

TURNING CONFLICT INTO CONNECTION:

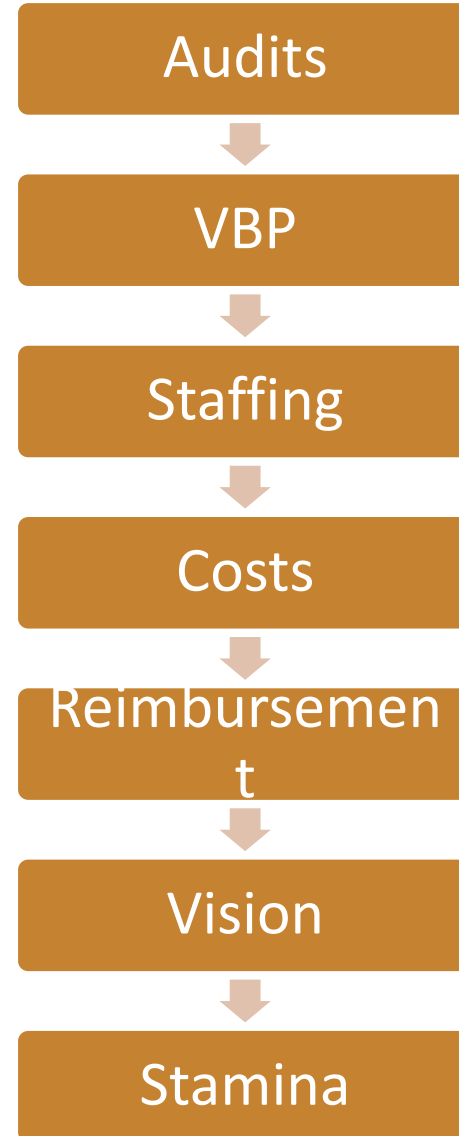
A DISC LEADERSHIP APPROACH

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WHERE DOES
ILLINOIS STAND?

LEADERSHIP CHALLENGES



“THE GREATEST GLORY IN LIVING LIES NOT IN
NEVER FALLING, BUT IN RISING EVERY TIME WE
FALL.”

NELSON MANDELA

TOUGHNESS & TENACITY IN LEADERSHIP

Resilience And Persistence Define Great Leaders

WHAT IS TOUGHNESS?

- Mental Strength Under Pressure
- Ability To Stay Composed
- Making Hard Decisions

WHAT IS TENACITY?

- Relentless Persistence
- Refusing To Quit
- Staying Focused On Goals

TOUGHNESS & TENACITY

MENTAL TOUGHNESS

- Having Developed A Psychological Edge Which Enables You To Be More
 - Consistent
 - Confident
 - Determined
 - Focused
 - In Control Under Pressure

TENACITY

- Persistently And Doggedly Pursuing An Option Or Solution Until You Succeed

“DO WHAT YOU CAN,
WITH WHAT YOU HAVE,
WHERE YOU ARE.”

THEODORE ROOSEVELT

FEBRUARY 10, 2013

THE TEST BEGINS...

CRISIS BRINGS OUT THE STRONGEST
OF OUR PERSONALITY TRAITS

PERSONALITIES ARE THE CORE
OF WHO WE ARE!

TOUGHNESS AND TENACITY

STEER US DURING TIMES OF DISTRESS

CARL JUNG: MYERS BRIGGS

- Thinking
- Feeling
- Sensing
- Intuition

WHAT SHAPES
OUR PERSONALITY?

D

- Seeks Control
- Decisive
- Direct
- Results





- Persuasive
- Spontaneous
- Friendly
- Spotlight



S

- Team Oriented
- Follow Through
- Loyalty
- Acceptance



C

- Compliant
- Analytical
- Planner
- Accuracy



D - SEEKS RESULTS. ACTIVE. MULTI-TASKER.

- Driven by authority
- Will easily try to take control
- Embraces any change that will help them get results
- Very comfortable responding to direct confrontation
- Treasures loyalty

GREATEST FEAR: BEING TAKEN ADVANTAGE OF

D - STRENGTHS

- Bold
- Confident
- Decisive
- Productive
- Strong-Willed
- Independent
- Positive
- Persistent
- Excels In Emergencies
- Motivates Others To Action
- Goal Oriented
- Values Business-related Socializing
- Comfortable Leading
- Thrives On Resistance

MY INITIAL REACTION

- Wake everyone
- Call my friends
- Give orders

D - OBSTACLES

- Argumentative
- Inconsiderate
- Opinionated
- Not Complimentary
- Possessive
- Does Not Apologize
- Insensitive
- Domineering
- Impatient
- Cannot relax
- Unforgiving
- Can appear cold

I - SEEKS FRIENDLY ENVIRONMENT. ALWAYS ACTIVE

- Relationship Oriented
- Emotional and Animated
- Great Storyteller
- Encourager
- Treasures Great Experiences With Others

