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# Putting It into Action: Navigating Conflict and Managing Stress to Build Resiliency

Michael R. Segovia, MA  
Kenneth W. Thomas, PhD



# About the Speaker: Michael R. Segovia

- Certification Trainer for CPP's *Myers-Briggs Type Indicator*® (MBTI®) Certification Program
- International facilitator of workshops on the Myers-Briggs, FIRO-B®, and *Strong Interest Inventory*® instruments in the United States, China, Russia, India, Japan, Korea, the Philippines, Canada, Mexico, Brazil, Germany, Belgium, Australia, the United Kingdom, and the United Arab Emirates
- Master's degree in Clinical Psychology





# Stress is Everywhere

- We are all working too hard.
- We have less to work with.
- How does personality type play a role?
- What can help?
- What can make it worse?

“Stress in the workplace costs U.S. corporations over \$300 billion annually.”

– *The American Institute of Stress*



# Managing Conflict in the “Grip”

- The presence of the inferior function informs how we choose which conflict mode we use.
- Our hope is to be able to access the appropriate mode for the situation.
- The goal is getting back to our dominant function and natural way of approaching ourselves and others.
- Our level of presence and how we pay attention to clues will determine how we notice if our inferior function is activated.
- Moving from “fight, flight, or freeze” to action.





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# Using the MBTI® Tool to Help Individuals Manage Stress and Build Resiliency



# The Eight Dominant Functions

- When it comes to personality type and the MBTI® tool, I have learned to focus on the eight dominant functions.
  - The “heart” of each type.
  - The source of our motivation and energy.
  - The main reason why we do the things we do.





# The Eight Dominant Functions

- Se (ESTP, ESFP) – Experiencing
- Si (ISTJ, ISFJ) – Remembering
- Ne (ENTP, ENFP) – Brainstorming
- Ni (INTJ, INFJ) – Visioning
- Te (ESTJ, ENTJ) – Organizing
- Ti (ISTP, INTP) – Analyzing
- Fe (ENFJ, ESFJ) – Harmonizing
- Fi (INFP, ISFP) – Valuing

Simple words to remember for each dominant function keeping in mind this is when we are having a good day.



# Type Exaggeration

## But what begins to happen under stress?

- At first, the Dominant function takes over since it is what we know best about ourselves.
- During initial stress, we over use it because it is most comfortable for us.
- The result is we can end up using it like a crutch.





# Type Exaggeration-Perceiving Functions

- Se (ESTP, ESFP) – “The sky is falling”; unimportant details.
- Si (ISTJ, ISFJ) – “These are the only facts”; by the book.
- Ne (ENTP, ENFP) – “Flurry of activity”; “awfulizing.”
- Ni (INTJ, INFJ) – “So many ideas”; desperate need for a pattern.



# Type Exaggeration-Judging Functions

- Te (ESTJ, ENTJ) – “This is what we are going to do!”; drill sergeant.
- Ti (ISTP, INTP) – “Everyone else is incompetent”; overly critical.
- Fe (ENFJ, ESFJ) – “I know what you need”; overbearing care.
- Fi (INFP, ISFP) – “My values are the only things that count”; martyr.



# In the Grip

- As stress grows unresolved and in an effort to get things back in to balance, the inferior function can take over.
- Resulting behavior is very much not like who we usually are.
- This will look different by type.

“We have all experienced that “other” in us.”

– *In the Grip*





# In the Grip-Stressed Personality Characteristics

- ESTP, ESFP (Dominant  $S_E$ ; *Inferior*  $N_I$ ) - Imagine disasters and dire possibilities; misinterpret events and comments.
- ISTJ, ISFJ (Dominant  $S_I$ ; *Inferior*  $N_E$ ) – “Catastrophize”; lose control of facts and details.
- ENTP, ENFP (Dominant  $N_E$ ; *Inferior*  $S_I$ ) - Become obsessive about facts or details; withdraw.
- INTJ, INFJ (Dominant  $N_I$ ; *Inferior*  $S_E$ ) - Overindulge in sensory activities (e.g., eating, cleaning); become hypersensitive to facts, details, and comments.

From *In the Grip*, by Naomi Quenk





# In the Grip

- ESTJ, ENTJ (Dominant  $T_E$ ; *Inferior*  $F_I$ ) - Become overly sensitive to inner feelings; become overly focused on inner values.
- ISTP, INTP (Dominant  $T_I$ ; *Inferior*  $F_E$ ) - Become hypersensitive to signs that they are unloved or disliked; feel distressed at not being accepted.
- ESFJ, ENFJ (Dominant  $F_E$ ; *Inferior*  $T_I$ ) - Become excessively critical of self and others; apply convoluted logic.
- ISFP, INFP (Dominant  $F_I$ ; *Inferior*  $T_E$ ) - Become overly critical and harsh; lose confidence and sense of competence.

