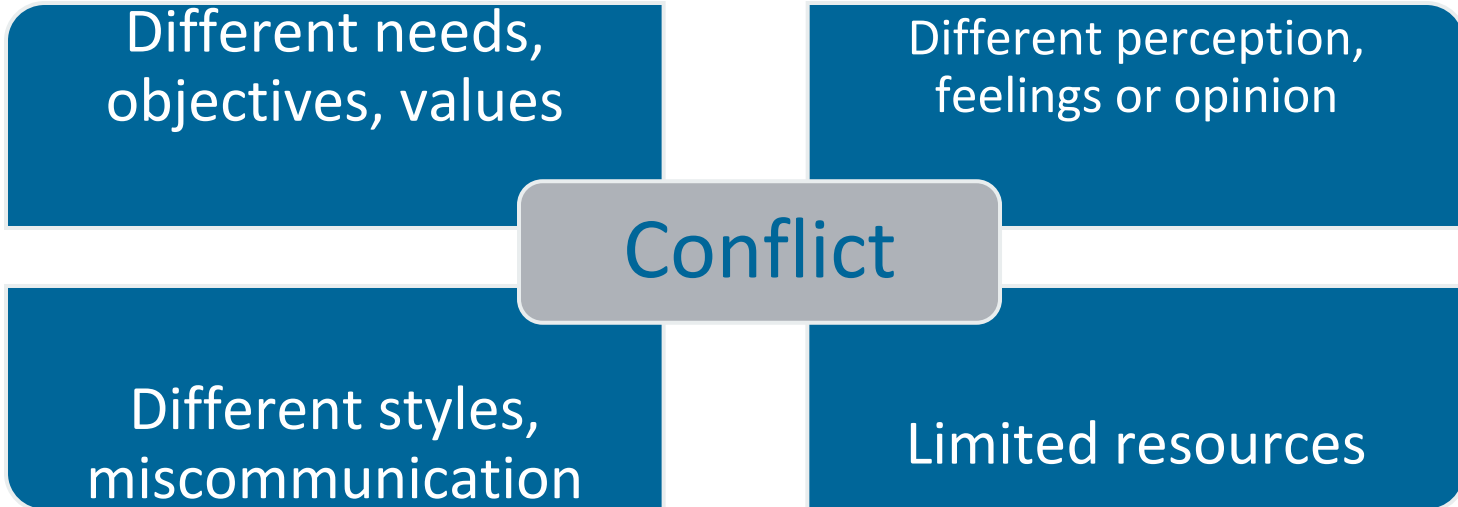
# Types of conflict

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- Goal conflict
- Cognitive conflict
- Affective conflict

# Why do conflicts arise?

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## Views on conflicts

- Negative view
- Positive view
- Balanced view

Write on a post it **a random word** (of objects, NOT abstract concepts).

Pick one and write down a new metaphor with the following construction:

*“Conflict for me is / is not like [random word] because...”*

Conflict for me is like a pencil because when it’s sharp it can hurt you but it can also create something new



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## Conflicts as opportunities



### TED Talk by Clair Canfield

- STEP 1 - UNDERSTAND WHAT THE CONFLICT IS ABOUT
- Divide in groups and discuss about a time in which you managed a conflict in classroom. What good impact did it bring in your life? What are the positive aspects of conflicts? Share your thought in plenary.





# Conflicts as opportunities



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# Conflicts as opportunities

[TED Talk by Clair Canfield](#)

**STEP 2 – RECOGNIZE WHEN YOU ARE STUCK**



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## How to approach the conflict and get unstuck?

