



**“I want something  
&  
you want something else...”**



***(or I **think** you want something else ...)***



**What are the conversations you've  
been unable - or unwilling - to have  
that if you *were* able to  
might change everything?**

***Turning Conflict***



***Collaboration & Innovation***

**Petra Platzer PhD, ACC**





- Explore your own meaning of Conflict
- Discover how your DiSC styles influence your Conflict approach
- Learn a process to coach yourself to have the *unspoken* conversation to shift your conflicts



- **Self-Awareness**
  - Self-Reflection*
  - Focus Orientation*
  - Feedback*

# What's your take on Conflict?

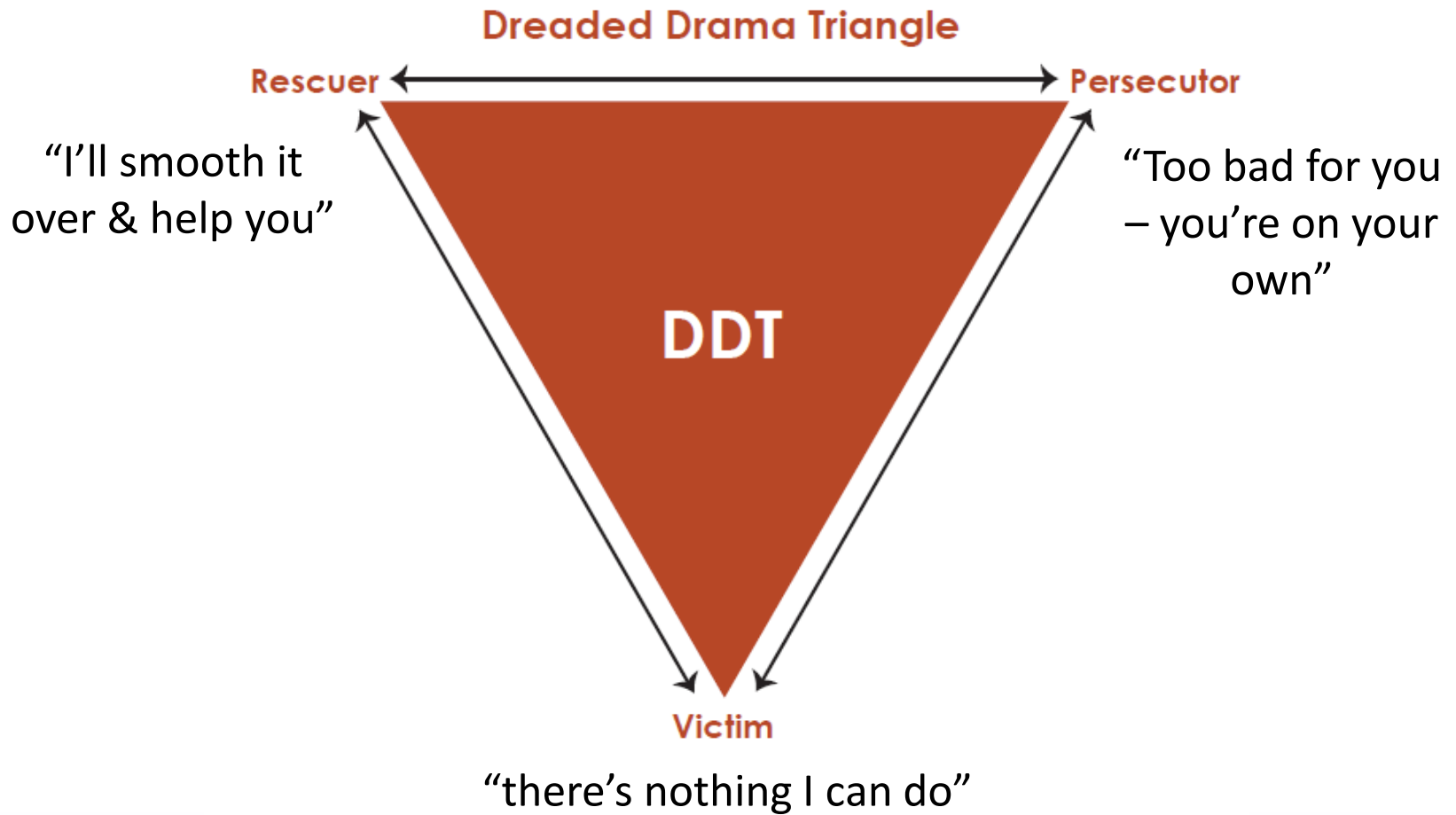




## Problem



# What is your default Role in Conflict?





# Hot Buttons?

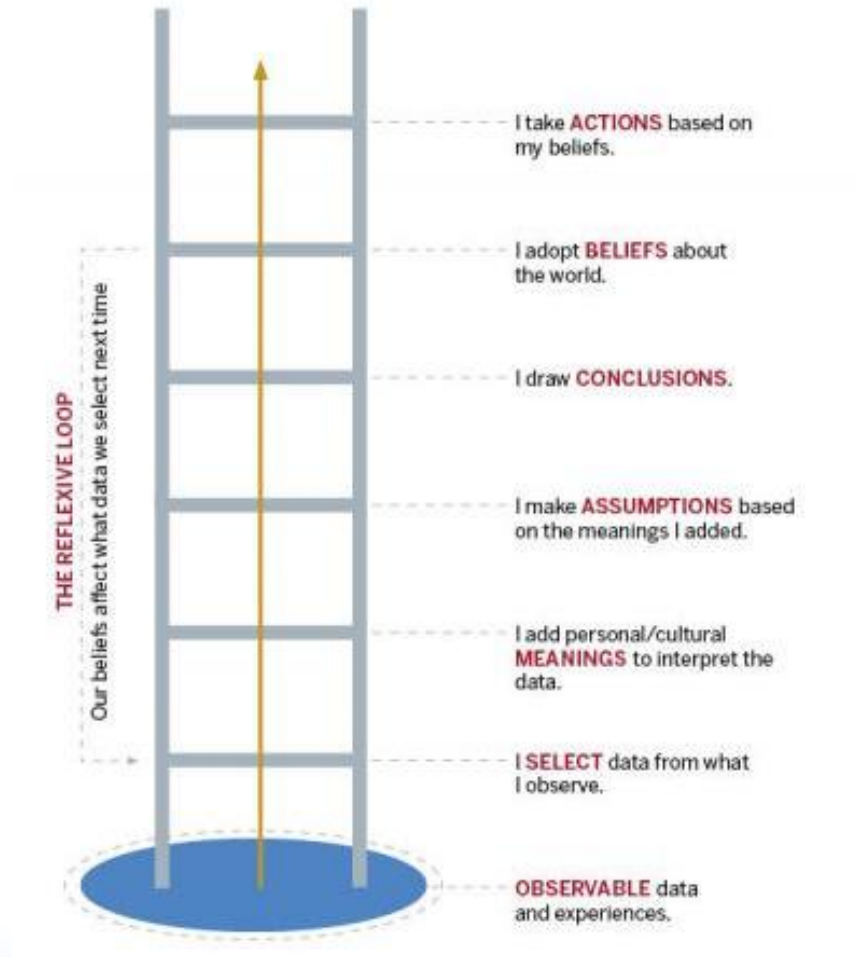


- Abrasive
- Aloof
- Self-Centered
- Untrustworthy
- Unappreciative
- Disengaged
- Loud
- Aggressive



- Unreliable
- Overly-Analytical
- Micro-Managing
- Passive
- Know-it-all
- Non-Committal
- Crying / Sad
- Angry

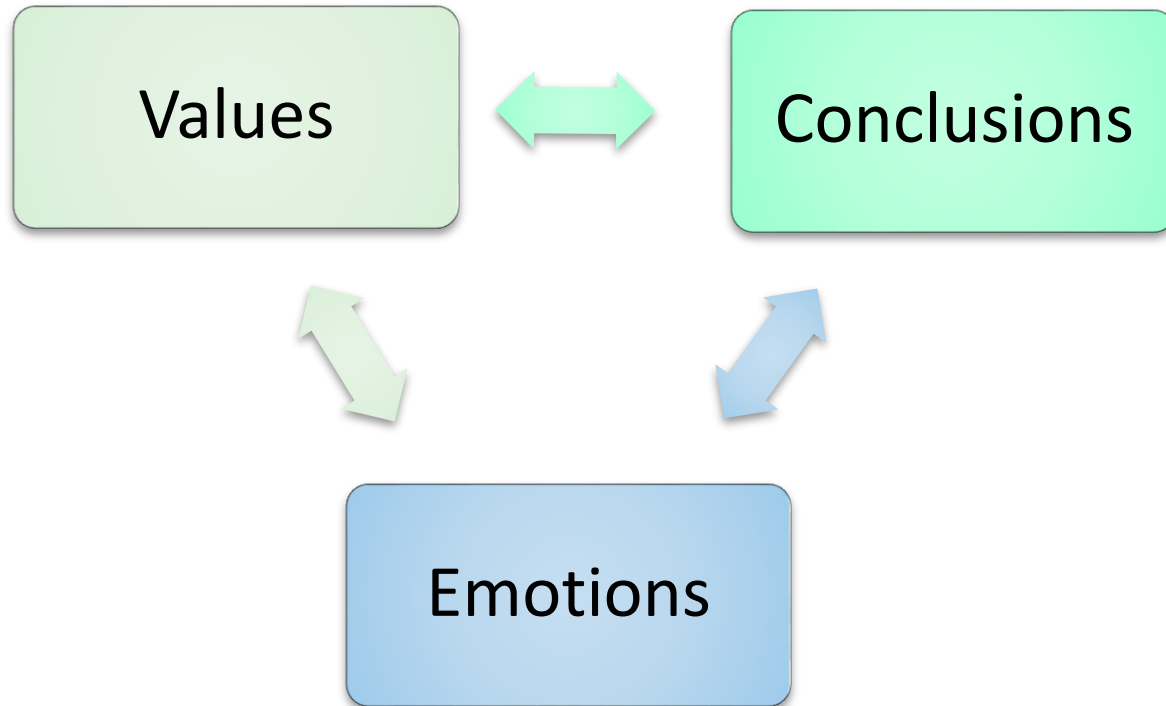
# My Ladder of “Conclusions” ....