From *In the Grip*, by Naomi Quenk





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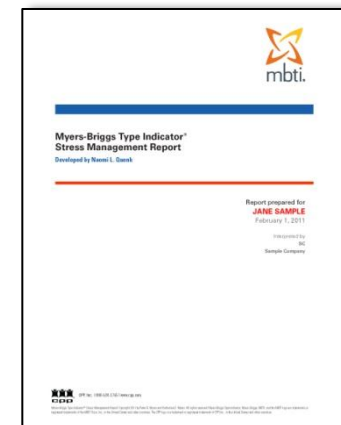
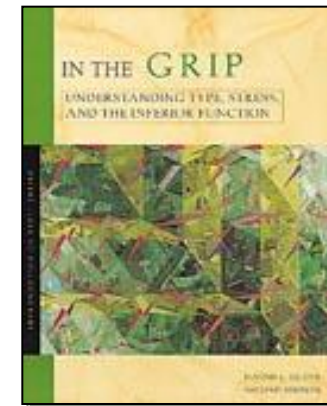
# Five Action Steps

Managing Stress and Building Resiliency Using  
the Myers-Briggs® Assessment



# Tools to Manage Stress and Build Resiliency

- *In the Grip: Understanding Type, Stress, and the Inferior Function, 2nd edition*
  - Discusses the inferior function, what triggers it, and how it's expressed in different types. This edition also focuses on workplace issues and the effects of long-term stress on employees at all levels within an organization.
  
- **MBTI® Stress Management Report**
  - The 9-page report details the signs of stress for an individual's type, describes the impact of stress on personality characteristics, provides do's and don'ts for handling stress and leveraging natural strengths, and suggests approaches for tapping others for support.





# Action Step 1

## Managing Stress and Building Resiliency

- **Action Step:** When an individual is “in the grip” consider the dynamics at play and look for ways to help the individual return to their natural type.
- **Practitioner Tip:** Ask questions that require the individual to take action that will alleviate the “stressed” personality state remembering that the questions will be different based on the person’s type.

**mbti.** Myers-Briggs Type Indicator®  
Stress Management Report

JANE SAMPLE / ENFP  
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### Your Stressed Personality Characteristics

Just as you tend to be most comfortable and energized when you use the four preferences that combine and work together to form your natural personality type, so you are likely to feel uncomfortable, awkward, and unmotivated when you use your four opposite, less experienced, *nonpreferences*. Your four nonpreferences combine and work together to produce the characteristics of your stressed personality type, which for an ENFP combines Introversion, Sensing, Thinking, and Judging—the exact opposite of your natural, comfortable type. When this happens, you are likely to show the reactions listed below.

#### Signs of Stress in ENFPs

- Obsessing about irrelevant details and facts
- Focusing excessively on their body, imagining that they have some dire illness
- Being irritable, snappish, impatient
- Feeling depressed, hopeless; withdrawing
- Failing to see any possibilities beyond their current, dismal reality
- Being pessimistic and incapable of seeing the big picture
- Engaging in inflexible, rigid thinking

Many of these characteristics are exaggerations and distortions of the qualities that describe a mature, well-functioning person of your opposite type, ISTJ. A well-developed, effective ISTJ is described below.

#### What Your Opposite Type Is Usually Like

- Oriented to gathering facts and details and using them when they need them
- Committed to truth and accuracy
- Organized, methodical, and practical
- Focused on past and present realities
- Reliable and conscientious
- Careful not to speculate about the future or the unknown
- Distrustful, even disparaging, of ungrounded ideas and sloppy procedures

You can probably see that it would be hard to detect the mature, well-developed, effective qualities of a natural ISTJ from the behavior of your stressed, in-the-grip personality.







# Action Step 1

- ESTP, ESFP (Dominant  $S_E$ ; *Inferior*  $N_I$ ) – Encourage them to explore contingency plans for stressful situations; help them prioritize practical solutions.
- ISTJ, ISFJ (Dominant  $S_I$ ; *Inferior*  $N_E$ ) – Allow them to “play out” their worries to completion; let them vent and connect the situation to past experiences.
- ENTP, ENFP (Dominant  $N_E$ ; *Inferior*  $S_I$ ) – Help them remember some of the practical details; encourage reflection time to brainstorm.
- INTJ, INFJ (Dominant  $N_I$ ; *Inferior*  $S_E$ ) – Suggest they take some time to consider the long range impact; give them a break from their work load.

From *In the Grip*, by Naomi Quenk





# Action Step 1

- ESTJ, ENTJ (Dominant  $T_E$ ; *Inferior  $F_I$* ) – Encourage them to “just let it out” and feel what they are feeling; find a trusted friend to help them problem-solve.
- ISTP, INTP (Dominant  $T_I$ ; *Inferior  $F_E$* ) – Honor and acknowledge their feelings; then respect their privacy allow them time away.
- ESFJ, ENFJ (Dominant  $F_E$ ; *Inferior  $T_I$* ) – Be a sounding board for their criticisms; find trusted others for further support.
- ISFP, INFP (Dominant  $F_I$ ; *Inferior  $T_E$* ) – Give them time to work it; validate their feelings.

From *In the Grip*, by Naomi Quenk






# Action Step 2

Managing Stress and Building Resiliency

- **Action Step:** When coaching or working with the individual under stress, avoid behaviors that will exacerbate stress levels and promote a sustained “grip” response.
- **Practitioner Tip:** Help the individual understand how to seek support from others; arm them with specific do’s and don’ts.

 **Myers-Briggs Type Indicator®**  
Stress Management Report

JANE SAMPLE / ENFP  
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### How Others Can Support You When You Are Stressed

People often assume that what helps them when they are stressed will work for everyone. Those who care about you, even when they know you well, may try to alleviate your stress by treating you the way they would like to be treated when they are experiencing stress. Sometimes this approach works—a friend, family member, or colleague may say or do just the right thing to help you get out of your stressed state. But at other times this approach fails—what’s right for one type may well be wrong and unhelpful for another.

