

Conflict Resolution

September 2023
Klara Vyskocilova



Meet Ciklum



We empower companies to meet their digital initiatives by providing end-to-end software, integration and innovation services

Our services:

Digital Commerce	Intelligent Automation	ITO & Managed Service
Data & Analytics	Cloud	Engineering Services

2002
founded

4000+
professionals

20+
offices

300+
clients

Leading companies choose us:





Klara Vyskocilova

Agile Coach at Ciklum

Work

- 6 years of experience in project management leading waterfall projects and Agile-SCRUM
- 1.5 years of experience working with people on individual and team basis

Main skills

Project Management	Strategic Thinking	Change Management
Stakeholder Management	Problem Solving	Coaching
Facilitation	Data Analytics	Conflict Management

Education

Pasted:

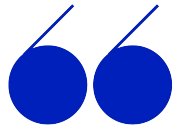
- Master Degree in Project Management
- PSM II
- Coaching (ACSTH) by ICF – 72 h

Currently:

- Coaching (ACC) – 100 h
- Satir Coaching and Mentoring – 100 h
- NLP Practitioner – 250 h

Hobbies

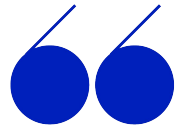




**Tell me and I will forget.
Show me and I will miss something.
Involve me and I will learn.**

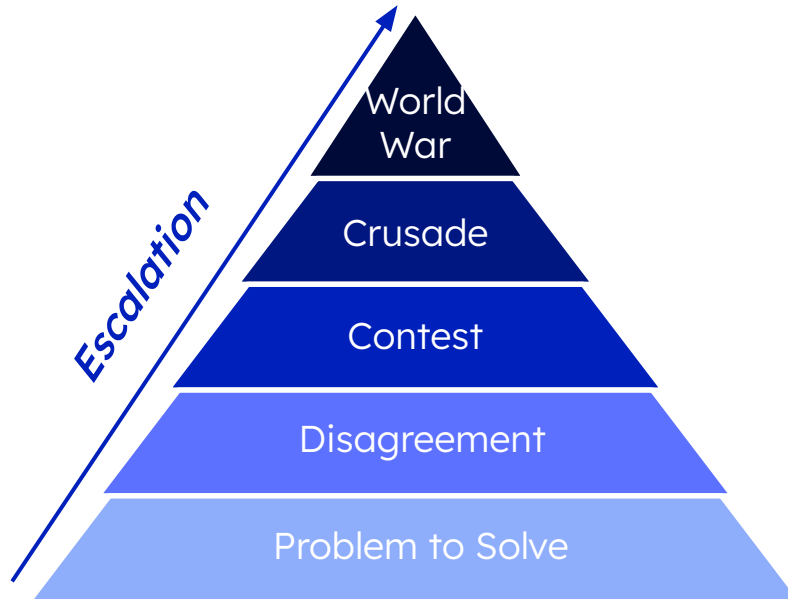
Benjamin Franklin

Your experience



Problem Solving and Conflict Management involves supporting and requiring consistent, respectful and effective discussion and resolution of issues.

5 levels of conflict



Destroy the other.
Little or no language is exchanged.
Lose - Lose

Protecting one's own group becomes the focus.
Language is ideological.

Winning over resolving.
Language includes personal attacks.

Personal protection over collaboration.
Language is guarded and open interpretation.

Information sharing and collaboration.
Language is open and fact based.
Win - Win

Case study

What is the level of conflict?

In a dynamic IT company, Team Designers, two team members, Alice and Bob, have been clashing repeatedly over their differing approaches to a crucial problem. The tension between them has escalated to the point where they've started engaging in **personal attacks** during team meetings and discussions.

Alice is passionate about creativity and pushing boundaries, often proposing unconventional ideas. On the other hand, Bob is more conservative, preferring data-driven strategies and proven methods. **They both genuinely believe that their approach is the best for the project's success**, but their disagreements have taken an unhealthy turn.