GREATEST FEAR: REJECTION / LOSS OF APPROVAL

I - STRENGTHS

- Persuasive
- Generous
- Charismatic
- Enthusiastic
- Friendly
- Talkative
- Comfortable in the Spotlight
- Social & Likable
- Spontaneous
- Creative
- Inspires Others
- Charming
- Fun
- Optimistic

I - OBSTACLES

- Undisciplined
- Undependable
- Disorganized
- Naïve
- Can Appear Phony
- Distracted
- Impulsive
- Needs the Spotlight
- Forgetful
- Doesn't Listen
- Doesn't Follow Through
- Wastes Time
- Talks Too Much
- Overcommits

S – SEEKS A TEAM ENVIRONMENT. VERY LOYAL

- Easygoing and Agreeable
- Evenly Paced
- Good Listener
- Compassionate
- Treasures Peaceful Relationships

GREATEST FEAR: LOSS OF SECURITY / CONFRONTATION

I - STRENGTHS

- Hard Worker
- Team Player
- Stable
- Steady
- Secure
- Sentimental
- Saver
- Reserved
- Close Friendships
- Faithful
- Finds the Easy Way
- Great Listener
- Mediates
- Peaceful
- Routine-Oriented
- Supportive

I - OBSTACLES

- Can Be Too Laid Back
- Sarcastic
- Resists Change
- Slower Pace
- Slow To Start
- Difficulty Saying No
- Needs Reassurance
- Not Always Direct
- Shuts Down In Confrontation
- Possessive
- Skeptical
- Indecisive
- May Not Speak Up

C – SEEKS ENVIRONMENTS THAT HONOR LOGIC & FACTS

- Compliant
- Conscientious
- Accurate
- Detail Oriented
- Treasures perfection

GREATEST FEAR: CRITICISM

C - STRENGTHS

- Analytical
- Genius prone
- Self Sacrificing
- Idealistic
- High Quality Work
- Orderly and Organized
- Logical
- Persistent
- Planner
- Finishes What They Start
- Data Driven
- Gathers Facts
- Deep Thinker
- Serious
- Carries Out Work Correctly

C - OBSTACLES

- Moody
- Critical
- Socially Insecure
- Rigid
- Legalistic
- Over Analyzes
- Appears Cold and Distant
- Prefers To Work Alone
- Hard To Please
- Slow to Start
- Analysis Paralysis
- Avoids Risks
- May Not See The Big Picture

“THE BRIDGE THAT CONNECTS
FROM WHERE YOU ARE
TO YOUR DREAMS
IS YOU!”

PAUL MARTINELLI,
PRESIDENT OF THE JOHN MAXWELL TEAM

REMEMBER THAT
NO SINGLE TRAIT
DEFINES YOU ENTIRELY

PRIMARY AND SECONDARY



VARIABILITY AND BLENDING



SIMPLICITY AND EFFECTIVENESS



THE FIRST PERSON (JOHN MAXWELL)

- The first person I must know is myself; this brings self-awareness
- The first person I must get along with is myself; this leads to a healthy self-image
- The first person to cause me problems is myself; admitting truth yields self-honesty
- The first person I must change is myself; this empowering attitude paves the way to self-improvement

YOUR OWN RESULTS!

DOMINANT GROUP PATTERN: S AND C

- Across agencies, leadership trends most heavily toward:
 1. Steady (S) and Compliant (C) styles
 2. These patterns are consistent across roles and ownership models

STEADY (S) LEADERSHIP IN HOME SERVICES

- Strengths commonly seen in this field:
 - Loyalty and dependability
 - Stability during workforce and census volatility
 - Protection of people and relationships
 - Consistency over time

COMPLIANT (C) LEADERSHIP IN HOME SERVICES

- Strengths commonly seen in this field:
 - Strong regulatory awareness
 - Attention to detail and documentation
 - Process integrity and accuracy
 - Risk mitigation

WHAT S AND C STYLES BUILD

- Safe care delivery
- Operational continuity
- Survey readiness
- Trust with staff, patients, and referral sources

THE COST OF LEADING WITH S AND C

- Delayed decision-making
- Reluctance to disrupt stability
- Internalized conflict and stress
- Leadership fatigue

THE STABILITY

- S and C styles excel at preservation
- The current environment demands adaptation
- This creates sustained internal tension for leaders

CONFLICT IN S AND C LEADERS

- Conflict is rarely loud
- More often it is absorbed
- Emotional labor increases
- Difficult conversations are delayed

WHERE D AND I SHOW UP

- A smaller subset of leaders present more:
- Dominant (D) traits – decisiveness, speed, authority
- Influencing (I) traits – persuasion, vision, momentum

HOW D AND I CAN FEEL IN THIS FIELD

- Frustration with pace
- Pressure to push change
- Perception of resistance

HOW S AND C EXPERIENCE D AND I

- Change can feel rushed
- Decisions may feel unsafe
- Relationships may feel destabilized

THIS IS A STYLE GAP — NOT A SKILL GAP

- These tensions are predictable DISC dynamics
- They do not indicate poor leadership
- They indicate different risk responses

