

HSPE

presents

Conflict Resolution

“Increasing Effectiveness”

ALDEN B. DAVIS

tear sheet

30 years in industry



* Achieved linearity of military fighting vehicles: 3 BFV/day and 6 M113/day...no month end push, no part shortages, no hockey stick.

* First major job redesign done in an IAM shop, joint labor/management project. Inspired the joint labor/management process at Raytheon in Tucson, AZ.

- * Designed and lead one of the most recognized factory transformations in the United States.
- * Saved a 1,700 person facility.
- * Cost/hour down 38%
- * Productivity up 51%
- * Indirect labor down 62%
- * 10 years of year-over-year improvements
- * 1,000 visitors in one year to see the socio-technical work system



- * 19 years in Aerospace
- * Actively involved in all aspects of the business from sales through customer support and staff functions
- * Lead the creation of two widely recognized collaborative labor/management contracts redesigning work for cellular manufacturing

- * Corporate King of Kaizen
- * Hundreds of applications
- * Global expertise
- * Skilled in military and commercial business
- * Industrial and financial services
- * Automotive, aerospace and building systems
- * Frequent conference speaker and radio segment contributor



Purpose:

To equip ourselves with conflict resolution skills

In a way that creates a desire to shift from reactive to controlled behaviors

So that personal effectiveness in resolving problems increases.

Products:

- ∅ 1. Learn conflict resolution skills
- ∅ 2. Shift from reactive to controlled behaviors
- ∅ 3. Compare “winning” to “resolving”
- ∅ 3. Increase personal effectiveness in resolving problems
- ∅ 4. Discover what drives personal “hot buttons”

Agenda:

- The art of winning
- The art of resolving
- The work of applying

At the end of this session:

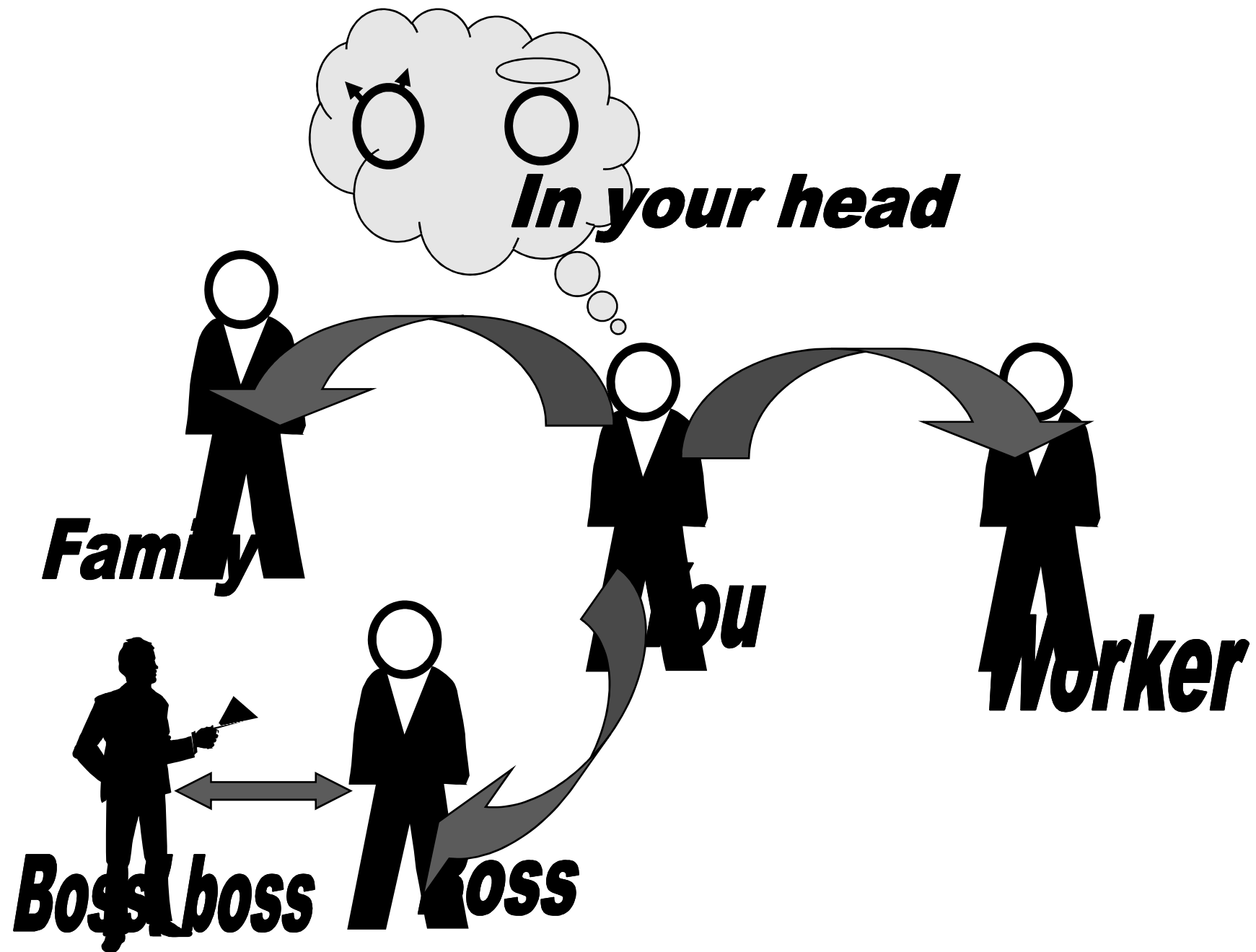
If given a problematic situation, resolution flow-maps and an awareness of personal attachments