The situation has become increasingly challenging for the whole team, affecting morale and productivity. Other team members feel uncomfortable, and some have even started taking sides, further exacerbating the conflict.

Case study

What would I do?

1. Support Rob and Alice to resolve their conflict

- Have 121 with Rob and Alice separately

Depending on the outcomes from the 121 meetings:

- Conduct mediation between them
- Have 121 coaching separately
- Have coaching together with them using Communication Stances

2. Understand the impact of conflict on other members

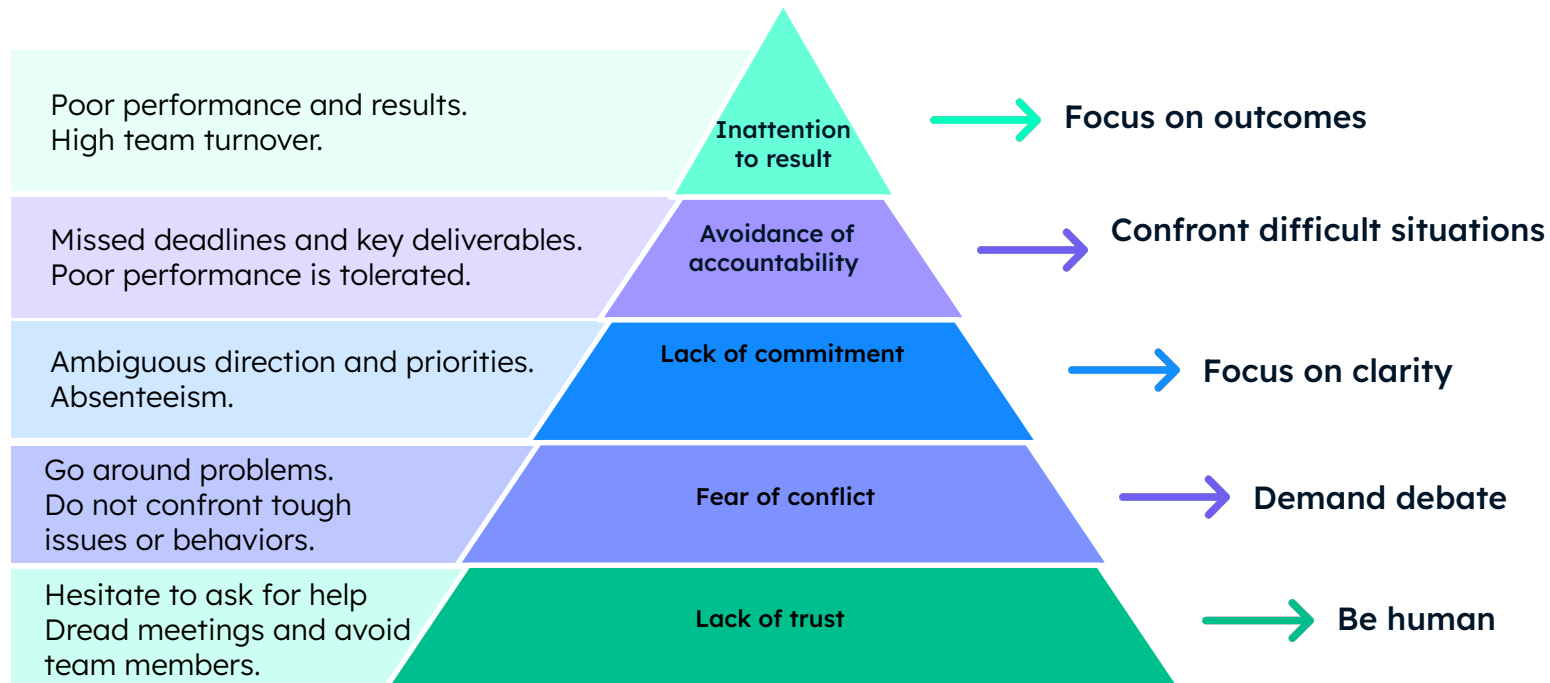
- Have 121 with other team members

Lencioni's Model - 5 Dysfunctions



Dysfunctional Team

What to do



Case study

What would you do if you were Krystof?