LEADERSHIP GROWTH FOR S AND C DOMINANT FIELDS

- Practicing timely decisiveness
- Externalizing conflict constructively
- Setting boundaries that protect leaders, not just systems

BALANCED DISC LEADERSHIP

- S – steadies the system
- C – protects the system
- D – moves the system
- I – energizes the system

WHAT THIS ROOM REPRESENTS

- A field shaped by:
 - Regulatory responsibility (C)
 - Relationship preservation (S)
 - Periodic pressure for change (D / I)

YOUR LEADERSHIP MAKES UP FOUR TEAMS



Results



Inspiration



Cooperation



Quality

STRATEGIES FOR COMBINED TEAM STYLE

STRATEGY #1

Recognize Each Other For Work Done Well

STRATEGY #2

Pick Up The Pace A Little

STRATEGY #3

Avoid Information Paralysis

WHAT IS THE TEAM RESPONSE?



If your Group's D Goes Up:

- Team results and timelines will become more urgent
- Individual results will gain emphasis
- Decisions will be made more quickly
- Pressure will increase on the team in general



If your Group's S Goes Up:

- Team consensus will be more important
- Focus will increase on tried and true methods
- A stronger emphasis will be placed on the team's well-being
- Routine and stability will increase

COMMUNICATION

COMMUNICATION: RECOGNIZING A DOMINANCE STYLE

- Speaks Quickly And Directly
- Focuses On Outcomes
- May Appear Impatient
- Prefers Efficiency Over Discussion

HOW TO COMMUNICATE WITH D

- Be Concise And Direct
- Focus On Results And Solutions
- Avoid Unnecessary Details
- Show Confidence

COMMUNICATING WITH A D

- Be Brief, Direct, And To The Point - Then Leave
- Ask "What" Not "How" Questions
- Focus On Results
- Don't Ramble
- Discuss A Problem And Its Effect On Outcomes

COMMUNICATION: RECOGNIZING AN INFLUENCE STYLE

- Talks With Energy
- Uses Stories And Examples
- Enjoys Brainstorming
- Focuses On Relationships

HOW TO COMMUNICATE WITH I

- Be Friendly And Engaging
- Allow Discussion And Interaction
- Show Enthusiasm
- Highlight The Big Picture

COMMUNICATING WITH AN I

- Don't Do All The Talking
- Don't Ignore Their Ideas
- Allow Time For Socializing
- Follow Up With The Details In Writing
- Four Short 10-Minute Discussions Are Better Than One 40-Minute Discussion

COMMUNICATION: RECOGNIZING A STEADINESS STYLE

- Speaks Calmly
- Avoids Conflict
- Prefers Stability And Routine
- Values Teamwork

HOW TO COMMUNICATE WITH S

- Be Patient And Respectful
- Provide Reassurance
- Avoid Rushing Decisions
- Emphasize Teamwork

COMMUNICATING WITH AN S

- Create A Friendly Tone For The Discussion
- Show Interest In Them As A Person
- Don't Be Overly Aggressive
- Minimize The Potential For Confrontation
- Give Definition To The Goal And Everyone's Role
- Give Them Time To Adjust To Any Changes

COMMUNICATION: RECOGNIZING CONSCIENTIOUSNESS STYLE

- Asks Detailed Questions
- Focuses On Accuracy
- Prefers Data And Evidence
- Careful Decision Maker

HOW TO COMMUNICATE WITH C

- Provide Data And Details
- Be Organized And Logical
- Avoid Emotional Arguments
- Allow Time For Analysis

COMMUNICATING WITH A C

- Provide All The Details
- Use Validated Facts
- Be Precise In Your Explanation
- Be Very Specific
- Be Patient
- Answer All Their Questions
- Follow Up To Provide Them With The Additional Data They Request

INTERACTIVE COMMUNICATION

WHILE IT IS GREAT TO HAVE **INDIVIDUAL TEAM MEMBERS** WITH STRENGTHS AND ABILITIES, **NO ONE INDIVIDUAL ALONE** WILL BE RESPONSIBLE FOR THE SUCCESS OF THE TEAM.

SUCCESS REQUIRES A TEAM. IT REQUIRES THE COLLECTIVE STRENGTHS AND EFFORT OF THE TEAM **IN ORDER TO BE SUCCESSFUL.**

BUILDING EFFECTIVE RELATIONSHIPS

UNDER STRESS, PEOPLE DO NOT CHANGE
PERSONALITY — THEY AMPLIFY
THEIR NATURAL TENDENCIES

D - PERSONAL GROWTH AREAS

- Strive To Be An Active Listener
- Be Attentive To Other Team Members' Ideas Until Everyone Reaches A Consensus
- Be Less Controlling & Domineering
- Develop A Greater Appreciation For The Opinions, Feelings, & Desires Of Others
- Put More Energy Into Personal Relationships & Courtesy
- Show Your Support For Other Team Members
- Take Time To Explain The “Whys” Of Your Statement & Proposals
- Be Friendlier & More Approachable

