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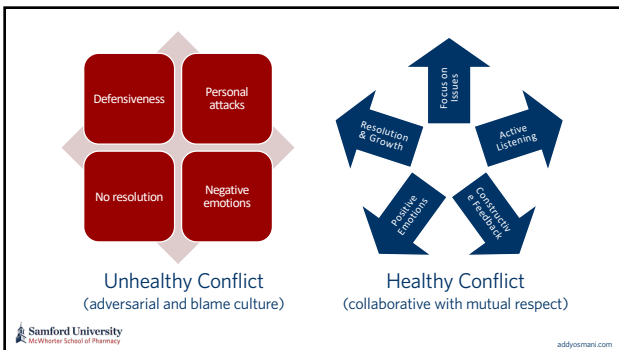
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### Our Goals for Today

- Identify the differences between healthy and unhealthy conflict.
- Describe how trust and healthy conflict are essential parts of high-performing teams.
- Apply strategies to promote productive conflict and group success.

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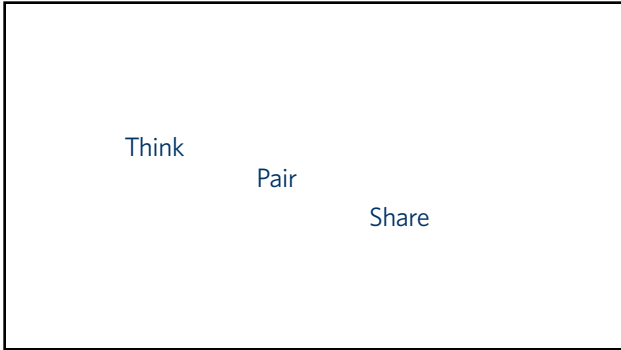
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### Misconceptions

1. Conflict is inherently bad and unhealthy.
2. Conflict doesn't occur that often in the workplace.
3. Conflict is always a matter of right vs. wrong.
4. Conflicts are the result of clashing personalities.
5. Conflict is most prevalent in crisis situations.
6. Conflicts resolve themselves over time.
7. People usually know when they've disturbed someone else.
8. Conflict only impacts the disputing parties.
9. Resolving employee conflict is management's responsibility.
10. Conflicts continue mostly because of stubbornness & lack of caring.

Harvey, E. and Ventura, S. (2006). What to do When Conflict Happens. Flower Mound, TX: Walk the Talk Co.

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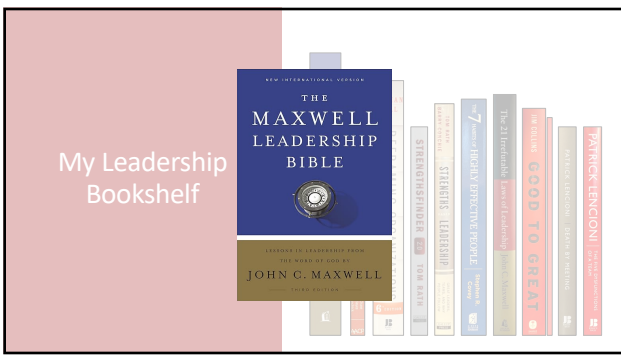


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1. Which item below BEST identifies healthy conflict?

- A. Focus on issues
- B. Personal attacks
- C. Negative emotions
- D. No resolution

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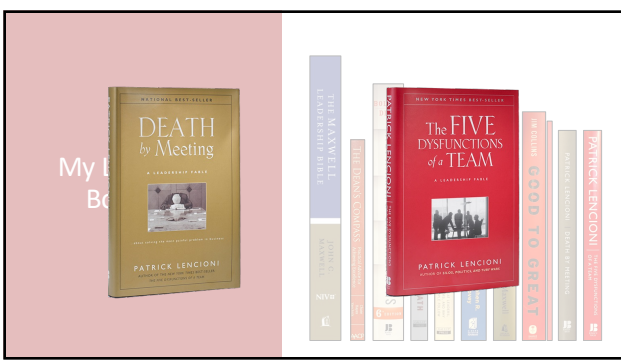


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### Conflict

- Paul teaches that conflict provides opportunities to glorify God, serve others, and grow to be like Christ (1 Corinthians 10:31-11)
- Jesus instructs us to prioritize addressing conflict and healing offenses (Matthew 5:23-24)
- When someone has done something wrong (Matthew 18:15-20)
  1. Initiate the contact (v. 15)
  2. Confront the person in private (v. 15)
  3. If no resolution, meet again with one or two more people (v. 16)
  4. Confirm the facts and work toward a solution (v. 16)
  5. If no resolution, bring the issue before the church or organization (v. 17)
  6. Agree upon the truth and options for the offender (v. 17)
  7. If there is no resolution, release the offender from the church or organization (v. 17)

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"Screenwriters figured out long ago that there is one element required to make any movie interesting... conflict"

"Conflict is nothing more than an anxious situation that needs to be resolved"

Leaders need to "mine for conflict" in meetings.