You might therefore consider sharing the following list with people close to you, since others can best help you modify your stress and return to your natural, comfortable type through one or more of the suggestions below.

#### How Others Can Be Most Helpful

- Encourage and help you to take a break from the stress-inducing situation, even if only briefly
- Suggest and join you in a different activity and change of scene, such as a long walk, movie, sport, or weekend away
- Listen quietly and without comment to your worries and concerns
- Communicate that they take your perspective seriously, regardless of its unreality or inappropriateness
- If possible, offer tangible help to relieve you of whatever is overwhelming you
- Encourage you to seek professional help if your stressed state persists for a long time

Some of the ways in which people may respond to someone else’s stress behavior are likely to be inappropriate for all or most types. Other responses are especially ineffective or detrimental for a particular type. As an ENFP, you may find one or more of the following approaches that others sometimes use to be unwelcome or even to hinder your return to your natural, comfortable type. You may wish to share the following information, as well as the preceding “helpful” list, with those close to you.

#### How Others Can Make Things Worse

- Express disbelief at the way you are behaving and feeling
- Repeatedly ask, “What’s wrong?”
- Patronize you or minimize your concerns
- Remind you of your typical optimistic, energetic perspective
- Treat your reactions as a joke, while you are being deadly serious about your situation





## Action Step 2

- ESTP, ESFP (Dominant  $S_E$ ; *Inferior*  $N_I$ ) – Don't fuel the fire of their worries.
- ISTJ, ISFJ (Dominant  $S_I$ ; *Inferior*  $N_E$ ) – Don't tell them they are being irrational.
- ENTP, ENFP (Dominant  $N_E$ ; *Inferior*  $S_I$ ) – Don't try to solve their problem or patronize.
- INTJ, INFJ (Dominant  $N_I$ ; *Inferior*  $S_E$ ) – Don't give advice or suggestions.

From *In the Grip*, by Naomi Quenk





## Action Step 2

- ESTJ, ENTJ (Dominant  $T_E$ ; *Inferior  $F_I$* ) – Don't intrude by trying to solve things for them.
- ISTP, INTP (Dominant  $T_I$ ; *Inferior  $F_E$* ) – Don't invade their space by asking them how they feel.
- ESFJ, ENFJ (Dominant  $F_E$ ; *Inferior  $T_I$* ) – Don't push them to talk it out.
- ISFP, INFP (Dominant  $F_I$ ; *Inferior  $T_E$* ) – Don't try to reason with them.



# Action Step 3

## Managing Stress and Building Resiliency

- **Action Step:** Identify circumstances or events that are likely to trigger stress reactions.
- **Practitioner Tip:** Use the MBTI® Stress Management Report as a way to facilitate discussion.

The screenshot shows a page from a Myers-Briggs Type Indicator Stress Management Report. At the top left is the MBTI logo and the text 'Myers-Briggs Type Indicator® Stress Management Report'. At the top right is the name 'JANE SAMPLE / ENFP' and 'Page 6'. The main heading is 'How Your Stressed Personality Is Triggered'. Below this is a paragraph explaining that stress responses vary by type and that ENFPs may find certain situations upsetting. A yellow box titled 'ENFP Stressors' contains a bulleted list of stressors: 'Having to follow rules, procedures, routines', 'Being unable to pursue your ideas and interests', 'Working within a highly structured, rigid, detail-oriented environment', 'Being required to do something that violates your values', 'Feeling distrusted, disrespected, ignored, not recognized', 'Receiving criticism about yourself or what you have created', and 'Finding that you are unable to fulfill the multiple demands you have taken on yourself'. Below the box is a section titled 'Stress-Related Cautions for ENFPs' with two paragraphs of text explaining that ENFPs have difficulty recognizing stress and may neglect basic needs, and that they are most likely to leave a job where they cannot express their individuality.






# Action Step 4

Managing Stress and Building Resiliency

- **Action Step:** Identify the most and least effective ways for dealing with stress and “grip” responses.
- **Practitioner Tip:** Highlight the sections in the report that are most relevant for that client.

 **Myers-Briggs Type Indicator®**  
Stress Management Report

JANE SAMPLE / ENFP  
Page 7

### Handling Your Stress Reactions

Just as each type's stress reactions are triggered by different circumstances and events, so each type typically finds particular ways of handling stress to be quite effective and other ways to be ineffective or to make matters worse.

As an ENFP, when you are overwhelmed by stress you may find that using one or more of the following suggestions will help you return to your natural, comfortable type.

**Best Ways for ENFPs to Manage Stress**

- Attend to physical needs—resting, sleeping, eating properly
- Change your environment, especially get outdoors
- Engage in physical exercise
- Get involved in a creative activity
- Prioritize, then delegate some tasks to others
- Pause before saying “yes,” and force yourself to say “no” at least some of the time
- Share your negative thoughts and feelings with someone who won't minimize them or try to talk you out of them

As an ENFP, you may find that one or more of the following behaviors hinder your efforts to return to your natural, comfortable type and may even make things worse for you.