I - PERSONAL GROWTH AREAS

- Weigh The Pros And Cons Before Making A Decision; Be Less Impulsive
- Be More Results Oriented
- Exercise Control Over Your Actions, Words And Emotions
- Focus More On Details And Facts
- Remember To Slow Down Your Pace For Other Team Members
- Talk Less, Listen More
- Consider And Evaluate Ideas From Other Team Members
- Concentrate On Following Through With Tasks

C - PERSONAL GROWTH AREAS

- Concentrate On Doing The Right Things, Not Just Doing Things Right
- Be Less Critical Of Others' Ideas, Approaches And Methods
- Respond More Quickly To Accomplish Team Goals
- Strive To Build Relationships With Other Team Members
- Be More Decisive
- Focus Less On Facts And More On People
- Take Risks Along With Other Team Members

S - PERSONAL GROWTH AREAS

- Be more open to change
- Be more direct in your interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Develop more flexibility
- Increase pace to accomplish goals
- Show more initiative
- Work at expressing your thoughts, opinions and feelings

“SUCCESS IS NOT FINAL,
FAILURE IS NOT FATAL:
IT IS THE COURAGE TO CONTINUE
THAT COUNTS.”

WINSTON CHURCHILL

CONFLICT: IT'S A PART OF LIFE

A journey of friendship, laughter, and community
beyond what you might expect.

BRENDA BEGGS

CONFLICT STYLE ACTIVITY (TKI)

Take 5 minutes to complete the conflict style assessment

- Goal:
 - Identify your default response in conflict
 - There are no right or wrong styles
- As you complete it, ask yourself:
 - When does this help me?
 - When might it limit me?

TURN AND SHARE

- My default conflict tendency is _____
- Under stress I tend to _____
- What surprised you?

DISC AND CONFLICT

- DISC Shows How You Behave On Your Best Day
- Conflict Shows How You Behave Under Pressure

- Conflict Does Not Change Who You Are
- It Reveals Your Default

FROM INSIGHT TO ACTION

- You Know Understand Why Conflict Feels Hard
- Let's Focus On What To Do When It Happens
- Conflict Is A Leadership Skill Not A Personality

WRITE DOWN WORDS
TO DESCRIBE CONFLICT

SOMETIMES THE PEOPLE
YOU'D TAKE A BULLET FOR,
ARE THE ONES
BEHIND THE TRIGGER

CONFLICT

- Conflict Determines Where We End Up In Life
- Deepens Or Destroys Our Relationships
- Depending Whether We Resolve The Issues Or Destroy The Relationship In The Process

FOUR TYPES OF CONFLICT

INTERPERSONAL

Intragroup

Intrapersonal

INTERGROUP

INTERPERSONAL CONFLICT

- Between Two Individuals
- Occurs Due To How People Are Different From One Another

INTRAPERSONAL CONFLICT

- Occurs Within An Individual
- The Experience Takes Place In The Person's Mind

INTRAGROUP CONFLICT

- Happens Among Individuals Within A Team
- The Incompatibilities And Misunderstandings Among These Individuals Lead To An Intragroup Conflict

INTERGROUP CONFLICT

- Takes Place When A Misunderstanding Arises Among Different Teams Within An Organization

DON'T LET THE BEHAVIOR OF OTHERS DESTROY
YOUR INNER PEACE.

DALAI LAMA

INTERACTIVE TIME

NAME THE CONFLICT

At Your Table: Identify The Type Of Conflict & What Caused It To Escalate

“PEACE IS NOT ABSENCE OF CONFLICT;
IT IS THE ABILITY TO HANDLE CONFLICT
BY PEACEFUL MEANS”