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Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass.  
<https://www.executivagenda.com/application/files/36/16/20/85/3781/five-dysfunctions-brochure.pdf>

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### Dysfunction #1: Absence of Trust

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<https://www.executivagenda.com/application/files/36/16/20/85/3781/five-dysfunctions-brochure.pdf>

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### COGNITIVE TRUST (C) & AFFECTIVE TRUST (E)

COGNITIVE TRUST

AFFECTIVE TRUST

US, Canada, Australia, UK, Spain, Turkey, China, Nigeria

HBR.com (2015). *Getting to Si, Jo, Oki, Hui, and Do*. Retrieved April 21, 2024, from <https://hbr.org/2015/12/getting-to-si-jo-ok-i-hui-and-do>.  
 Hbr.medium.com. *Spain's Culture*. Retrieved April 21, 2024, from <https://hbr.medium.com/spain's-culture-46c0d6068481>.

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<https://www.youtube.com/watch?v=9T0eB3Lmms>

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### Members of Trusting Teams...

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their area of responsibility
- Give one another the benefit of the doubt
- Take risks in offering feedback and assistance
- Appreciate and tap into another's skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings & other opportunities to work in a group

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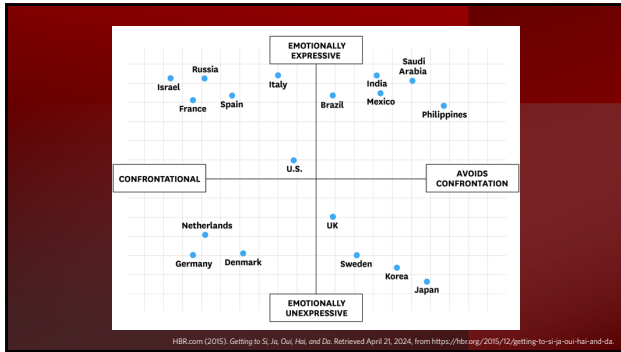
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### Dysfunction #2: Fear of Conflict

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Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass.  
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### Teams That Engage in Conflict...

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

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Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco, CA: Jossey-Bass.  
<https://www.executiveagenda.com/application/files/36/06/20/85/378/5/5-dysfunctions-brochure.pdf>

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2. Which statement below BEST describes the role of trust and healthy conflict as part of high-performing teams?

- A. Trust is essential, but conflict is usually negative
- B. High-performing teams avoid conflict
- C. Good teammates show vulnerability and strive for healthy conflict
- D. Politics are inevitable, and without them, nothing productive happens

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### Dysfunction #3: Lack of Commitment

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Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco, CA: Jossey-Bass.  
<https://www.executiveagenda.com/application/files/36/06/20/85/378/5/5-dysfunctions-brochure.pdf>

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### Crucial Conversations

Grenny, J., Patterson, K., McMillan, R., Switzler, A., Gregory, E. (2021). Crucial Conversations. New York, NY: McGraw Hill.

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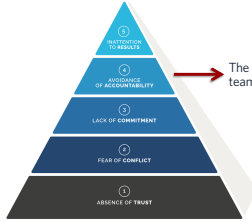
### A Team That Commits...

- Creates clarity around direction and priorities
- Align the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt

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Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco, CA: Jossey-Bass.  
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## Dysfunction #4: Avoidance of Accountability



The need to avoid interpersonal discomfort prevents team members from **holding each other accountable**

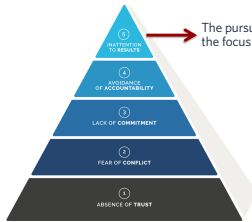
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## A Team That Holds One Another Accountable...

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action

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## Dysfunction #5: Inattention to Results



The pursuit of individual goals and personal status erodes the focus on **collective success**

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## A Team That Focuses on Collective Results...

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distractions

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3. Which words BEST describe strategies that promote productive conflict and group success?

- A. Trust, avoid conflict, accountability
- B. Trust, healthy conflict, commitment**
- C. Trust, healthy conflict, inattention to results
- D. Trust, avoid conflict, commitment

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