**Worst Ways for ENFPs to Respond to Stress**

- Work harder, faster, or longer
- Flit back and forth between possible solutions
- Agree or disagree with others vehemently and indiscriminately
- Withdraw, rejecting others' offers to help
- Spend a great deal of time alone ruminating






# Action Step 5

## Managing Stress and Building Resiliency

- **Action Step:** Create plans for garnering support in the future by identifying the most and least helpful ways others may react.
- **Practitioner Tip:** Assign parts of the report as homework being careful not to assign too much of the report at one time.

 **Myers-Briggs Type Indicator®**  
Stress Management Report


JANE SAMPLE / ENFP  
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### Learning from Your Stress Reactions

Stress is an inevitable, even necessary, part of life. Moderate stress can be energizing and motivating, presenting you with new experiences and challenges, as well as opportunities to do what you already do well with greater skill and enjoyment. Excessive stress can elicit the undesirable, puzzling, in-the-grip reactions typical of your particular personality type, as described in this report. However, you now know that what you find stressful and the ways you react to stress are natural for your type. You may not always be able to control or avoid the stresses in your life and work, but you can learn to deal with them, modify them, and grow from them.

**As an ENFP, you are likely to learn the following:**

- To pay at least some attention to details, such as financial records and deadlines
- It is very important to include quiet, reflective time in your daily life
- To acknowledge and respect your physical limitations—before rather than after you become ill
- Given your tendency to take on too much, it's a good idea to periodically review your commitments and say "no" to new requests, at least for a while
- To do a reality check with people who know you well and have seen you overdo and overcommit
- When you find yourself becoming picky and critical about details, arguing about facts, or worrying about minor physical symptoms, it's time to seriously examine just how stressed you really are—and change things as soon as possible
- It is unwise to make permanent decisions or take irreversible actions when you are experiencing a great deal of stress

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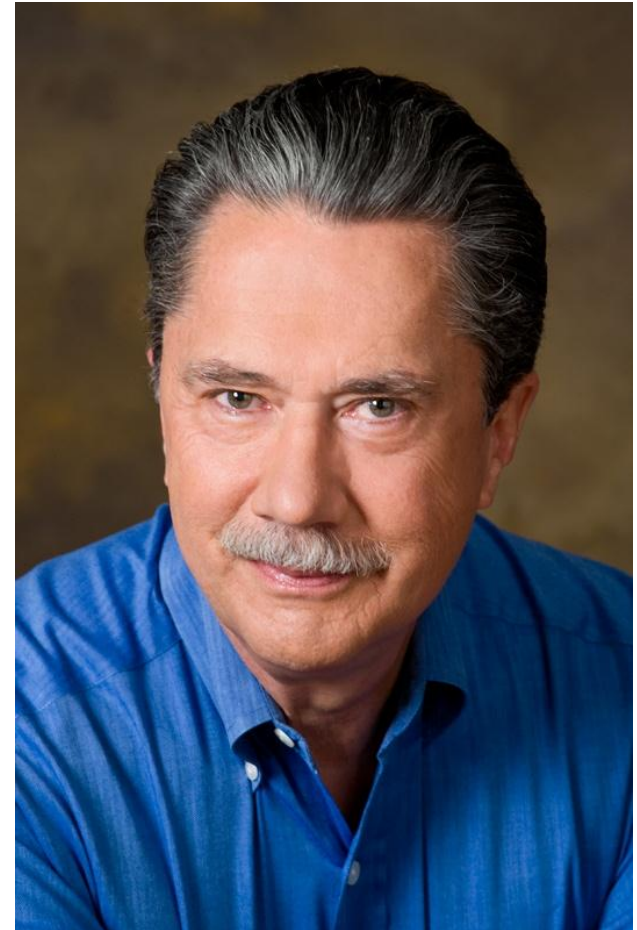
*The people development people.*

# Using the TKI Tool to Help Navigate Conflict without Unnecessary Stress



# About the Speaker: Kenneth W. Thomas

- Researcher, author, speaker, professor
- Co-author of *Thomas-Kilmann Conflict Mode Instrument (TKI)* and *Work Engagement Profile* assessments
- Author of TKI support booklets and *Intrinsic Motivation at Work*
- Former professor of management at Naval Postgraduate School, UCLA, Temple University, and University of Pittsburgh