-RONALD REAGAN

MANAGING CONFLICT

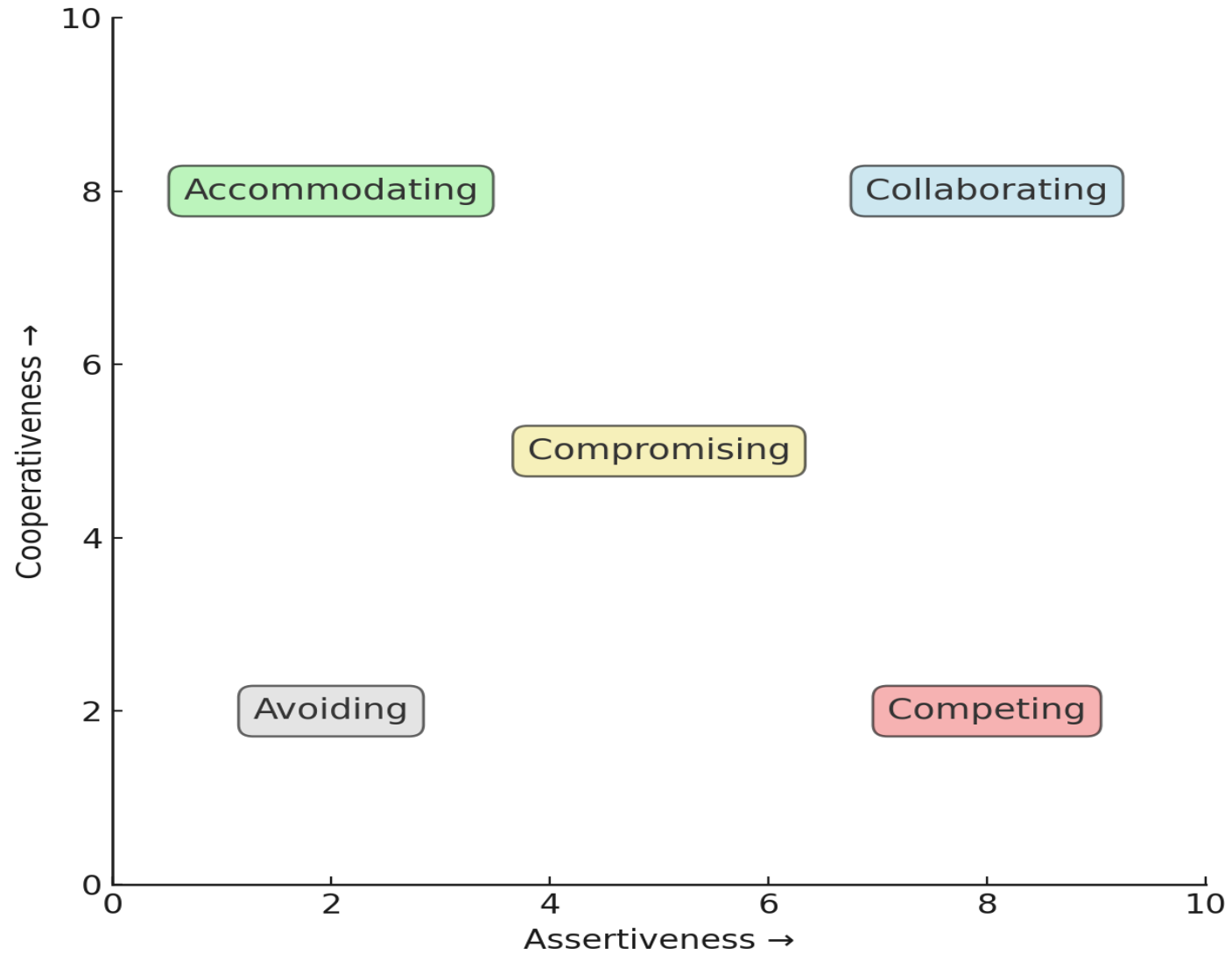
THOMAS KILMAN

- Truth is often at the heart of the disagreement
- Not until SOME version of truth is accepted by both persons will it be possible to move forward and develop a workable solution
- Shift the focus from being right to understanding what matters to each party
- Different conflict styles reflect different needs—not right or wrong approaches

TRUTH

- Frame the dialogue as resolving different versions of the TRUTH:
- What really happened?
- Did anything happen at all?
- What is the truth between the different stories and versions of reality?

THOMAS-KILMANN CONFLICT STYLES



2 PEOPLE / 2 STORIES

- What Is True?
- Assertiveness Dimension Is One Person's Version Of The Truth
- Cooperativeness Dimension Is The Other Person's Version Of What Really Happened

