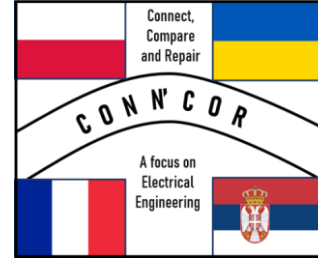




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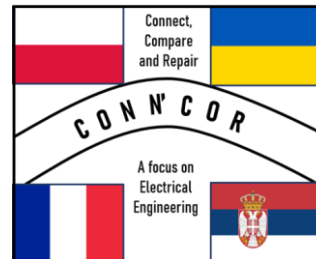
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Project no. 2024-1-FR01-KA220-HED-000250882

WP2: Strengthening the coherence of teaching on a certain set of subjects
Activity 2.1: Training of teachers for teamwork



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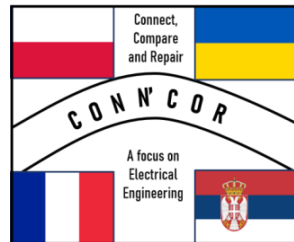
Creative techniques to solve conflicts among team members

Aleksandra Gulc, Anna Kononiuk

December 18, 2024, 09:00-12:00



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Creative techniques to solve conflicts among team members

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Workshops, 18.12.2024.

AGENDA



- ❑ INTRODUCTION TO CONFLICTS
- ❑ STRATEGIES FOR SOLVING CONFLICTS
- ❑ CREATIVE TECHNIQUES FOR SOLVING CONFLICTS ENHANCING COMMUNICATION WITH TEAMS: GROW MODEL, FEEDBACK GIVING TECHNIQUES, FORCE FIELD ANALYSIS,
- ❑ TESTS FOR PERSONALITY COLOURS

What is in a name?

- **CONFLICT** – from Latin conflictus, DISPUTE, COLLISION
- **WORKPLACE CONFLICT** – a dispute between two or more members of an organization arising from the necessity **to share limited resources or tasks, holding different positions, goals, values, or perceptions.**
- The conflict can manifest as disagreements, tension, or outright disputes that **can impact the team's dynamics, productivity,** and the overall success of the project. **Effective conflict resolution strategies are crucial to navigate these issues and maintain team cohesion and progress.**



How do members of project teams behave in the face of conflicts?

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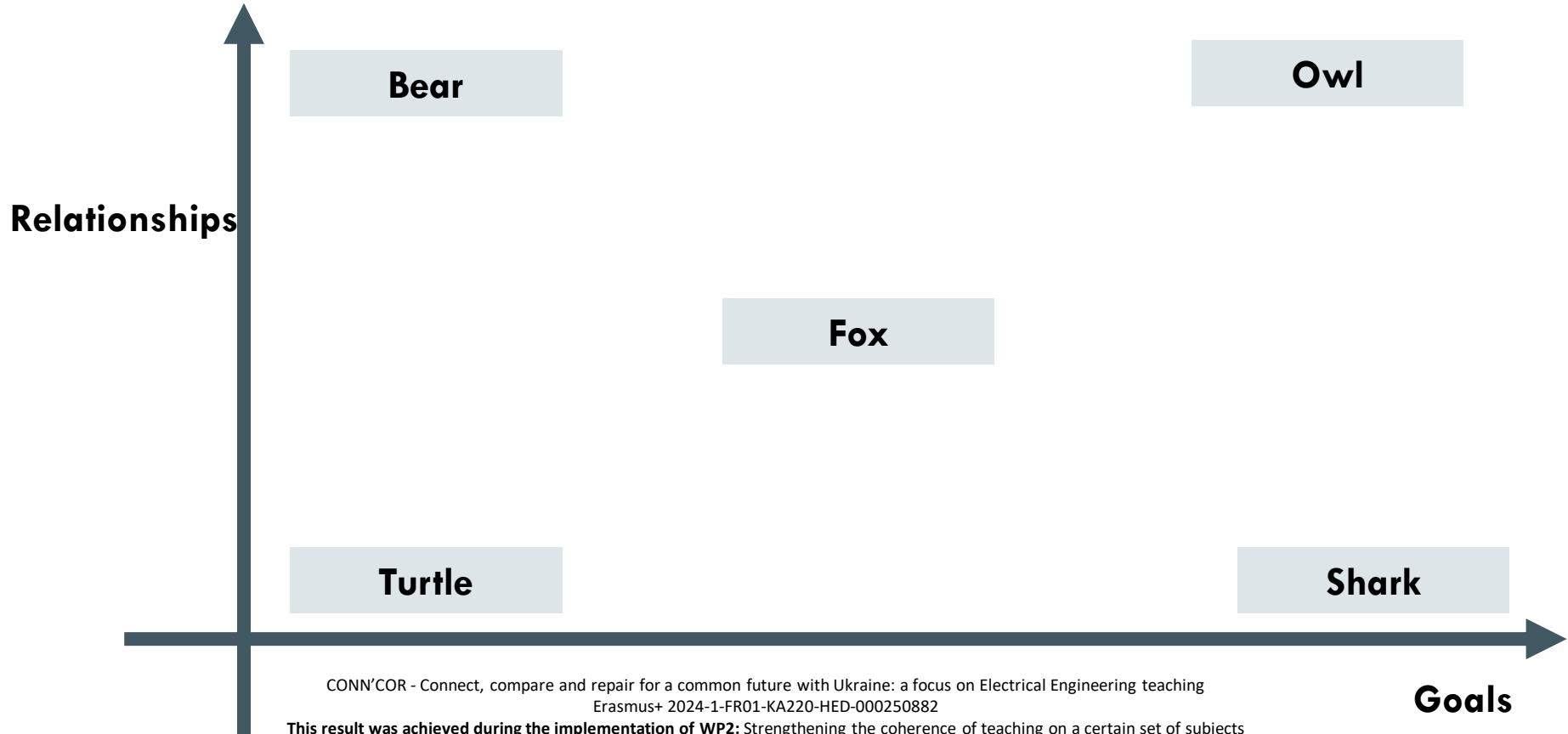
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Five Animal Metaphors in Conflict Resolution