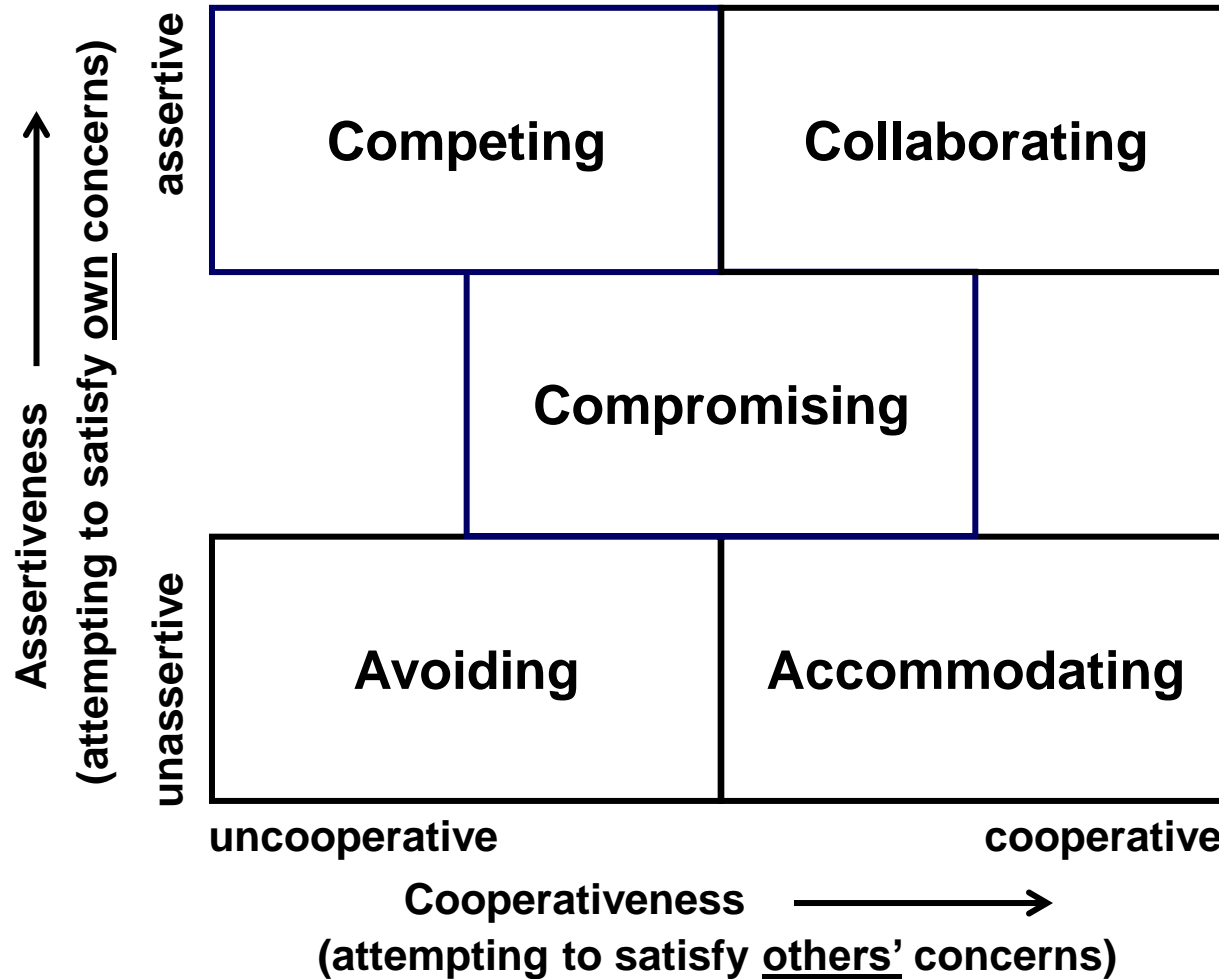
# Overview

- The TKI Tool and Support Booklets
- Clarifying Motives
- “Temptations” to Resist
- Key Skills
- Collaboration as a Mode that Deserves Special Attention
  - Collaborative Skills for Individuals
  - Building Collaborative Capacity in Teams





# The Five Conflict-Handling Modes





# The TKI Tool Focuses on When to Use Different Conflict Modes

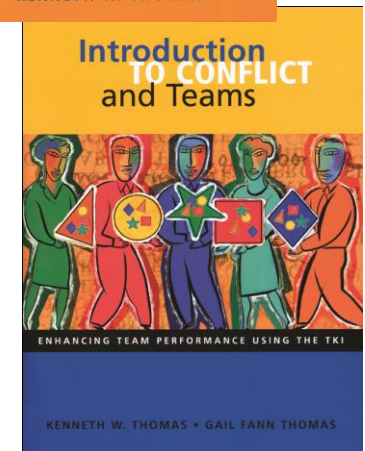
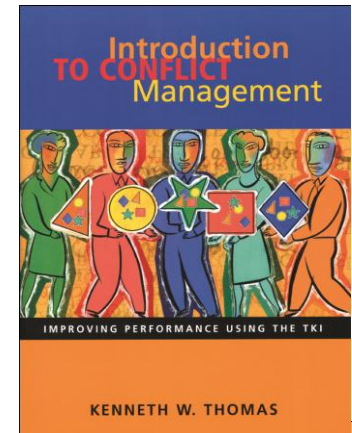
- Introduces the five conflict-handling modes.
- Helps clients identify the mode(s) they use most—their conflict “style”.
- Provides a list of situations when each mode is especially useful.
- Encourages clients to choose conflict modes thoughtfully, rather than out of habit.
- Provides warning signals of overuse or underuse for each mode.





# Two Support Booklets Provide Guidance on How to Use Each Mode Constructively

- *Introduction to Conflict Management*
  - Skill building for individuals, intended for management supervisory training and coaching.
- *Introduction to Conflict and Teams*
  - Guidance for team members and team leaders, intended for team-based training or intervention.





