



MOVING THROUGH CHANGE AND CONFLICT

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AGENDA

- Intro
- Objectives & Definition
- Recall - Personal Experience with Change
- New Information
 - Change
 - Conflict
- Wrap-up

OBJECTIVES & DEFINITION

- Address one basic truth: Change is Hard.
- Specify at least three deliberate and inclusive actions toward successfully navigating change
- Introduce two types of conflict and five ways of handling conflict
 - Help participants identify their native conflict handling style

- Derived from Old French, the word change (n.) refers to
 - an alteration or modification,
 - a new or refreshingly different experience,
 - the act or instance of making or becoming different,
 - Substitution of one thing for another.

THINK OF A CHANGE IN YOUR WORKPLACE...

- In your opinion, how is change viewed and managed in your organization?
- How is change viewed on your team?
- How do you personally deal with change?

Resistance is futile...

POSSIBLE RESPONSES

- COMMITMENT
- COMPLIANCE
- RESISTANCE

CHANGE IS HARD

- There is a FORCE FIELD around us (*status quo*, current state)
- When we are facing CHANGE, that field has to be MOVED



LEWIN'S FORCE FIELD ANALYSIS MODEL

Unfreeze

Change

Refreeze

Unfreeze

Address resistance to change:

- Direct cost
- Saving face
- Fear of the unknown
- Breaking routine
- Systems / team dynamics

Change

Real, legitimate driving forces

- Customer driven
- Urgent
- Communicate, train, involve

Refreeze

REALIGN systems to support the desired state

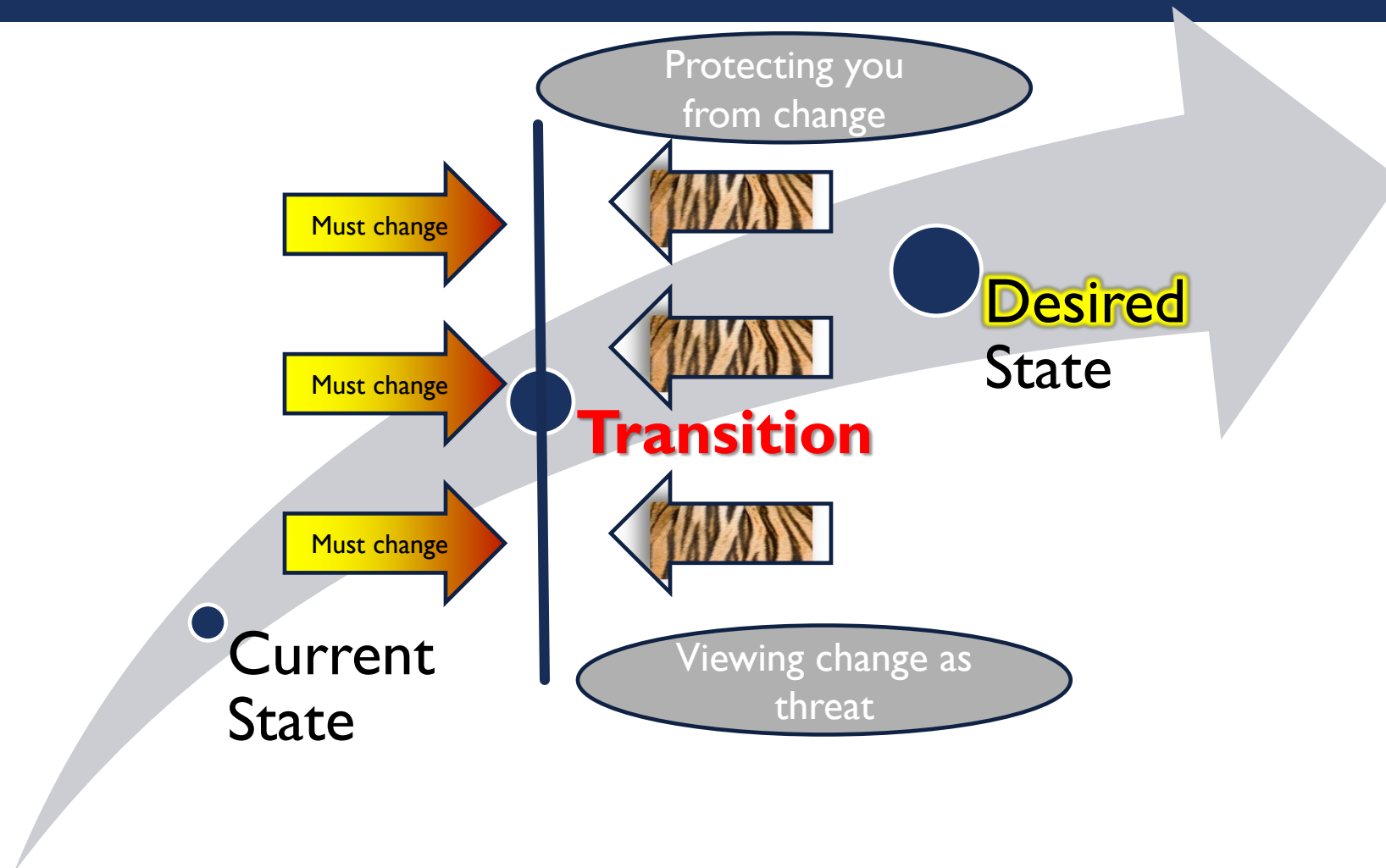
CELEBRATE past and current state

SUPPORT ongoing change

BACK TO THAT CHANGE INITIATIVE...