- **Shark (Forcing):** Competitive, prioritizing personal goals over relationships.
- **Fox (Compromise):** Balancing needs through mutual concessions.
- **Owl (Collaboration):** Focusing on win-win outcomes through teamwork and creativity.
- **Turtle (Avoidance):** Withdrawing to prevent confrontation or delay addressing the conflict.
- **Bear (Accommodation):** Putting relationships above personal goals, often yielding to others.



Using two key dimensions: goals and relationships, five different conflict resolution strategies can be described



Shark (Forcing)

Definition: One party pursues their goal at the expense of others (a win-lose approach).

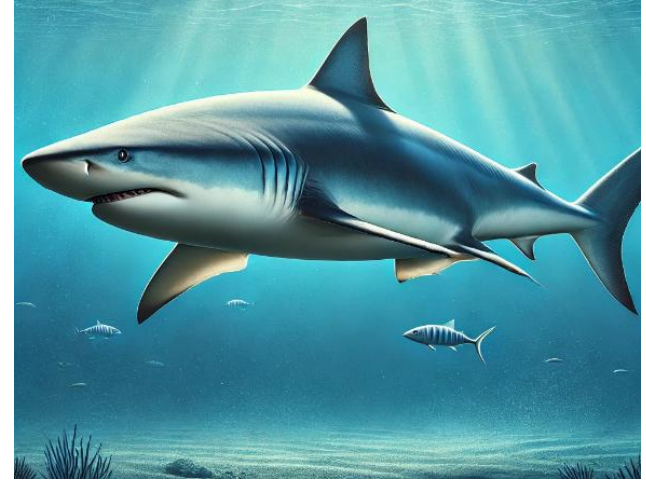
When to Use:

In emergencies when quick, decisive action is needed.

Pros: Effective in critical situations.

Cons: Damages relationships, creates resentment.

Example: "A project manager insists on a decision to meet a tight deadline despite opposition."



Fox (Compromising)

Definition: Both parties give up something to find a mutually acceptable solution.

When to Use:

When a quick, temporary solution is needed.

When both sides have equal power.

Pros: Quick resolution, fair balance.

Cons: Neither party fully satisfied; may not address underlying issues.

Example: **"Two coworkers split responsibilities equally after a dispute over workload distribution."**



Owl (Collaborating)

Definition: Working together to find a win-win solution that fully satisfies both parties.

When to Use:

When the issue is complex and both parties' input is valuable.

When building long-term relationships is important.

Pros: Leads to innovative solutions and mutual satisfaction.

Cons: Time-consuming and requires effort.

Example: **"Two departments work together to redesign processes that benefit both teams."**



Turtle (Avoidance)

Definition: Avoiding conflict or sidestepping the issue.