# Different Perspectives



# My “Present- Moment Truth”....



*Adapted from Jay Markiewicz*

# Different Perspectives in Conversation...



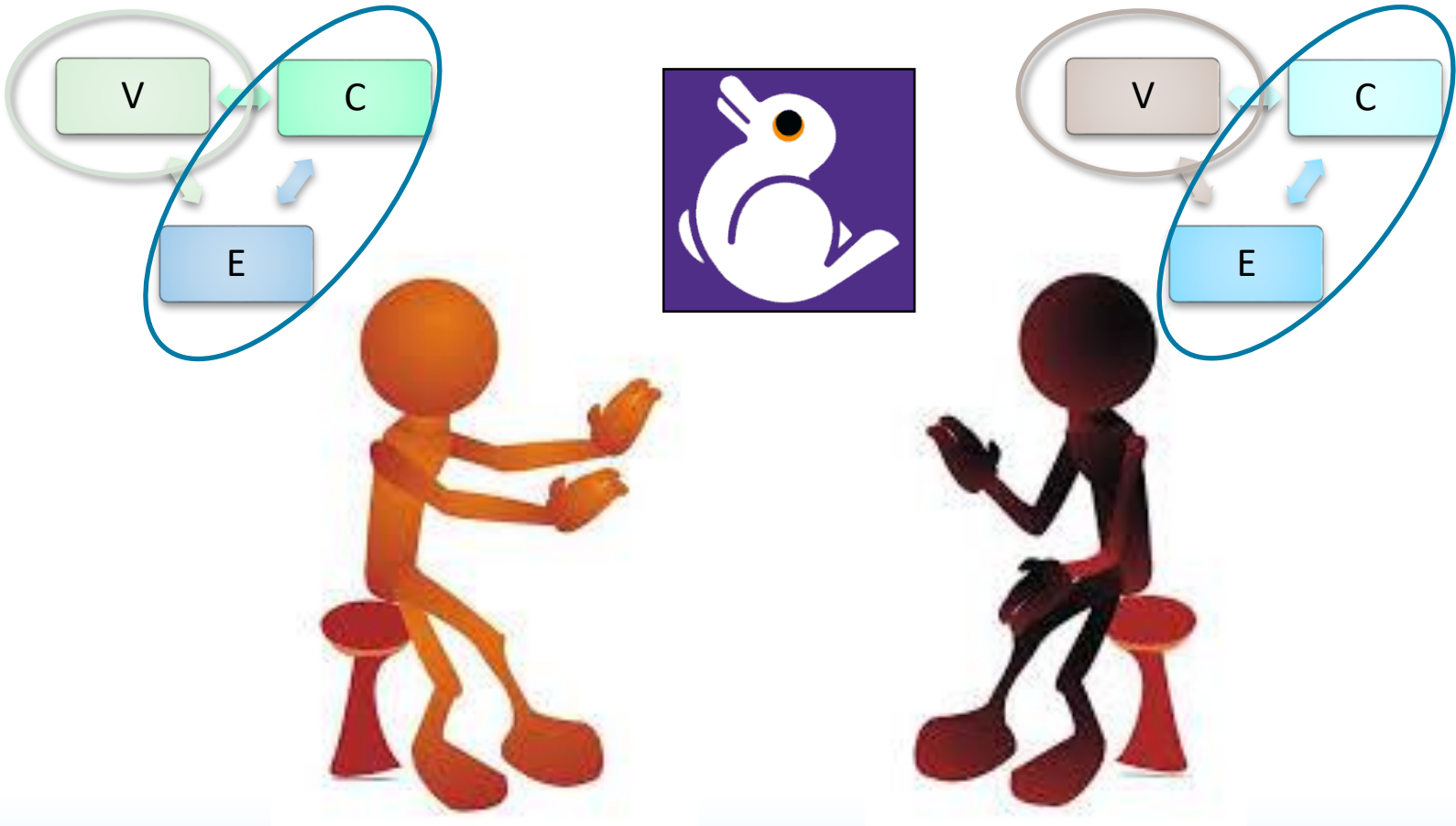
**Duck**



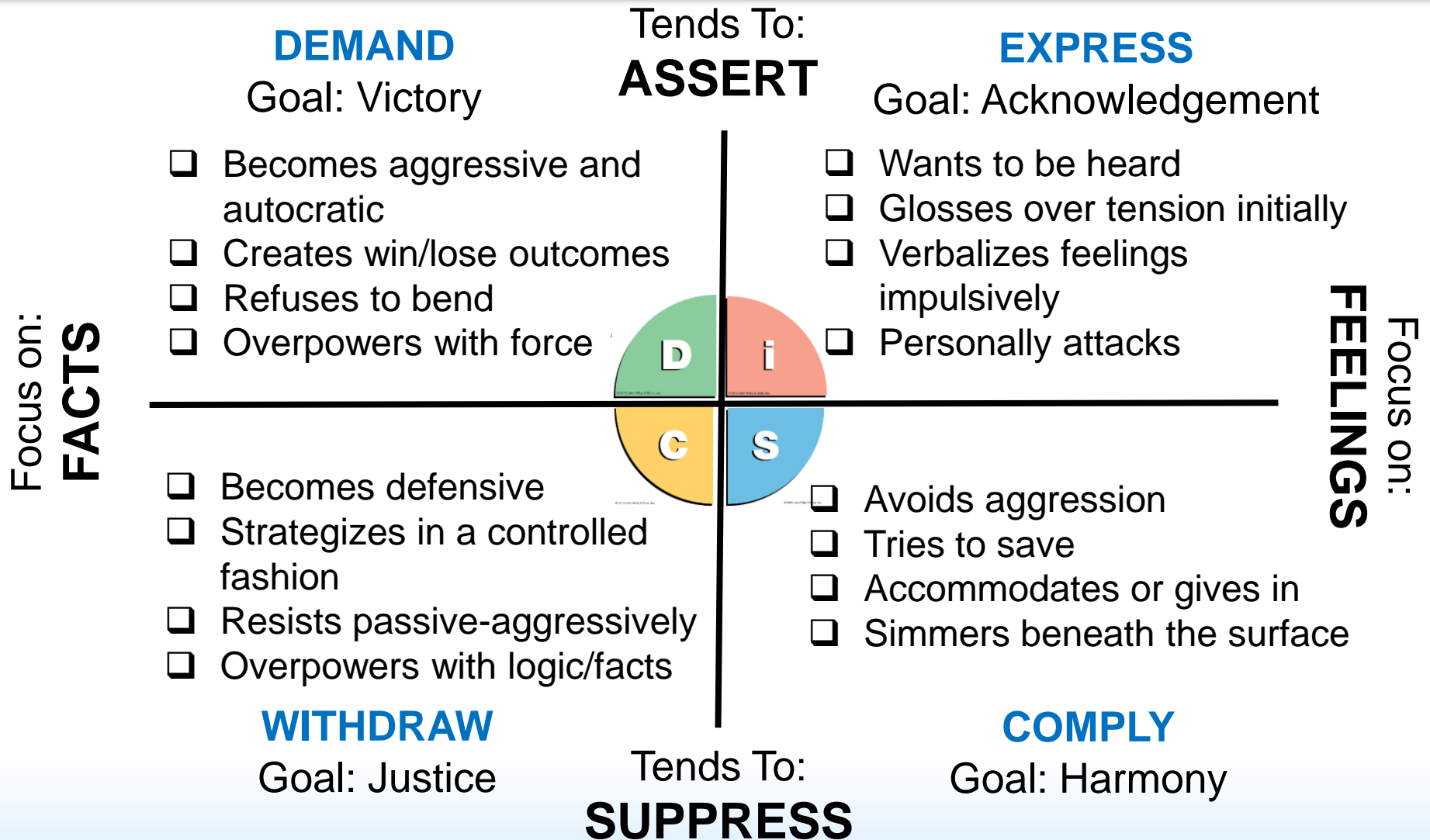
**Rabbit**



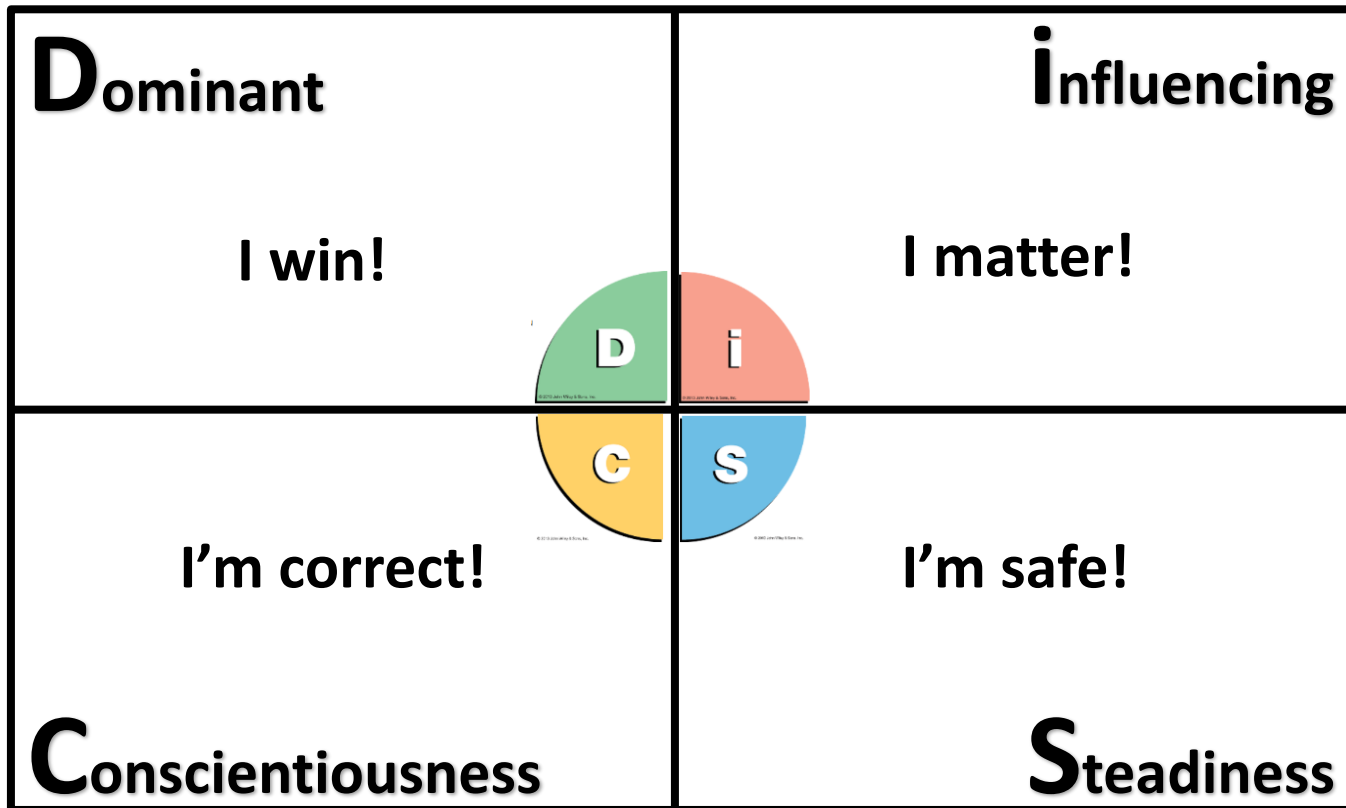
# The root of Perceived Conflict...



# DiSC in Conflict



# Our inner Value in Conflict...







**When there is Trust,  
Conflict becomes nothing more  
than an attempt to find  
the best possible solution.**

*- Patrick Lencioni  
The 5 Dysfunctions of a Team*



To build Trust,  
begin by having the *unspoken* conversation.

When there is Trust,  
Conflict becomes nothing more  
than an attempt to find  
the best possible solution.



**The most basic of all human needs is  
to understand and be understood.  
The best way to understand people is  
to listen to them.**

