



Consulting and Coaching
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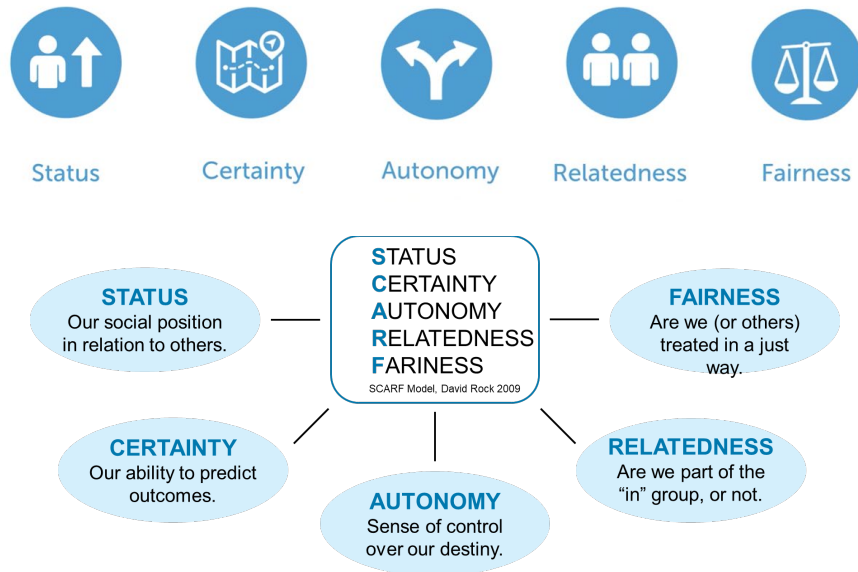
Leadership in Action

Navigating Conflict Conversations

Participant workbook

SCARF Model

The SCARF model outlines the five key domains which are linked to human behavior and have widespread implications in social situations. In the context of the five domains, our perception can frame them as either incentives or dangers, contingent on the nature of our ongoing social interactions.



Inherent to its essence, conflict is a facet of social interaction. In times of conflict, what we encounter aligns with the 'threat' aspect within the SCARF framework. There are various manners in which our mind deciphers social encounters through the lens of the SCARF model.

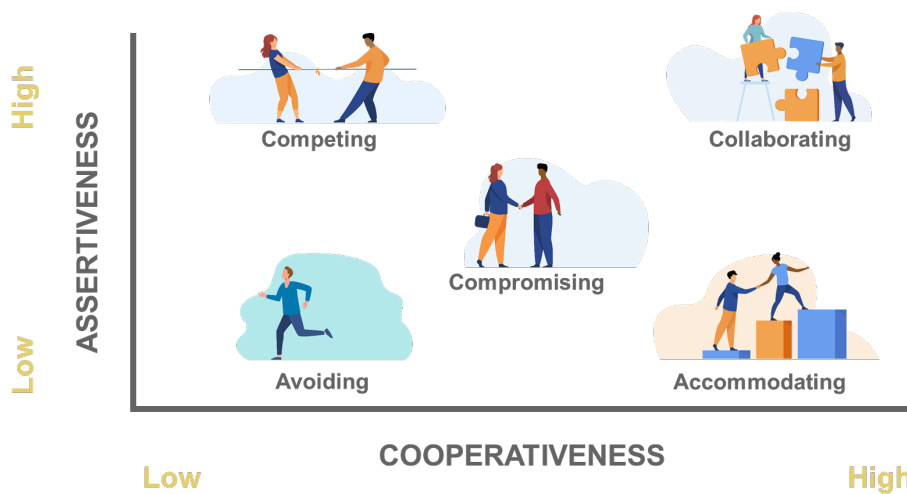
- | | |
|------------------------|---|
| S - STATUS | Embarrassment, Getting unsolicited advice, Public critique |
| C - CERTAINTY | Lack of preparation, time, and knowledge, Surprises |
| A - AUTONOMY | Micromanagement, Not being consulted or involved, Rushed into a decision |
| R - RELATEDNESS | Exclusion, Isolation, Not involving certain people in groups or decisions |
| F - FAIRNESS | Unfair processes, Inconsistent application of rules/policy, Favouritism |

<https://neuroleadership.com/research/tools/nli-scarf-assessment/>

My SCARF Trigger(s)

Notes:

Conflict Styles



Competing - High assertiveness, low cooperativeness. People choosing this style may take a firm stance on an issue and refuse to budge. This mode of conflict management can often show up as arguing, debating, or intensely “standing up for oneself.”

Avoiding – Low assertiveness, low cooperativeness. This style prefers to escape conflict completely by avoiding it. From the outside, a person with this conflict management style may appear non-committal or quiet.

Accommodating – Low assertiveness, high cooperativeness. In this style, the individual neglects their own concerns to fulfill the needs of others. In this mode of conflict management, a person may yield to another person’s point of view or give up during a disagreement.