When to Use:

When the issue is trivial

When emotions are running high, and cooling off is needed.

When you have no chance of winning

Pros: Reduces immediate tension, buys time.

Cons: Issue may escalate or remain unresolved.

Example: "A team member avoids addressing a minor complaint during a stressful project deadline."



Bear (Accommodation):

Definition: One party gives in to the other's demands to maintain harmony.

When to Use:

When maintaining the relationship is more important than winning.

When the issue is more important to the other party.

Pros: Maintains relationships and reduces tension.

Cons: May lead to imbalance.

Example: "**Agreeing to a colleague's suggestion to avoid unnecessary conflict during a meeting.**"



1. A team member disagrees with your idea during a meeting. How do you respond?

- a) Defend your position firmly and try to win them over.
- b) Look for ways to combine both ideas into a middle-ground solution.
- c) Encourage open discussion to find a solution that satisfies everyone.
- d) Stay quiet and avoid further discussion.
- e) Agree with their idea to avoid conflict.



2. You are working on a group project, but someone isn't pulling their weight. What do you do?

- a) Confront them directly and insist they contribute equally.
- b) Suggest splitting tasks in a way that balances the workload fairly.
- c) Discuss the issue openly as a team to find a solution.
- d) Take on the extra work yourself to avoid conflict.
- e) Ignore the issue and hope things improve over time.



3. Your manager criticizes your work. How do you react?

- a) Defend your decisions and explain why your approach is correct.
- b) Ask for feedback and try to find common ground.
- c) Discuss the issue constructively and look for ways to improve.
- d) Avoid the conversation and focus on other tasks.
- e) Accept the criticism without argument, even if you disagree.



4. Two colleagues are arguing, and the team's progress is stopped. What do you do?

- a) Step in and insist on a decision to move forward quickly.
- b) Propose a compromise to resolve the disagreement.
- c) Mediate the discussion to help them find a win-win solution.
- d) Stay out of the argument and wait for them to resolve it.
- e) Support one side to calm the situation down.



5. A teammate challenges your leadership on a project. How do you respond?

- a) Assert your authority and re-establish control.
- b) Discuss roles and responsibilities to reach a compromise.
- c) Listen to their concerns and explore a collaborative solution.
- d) Avoid further conflict by letting them take charge.
- e) Step back and let them lead to maintain harmony.



6. During a team discussion, others dismiss your idea. How do you respond?

- a) Argue confidently for your idea and push for its implementation.
- b) Suggest blending your idea with theirs.
- c) Facilitate further discussion to ensure all ideas are heard.
- d) Let it go and stop contributing to avoid further tension.
- e) Agree with the team to keep the peace.



7. You are under pressure to meet a tight deadline, but a conflict arises. What do you do?

- a) Take charge and make a quick decision to resolve the conflict.
- b) Find a quick compromise to move forward.
- c) Discuss the issue with the team to ensure a well-thought-out solution.
- d) Avoid addressing the conflict until after the deadline.
- e) Yield to the other person's opinion to save time.



8. A colleague takes credit for your work. How do you react?

- a) Confront them and demand recognition for your efforts. (Shark)
- b) Speak to them privately and seek a compromise.
- c) Have an open discussion to clarify contributions.
- d) Ignore it and avoid causing drama.
- e) Let it go to avoid harming the relationship.



9. Your team cannot agree on how to allocate resources. What do you do?

- a) Push for the solution that best aligns with your priorities.
- b) Propose a solution that partially satisfies everyone.
- c) Lead a discussion to explore creative solutions that work for all.
- d) Stay neutral and let others decide.
- e) Support someone else's proposal to maintain harmony.



10. You disagree with your boss's decision. What do you do?

- a) Present a strong argument to change their mind.
- b) Find a way to meet halfway and propose a compromise.
- c) Discuss your concerns openly and explore alternative solutions.
- d) Accept their decision without discussion.
- e) Agree with them to avoid conflict.



Scoring:

Count how many times you selected each letter:

a = Shark

b = Fox

c = Owl

d = Turtle

e = Bear

Key Takeaways

Results: Your Conflict Resolution Strategy

Each strategy has its strengths and weaknesses.

Shark: Resolves issues quickly but risks harming relationships.

Fox: Strikes a balance but may leave some dissatisfaction.

Owl: Achieves the best outcomes but requires effort and time.

