

Leveraging Internal “Conflict” for a more Successful Organization

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Mission

Advoz provides conflict mediation, restorative practices, and education to transform personal and structural conflicts into constructive actions and resilient relationships.

Advoz Dialogue in the Community Stream

TRAINING

Training can increase capacity of a person or organization in conflict awareness, skills and expectations, preventing more damaging conflict and harm downstream.

MEDIATION

Mediation is a method of dispute resolution with a removed facilitator that helps parties to a conflict share their concerns, hear each other and develop a resolution together.

RESTORATIVE PRACTICE

Restorative Practices are used to address harm like theft, vandalism, assault, etc. by bringing impacted people to recognize the harm and jointly work out a plan for accountability.

Resolution

Healing

Conflict
...
Harm

Time To Rethink Conflict

“If we manage conflict constructively, we harness its energy for creativity and development.”

Kenneth Kaye





Agenda

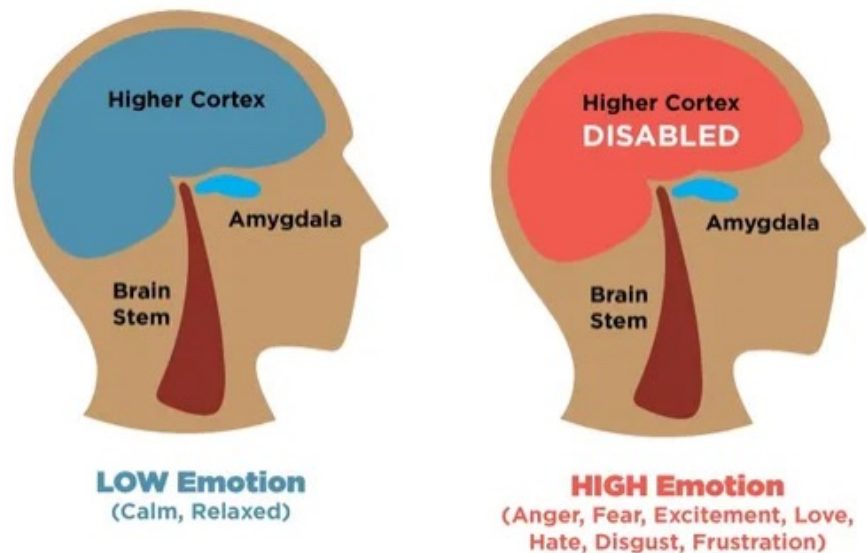
- What are individual building blocks for conflict?
- How do we build these blocks for a solid foundation?
- Some tools for building your foundation
- Next Steps

Conflict

- With PowerPoint, you can create presentations and share your work with others, wherever they are. Type the text you want here to get started. You can also add images, art, and videos on this template. Save to OneDrive and access your presentations from your computer, tablet, or phone.



What Happens in Conflict & Harm



- Conflict leads to a perceived *threat*, often *unconsciously*
- Physical responses, including “amygdala hijack”
- We develop response patterns based on upbringing, role modeling

Three-legged Stool of Conflict



Attitudes and Awareness

Context/Culture/Structure

Behavior/Skills

Adapted from
C.R. Mitchell, 1981

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What are the ingredients for conflict?

Ingredient #1 - People

The challenge

People bring ALL of themselves to work

People can be emotional

People are hurting, post-pandemic PTSD is real

The Solutions To Help Your People

Build a culture of healthy conflict - the 'R's' of workplace communication

See your peers with trauma-informed glasses

The R's of Workplace Communication[©]

- Right Motivation (why am I seeking to have this conversation)
- Right Conversation (problem-solving, proving a point, coaching)
- Right Time (do you have enough time, is it respectful of their schedules)
- Right Place (in public, water cooler, in a place that communicates a power dynamic)
- Right People (are you discussing something WITHOUT the person who has the ability to make a change)
- Right Medium (text, email, group messenger, zoom, teams, in person)

The R's of Workplace Communication[©]

In practice:

“With the right motivation, we commit to having the right conversation, at the right time and right place, with the right people through the right medium.”

DON'T BE AFRAID TO STOP CONVERSATIONS WHEN THEY FAIL TO MEET THESE STANDARDS

Ingredient #2 - Positions

The challenge

We value positions over people

We cannot separate ourselves from the ideas we hold

People feel that critiquing ideas, is critiquing the person who proposed the idea

Ingredient #2 – Positions Over People

Some ideas to help

Build a culture of the BEST IDEA WINS...The idea over a job title

Help people learn to “un-own” their ideas.

Begin to ask: “What do you like?” and “What questions do you have?” when discussing proposals and ideas from team members.





Every expression of criticism...or anger is an expression of unmet needs.

Marshall Rosenberg

<https://youtu.be/Dm1aHU4S XKs>

Ingredient #3 – Personal Circumstances

The challenge

We cannot separate work
from home

PTSD after the pandemic is
very real

People don't operate in
silos.

What is Trauma?*

- Experiences become traumatic when they overwhelm our ability to cope. Conflict *may be* traumatic but does need not to be.
- Traumatic experiences range from one-time events to experiences that are chronic or even generational.
- Exposure to trauma in childhood is common.
- Risk for exposure to more than one type is high.
- Contextual factors increase one's risk for trauma.