There is a team of 5 team members – 3 employees of a company and 2 outsourced developers by another company. They all get along well and support each other.

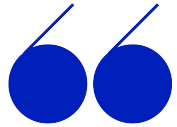
Bob (employee of a company) starts to have personal problems and by the time this reflects on his performance at work. Krystof (outsourced developer) notices his low performance and does not like it, but he likes working with his colleague and does not want to lose him.

Case study

What do you do as a Scrum Master as the first thing?

You are a scrum master and a product owner comes to you complaining about one developer asking you to solve the situation and talk to this developer.

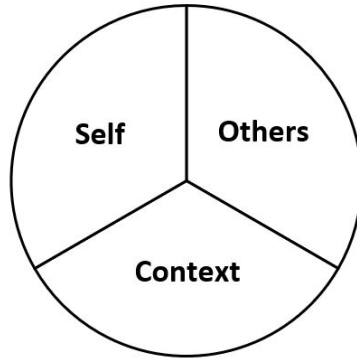
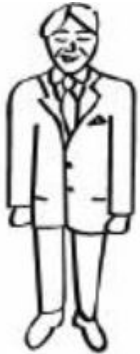
She complains about his transparency of work done, joining meetings late and answering in a technical language she does not understand.



Congruent communication
is the key to conflict
resolution.

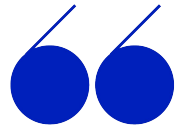


How to communicate congruently

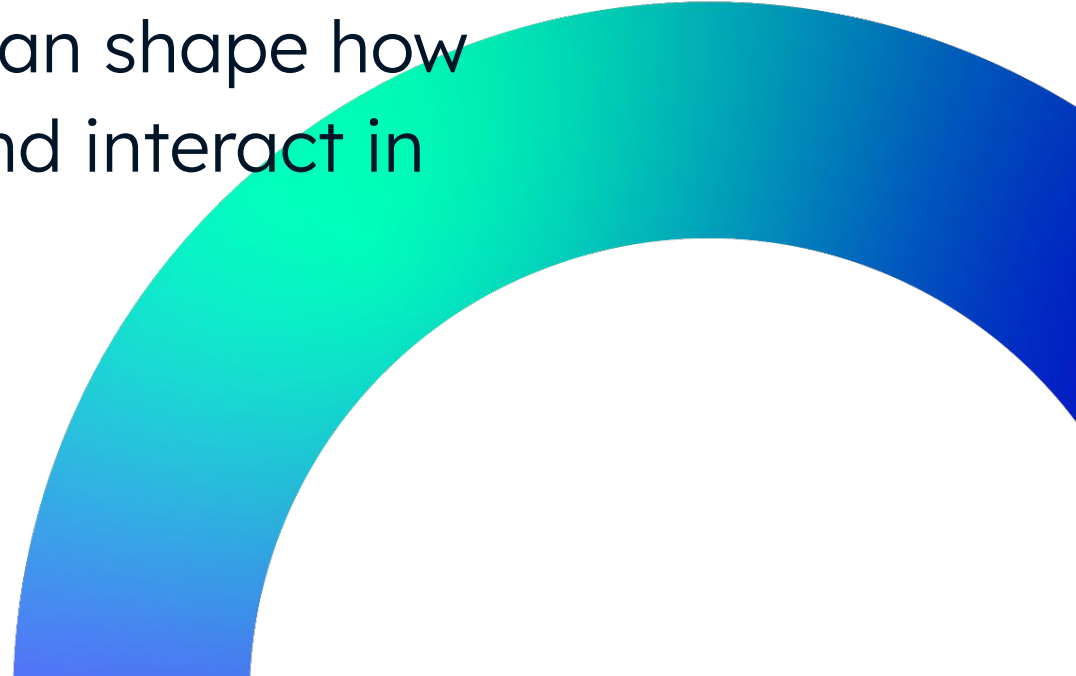


Use "I"
Listen actively
Say Yes
Avoid saying but

Make sure to have the same eye level
Face to face - arm length



Congruent communication from an individual can shape how others react and interact in response.