- How did it fit with – or clash with – your individual beliefs?
- Based on past experiences and the results of those experiences, did it seem like that change would stick?
- How did that change initiative fit with the collective norms of your family, team, or company?

BUT... CHANGE IS NECESSARY! CHANGE IS GOOD!



CHANGE LEADS TO CONFLICT

Conflict happens when...

- One party
- Perceives
- Its interests
- Are challenged / negatively affected
- By another party



Sounds like
change!

This often happens when there are...

- Incompatible goals
- Different values or beliefs
- Task interdependence issues
- Scarce resources
- Ambiguous rules
- Communication problems



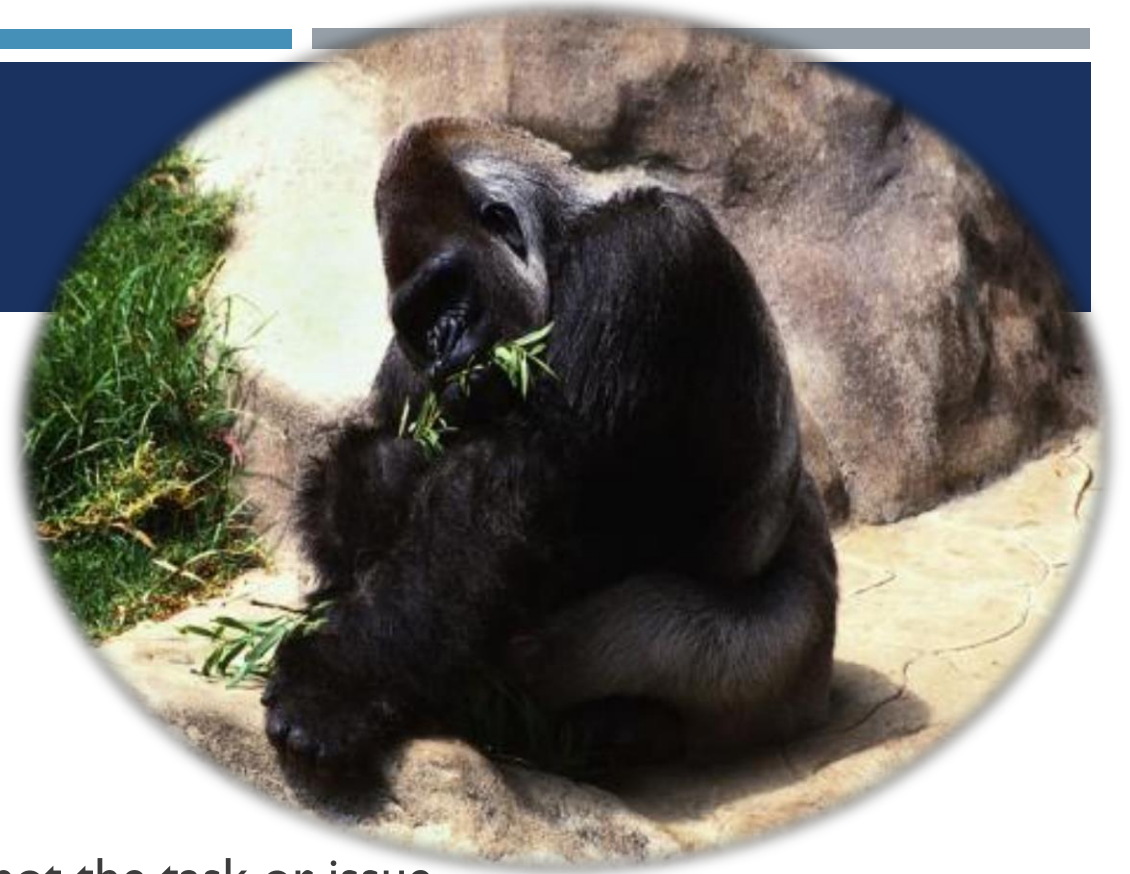
MOVING THROUGH CONFLICT

TYPES OF CONFLICT AND METHODS OF HANDLING IT



TWO KINDS OF CONFLICT

- Constructive (**task**) conflict
 - Conflict is aimed at issue, not parties
 - Produces benefits of conflict
 - Upper limit to any conflict, including constructive
- **Relationship** (socioemotional) conflict
 - Aims conflict at the person (e.g. their competence), not the task or issue
 - Introduces perceptual biases
 - Distorts information processing



Powerful Practice:

Try to view conflict as diversity of thought, and USE IT to help you meet goals.

A DEEPER LEVEL

Task

- Data-based
 - Inadequate access to or inaccurate interpretation of information by parties involved in the conflict
- Structural
 - External forces impeding the parties' goals or exercise of their rights

Relationship

- Relationship-based
 - Strictly based on the relational pattern between parties
- Interest-based
 - Parties each have unmet needs
- Values-based
 - Parties have differing, or incompatible, perceptions of what is morally right and wrong

CREATIVE FUNCTIONS OF CONFLICT

- Conflict can arouse motivation to solve a problem that would otherwise go **ignored**
 - Need to reduce the threat or pressure around the issue
 - HOW?
- Identifying and Reframing
 - Find the underlying issues, find the fairy dust
 - Honor the position but find the underlying issue
 - Reframe the issue as something we both care about



CONFLICT HANDLING STYLES

- How do you generally handle conflict?
- How would your peers say you handle conflict?
- How would your subordinates say you handle conflict?

REVIEW

- ☑ Address one basic truth: Change is Hard.
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QUESTIONS?
CONNECT!



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