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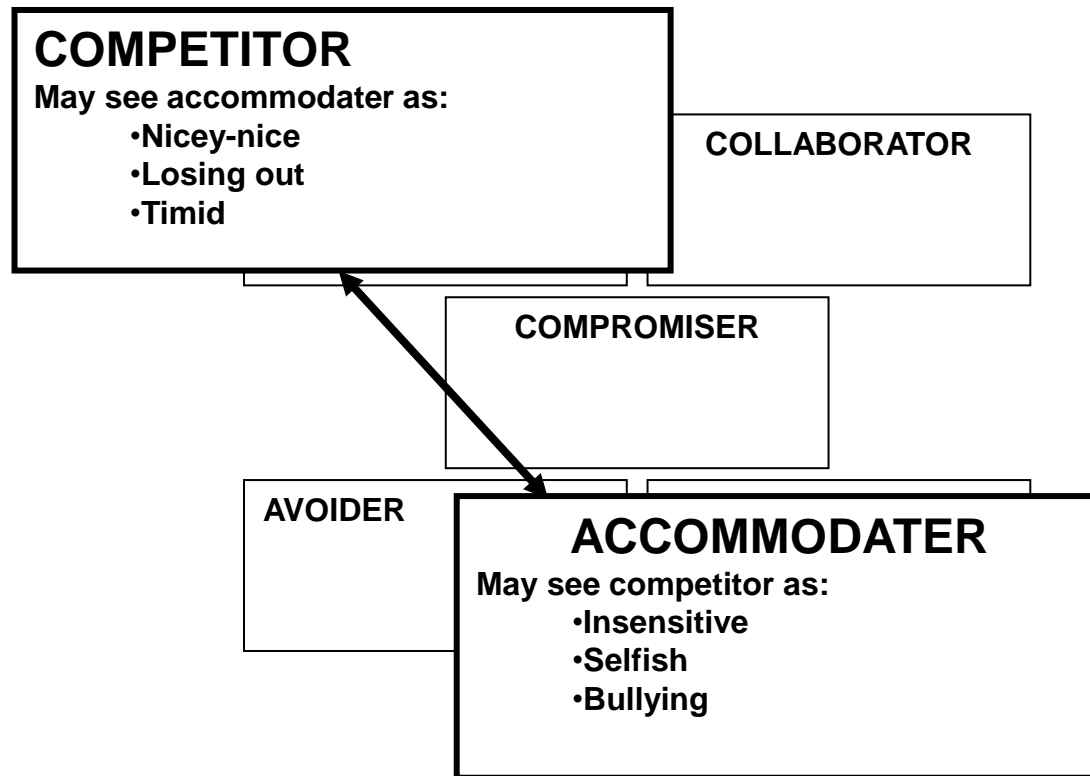
# Five Insights and Action Steps

Navigating Conflict without Unnecessary Stress  
Using the TKI Assessment



# Motives Often Get Misread

Team members often stereotype other styles at their worst, framing them negatively in terms of their own values.







# Recognizing Positive Motives

<b>Competitor</b> “Champion” Here’s a good thing to do!	<b>Collaborator</b> “Problem Solver” Can we find a win/win solution?
<b>Compromiser</b> “Pragmatist” Should we settle for a workable middle ground?	
<b>Avoider</b> “Time Keeper” Is this issue worth our time?	<b>Accommodater</b> “Chaplain” Can we protect goodwill and others’ well-being?





# Action Step 1

Navigating Conflict without Unnecessary Stress

- **Action Step:** Address the positive motives of the conflict styles.
  
- **Practitioner Tip:**
  - Powerful intervention in conflict interventions or as part of team building.
  - Especially helpful for avoiders, competitors, and accommodators.
  - Give examples of how to appeal to those positive motives during a conflict.





# “Temptations” to Resist

## (Partial List)

<p><b>Competitors</b></p> <p><b>Not listening:</b> interrupting, talking over, or ignoring others’ statements</p> <p><b>Attacking:</b> showing anger; making personal criticisms or threats</p>	<p><b>Collaborators</b></p> <p><b>Overanalyzing:</b> problem solving when the answer is clear or the issue is unimportant</p> <p><b>Failing:</b> continuing to problem solve when it’s not working</p>
<p><b>Compromisers</b></p> <p><b>Posturing:</b> using misrepresentation or inflated demands to get a favorable settlement</p> <p><b>Settling short:</b> agreeing to a compromise that does not meet team needs</p>	
<p><b>Avoiders</b></p> <p><b>Avoiding teammates:</b> avoiding individuals with whom you have issues; not returning e-mails, calls, etc.</p> <p><b>Withholding information:</b> not volunteering information on issues; providing vague answers</p>	<p><b>Accommodaters</b></p> <p><b>Allowing questionable decisions:</b> not challenging decisions you have doubts about; not “rocking the boat”</p> <p><b>Bending rules:</b> allowing exceptions to rules or standards; overlooking violations or substandard performance</p>

Source: *Introduction to Conflict and Teams*





# “Temptations” to Resist

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Source: *Introduction to Conflict and Teams*





# Action Step 2

Navigating Conflict without Unnecessary Stress

- **Action Step:** Point out the costs of these “temptation” behaviors.
  
- **Practitioner Tip:**
  - Have “style groups” discuss the temptations as well as the contributions of their style.
  - Executive coaches and team leaders need to provide feedback when they see these behaviors.