Design an intervention

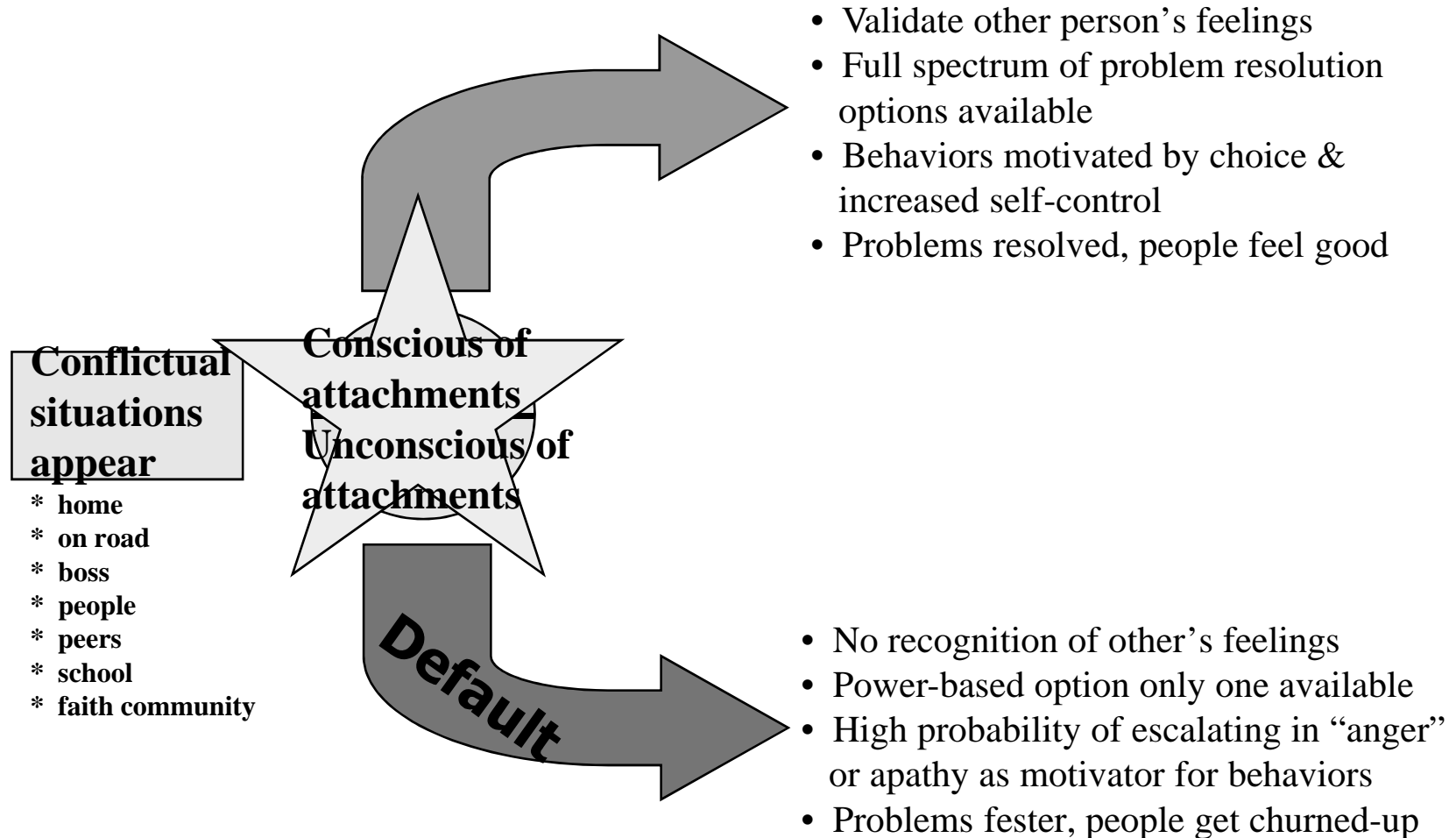
So that the problem is resolved and people have increased spirit and will.