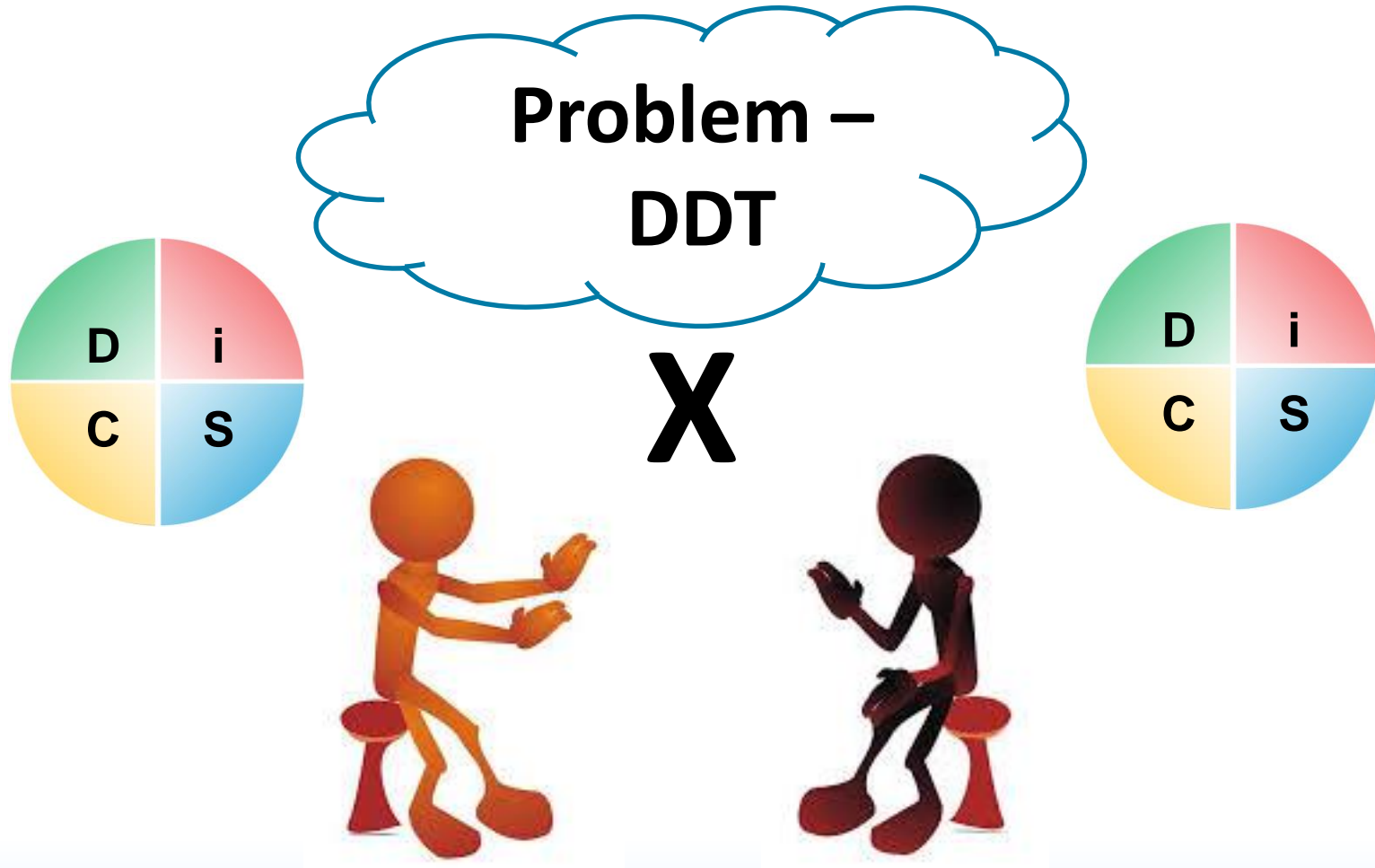
*- Ralph G. Nichols*

# The Master Conversations Toolbox....