5 WAYS TO RESOLVE 2 VERSIONS OF TRUTH

1

Maintaining –
Competing

2

Conceding -
Accommodatin
g

3

Combining -
Compromising

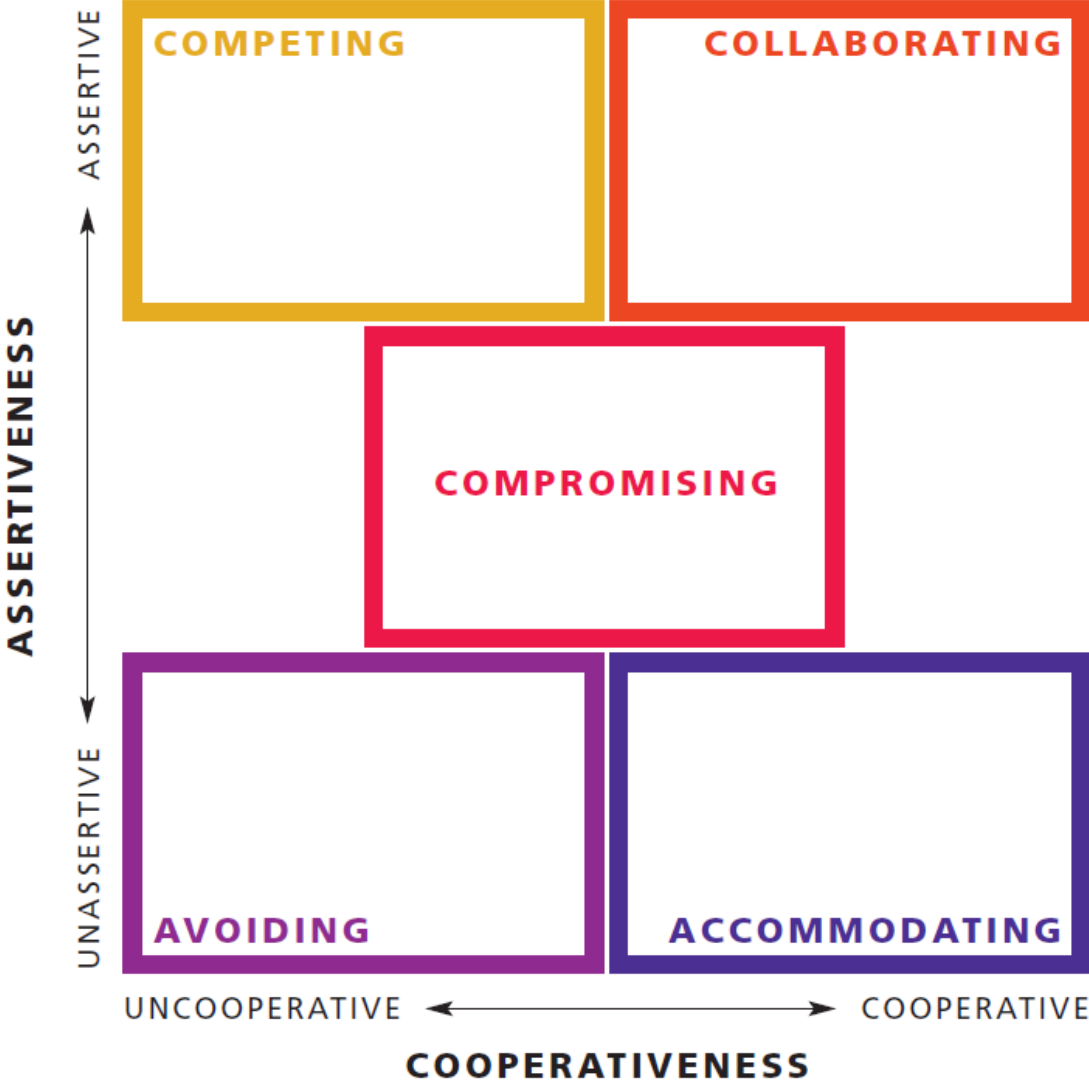
4

Synergizing -
Collaborating

5

Isolating -
Avoiding

THE 5 CONFLICT-HANDLING MODES



COMPETING

COMPETING

- MAINTAINING
 - your entire version of the truth over the other person's claimed story
- COMPETING
 - behaving to win your position with little concern for the other's point of view

COMPETING: “MIGHT MAKES RIGHT”

- Assertive And Uncooperative, A Power-Oriented Mode
- Concerned For Self
- Concerned With Winning
- Standing Up For Own Rights
- Defending A Position

ACCOMMODATING

ACCOMMODATING

- CONCEDING (Accepting) Another Person's Account Of What Happened
- DISMISSING Your Own Account & DEVELOPING A Resolution Based Totally On The Other Person's Story Of Truth
- ACCOMMODATING Is
 - Being Primarily Concerned With The Other's Point Of View
 - Minimally Or Not At All Concerned With Having The “Final” Position Reflective Of One's Own Views

ACCOMMODATING: “KILL YOUR ENEMIES WITH KINDNESS”

- Unassertive And Cooperative—the Opposite Of Competing
- Neglecting Your Concerns To Satisfy The Concerns Of The Other Person
- Self-Sacrifice
- Selfless Generosity Or Charity
- Obeying Another Person’s Order When You Would Prefer Not To
- Yielding To Another’s Point Of View

COMPROMISING

COMPROMISING: SPLIT THE DIFFERENCE

- **COMBINING**

- Some Portion Of Your Version Of What Happened With A Portion Of The Other Person's Story

- **COMPROMISING**

- Splitting The Differences, Or Attempting To Arrive At A Position Where Each Person Gets Some Portion Of His Own Views Incorporated

- **UNLIKE COLLABORATING**, No Effort Is Made To Achieve A Creative Synthesis So That All People Fully Accept And Feel Ownership Of The Final Position

COLLABORATING

COLLABORATING

- SYNERGIZING two different versions of truth into an altogether new (transformed) story of what happened
- COLLABORATING is an attempt to
 - Reconcile both viewpoints
 - Get some synthesis so each person feels that their views are a substantial part of the final position

COLLABORATING: “2 HEADS ARE BETTER THAN ONE”

- Assertive And Cooperative
- Attempts To Find A Solution That Fully Satisfies The Concerns Of Both
- Exploring A Disagreement To Learn From Each Other’s Insights
- Resolving Some Condition That Would Otherwise Have Them Competing For Resources
- Confronting And Trying To Find A Creative Solution To An Interpersonal Problem