Turtle: Useful for minor issues but avoids real resolution.

Bear: Maintains harmony but risks personal compromise.

The best strategy depends on the context and goals of the situation.

GROW model



This model is the most commonly used template for a coaching conversation (**short for goal, reality check, options will**).

The four stages of the conversation take a client/team/a team member from goal setting, through a clear definition of the starting point (reality check) and the development of several possible action plans (options), to the identification of specific steps (will) that will mobilise the client and bring them closer to achieving their goal.



<https://www.pexels.com/pl-pl/zdjecie/biurko-biuro-dyskusja-dyskutowanie-1311518/>

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SMART GOALS



According to the acronym that forms the name of the concept, the formulated objective should be:

- **specific** - it should be easy to understand, the formulation should be unambiguous and leave no room for loose interpretation;
- **measurable** - i.e. formulated in such a way that it is possible to quantify the degree to which the objective has been achieved, or at least to allow for unambiguous "verifiability" of its achievement
- **achievable** - a goal that is too ambitious undermines the belief in its achievement and thus the motivation to pursue it,
- **relevant** - the goal should be an important step forward, at the same time it must constitute a specific value for the one who will pursue it;
- **time-bound** - the goal should have a precise time horizon in which to achieve it.

Stage 1: Target setting



There are many important benefits of coaching based on the goal expressed in the form of a one-sentence declaration, in which the client/team member commits to completing a specific task in the future. One of the most commonly used tools for goal setting is the SMART formula.

Sample questions for stage 1



1. What do you think is important today?
2. What would you like to achieve during today's session
3. How can we use the time most effectively?
4. How do we start?



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Stage 2: Reality



The second stage of the GROW model concerns **reality assessment**. Reality assessment makes it possible to establish an objective baseline from which to start making the intended changes.

Specific facts need to be established so that the team member does not rely only on his/her subjective impressions of reality.



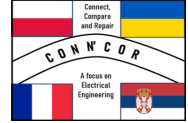
<https://www.pexels.com/pl-pl/zdjecie/architektura-bruk-budynki-chodnik-1383779/>

Sample questions for stage 2



- What is happening now (what, who, when and how often)?
- What have you already tried? What were the results?
- On a scale of one to ten, where are you?
- What is keeping you from reaching that goal?
- What do you think is holding you back?
- Do you know other people who have achieved this goal?
- What could you have done better?
- If you asked _____, what would they say about you?

Stage 3: Options



This is the stage of creative thinking in order to develop several options for solutions.



<https://www.pexels.com/pl-pl/zdjecie/architektura-czarno-bialy-sal-wnetrze-1430>
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Sample questions for stage 3



- What are your options?
- What do you think you need to do next?
- What do you think you need to do to get a better result (or get closer to your goal)?
- Who else can help you?
- What would happen if you did nothing?
- What have you already achieved?
- What would you gain/lose by doing/saying this?
- What is the best/worst thing about 'this option'?
- Which option do you think is ready to be implemented?
- Who do you know who has solved a similar situation?
- What else?

Stage 4: Will



This step consists of two elements: an action plan and will. In other words, this step allows you to translate your preferred solutions into concrete actions that guarantee a team member/team commitment.



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Sample questions for stage 4



- Which option do you want to pursue?
- What step that would bring you closer to achieving your goal could you take this week?
- On a scale of 1 to 10, what is the probability that you will complete this step in the time you have given?
- What actions will you take?

Case



An **international project team** is working on implementing a new data management system within the organization. A conflict has emerged between two team members: **Anna** (from Poland) and **Mark** (from Germany). The issue concerns differences in their approach to the schedule. **Anna proposes greater flexibility** in task execution to account for potential changes during the project, while **Mark emphasizes strict adherence to the established plan**. Discussions on this topic are becoming increasingly tense, affecting the team's atmosphere .

1. Goal

What do we want to achieve?

Example: Develop a **mutual solution** regarding the approach to the schedule that is acceptable for both parties and improves the team's atmosphere.

2. Reality

What does the current situation look like?

Anna and Mark have **different approaches** to time management and project priorities.

Their tensions are starting to affect other team members.

Both sides are focused on their own arguments and find it difficult to view the issue from the **team's perspective**.

3. Options

What solutions can be considered?

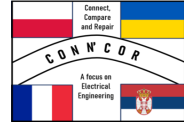
- Organize a **mediation meeting** with the team leader to help find a compromise.
- Develop a **flexible schedule** with key checkpoints to meet the expectations of both parties.
- Divide tasks in a way that allows each person to work according to their style within an agreed overall time framework.