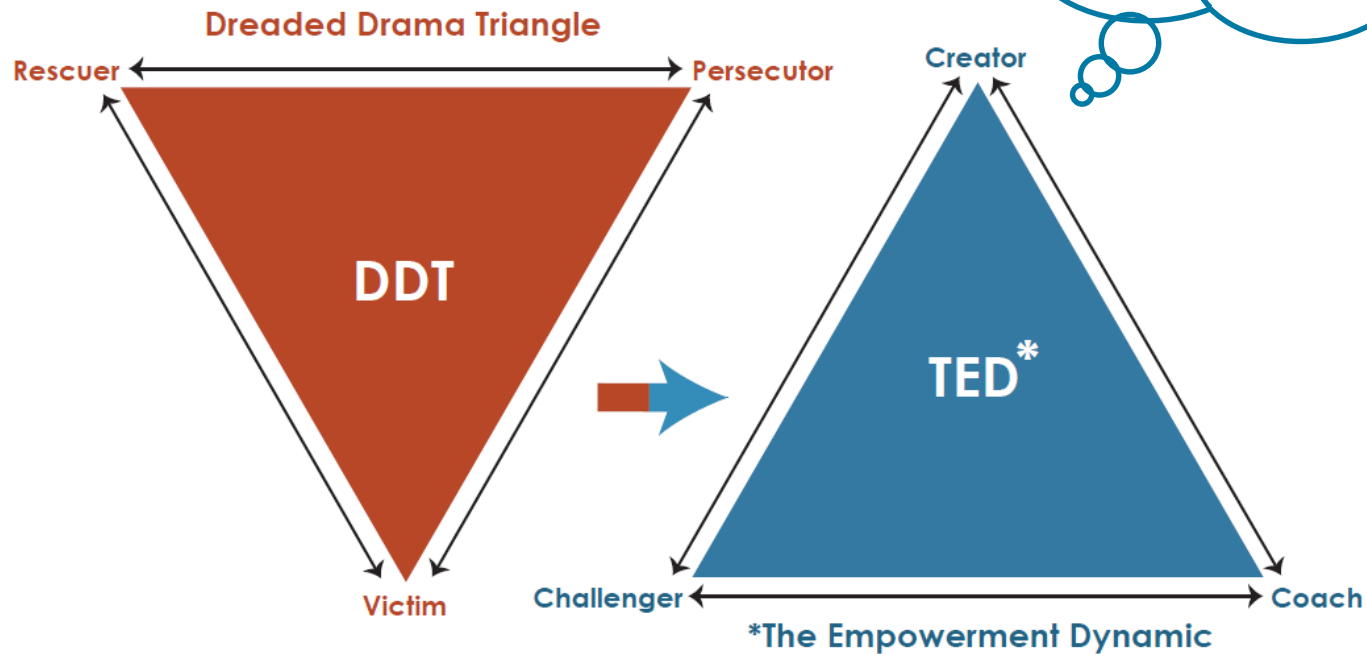
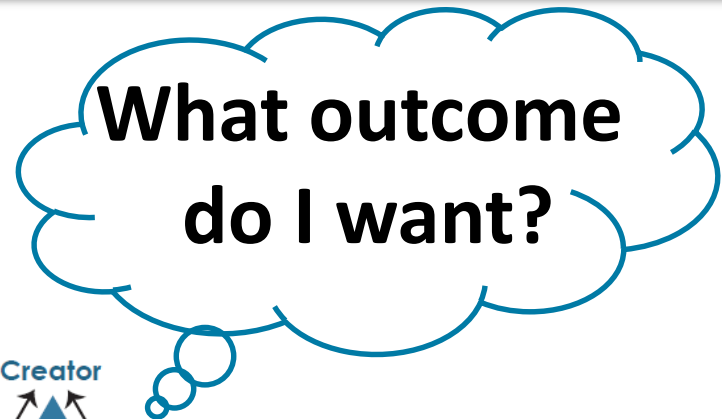