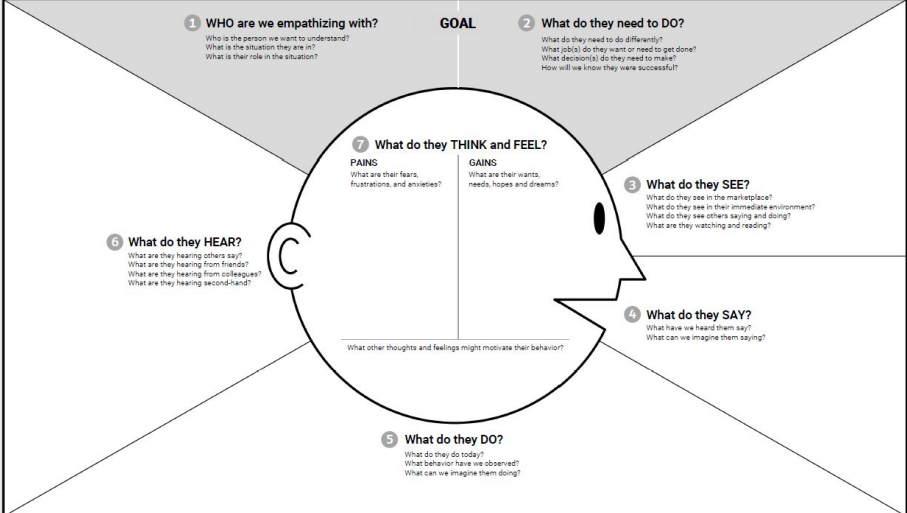
Exercise

Think of a person you have disagreement/conflict with or situation which may lead to such a thing.

*If you do not have, select any person you had a discussion recently with.

Empathy Map Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____



The diagram is a profile of a person's head, divided into seven numbered sections for an empathy map exercise:

- 1 WHO are we empathizing with?**
 - Who is the person we want to understand?
 - What is the situation they are in?
 - What is their role in the situation?
- 2 What do they need to DO?**
 - What do they need to do differently?
 - What jobs do they want or need to get done?
 - What decisions do they need to make?
 - How will we know they were successful?
- 3 What do they SEE?**
 - What do they see in the marketplace?
 - What do they see in their immediate environment?
 - What do they see others saying and doing?
 - What are they watching and reading?
- 4 What do they SAY?**
 - What have we heard them say?
 - What can we imagine them saying?
- 5 What do they DO?**
 - What do they do today?
 - What behavior have we observed?
 - What can we imagine them doing?
- 6 What do they HEAR?**
 - What are they hearing others say?
 - What are they hearing from friends?
 - What are they hearing from colleagues?
 - What are they hearing secondhand?
- 7 What do they THINK and FEEL?**
 - PAINS**
 - What are their fears, frustrations, and anxieties?
 - GAINS**
 - What are their wants, needs, hopes and dreams?

Additional text at the bottom of the head profile: "What other thoughts and feelings might motivate their behavior?"

Last updated on 16 July 2017. Download a copy of this canvas at <http://genestorming.com/empathy-map/> © 2017 Dave Gray, xplan.com

Exercise

Scenario:

You are a senior developer who has experienced a conflict with your project manager, Gustavo, regarding an expected late delivery. Unexpected issues arose, causing delays in the planned work and subsequently pushing back the release deadline. You proposed to Gustavo the idea of postponing the deadline and delivering the Minimum Viable Product (MVP) with the promised quality. However, Gustavo declined your proposal. Instead, he placed all the blame for the delay on you and is now insisting that you create a lighter version of the MVP for delivery, ensuring there is something functional for the planned release.