4. Will (Action Plan)

What specifically needs to be done?

- Organize a team meeting with a **moderator** to establish shared working principles.
- Agree on specific actions and a schedule for the **next month** as a test for the mutual approach.
- Monitor progress and the team's atmosphere through the **project leader**.

Let's practice the GROW model in action.



1. Focus on Activity2.1.
2. Choose a moderator within your group who will read the case aloud, or read the case individually.
3. **Apply the GROW model to resolve the conflict situation from the case.**
4. Try to propose **a variety of** options and activities.

Cartesian questions

1. What **happens** if you reach your goal?
2. What **will not happen** if you reach the goal?
3. What **will happen if you don't reach** your goal?
4. What **won't happen if you don't reach** your goal?

<https://www.pexels.com/photo/question-marks-on-paper-crafts-5428833/>

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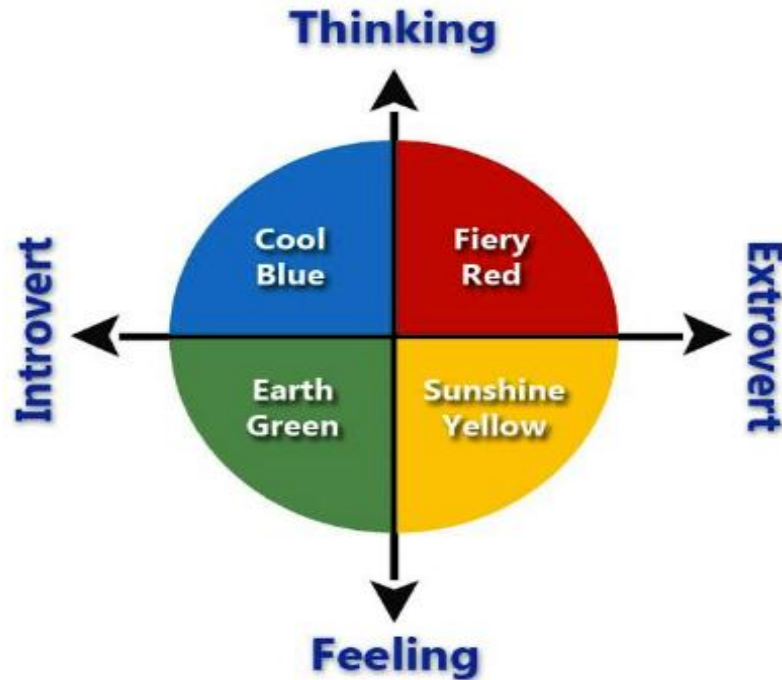
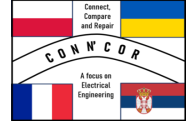


The most common mistakes in asking questions



1. Close-ended questions.
2. Questions suggesting a solution.
3. Searching for the 'perfect question'.
4. Complicated questions.
5. Interpretative questions.
6. Rhetorical questions (What were you even thinking about?, Are you really going to destroy your career, Isn't this an attempt to make excuses?)
7. Guiding questions: Do you want to stay in this organisation you have invested so much in? It looks like the first solution will be good for today, but the second solution will bring long-term satisfaction. Which do you choose?
8. Interrupting too little
9. Interrupting
10. Asking why (encourage the team member to defend and justify their actions).

How do we see the world



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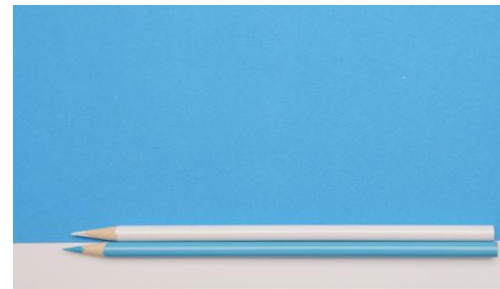
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Blue- main characteristics



COOL BLUE: People with a high level of COOL Blue Energy live their lives according to the **principles, facts and logic they find in reality**. They like to **analyze all of the possibilities** to make sure that **they do not make an uninformed decision**. They are **planners and organizers**, **with the ability to work out tasks systematically from start to finish**.

As a result of their thoroughness, they are often **reluctant to make or express decisions quickly**. **Facts, logic and principles can appear more important than friendships or personal gratification**. They may be seen as detached or even distant at times.