- **The Beauty of Conflict** *Clair Canfield* TEDxUSU (15' video)  
[https://www.youtube.com/watch?v=55n9pH\\_A008](https://www.youtube.com/watch?v=55n9pH_A008)
- Books on diverse Conversations:
  - **Fierce Conversations** *by Scott*  
Focus: how to have conversations about things that are important, but not yet emotionally charged, so you can avoid having it escalate to a Difficult or Crucial conversation.
  - **Difficult Conversations** *by Stone, Patton, Heene and Fisher*  
Focus: how to conduct conversations that are high-stakes and emotionally charged. Breaks process into 3 components - 1. conversation about what happened 2. conversation about your feelings about what happened 3. how the conversation affects our sense of identity.
  - **Crucial Conversations** *by Patterson, Grenny, McMillan & Switzler*  
Focus: provides a formula for how to conduct conversations that are high-stakes and emotionally charged

# 1. Find your Focus?



# 1b. Shift Focus



## 2. Identify Your Value at Risk



### 3. Create an “Invitation” to the Unspoken Conversation





## 4. Create the Conditions for the *Unspoken* Conversation



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### Make it Safe:

- Show you care about their interests
- Show you respect them

---

### Listen to Understand:

- Not to rebut
- Seek to be understood

---

### Make it Mutual:

- Mutual Understanding
  - Mutual Ideas / Success
- \*\*\*Find the “And”
- 





**“OR” thinking**  
*“The Sucker’s Choice”*



**AND thinking**  
*“New options”*

# Tools for your “Conflict” Toolbox



## 1. Find your Focus

If Focus = Problem Orientation, will stay stuck in Conflict

*1b. Shift to Outcome Orientation*

## 2. Identify your Value at Risk

## 3. Create an Invitation for the *Unspoken* Conversation

## 4. Create the Conditions for the *Unspoken* Conversation

*4b. Find the “And”*





?

# What's an *Unspoken* Conversation you need to have?



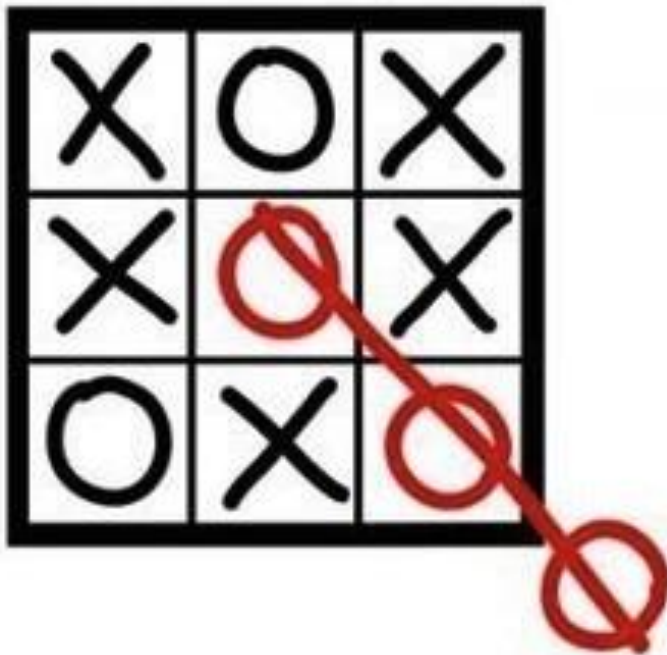
**Conflict?  
Take 1 ....**



**Collaboration  
&  
Innovation**

- Apply this 4 step process
- Experiment with an additional conversational tool
- Practice... practice... practice... practice

# Think Possibility!





# Appendix







## Seven Principles of “Fierce” Conversations

from “Fierce Conversations” by Susan Scott

1. Master the Courage to Interrogate Reality.
2. Come out from Behind Yourself into the Conversation and Make it Real.
3. Be Here, Prepared to be Nowhere Else.
4. Tackle your Toughest Challenge Today.
5. Obey Your Instincts.
6. Take Responsibility for your Emotional Wake.
7. Let Silence do the Heavy Lifting.

