It Starts with Us
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Conflict Engagement - Part II

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Agenda

Welcome!

Definitions and UBC's Context

Assessment & Options

Decision-making factors

Systemic thinking - Iceberg

Tools! - ODEAR & The Argument

Please stretch, break, and move when you need to!

Definition of Conflict

Disagreement - Real or perceived incompatibilities between opinions, objectives, interests, or desires.
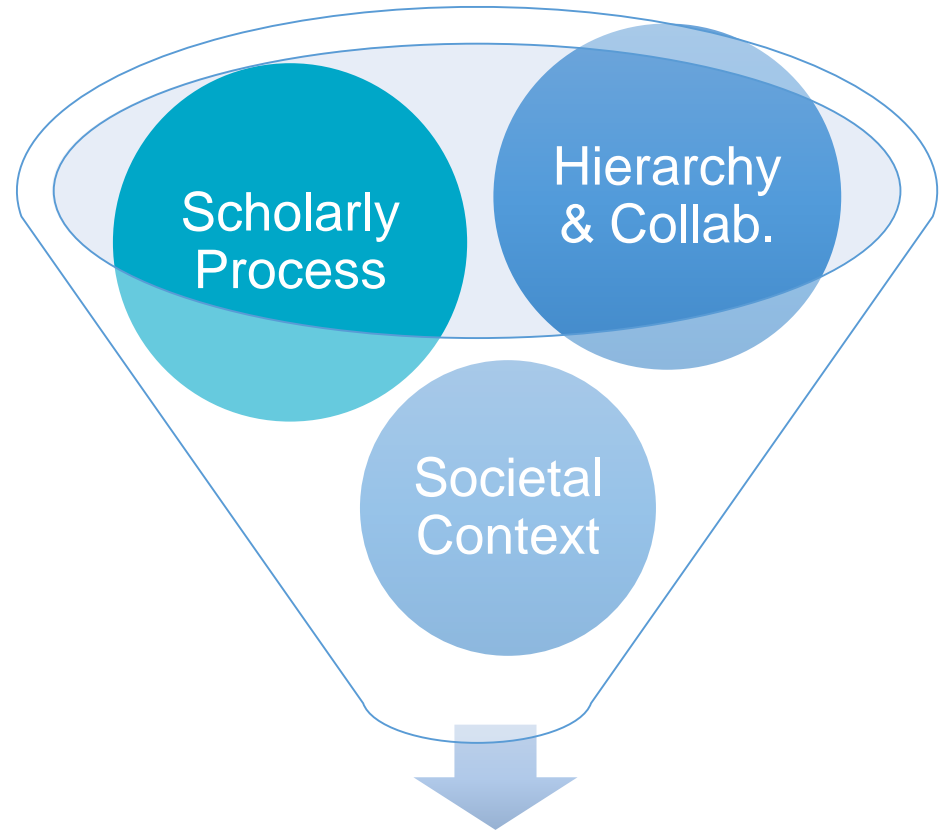
Conflict - Disagreement + emotional activation, where at least one party cares deeply.

Conflict = Difference that Matters

Abuse - Conflict within a significant power imbalance and/or the perception power will be wielded.

Universities are prone to conflict

Scholarly Process

Hierarchy & Collab.

Societal Context

The road to inclusion, collaboration and innovation is paved with conflict.

Leadership / Majority

Poll - What behaviours have you experienced in your groups?

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Dissenting Voices

Sarcastic Jokes

Excuses & Go Slow

Formation of Alliances

Refusal, strike and open protest
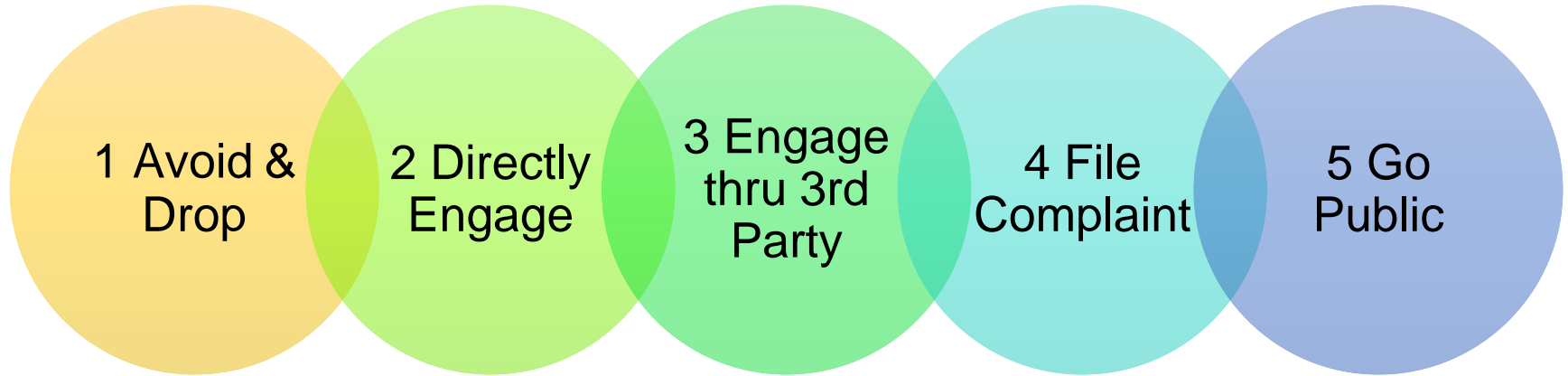
War

Not saying What needs to be said

Gossip

Communication Breakdown

Reinforcement of "isms"

Separation

Resistance as Wisdom

Common Options when in Conflict

1 Avoid & Drop

2 Directly Engage

3 Engage thru 3rd Party

4 File Complaint

5 Go Public

Deciding when to Engage Conflict

WordCloud - What factors might keep you from directly engaging in a difficult conversation?

