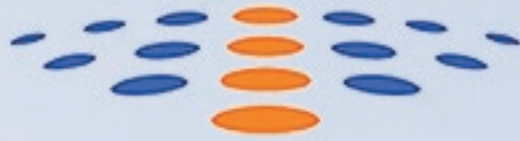


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Workbook

CONFLICT-RADAR FOR MY TEAM





CONFLICT-RADAR FOR MY TEAM

This workbook will help you to get a better understanding of your team's conflict competence. "Conflict competence" describes the ability to deal constructively with conflicts.

On the following pages you will find **four areas of a team's conflict culture** that are worth trying out.

For each area there are situations and attitudes in different forms. On the left side, highlighted in red, there are the ways of thinking, feeling and behaving demonstrated by people with a rather low conflict competence. On the right side with a green background you can find the opposing ways of thinking, feeling and behaving shown by people who are good at dealing with conflicts.

You can use this checklist in different ways:

- ▶ Would you like to get an overview of the conflict competence of your team? Assess the position on the scale as you mostly experience it in your team.
- ▶ Would you like to get an insight into your own conflict competence? Value from your point of view.
- ▶ Would you like an all-round view? Distribute the checklist to everyone in the team, let everyone fill it out individually and then discuss it together.

Interpretation of the results:

The colors already give you a good clue:

Have you put a lot of crosses in the green area? Congratulations, your team seems to have very good conflict skills.

The more crosses that are placed in the direction of the red side, the more the conflict competence of your team can currently be improved.

There are various possibilities for team development in the direction of greater ability to resolve conflicts for each area. Do you want to know more about it? You will find information at the end of this workbook.

First of all, I hope you a lot of fun and discover exciting insights in assessing your conflict resolution skills!

1. Communication in the team

How is communication with each other?

When I talk I speak my mind and everyone must accept that.

① ② ③ ④ ⑤ ⑥

We communicate appreciatively with one another.

The exchange among each other depends on the relationship between the individuals. If the relationship is not good, you only talk about what is necessary.

① ② ③ ④ ⑤ ⑥

We have a lively exchange in the team, even when there are different opinions

You shouldn't mix business and pleasure. When I've done my job, I'll make sure I get out.

① ② ③ ④ ⑤ ⑥

We also take the time to talk about private and non-professional topics as a team.

When sharing, I want to assert my opinion.

① ② ③ ④ ⑤ ⑥

When exchanging views, we are interested in finding out what others think.

When I have to give feedback, it becomes uncomfortable.

① ② ③ ④ ⑤ ⑥

We are used to giving feedback.

I prefer not to say certain things in the team. Who knows if / when they will be used against me in the future.

① ② ③ ④ ⑤ ⑥

I feel safe in my team and trust everyone.

What is right? We have to agree on a point of view.

① ② ③ ④ ⑤ ⑥

It is clear to me that there is not always only "the truth", but that everyone has his / her own perspective.

I don't want to make a big deal out of it. Life is not always easy.

① ② ③ ④ ⑤ ⑥

If I'm not doing well in the team, I take it seriously and speak up.

I get paid to work here and not to talk about my "little problems".

① ② ③ ④ ⑤ ⑥

I talk about my needs and wishes in the team. This is important for our productive cooperation.

2. Conflict knowledge and conflict competence

Is the team able to resolve conflicts?

When two people disagree, a conflict arises.

① ② ③ ④ ⑤ ⑥

I understand what makes a situation a conflict and what role emotions play in it.

Conflicts are a sign of a poorly functioning team.

① ② ③ ④ ⑤ ⑥

Conflicts are commonplace and normal.

Conflicts always mean stress and make your mood worse.

① ② ③ ④ ⑤ ⑥

Conflicts can be an opportunity to strengthen the relationship and clarify perspectives.

I don't even know where or how that conflict suddenly came about.

① ② ③ ④ ⑤ ⑥

I pay close attention to emerging conflicts.

First of all, I pretend I haven't noticed anything. Maybe the conflict will go away on its own.

① ② ③ ④ ⑤ ⑥

I understand that conflicts have a high tendency to intensify and it is, therefore, important to address them as quickly as possible.

If it ever escalates, it's all too late anyway.

① ② ③ ④ ⑤ ⑥

I understand what factors contribute to a conflict escalating.

A conflict is a conflict. Everyone knows that.

① ② ③ ④ ⑤ ⑥

I know that conflicts have different meanings and are dealt with differently in different cultures.

What problems the X has with the Y is none of my business.

① ② ③ ④ ⑤ ⑥

If conflicts arise in our team, it concerns us all.

I don't understand what got into my colleague.

① ② ③ ④ ⑤ ⑥

I realize that people behave differently in a conflict.

3. Conflict management and conflict culture

How are clarification meetings held?