Source: <https://www.pexels.com/photo/blue-and-white-colored-pencils-7054782/>

Green – main characteristics



EARTH GREEN: People with a high level of Earth Green Energy are especially concerned with feelings and relationships. Their concern for other people's well-being can often bring warmth to a situation. They are sensitive to the values behind people's actions and are often able to remain calm and patient even in very stressful circumstances.



They can be slow or reluctant to shift their personal values despite the apparent logic of an argument or situation. They tend to avoid decisions that could involve violation of their values or risking the unknown.

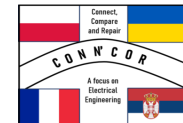
<https://www.pexels.com/photo/ethnic-psychologist-touching-black-depressed-clients-shoulder-5699491/>

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Yellow – main characteristics



- **Sunshine Yellow:** People with a high level of yellow energy **spend their efforts racing toward their dreams of the future.** They move from one idea or activity to another. As they focus their attention on futures and often intuitive visions, **they may be perceived by others as more imaginative and creative than the other colours.**
- They may be **completely comitted to the idea and then discard it soon if it loses its excitement.** They may therefore **appear to others as shallow, impractical or unrealistic in difficult times.**



<https://www.pexels.com/photo/person-holding-a-lemon-5871217/>

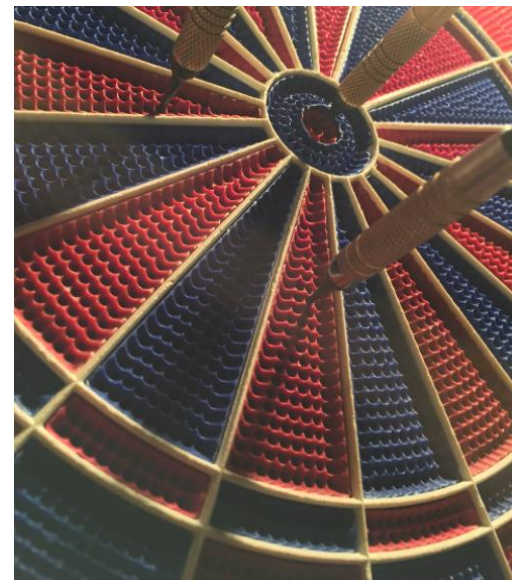
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Red – main characteristics



- **Concerned primarily with action**, they **deal quickly** with the present situation and **appear to have little concern for the past**. Their responses are efficient and focused. They know what they want and tend to be impatient with delays.
- They may **show less concern for the feelings of others or for personal relationships**. Others can see their actions as hard or critical because **they limit the attention they pay to their relationships**.



<https://www.pexels.com/photo/arrow-board-bright-bull-s-eye-416816/>

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Understanding others – 4 Colour Personality Tests



When to use

When dealing with others, for example motivating team members; dealing with conflict; getting the best from people.

What you get

Analysis of what how individuals will behave. Understanding of how to influence people.

Time

10 minutes for a “quick and dirty” analysis. A more detailed analysis will take much longer.

Number of people

Usually individual. Possible circumstances where a team approach might help.

Equipment

Pen and paper

1	Accepts challenges	33	Abandons own priorities
2	Accepts opportunities readily	34	Acts indiscreetly under stress
3	Adapts quickly	35	Acts unpredictably
4 ★	Ambitious, confident image	36	Argues unnecessarily; seems arrogant
5	Analyses carefully	37	Censors new ideas, likes ritual
6	Attracts attention of others	38	Commits beyond capability, time
7	Confronting, challenging	39 ★	Demands performance
8	Consoling to others	40 ★	Develops unrealistic options at times
9	Cooperative	41 ★	Discourages action
10 ★	Decisive; acts quickly	42	Exploits weakness in others; pushy
11	Employs structure	43	Fails to follow through frequently
12	Expresses ideas convincingly	44	Fails to keep promises
13 ★	Focused, promotes well	45	Gets bored easily
14	Follows directions	46	Gives in easily; will avoid competition
15	Follows willingly, loyally	47	Intimidates easily; acts prematurely
16	Forms intimate relationships	48 ★	Judgemental/ critical of others
17 ★	Generates innovative ideas	49	Needs much attention from others
18 ★	High energy level	50	Perfectionist, rigid
19	High standards, careful planning	51	Postpones decisions
20	Influences comfortably, easily	52	Proceeds too long, wastes time
21	Listens effectively, closely	53	Reacts emotionally, not objectively
22	Models enthusiasm	54	Refuses compromise, takes credit
23	Organizes consistently	55	Relies too much on information
24	Produces accurate results	56	Remains silent; fails to speak up
25	Produces despite problems	57	Resists and criticizes spontaneity
26	Provides alternatives in thinking	58	Sacrifices personal goals for others
27	Reassures convincingly	59 ★	Seems immature, distracted at times
28	Recognizes feelings quickly	60	Submits to others readily
29	Speaks assertively	61 ★	Succeeds at other's expense
30	Thinks logically, provides information	62	Takes things too seriously
31	Trusts quickly	63	Waits too long to respond to criticisms
32	Works independently	64	Withdraws into work