# Key Skills for Each Conflict Mode

## (Partial List)

<b>Competing</b> <ul style="list-style-type: none"><li>• Fighting fair</li><li>• Using warnings instead of threats</li></ul>	<b>Collaborating</b> <ul style="list-style-type: none"><li>• Identifying underlying concerns</li><li>• Using “firm flexibility”</li></ul>
<b>Compromising</b> <ul style="list-style-type: none"><li>• Making partial, reciprocated concessions</li><li>• Using “principled” compromise</li></ul>	
<b>Avoiding</b> <ul style="list-style-type: none"><li>• Avoiding without being evasive</li><li>• Avoiding “personalized” conflicts (breaking the anger cycle)</li></ul>	<b>Accommodating</b> <ul style="list-style-type: none"><li>• Conceding gracefully</li><li>• Satisfying a complaint</li></ul>

Source: *Introduction to Conflict Management*





# Action Step 3

Navigating Conflict without Unnecessary Stress

- **Action Step:** Besides covering when to use the five conflict modes, add key skills in training, coaching, and interventions.
  
- **Practitioner Tip:** Pick skills in one of several ways, for example:
  - Coach selects skills most needed for client's development.
  - Change agent selects skills most needed for team functioning.
  - Trainer assigns *Introduction to Conflict Management* and has clients pick skills to practice.







# Collaboration as a Conflict Mode that Deserves Special Attention

- While all five conflict modes are useful tools in different situations, research shows that successful collaboration results in
  - Superior decisions
  - Learning and innovation
  - Trust building
  - Higher satisfaction with conflict outcomes
- Many practitioners make sure that people and teams add collaborative skills to their tool kit.





# Collaboration Requires Knowing the Difference between Concerns and Positions

- **Concern:** What you care about in a conflict; the thing that's threatened that you would like to protect.
  
- **Position:** The action you propose to settle the conflict; what you think should be done.





# The Two Essential Steps in Collaborating

- Identifying your own concern and the other person's concern.
- Inviting the other person to problem solve to find creative ways of meeting both concerns.

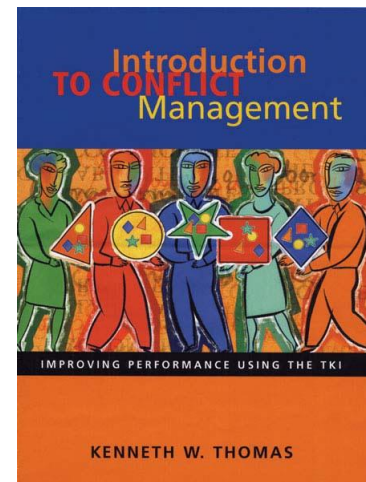




# Using “Firm Flexibility” When You Encounter Resistance

- Combines competing and collaborating.
- Firmness is in insisting on your concern.
- Flexibility is in collaborating to find a solution that meets your concern and the other person’s.

\* For more on collaborative skills,  
see *Introduction to Conflict Management*.





# Action Step 4

Navigating Conflict without Unnecessary Stress

- **Action Step:** Have people practice key collaborative skills:
  - Identifying the underlying concerns in a conflict,
  - Posing the issue as a mutual problem,
  - Using “firm flexibility” when required.
  
- **Practitioner Tip:**
  - Have participants write short cases on a recent conflict before a workshop.
  - Select some cases (with writers’ permission).
  - Role play collaborative skills in relation to the case.





# Building Collaborative Capacity in Teams

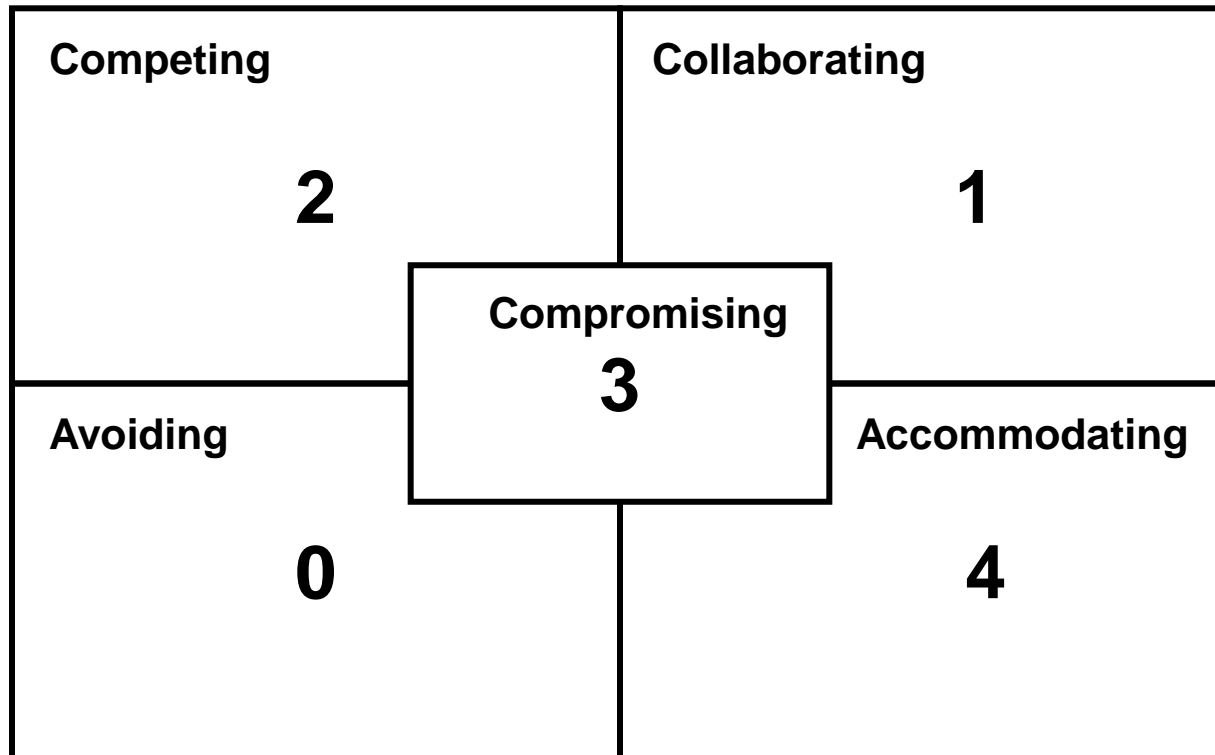
- Teams also have conflict styles, based on the dominant styles of their members and leader.
- Different team styles create unique challenges for creating collaborative capacity.
- Thus teams with different styles require different strategies for building collaborative capacity.