**What are the most common words/attitudes/behaviours instigating a conflict?**

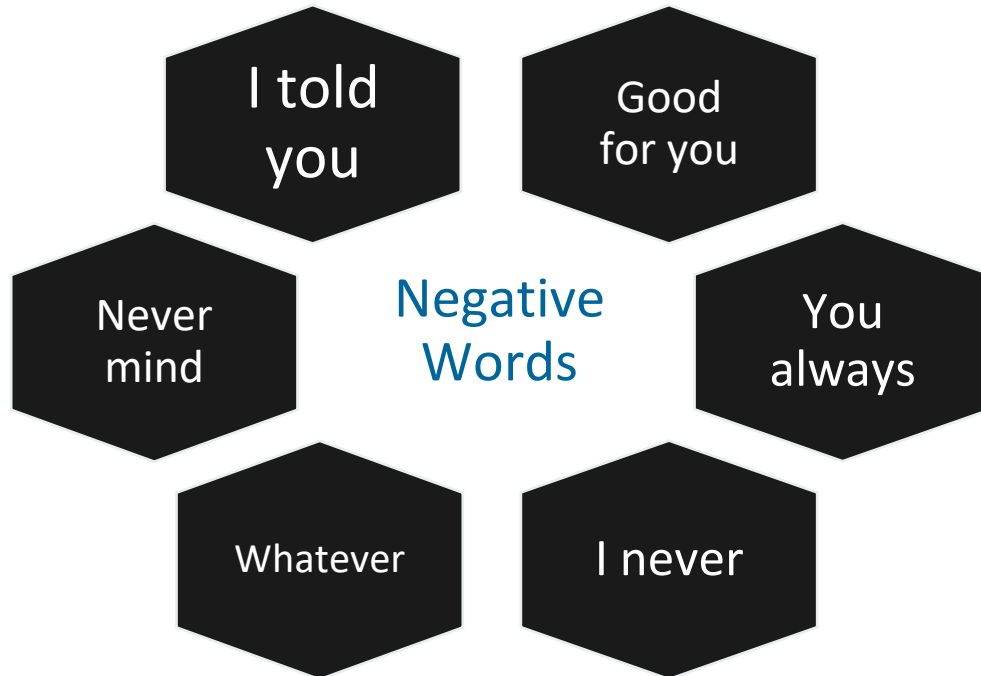
**What are the words/attitudes/behaviours defusing a conflict?**

Choose the words / expressions / attitudes that according to you are/aren't the most appropriate to approach a conflict

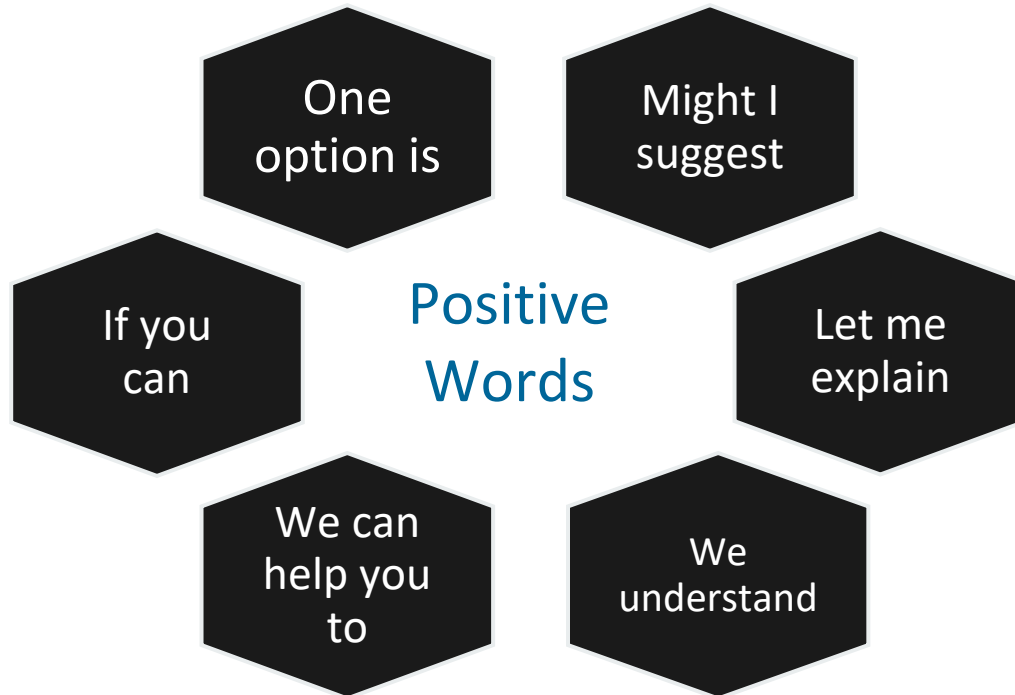


# Words which instigate a conflict

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## Words which defuse a conflict