Enter the ticks from the appropriately numbered statement from the previous page in the table on the right.

Add up the total number of ticks for each column. (Please note, don't add up the numbers)

In any column if you score...

9 or more mark as "High"

5 to 8 mark as "Medium"

4 or less mark as "Low"

Then...

Complete the grid below.

TOTALS

High, Medium or Low

Green	Yellow	Blue	Red
8	2	5	1
9	3	11	4 ★
14	6	12	7
16	15	19	10 ★
21	17 ★	23	13 ★
27	20	24	18 ★
28	22	30	25
31	26	32	29
41 ★	33	34	36
46	35	37	38
51	40 ★	50	39 ★
53	43	52	42
56	44	55	47
58	45	57	48 ★
60	49	62	54
63	59 ★	64	61 ★
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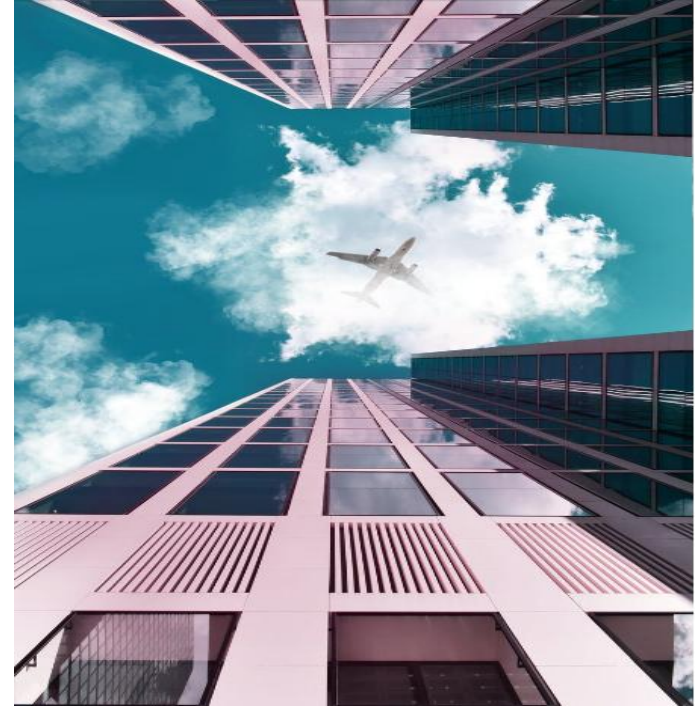
Summary (1)

Conflicts within a team are a natural phenomenon arising from differences in goals, values, perspectives, or limited resources.

They can lead to tension and reduced efficiency, but when managed properly, they can also inspire creative solutions.

Key conflict resolution strategies include empathetic communication, mediation, compromise, and collaboration to find common goals.

Effective conflict resolution builds stronger team relationships, enhances trust, prevents conflicts from escalating further, improves team dynamics and productivity and promotes better outcomes in projects.



<https://www.pexels.com/pl-pl/zdjecie/architektura-biura-biznes-budynki-2887976/>

Summary (2)

Paradoxes and tensions in a group can lead to **conflict resolution** because they:

- 1.Shift perspectives** – encourage viewing the issue from different angles, facilitating compromise.
- 2.Foster creativity in problem-solving** – inspire the search for new, innovative solutions.
- 3.Increase empathy** – help understand the perspectives of others, easing dialogue.
- 4.Eliminate misunderstandings** – reveal misconceptions, reducing tensions.
- 5.Integrate different values** – allow for a balance between conflicting interests.
- 6.Embrace ambiguity** – teach that not everything has a clear-cut solution.

These factors help resolve conflicts and build group cohesion.



Thank you!
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