Context of this workshop





Premise of this workshop



A.D.'s Beliefs

- ⌚ Unless I choose, "conflict" is the default problem resolution process.
- ⌚ "Conflict" is the lowest form of problem resolution. The uncivilized form. The "base-case" form.
- ⌚ This is about Problem Resolution, not Conflict Resolution.
- ⌚ When I allow "Anger" to kick-in as the motivator for my behaviors when resolving conflict (**out-of-control**) the results are especially damaging to all involved.
- ⌚ My personal effectiveness in problem resolution increases as I shift from "self-involvement" to "self-awareness."

This is About Me!

- ⌚ Conflict Resolution Training is not about doing something “to” or “for” them.
- ⌚ It is about **my** journey of becoming more effective as a leader and becoming a steward of those around me.

How do you want to be remembered?

∴ **Someone always at odds with the world... always in battle, pulling-out the “control rods?”**

OR

∴ **Someone creating harmony in the world, seeking peace, putting-in the “control rods?”**

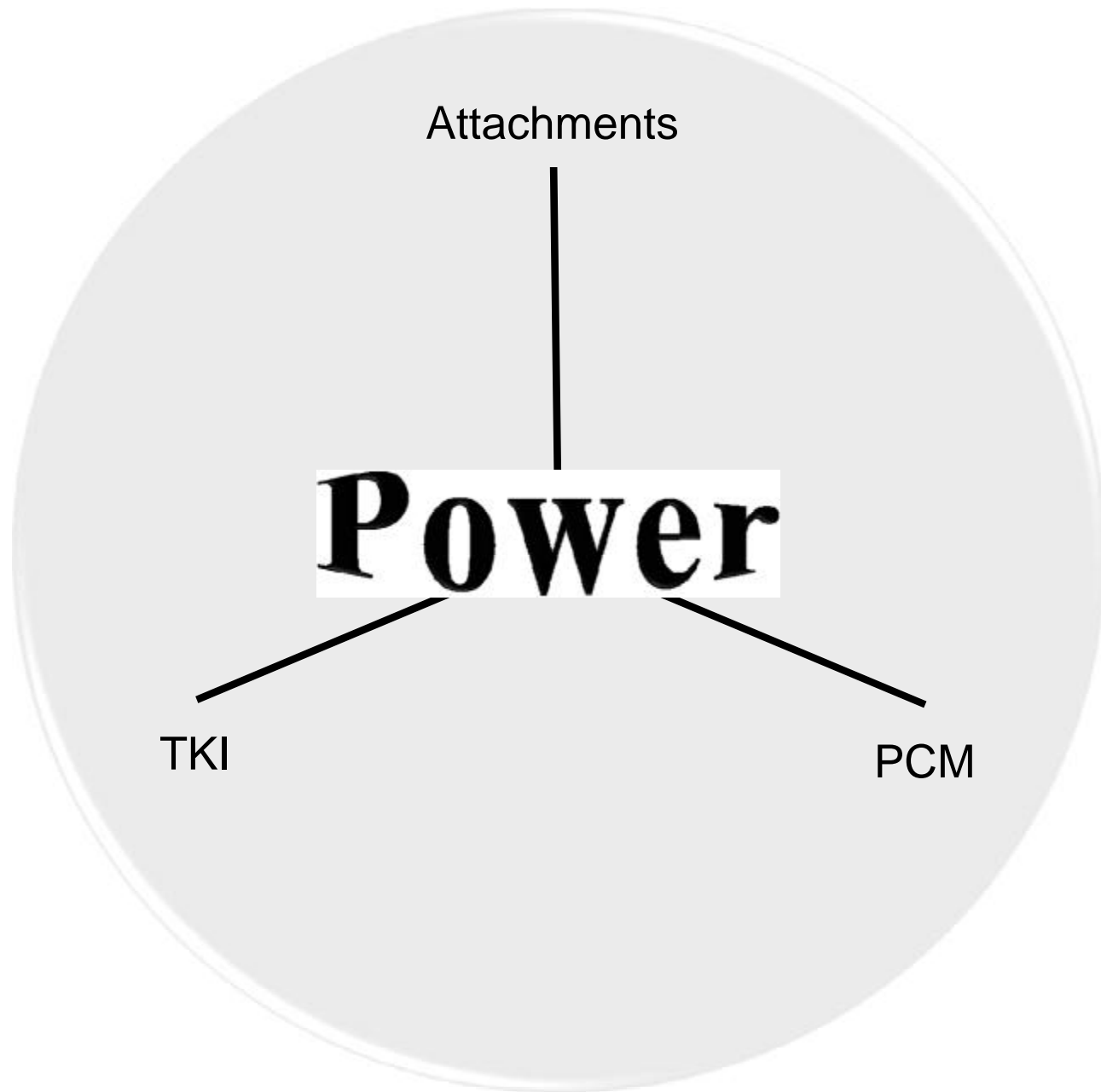
Resolving Conflict

Resolution

- ∩ Act or process of answering, solving, disentangling, unraveling, explaining or reducing to simpler form.