Collaborating – High assertiveness, high cooperativeness. This style attempts to work with others to find “win/win” solutions that satisfy both people’s needs. It often involves making space for both parties to be heard out and working hard to find creative solutions that will fulfill each person’s needs.

Compromising – Moderate assertiveness, moderate cooperativeness. This style tries to find expedient and mutually acceptable solutions that partially satisfy both parties. This approach usually involves seeking consensus or middle-ground solutions.

While each of us is capable of adopting five modes of conflict management, we tend feel most comfortable using one mode more than others. This is often our reflexive mode when faced with conflict.

My Conflict Style:

Note:

The Conflict Reflection Cube

Observations: Objective and specific facts about the conflict situation.

Thoughts: Your interpretations, judgments, or beliefs about the observations.

Feelings: Your emotional responses to the conflict situation.

Wants/Needs: Your desires or what you would like to see happen to resolve the conflict.

ACTIVITY:

Think of a recent real-life conflict situation you were involved in. It could be a personal or professional conflict. Fill in each box of Experience Cube and be as detailed as possible.

<p>Observations <i>I observe: "I've noticed...", "I saw that...", "I heard you say..."</i></p>	<p>Thoughts <i>I think: "I believe that was...", "I think it is...", "The story I'm making up is..."</i></p>
<p>Wants/Needs <i>I want: "I want to..."; "I need..."; "I wish...", "I hope..."</i></p>	<p>Feelings <i>I feel: "I'm really pleased...", "It concerned me when...", "I appreciate your commitment to...", "It troubled me"</i></p>

Active Listening

ATTENTION

Listen without interrupting paying full attention to the speaker

UNDERSTAND

Clarifying ambiguous points or seeking more information by asking questions

RESPOND

Responding appropriately to show comprehension or encourage further explanation

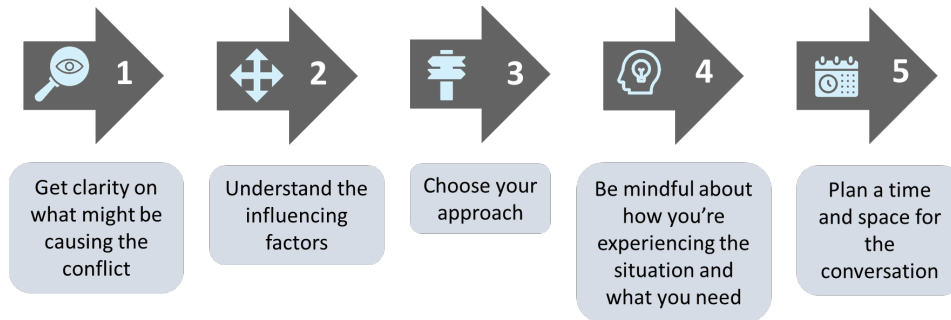
Give Full **Attention**: Show that you are fully engaged in the conversation by maintaining eye contact, facing the speaker, and eliminating distractions. Put away your phone or other devices.

Understand by asking Open-Ended Questions: Encourage the speaker to share more by asking open-ended questions that invite them to elaborate on their thoughts and feelings. This can help uncover underlying issues.

Respond by paraphrasing and reflecting: After the speaker has finished, paraphrase or reflect back what you've heard to ensure you understand correctly. This demonstrates that you're paying attention and are trying to comprehend their perspective. As well, periodically summarize what has been discussed to ensure clarity and to confirm that you're on the same page. This can also help in identifying areas of agreement or disagreement.

Notes:

Planning for a Conflict Conversation



Step 1: Get clear on what might be causing the conflict (clarity).

What could be at the root of this conflict? As well, what is the evidence that if this? How do you know?

Step 2: Understand the influencing factors

Use the SCARF model and answer the following: What core need is being threatened in me? How can I support my needs in this situation? What can I guess about my conversation partner's core needs in this situation? How can I mitigate their perception of threat using SCARF model techniques?

Step 3: Choose your approach

Think back to the 5 conflict styles: What conflict style am I most likely to fall into? What conflict style are they most likely to use? What is the most appropriate conflict style to use in this situation?

Step 4: Get clear about how you're experiencing the situation and what you need

Use the Conflict Reflection Cube: What is your positive intention? What are the facts of the situation? What are your thoughts, feelings, and needs or wants regarding this situation?

Step 5: Planning a time and space for the conversation

Notes:

Resources

Difficult Conversations – How to discuss what matters most

Stone, D., Patton, B., & Heen, S. (2010). *Difficult conversations*. Penguin.

Clear Leadership: Sustaining real collaboration and partnership at work

Bushe, G. R. (2010). *Clear leadership: Sustaining real collaboration and partnership at work* (Rev. ed.). Davies-Black Publishing.

For more information on the 5 Conflict Styles and TKI Assessment:

<https://kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/>

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Leadership Development workshops

Emotional Intelligence
Effective Communication Skills
Managing Conflict
Leadership Mindset
Maximizing Productivity
Presentation Skills
Coaching for Leaders