

## **RESOLVE CONFLICT:**

Everyone can win

Skill 3: EMPATHY Part II

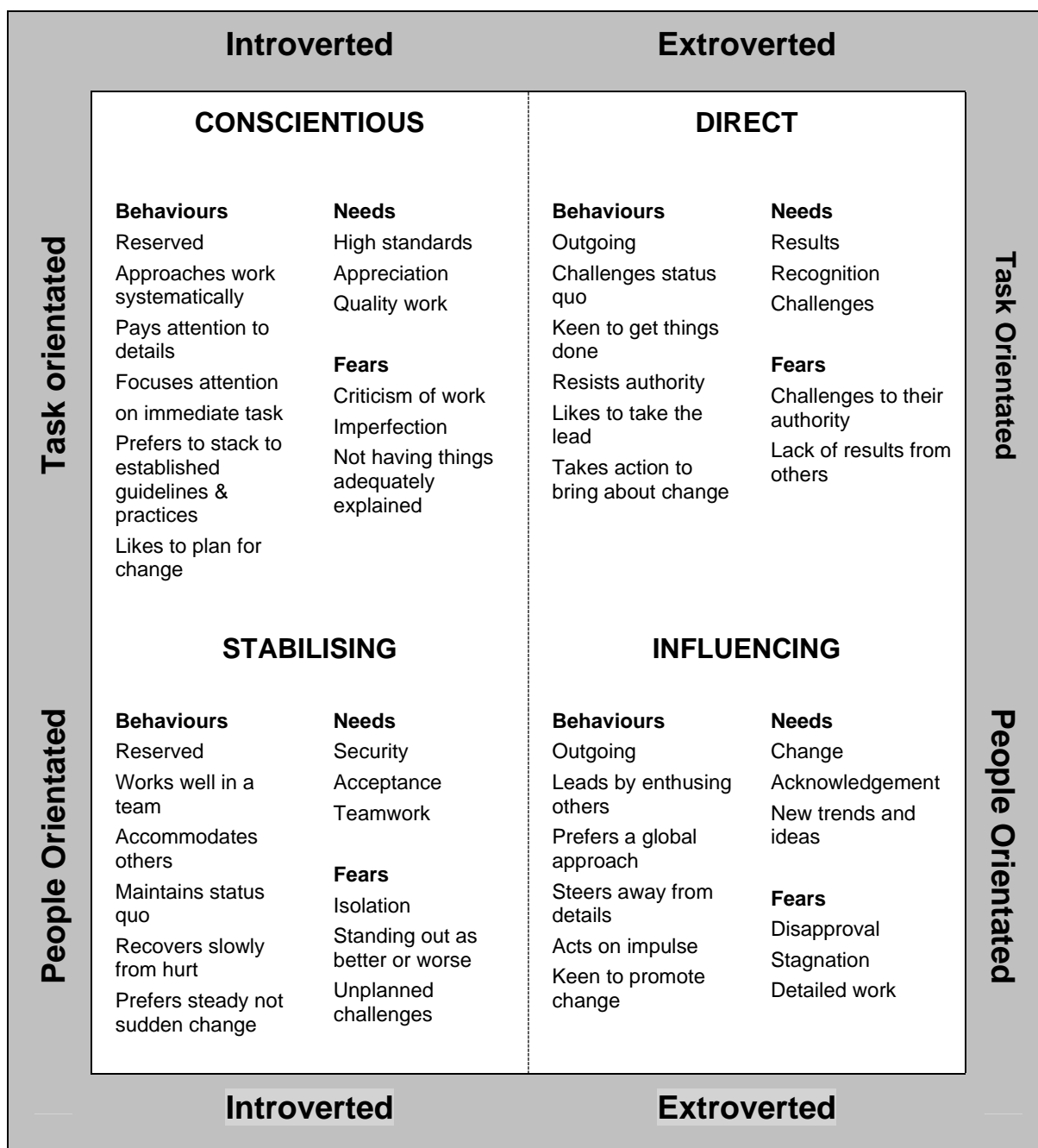
**Extra study materials**

# DISC MODEL

## Direct, Influencing, Stabilising or Conscientious?

Some people are more introverted while others more extroverted. Some are more oriented towards task while others more towards people. These tendencies influence our preferences, habits and our needs and concerns.

- Decide where you fit best. Is there something in your own style that's holding you back? Can you become more flexible?
- When communication is difficult, can you tailor your approach to suit the other person's style, particularly if it's quite different to your own?



# Differences in Behavioural Style

Who have you noticed using these behavioural styles?

Direct: \_\_\_\_\_

Influencing: \_\_\_\_\_

Stabilising: \_\_\_\_\_

Conscientious: \_\_\_\_\_

Think of someone with whom you often find yourself in conflict. What is the behavioural style you often notice them using?

How might knowing this help you to communicate, work more co-operatively, and be less judging of their behavioural style?

How could you modify your behaviour to address their needs better?

If you did modify your behaviour, how might their response be different?