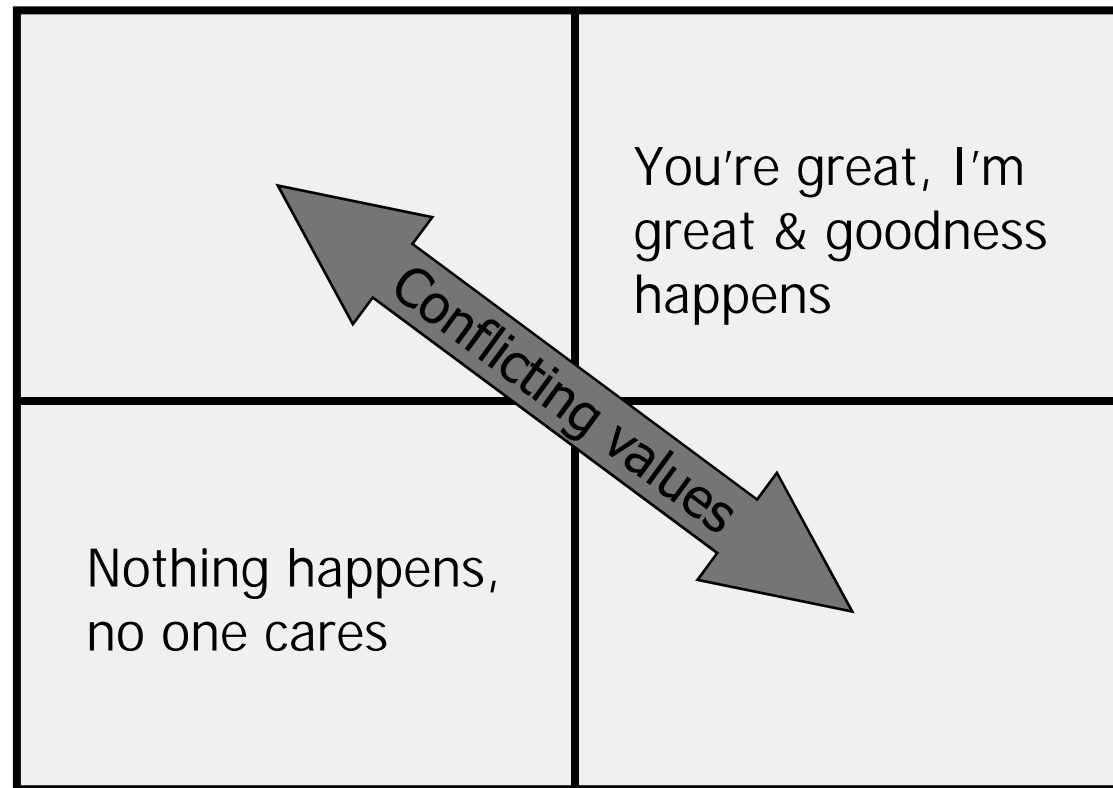
Conflict

- ∩ A strife for mastery
- ∩ A fight
- ∩ Prolonged struggle
- ∩ Divergence of opinions
- ∩ Mental or moral struggle
- ✓ Hostile encounter
- ✓ Battle
- ✓ Clash