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# Conflicts as opportunities

[TED Talk by Clair Canfield](#)

STEP 3 – SPEAK RESPONSIBLY



# Keys in conflict management

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- Understand what the conflict is about
- Choose how to handle it
- Communicate responsibly

# Speaking Responsibly in conflicts - VOCAB

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- Vulnerability - Let you be vulnerable
- Ownership - Own you needs and your mistakes
- Communication - It is about how you communicate, and also about listening
- Acceptance - Embrace the reality
- Boundaries - Respect the other person

## **ACTIVITY:**

Go back to the previous exercise:  
can you identify where the  
words/expressions/behaviours  
you mentioned fit in VOCAB?



# Managing conflicts at school and in everyday life / *Practical tools*



# Conflict Management Styles

- Connect the animal with the right attitude.

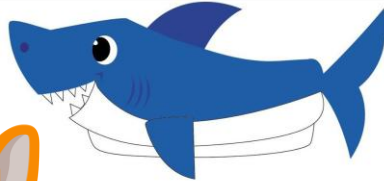
1. Turtle



1. Teddy bear



1. Shark



1. Fox



1. Owl



A. Competing/Forcing

A. Compromise

A. Avoidance

A. Collaborative

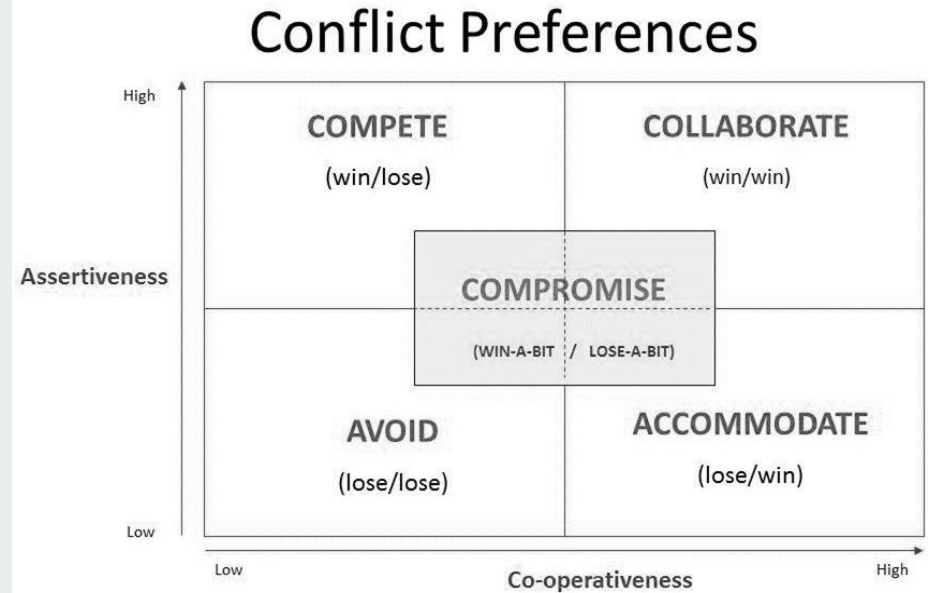
A. Accommodating/Smoothing

# Conflict Management Styles

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- Avoidance - Turtle
- Accommodating/Smoothing – Teddy bear
- Competing/Forcing - Shark
- Compromise - Fox
- Collaborative - Owl

# Thomas - Kilmann theory



# Avoiding - Turtle

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- People who avoid conflict are generally unassertive and uncooperative
- Avoid the conflict entirely or delay their response instead of voicing concerns
- Can create some space in an emotional environment
- Not a good long-term strategy
- The conflict is not solved

# Accommodating – Teddy Bear

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- People who accommodate are unassertive and very cooperative.
- Give in during a conflict
- Acknowledge they made a mistake/decide it was no big deal
- Put relationships first, ignore issues, and try to keep peace at any price
- Effective when the other person or part has a better plan or solution
- It encourages individuals to cover-up or gloss over their feelings