AVOIDER

AVOIDER

- ISOLATING The Other Person
- Prevents The Resolution Of Truth & Conflict From Ever Taking Place
- AVOIDING Is
 - Not Being Concerned With Either One's Own Or The Other's Viewpoint
 - Behaving Accordingly (For Example, By Leaving The Problem Situation)

AVOIDER: “LEAVE WELL ENOUGH ALONE”

- Avoiding Is Unassertive And Uncooperative
- Not Immediately Pursuing Your Own Concerns Or Those Of The Other Person
- Not Addressing The Conflict
- Diplomatically Sidestepping An Issue
- Postponing An Issue Until A Better Time
- Withdrawing From A Threatening Situation

KNOW WHEN TO USE THEM

- COLLABORATING Is Best When Creative Solutions Are Possible
 - COMPETING Is Best When Either/Or Decisions Must Be Made
 - AVOIDING Is Best When Others Need To Be Allowed To Take The Lead
- COMPROMISING Is Best When Fast Decisions Need To Be Made
- ACCOMMODATING Is Best When Others Need To Be Allowed To Lead

BRIDGING DISC PROFILES TO THE THOMAS– KILMANN CONFLICT MODE INSTRUMENT (TKI)

Connecting Personality Insights With
Conflict Resolution Strategies

“WHENEVER YOU’RE IN CONFLICT WITH
SOMEONE, THERE IS ONE FACTOR THAT CAN
MAKE THE DIFFERENCE BETWEEN DAMAGING
YOUR RELATIONSHIP AND DEEPENING IT. THAT
FACTOR IS ATTITUDE.”

- WILLIAM JAMES

FROM BEHAVIORAL STYLE TO CONFLICT RESPONSE

DISC CONFLICT TENDENCIES (NOT LABELS)

- D → Competing
- I → Collaborating / Compromising
- S → Avoiding / Accommodating
- C → Avoiding → then Competing (with data)

DISC + CONFLICT INTERACTIVE REFLECTION

- When Does My Style Help Me As A Leader?
- When Does It Hurt Me?
- When Do I Need To Flex Intentionally?

DISC → CONFLICT: WHEN STYLE GETS STRESSED

Behavioral Style Under Pressure

DISC profiles show typical communication and decision-making in low-stress situations, revealing natural preferences and motivations.

Impact of Stress on Behavior

Conflict triggers heightened emotions and urgency, causing people to revert to protective or habitual responses to reduce discomfort.

Reframing Conflict

Conflict is a predictable stress response, not a personality flaw, enabling better understanding and management of behaviors in tension.

Need for Conflict Framework

DISC explains natural style but not stressed behavior, creating the need for a framework like the Thomas–Kilmann Conflict Mode Instrument.

DISC EXPLAINS PREFERENCES; TKI EXPLAINS CONFLICT CHOICES

DISC Behavioral Preferences

DISC identifies how individuals prefer to operate daily, including pace, priorities, and communication styles.

TKI Conflict Behavior

TKI focuses on conflict behavior, highlighting assertiveness and cooperativeness during disagreements.

Leadership Flexibility

Leaders choose conflict approaches intentionally, balancing assertiveness and cooperation based on the situation.

Contextual Effectiveness

Effectiveness relies on context and self-awareness, not labeling behaviors as good or bad.

DISC CONFLICT PATTERNS (TENDENCIES, NOT LABELS)

Dominance Style in Conflict

Dominance style tends to use assertive, decisive action, often defaulting to competing in conflict situations.

Influence Style in Conflict

Influence style favors collaborating or compromising to maintain relationships and morale during conflicts.

Steadiness Style in Conflict

Steadiness style seeks harmony, often accommodating or avoiding conflict to reduce tension and preserve stability.

Conscientiousness Style in Conflict

Conscientiousness style may avoid conflict initially, then engage in fact-based competing after gathering information.

THE LEADERSHIP GOAL: FLEXING CONFLICT RESPONSES INTENTIONALLY

Situational Conflict Effectiveness

No single conflict mode is best; effectiveness depends on factors like urgency, risk, and relationship importance.

Leadership Toolkit Approach

View TKI's five conflict modes as flexible tools to be intentionally applied based on the situation.

Intentional Conflict Handling

Effective leaders move beyond default reactions by asking what each situation requires for best outcomes.

Conflict as Growth Catalyst

Handled intentionally, conflict fosters trust, clarity, and growth rather than causing damage.

DISC CONFLICT TENDENCIES (NOT LABELS)

D → Pushes For Decisions

I → Seeks Connection And Momentum

S → Protects Harmony And Stability

C → Seeks Data Before Engaging

“CONFLICT IS INEVITABLE;
COMBAT IS OPTIONAL.”

— MAX LUCADO

MY 5R PLAYBOOK

- Recognize
- Reframe
- Respect
- Resolve
- Reflect

CLEAR IS KIND.
UNCLEAR IS UNKIND.