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Situation

Upstander

Deciding when to Engage Conflict

Situation

Upstander

Desired Future

Social and Historical Context

Lived Histories
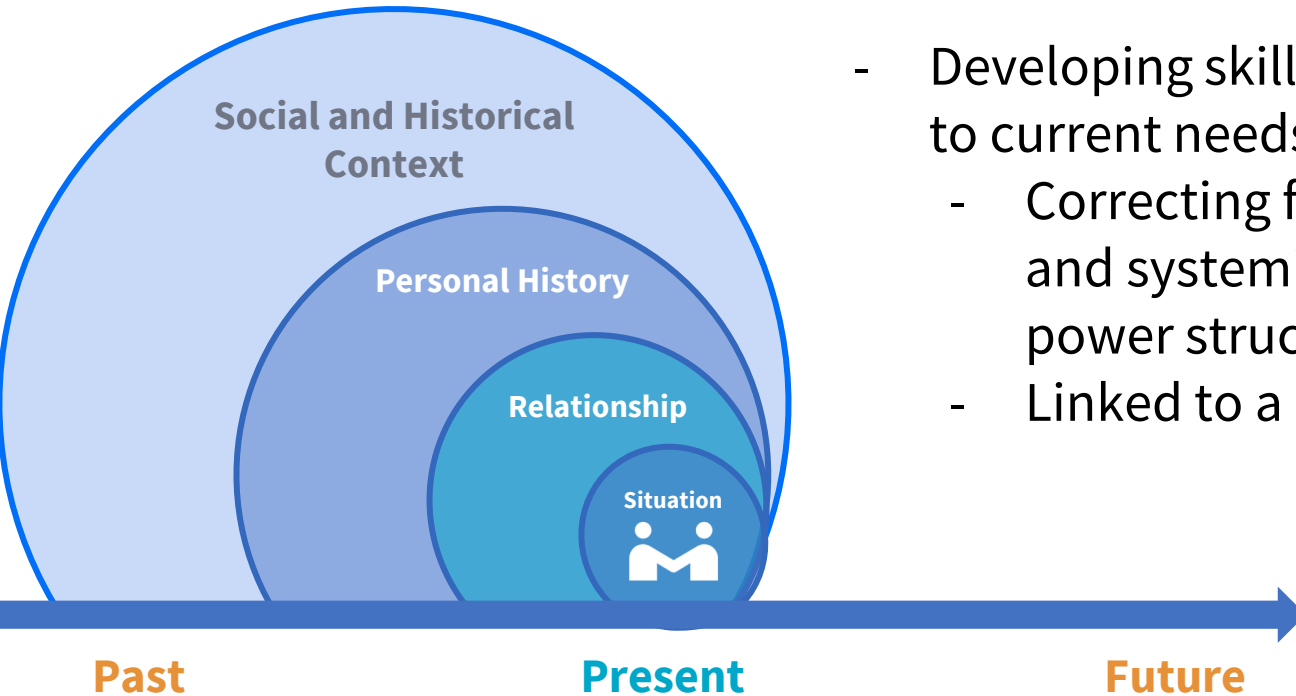
Relationship

Situation

Inherited Past

Upstander

Desired Future

Engaging Conflict

- Developing skill & techniques to respond to current needs:
  - Correcting for persistent personal and systemic biases, inequities, and power structures from the **past**
  - Linked to a desired **future**

THE ICEBERG
A Tool for Guiding Systemic Thinking

EVENTS ———————————— **React**
What just happened?
Catching a cold.

PATTERNS/TRENDS ———————— **Anticipate**
What trends have there been over time?
I've been catching more colds
when sleeping less.

UNDERLYING STRUCTURES ———————— **Design**
What has influenced the patterns?
What are the relationships between the parts?
More stress at work, not eating well, difficulty
accessing healthy food near home or work.

MENTAL MODELS ———————————— **Transform**
What assumptions, beliefs and values do people hold
about the system? What beliefs keep the system in place?
Career is the most important piece of our identity,
healthy food is too expensive, rest is for the unmotivated.

Addressing conflict

O'DEAR FEEDBACK MODEL

O - Opening

D – Describe

E - Explain

A – Ask

R - Request

Example Scenarios

O'DEAR FEEDBACK MODEL

O - Opening

D – Describe

E - Explain

A – Ask

R - Request

Inappropriate conversations

After you've finished the small-group exercise, two of your colleagues start discussing another colleague in a way that makes you uncomfortable.

Shutting down ideas

<Interrupts>

"I tried that two years ago – it didn't work. We should do this..."

"No. I was thinking..."

What elements would you like to see folded into an O'DEAR?

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The Argument

Work from home   Work on campus

Common Polarities

Clear standards

Flexible standards

More time planning

More time acting

Individual focus

Team focus

Centralized structure

Decentralized structure

Focus on work

Focus on play

Critical feedback

Appreciation and encouragement

Questions & Answers

Submit your questions here:

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Do the best you can until you know better.

Then when you know better, do better.

-Maya Angelou

Thank you and good luck.