



# High Performing Teams During Times of Change

## Article 2 of 5: Conflict

### Why Should I Read This Article?

With the implementation of PPI, you will likely be faced with challenges and disruption in your teams. How can you prepare in advance, or recognize the signs of team dysfunction?

*The focus of this article is on describing the presence of unnecessary conflict and what you as a leader or individual team member can do to resolve it.*

### What Does This Article Describe?

In this second of five article's on Patrick Lencioni's Five Dysfunctions of a team, you will learn about and begin to understand some of the common indicators that cause team conflict and tactics to resolve it.

As each article builds upon each other we suggest you read this article second in the five part series.



# High Performing Teams During Time of Change | Dysfunction #2 - Conflict

## Fear of Conflict

Good constructive conflict about work activities can build teams that are collaborative and foster an atmosphere of healthy competition.

At the same time, unmanaged negative conflicts generate a fear of conflict or the upsetting of the balance of harmony within a group that ultimately can chip away at team integrity and engagement.

When experiencing change, the likelihood of conflict is increased as

the status quo is challenged which means that team members may have conflicting understandings of what the change means to their day-to-day roles.

By reviewing the below Indicators of Fear and Conflict we can quickly identify when team members are potentially holding back out of their own Fear of Conflict, so that we can raise these early and have these difficult conversations in an effective manner.



## Indicators of the Fear of Conflict

### Information



Data used for decisions is inconsistent due to:

- Unclear Facts
- Differing Opinions
- Contending Perspectives

### Environment



Organizational culture:

- Values not enforced
- Office politics influence decisions
- Office mood is negative

### Relationship



Focus turns from work to personal differences:

- Prior interactions
- Reputation
- Personal Style

### Individual



Low self-esteem:

- Quality of work drops
- Personal style changes
- Deflect responsibilities
- Withdrawal from interactions

## What you can do

Easiest to Resolve!

- Ensure fact/data integrity before continuing discussions
- Exchange as much documentation as possible

- Share context around company values
- Hold employees not living company values accountable
- Address issues with politics directly and transparently

- Establish a common goal for conflicting parties to achieve together
- Establish clear reporting, coaching responsibilities

- Set aside one-on-one time to address individual needs
- Outline action plan
- Refer to employee or professional assistant