You are feeling angry with Gustavo and lack motivation.

Gustavo is an experienced and highly motivated project manager. Currently, he is under significant pressure from the management to ensure the project is delivered on time. The release date has already been communicated to all stakeholders, and a demo is scheduled.

In a few weeks, there will be a performance review for all employees, and Gustavo could be in line for a promotion if everything goes well. This is crucial for him as he is responsible for supporting his three-member family, a dog, and has recently taken out a loan for his house.

Your experience

Tips for handling difficult situations

Do not let your emotions to reflect in your communication.
Allow yourself to get to your neutral state.

1

Excuse yourself from a situation and go to the bathroom/another meeting room/turn off your camera etc.

2

Calm yourself by slowing your breath.
Focus on your breath - breath in and breath out slowly several times.

3

Now you are calm and can think of a reaction/communication to a situation you took break from.

4

Go back to the meeting and communicate calmly.

Support



Self-reflection

Empathy canvas, mirror, 2 chairs



Mentoring/Coaching



Mediation

Reflection

What have I
learnt today?



Conflict Resolution
Workshop

Reflection

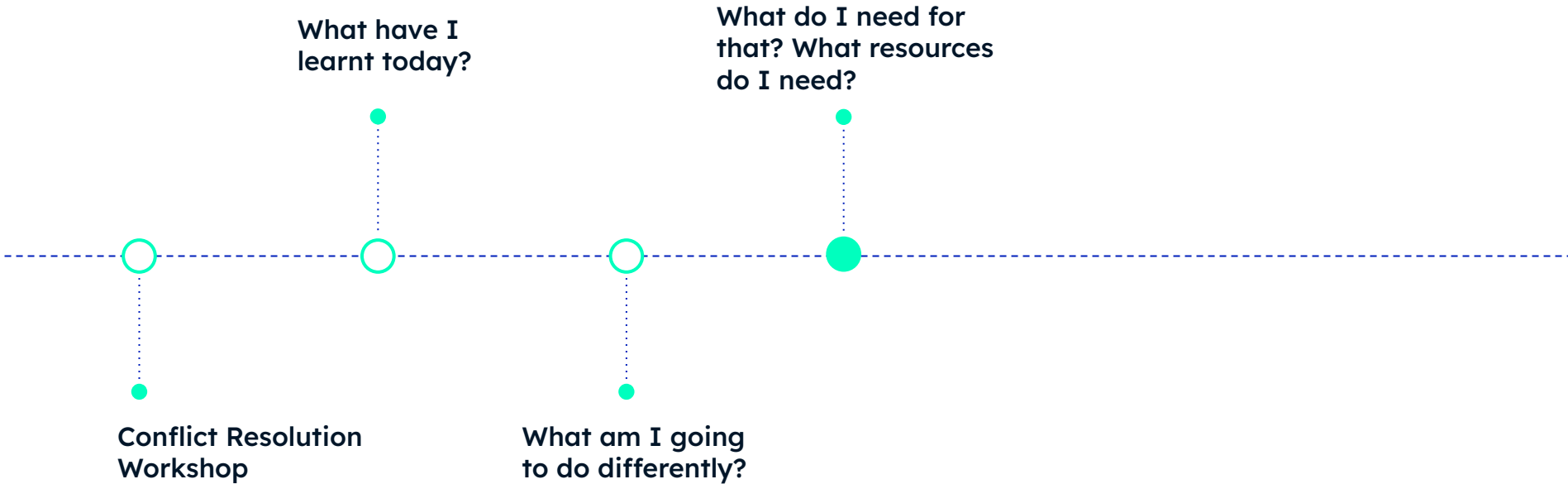
What have I
learnt today?