*Adapted from https://safesupportivelearning.ed.gov/sites/default/files/Trauma_101_Activity_Packet.pdf

Activity: Types of Trauma*

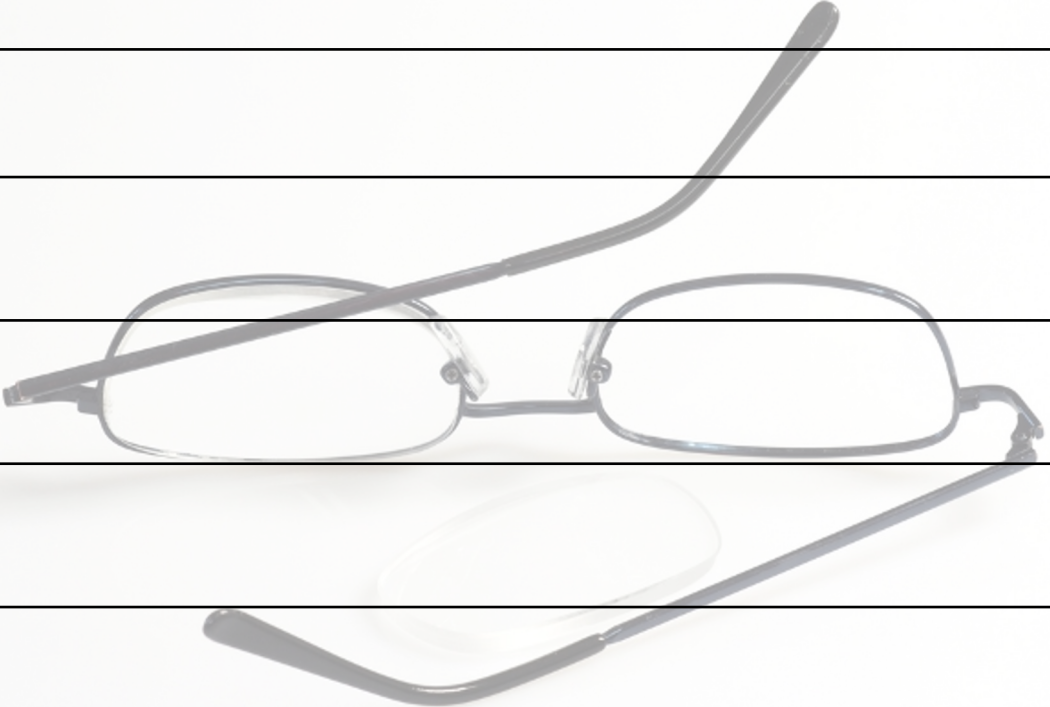
Participant Instructions: The chart below lists various types of trauma by category: **acute, chronic, complex, historical, and racial.**
Fill in the fourth column with an example of different types of trauma that might be experienced by those you will work with.

Category	Definition	Trauma Type	Example
Acute	Single, isolated incident	<ul style="list-style-type: none">■ Accident■ Natural disaster■ Single act of violence or terrorism■ Sudden unexpected loss	
Chronic	Traumatic experiences that are repeated or prolonged	<ul style="list-style-type: none">■ Prolonged family or community violence■ Long-term illness■ Chronic bullying■ Chronic poverty and related stressors■ Exposure to war, torture, or forced displacement	
Complex	Exposure to multiple traumatic events from an early age, often within the caregiving system or without adequate adult support that has short and long-term effects in many areas	<ul style="list-style-type: none">■ Physical, emotional, and sexual abuse within caregiving systems■ Ongoing neglect by caregivers■ Witnessing domestic violence■ Other forms of chronic violence without support	
Historical & Racial	Collective and cumulative trauma experienced by a group across generations that are still suffering the effects and experiences of discriminatory trauma	<p>Systematic oppression of particular groups across generations</p> <ul style="list-style-type: none">■ Racism, slavery and genocide■ Foster care, Legal, Medical systems■ Sexual violence	



Trauma Glasses

Trauma Glasses

Trauma glasses off	Trauma glasses on
Lazy	
Manipulative	
<i>Resistant</i>	
<i>Unmotivated</i>	
<i>Disrespectful</i>	
<i>Attention-seeking</i>	

Recognizing Trauma*

People exposed to trauma - particularly chronic trauma from an early age - develop survival strategies to manage traumatic experiences. Their brains and bodies adapt based on these experiences in ways that might be misinterpreted by others.

Trauma-related behaviors can be frustrating for those working with these individuals. However, these behaviors often make sense in the context of the individual's experiences.

When we put on our “**trauma glasses**” and consider the role trauma may be playing in how a person is behaving, we start to think and talk about them and their behaviors differently.

Key Next Steps

- 1) Recognize the fact that people have personal circumstances that will impact them. Look through “trauma glasses”
- 2) Take time to build a people-oriented communication culture (the R values or similar and check-ins beyond goals)
- 3) Create meetings where “the best idea wins” – try having people write down their ideas and then shuffle them around and have people pick a random one and they are then the proponent of that idea.
- 4) Give permission for some to NOT attend meetings – check out the Working Genius Assessment by Patrick Lencioni and discover those who don’t love those meetings (and bless them by FREEING them from attending certain meetings).



Conflict is good in a negotiation process...It's the clash of two ideas, which then, all being well, produces a third idea".



- Luke Roberts



Thank you

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