We only exchange information on technical and factual topics.

① ② ③ ④ ⑤ ⑥

As a team, we regularly talk about emotions, areas of tension, points of friction and conflicts.

As long as nobody yells, it's okay for now. Conversations are only held when emotions boil over.

① ② ③ ④ ⑤ ⑥

Disagreements are recognized and addressed early in the team.

Conflicts are only addressed when we have solid evidence.

① ② ③ ④ ⑤ ⑥

We can also address situations when we "just have a strange feeling".

If I don't like something about the other person, I first tell third parties.

① ② ③ ④ ⑤ ⑥

We can give each other open feedback and initially address tensions directly to one another.

Critical feedback is given inappropriately and not appreciatively.

① ② ③ ④ ⑤ ⑥

We make sure to give appreciative and critical feedback.

Conflict discussions are quickly conducted and are often loud, irrelevant and inappropriately emotional.

① ② ③ ④ ⑤ ⑥

Disputes and conflict discussions are carried out constructively. Emotions are also discussed.

In conflict resolution there are either winners and losers or no solution at all.

① ② ③ ④ ⑤ ⑥

In the search for a solution, an attempt is made to take into account the wishes and needs of all sides.

If I can't cope with a conflict situation, I have to escalate it to the manager or HR so that they can fix it.

① ② ③ ④ ⑤ ⑥

If I can't cope with a conflict situation, I have a contact person on the team who I can consult with so that I know how to proceed.

When I'm in a conflict, I don't know what to do.

① ② ③ ④ ⑤ ⑥

There are clear discussion procedures for conflicts and clear agreements for dealing with conflicts.

4. Leadership behavior in conflicts

How does the manager deal with team conflicts?

Manager's point of view: We have no conflicts in the team.

① ② ③ ④ ⑤ ⑥

Conflicts are normal and a regular issue in our team.

Our agenda is always packed with important business topics. We don't have time for "tittle tattle".

① ② ③ ④ ⑤ ⑥

There is space and time in meetings to address disagreements and conflicts.

Our manager has better things to do than deal with team disputes.

① ② ③ ④ ⑤ ⑥

Our leader is attentive to conflicts.

When I have a conflict, I have to deal with it myself.

① ② ③ ④ ⑤ ⑥

Our manager is available as a conversation partner for conflictual situations.

Our manager primarily drives our business forward.

① ② ③ ④ ⑤ ⑥

Our manager works visibly and actively to improve the conflict culture.

Goals, tasks, roles and responsibilities develop with people. The stronger ones prevail.

① ② ③ ④ ⑤ ⑥

Goals, tasks, roles and responsibilities are clearly defined and separated from one another.

We're not in kindergarten. We can get by without rules.

① ② ③ ④ ⑤ ⑥

We have "rules of the game" for working together.

It's always the case in companies that people don't understand each other. Skilled teams always find a way to "get around" difficult people.

① ② ③ ④ ⑤ ⑥

We take care of the areas of tension within the company, between teams and at the interfaces.

When a conflict really boils up in us, our manager has to speak a word of power. Then usually someone leaves the team.

① ② ③ ④ ⑤ ⑥

Conflicts are addressed at an early stage and viable solutions are sought for everyone. The relationship between those involved in the conflict is often strengthened after the conflict.



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I hope that thinking through the various situations has given you new insights and starting points for further reflection.

How do you evaluate these checklists now?

1) Evaluation according to the number of points

One method is to add up the total number of points for all 36 arguments and, for example, compare them with each other and thus find an approach to discussion.

- ▶ **Over 144 points:** Congratulations on the good way you deal with conflicts in the team. You can be proud of yourselves. Not many teams get such a high score.
- ▶ **Between 100 and 144 points:** You are on the right track in terms of conflict resolution skills in a team. Are there areas in which you are stronger and others where there is still a lot of room for improvement? Talk to your team about this.
- ▶ **Under 100 points:** You have probably already noticed yourself that there are some points of friction in your team. We are happy to discuss possible solutions together.

2) Exchange together in a team

How about discussing these topics with your team?

Exchanging ideas about these four fields is a good step towards developing your conflict-solving skills in a team. The main questions are:

- ▶ How do we communicate with each other?
- ▶ How do we actually define conflicts? What do we think about conflicts in the team?
- ▶ How do we deal with conflicts?
- ▶ How does leadership support us in conflicts?



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More ideas for you

Perhaps you will now see a whole series of starting points or “construction sites” in your team and are considering which next steps could have the best impact on change.

Would you like to talk through your findings with me? You can get an overview in a half-hour, free conversation with me.

This is the fastest way to get in touch with me:

[Contact Liliane](#)

Up-to-date articles about team development can be found in my blog:

[Teamentwicklung-Berlin.net](#)

I wish you every success in developing your team.

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