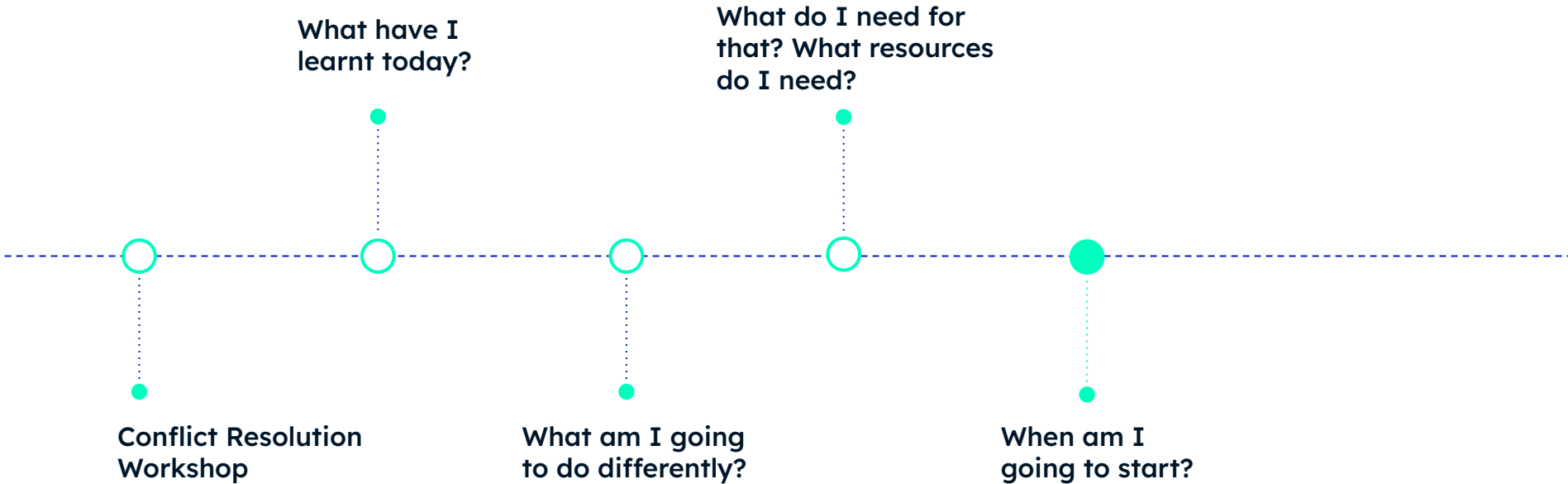
Conflict Resolution
Workshop

What am I going
to do differently?

Reflection

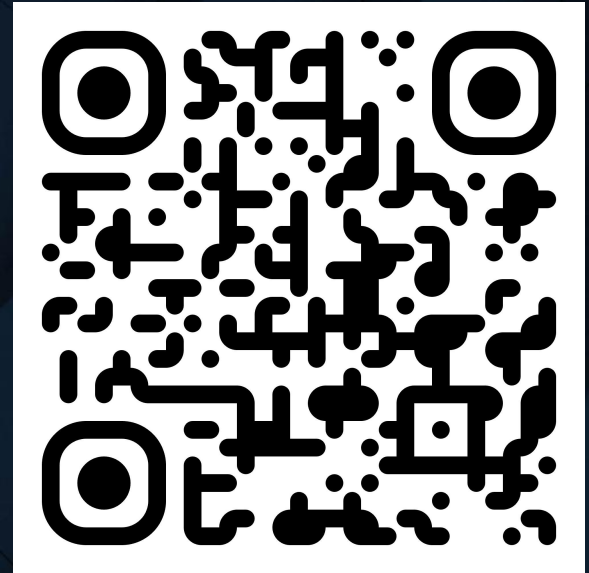


Reflection



Q&A

Your feedback



Thank you!



Klara Vyskocilova
vykl@ciklum.com
LinkedIn: Klara Vyskocilova
www.ciklum.com