# A Board of Directors with an Accommodating Style

## Dominant Modes\*

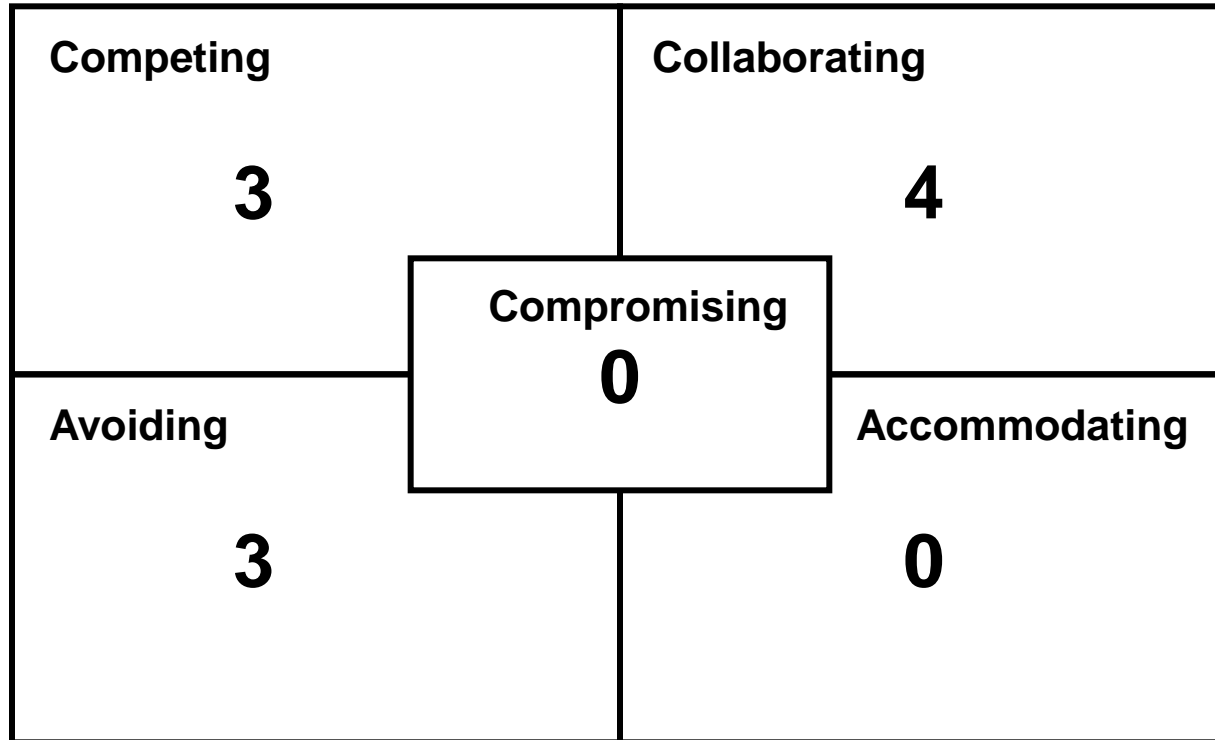


\*Figures show number of members who score highest on each conflict mode.





# Least Used Modes of Board Members







# Selected Challenges and Remedies for Accommodater Teams

## Challenges

- Difficulty asserting needs
- Conformity
- Reluctance to debate/challenge

## Remedies

- Polling members for needs
- Norms of critical thinking
- Using structured debates



# Action Step 5

Navigating Conflict without Unnecessary Stress

- **Action Step:** Use *Introduction to Conflict and Teams* to have teams identify:
  - their team conflict style,
  - challenges of that style for reaching collaborative decisions,
  - strategies to deal with those challenges on important issues.
- **Practitioner Tip:** *Introduction to Conflict and Teams* contains more detailed information on these issues, including work sheets for identifying team style and separate pages on the strengths and challenges of each team type.





# Closing Thoughts

- Hopefully, we've given you some useful tips for dealing with stress and conflict situations.
- The MBTI assessment looks at personality dynamics and your personality under stress—it is dynamic with 4 levels.
- The TKI assessment provides insights of what to do when navigating conflict.





*The people development people.*

## Thank You

For more information:

CPP Customer Relations

800-624-1765

[custserv@cpp.com](mailto:custserv@cpp.com)

[msegovia@cpp.com](mailto:msegovia@cpp.com)

[ken@kennethwthomas.net](mailto:ken@kennethwthomas.net)

[www.cpp.com](http://www.cpp.com)