



HANDLING CONFLICT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: Your effective approach to handling conflict

- Engage directly with key players, instead of attempting to avoid the issue
- Generally prefer that conflict issues be handled openly in meetings
- A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate
- Prefer to try and find common ground between people who are in conflict, rather than determine who's going to win or lose
- See action rather than reflection as the key to solving conflict issues
- Like people to focus on the facts in conflict situations and not allow their feelings to get the better of them

SECTION B: Your less effective approach

- Can be too terse and direct with some individuals, sometimes upsetting them without realizing it
- When you are involved in dealing with conflict, you can become too concerned about the extent to which your popularity might be affected
- If you are involved in some formal conflict management process, you can be tempted to abandon it and try a less organized approach
- Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- Can be inclined to see action, even overly hasty action, as the definitive answer to conflict resolution
- Secondary or less relevant issues can start to assume a disproportionately large importance



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- Under pressure, can begin to see ambiguity in what are fundamentally simple issues

SECTION C: Increasing your effectiveness

- Get advice and input from key individuals who will be direct and straightforward with you
- Sound out the group as a whole, getting a feeling for what they think collectively
- Have a structured plan for dealing with the conflict, even though you may not need to use it
- Make sure you know who is "in charge"
- If you sense your impatience for action rising, take a brisk walk or some other physical exercise and then go back to the problem
- Focus first on the key issues that are "go-don't go" in nature, leaving the more difficult ones until later