# Competing/Forcing - Shark

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- People who approach conflict in a competitive way assert themselves and do not cooperate while pursuing their own concerns at another's expense.
- Takes on a “win-lose” approach where one person wins and one person loses
- Does not rely on cooperation with the other party to reach outcome
- May be appropriate for emergencies when time is important

# Compromising - Fox

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- Compromisers are moderately assertive and moderately cooperative.
- Try to find fast, mutually acceptable solutions to conflicts that partially satisfy both parties
- Results in a “lose-lose” approach
- Appropriate temporary solution
- Considered an easy way out when you need more time to collaborate to find a better solution



# Collaborating - Owl

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- Collaborators are both assertive and cooperative.
- Assert own views while also listening to other views and welcoming differences
- Seek a “win-win” outcome
- Identify underlying concerns of a conflict
- Create room for multiple ideas
- Requires time and effort from both parties

# Activity

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- Divide in groups
- Try to find some examples of situations that could happen in your classroom in which you think it is best to use these different conflict management styles:

*In what kind of situation would you use the "**accomodance**" style?*

*In what kind of situation would you use the "**avoidance**" style?*

*In what kind of situation would you use the "**forcing**" style?*

*In what kind of situation would you use the "**compromise**" style?*

*In what kind of situation would you use the "**collaborative**" style?*

## Which one is best?

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- Different conflict management styles may be used when faced with different situations.
- Knowing yourself and fully understanding each situation will help you understand the conflict management style needed.

*Can you think about a concrete example in which it is appropriate to use each style?*

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## When is it appropriate to use each style?

*Go to [www.kahoot.it](http://www.kahoot.it) and enter the GAME PIN.*

All five modes are useful in some situations: each represents a set of useful social skill.

Each of us is capable of using all five **conflict-handling modes**: few could be characterized as having a single, rigid style of dealing with conflict.

However, **most people use some modes better than others** and therefore, tends to rely upon those modes more.

Understanding in every situation which style is more suitable will help you resolving the conflict in the best way.



# Uses of the “Turtle”

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- When issue is trivial
- When both parties are not ready to manage the conflict
- To let people cool down & reduce tension
- When gathering information

# Uses of “Teddy Bear”

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- When you realize you are wrong
- To learn from others
- When issue is more important to the other person than to yourself
- When others can resolve the conflict more effectively

# Uses of the “Shark”

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- When quick, decisive action is vital
- When the issue is much more important for us
- To protect yourself against people who take advantage of you

## Uses of “Fox”

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- When goals are not worth the effort or disruption
- When opponents with equal power are strongly committed
- When there is not enough time
- To achieve temporary settlements to complex issues



## Uses of “Owl”

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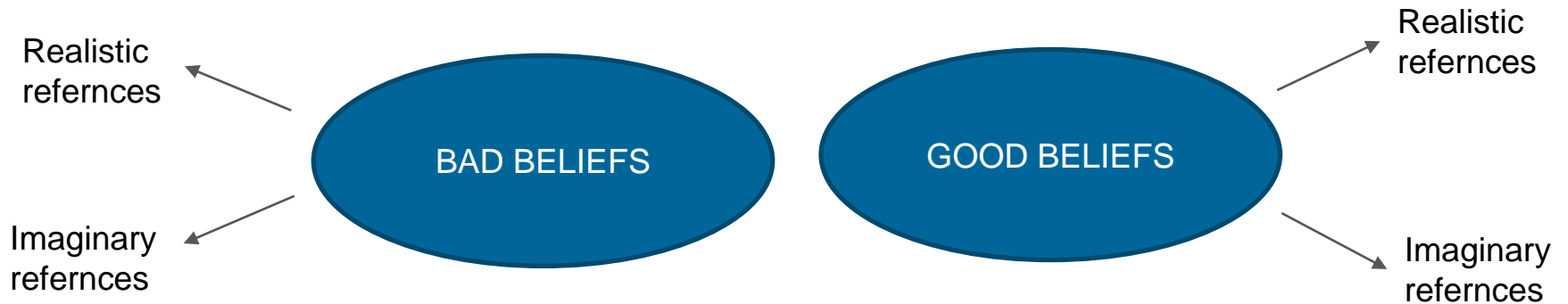
- To find an integrative solution when both sides are too important to compromise
- When your objective is to learn
- To work through hard feelings which have been interfering with a relationship