## CONFLICTING VALUES

Opposite values will sometimes clash! Here we consider four common opposing polarities:

<b>Equality</b>	–	<b>Status</b>
<b>Agreement</b>	–	<b>Competition</b>
<b>Feeling</b>	–	<b>Actions-and-objects</b>
<b>Interdependence</b>	–	<b>Autonomy</b>

We are very individual on how we'd rank these eight values. Our priorities are influenced by our personalities, life experiences, cultures, and the way we view a particular situation. They'll often, though certainly not always, line up with gender. They also line up with new more egalitarian leadership styles vs older traditional authoritarian control.

Each of these values has its place. Each has its benefits and drawbacks. However, the more extreme someone is in demonstrating one value in their everyday behaviour, the more they will attract conflict with people who lean to the opposite value.

People don't shift their values easily, though they may modify external behaviour. We rarely win a values clash!

### **Respect the values they hold.**

- Spotting and naming a conflict of values can tone down our negative judgements.
- Can we notice the upside in the way the value shapes the other person, while recognising the pitfalls?
- Can we notice a spot of their value within ourselves, even when generally we operate out of the one that is entirely opposed?
- Can we somewhat modify our own style to accommodate their conflicting value?
- Find something that demonstrates that the value has been acknowledged – a marker that flags: “my value has been adequately met for this situation.”



# CONFLICTING VALUES

## EQUALITY AND STATUS

### Equalisers

- Prefer to share power with others rather than use power over them.
- Create a level playing field.
- Want equality of opportunity.
- Use a measuring stick of fairness.
- Tolerate different viewpoints.
- See everyone as basically the same.
- Consult.
- Seek power for the opportunity to self-actualise.

### Status-watchers

- Shoulder responsibility.
- Measure status by output, position, resources or strength.
- Test relationships to check their own relative standing.
- Respect legitimate authority.
- Demand respect from those below them in their work hierarchy.
- Observe power issues carefully.
- Evaluate others on their position and power.
- Build self-respect on their own status.



# CONFLICTING VALUES

## AGREEMENT AND COMPETITION

### Agreers

- Keep the peace.
- Emphasise similarities and common ground.
- Are urgent about concluding disagreements.
- Modify behaviour and often suppress needs to fit in with others.
- Need harmonious teamwork for job satisfaction.

### Competers

- Enjoy the challenge of competitive strategies.
- Value competition because it drives people forwards and tests worth.
- Accept some aggression as part of the 'rough and tumble'.
- See interaction with others as inevitably competitive.
- Use and receive one-upmanship as a comfortable, light-hearted way of relating.



# CONFLICTING VALUES

## FEELING – ACTIONS-AND-OBJECTS

### Feelings focusers

- Their focus is on the internal world, their own and other people's.
- Believe that feelings, and sometimes intuition or creativity, are what really matter.
- Closely observe their emotions, creativity and intuition throughout the day
- Are relatively willing to disclose vulnerable feelings.
- Believe workplace climates and processes should support employees and customers first.
- Believe discussion of each person's feelings cements a team.
- Use emotions as a major guide to action.
- Tolerate ambiguity and uncertainty relatively well.
- See life as fundamentally an inner journey.
- Try to extract emotional meanings from their experiences.

### Actions focusers

- Focus on the external world, actions and objects and for some, the world of ideas.
- Are happiest when they are *doing* something.
- Resist talking about vulnerable emotions.
- Focus almost exclusively on tasks and output in the workplace.
- Build rapport through the exchange of concrete information and conversations about activities and objects.
- Use logical thought to plan action.
- Are often willing to take risks.
- Believe life is about mastery of objective facts and circumstances through action.
- Aim for competence and want others to trust and respect their abilities.



# CONFLICTING VALUES

## INTERDEPENDENCE – AUTONOMY

### Interdependent people

- Hold social relationships, closeness and intimacy as their top priorities.
- Believe we don't get anywhere alone, nor do we have to.
- See people as a resource for support, information and advice.
- Accept responsibility to care for others.
- Place group goals first and their own personal goals second.
- Prefer a consultative approach.
- Prefer collective group activity.
- Closely observe the patterns of interconnections between people.
- Use their social context to define themselves.

### Independent people

- Place higher priority on autonomy, individualism, adventurousness and independence.
- Are often powerful contributors to the organisation.
- Like the freedom to make independent contributions.
- Make tough decisions and see them through.
- Prefer to have total responsibility for a task.
- Form strong personal opinions.
- Rise to leadership positions easily.
- Protect individual rights.
- Value self-sufficiency and ego-strength, and expect others to act responsibly.





## Skill 3: EMPATHY Part II

### References

#### Books

***Everyone Can Win: Responding to conflict constructively*** by Helena Cornelius and Shoshana Faire with Estella Cornelius.

[Purchase eBook or paperback](#)

***The Gentle Revolution: what goes wrong and how to fix it*** by Helena Cornelius

[Free Summary](#)

[Purchase paperback](#)

***Positive Personality Profiles: D-I-S-C-over Personality Insights to Understand Yourself and Others!*** by Robert A Rohm Ph.

#### Websites

[Intégro Learning Company](#) (for trainers in Disc Personality Assessments)

[Essential Partners](#) (for dialoguing with large groups)

[Conflict Resolution Network](#) (skills in resolving conflict)