*“When you think of fierce conversation, think passion, integrity, authenticity, collaboration. Think cultural transformation.*

*Think of Leadership.”*



## Process of Difficult Conversation



### Attribution

Difficult Conversations:  
How to Discuss What  
Matters Most  
By

Douglas Stone [Author],  
Bruce Patton [Author],  
Sheila Heen [Author].

6/6/2018

Difficult Conversations - Deepak Babu

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# Crucial Conversations

stakes are high | opinions vary | strong emotions

Start with  
Heart

Learn to  
Look

Make it Safe

STATE my  
path

Explore  
others' path

what do I **really** want?  
for me? others?

what do I *not* want?

## **silence**

-masking, avoiding,  
withdrawing

## **violence**

-controlling, labeling,  
attacking

contrast, apologize,  
**mutual respect** and  
purpose

find **common ground**

Recognize difference between **fact** and story

**S**hare facts

**T**ell your story (conclusion)

**A**sk for other stories

**T**alk tentatively

**E**ncourage testing

what would a reasonable/ rational person do/ think

avoid "clever" stories

**villain**: "its your fault"

**victim**: "its not my fault"

**A**sk (show interest)

**M**irror (respect towards emotion)

**P**araphrase (to show listening and understand)

**P**rime (combat silence with a guess)

**A**gree (really agree)

**B**uild (start with an agreement and build more in)

**C**ompare (disagree by comparing and compromising)

Cheatsheet by Jon Hoguet Jan 2011  
Based on Crucial Conversations: Patterson, et al. 2002

# Stepping down the L.O.C.

## CONFLICT LIVES INSIDE OF THE STORY

Difficult conversations often arise when people disagree with each other – leading to anger, frustration, avoidance or even intimidation. Someone wants to be 'right'. When people disagree it is often how they interpret the 'facts' and create different 'stories'– different ways of interpreting the situation, conversation or event. The Ladder of Conclusions is a useful tool/ process for allowing people to share their stories in a conversation to:

- See how they have created meaning from their own points of view.
- Broaden ones understanding of the other person's story (empathy).
- Come to a new understanding of how to move forward for mutual success.

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Conversational Intelligence® for Coaches

## STEPPING DOWN THE 'L.O.C.'

**PREPARE:** Set up time to discuss the situation/story in private. Be clear on your desired outcome. Be clear on your intention. Understand the impact it will have. Practice with someone (peer coaching).

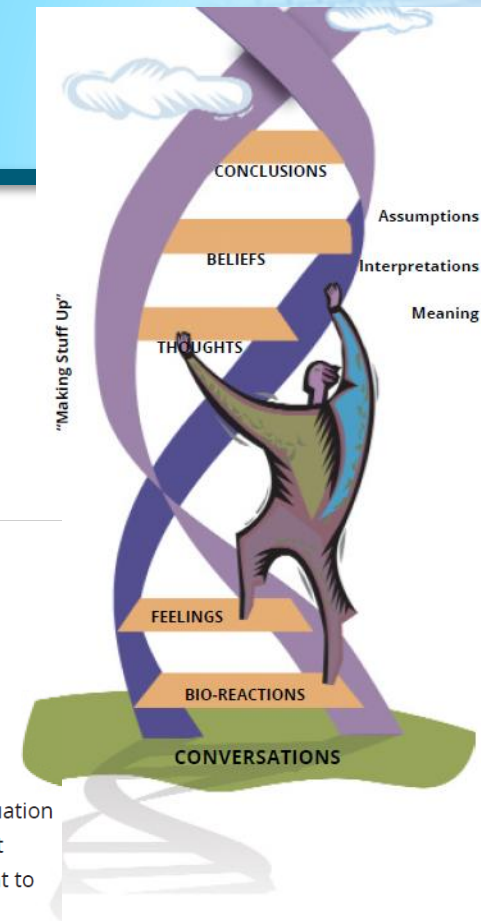
**Step 1:** Connect... set the context by saying you want to 'process' the situation together so that you are more able to have a healthy conversation about something that happened in the past. Let the person know that you want to end up with a stronger relationship.

**Step 2:** Share Stories... each person take a turn sharing your stories about the situation. (facts, feelings, thoughts, beliefs and conclusions)...listen without judgment.

**Step 3:** Discover Impact... discover the impact the situation had on each other.

**Step 4:** Discover Ripple Effect... discover the ripple effect it has on others.

**Step 5:** Partner... discuss how, in the future, you can do things differently... what actions and commitments you can make with each other for a better outcome. Agree to touch base and give each other feedback to ensure you achieve your desired outcome.



# TKI Conflict Styles