# Battling negativity: Destructuring beliefs

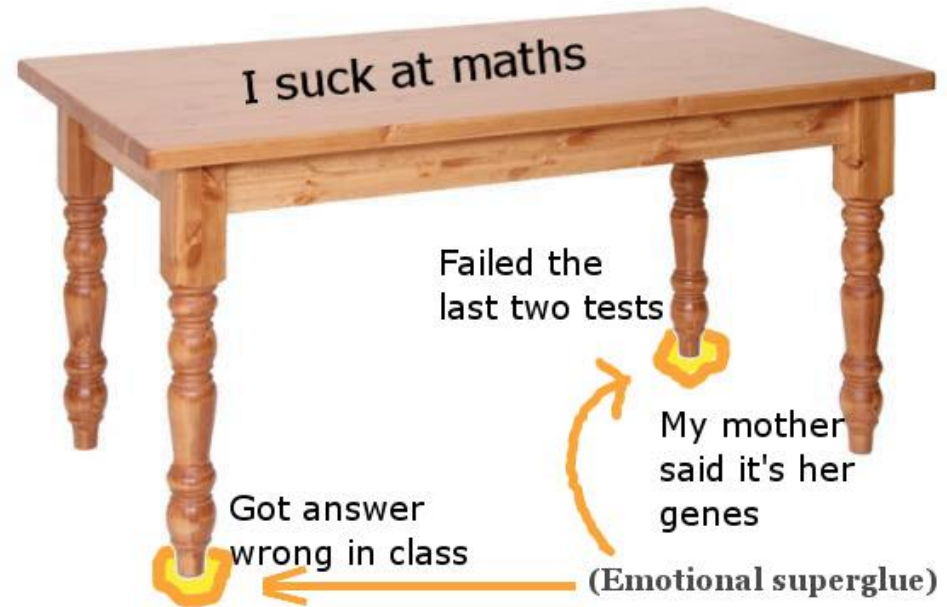
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# What is a belief?

Beliefs are internal references we have about ourselves that derive from our experience and can be based on realistic facts or on imaginary references.



# How is structured a Belief?



# How to face negative beliefs?

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- Analyze the **references** on which the belief is based: are they real?
- Find ways/ideas/good practices to overcome them and to create new positive references
- Focus on an growth objectives

# Our Gremlins

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What is a Gremlin?

- The gremlin is the voice in our head that keeps us playing small, under the guise of safety. It's also known as **our inner critic**. The gremlin whispers “**what ifs**” in our ears to dissuade us from taking risks. The gremlin’s main message is usually around “not enough.” The gremlin says we’re not good/smart/experienced/pretty/confident/knowledgeable enough to do or accomplish something. Or the gremlin suggests we might not like the results of what we do. If we let our gremlin be our chief advisor, we step back from challenges, maintain the status quo, and may become ruled by fear.

# Steps to manage our Gremlins

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- 1. Acknowledge your gremlin
- 2. Explore the worst-case scenario
- 3. Reframe fear or negativity into positivity

# Activity: reflecting on our gremlins

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- You will receive a gremlin reflection tool
- Write down your gremlins (negatives believes)
- Once you've entered your gremlins in the empty boxes, give them a name
- Then ask yourself:

*When do they appear and Where do they come from?*

*What to do when they appear?*

*What do I do to keep them from showing up?*

- Choose one gremlin and discuss it with your team members: explore together the worst-case scenario and turn negativity into positivity





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# Debriefing

- Was it easy to write down your Gremlins?
- Was it helpful to give them a name?
- Was it easy to reflect on them?



# Conclusions

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To communicate with others (the teacher, classmates, etc.) is the first step to recognize and to overcome some bad beliefs that limit our life.

Peer support could be fundamental to find new strategies to overcome a bad internal reference and to enhance self-esteem.