BRENÉ BROWN

STEP 1: RECOGNIZE

- Focus On Facts, Not Assumptions
- Ask Clarifying Questions



STEP 1: RECOGNIZE

Sample Terminology

“The pattern I’m seeing is _____ and
the impact is _____.”

I’d like us to address it together.”

STEP 2: REFRAME

- Identify Common Purpose
- “Coming Together Is A Beginning; Keeping Together Is Progress; Working Together Is Success.”



STEP 3: RESPECT

- Brainstorm Options Without Judgment



IF YOU'RE NOT HAVING
CONFLICT ON A TEAM,
YOU'RE NOT MAKING
THE BEST DECISIONS.

PATRICK LENCIONI

STEP 4: RESOLVE

You Pick The Posture



STEP 5: REFLECT

- Gain Commitment
- Define Success



REAL WORLD EXAMPLE

- Set Check-ins
- Track Accountability

LEADER TOOLS: GROW MODEL

Step	What it Stands For	Application in Conflict Management
G – Goal	Define the desired outcome	What do both parties want to achieve from resolving this conflict? What does success look like?
R – Reality	Understand the current situation	What is the current state of the conflict? What are the facts? What is each party's perspective?
O – Options	Explore possible solutions	What are the possible ways to resolve this conflict? What compromises or creative options exist?
W – Will/Way Forward	Commit to action	What will each party do to move forward? What actions or agreements are being made? How will follow-up occur?

LEADER TOOLS: SBI MODEL

Step

What It Means

Purpose

S – Situation

Describe the specific time, place, or context

Grounds the feedback in a clear, objective moment

B – Behavior

Describe the observable behavior (not intention or personality)

Keeps the feedback factual and non-judgmental

I – Impact

Describe the effect the behavior had on you or others

Helps the person understand why it matters

GROUND RULES FOR CONFLICT TALKS

- No Interruptions
- Stay On Topic
- Use "I" Statements

COMMON LEADER PITFALLS

- Taking Sides Too Early
- Avoiding Hard Conversations

HANDLING POWER IMBALANCES

- **Power Imbalances Can Be:**
 - Between Supervisors And Staff
 - Executives And Middle Managers
 - Dominant Personalities And Quieter Team Members

CONFLICT IN REMOTE TEAMS

CULTURAL AWARENESS IN CONFLICT

- Culture Shapes How Individuals
 - Perceive Conflict
 - Express Disagreement
 - Show Respect
 - Expect Resolution
- Misunderstandings Often Stem Not From Intent, But From Differing Norms—like Indirect Vs. Direct Communication Or Deference To Hierarchy

BUILDING A CONFLICT-RESILIENT CULTURE

- Leadership Action Steps
 - Set Clear Norms Around Communication And Disagreement
 - Train Your Team In Conflict Frameworks
 - Create Reflection Space After Tension (E.G., “What Did We Learn?”)
 - Ask For Feedback On How You Handle Conflict
 - Admit Your Humanity

COACHING OTHERS THROUGH CONFLICT

- Set the Stage Understand the Conflict
- Explore the Other Perspective
- Clarify Outcomes Build Communication
- Follow-Up

OPENING THE COACHING CONVERSATION

- Set The Stage
 - “My Goal Is To Help You Work Through This — Not Take Sides”
- Understand The Conflict
 - “Walk Me Through What Happened From Your Perspective”
- What Matters Most To You In This Situation?”

MOVING TOWARD RESOLUTION

- Explore The Other Perspective
 - “How Do You Think The Other Person Experienced This?”
- Clarify Outcomes
 - "What Would A Healthy Resolution Look Like?"
- Follow-up
 - "Let's Check In After Your Conversation And Reflect On How It Went."

TRUST & PSYCHOLOGICAL SAFETY

- Teams Perform Better When Safe To Disagree
- As Awareness Of The Importance Of Emotional Health Grows, So Does The Emphasis On Creating Emotionally Safe Environments (Workplaces, Schools, Personal Relationships)

LEADERSHIP TAKEAWAYS

- Conflict Is Inevitable
- Avoidance Is Optional
- Leader's Guide Conflict Toward Growth
- Psychological Safety Makes Disagreement Productive
- Structure The Conversation, Not The Outcome
- Reflection Turns Conflict Into Growth

COMMITMENT STATEMENT PROMPT:

ONE THING IN CONFLICT I WILL ADDRESS
DIFFERENTLY THIS WEEK IS:

Take 60 Seconds
Write It Down
Do Not Overthink

**“THE OBSTACLE IN THE PATH
BECOMES THE PATH.”**

RYAN HOLIDAY, “THE OBSTACLE IN THE PATH”

TOUGHNESS: WHY IT MATTERS

- Leaders Face Constant Challenges
- Teams Rely On Stability
- Tough Leaders Inspire Confidence

GREAT LEADERS ARE NOT DEFINED
BY EASE, BUT BY HOW
THEY RESPOND TO ADVERSITY

ONE PERSON STUCK AGAIN
WHILE ANOTHER IS ON THEIR WAY HOME!

THANK YOU.