High value
to me

Low value
to me



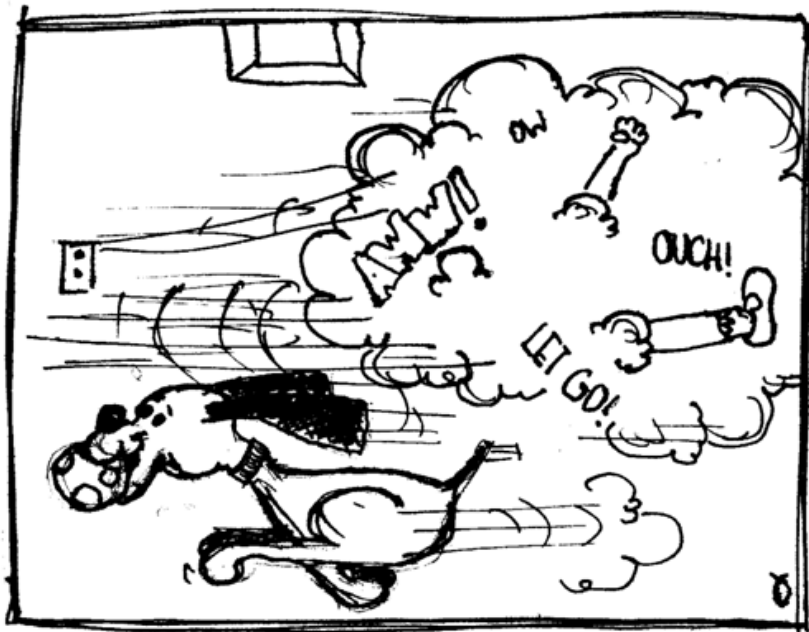
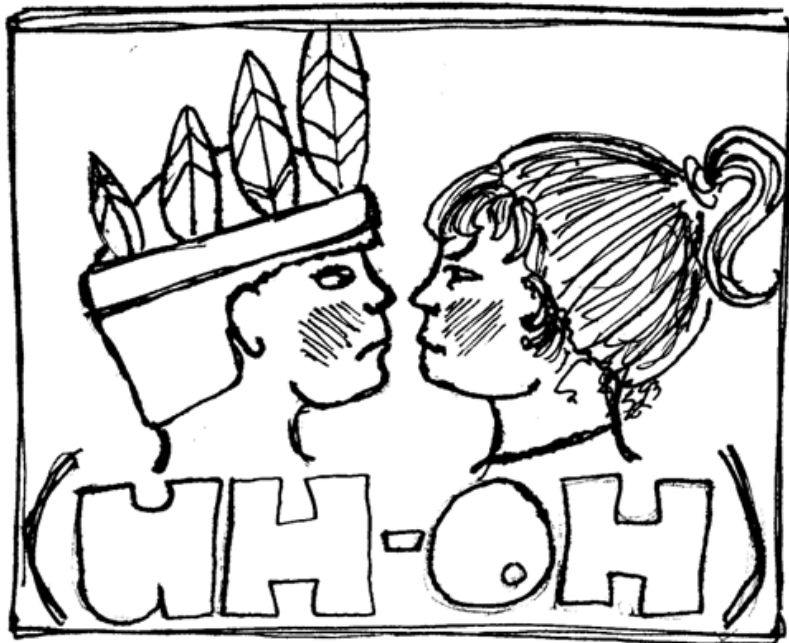
Low value
to you

High value
to you

Assignment 1: Current Conflict

List key a relationship in your life where you are experiencing conflict.

Winning



Rules for Conflict Resolution

∂ 1. Amass more power, or the perception of power, than your adversary and ensure that they know it.

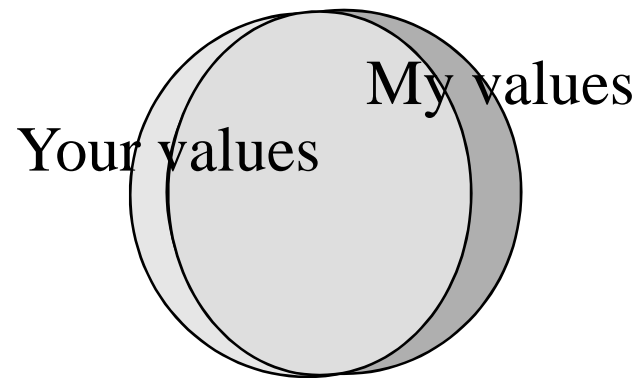
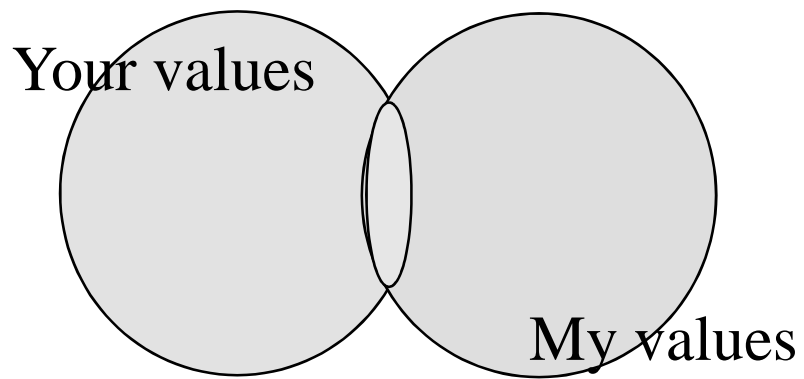
∂ 2. "Might is right!" Thrasymachus 400B.C.

Vogelweid 1230 A.D.

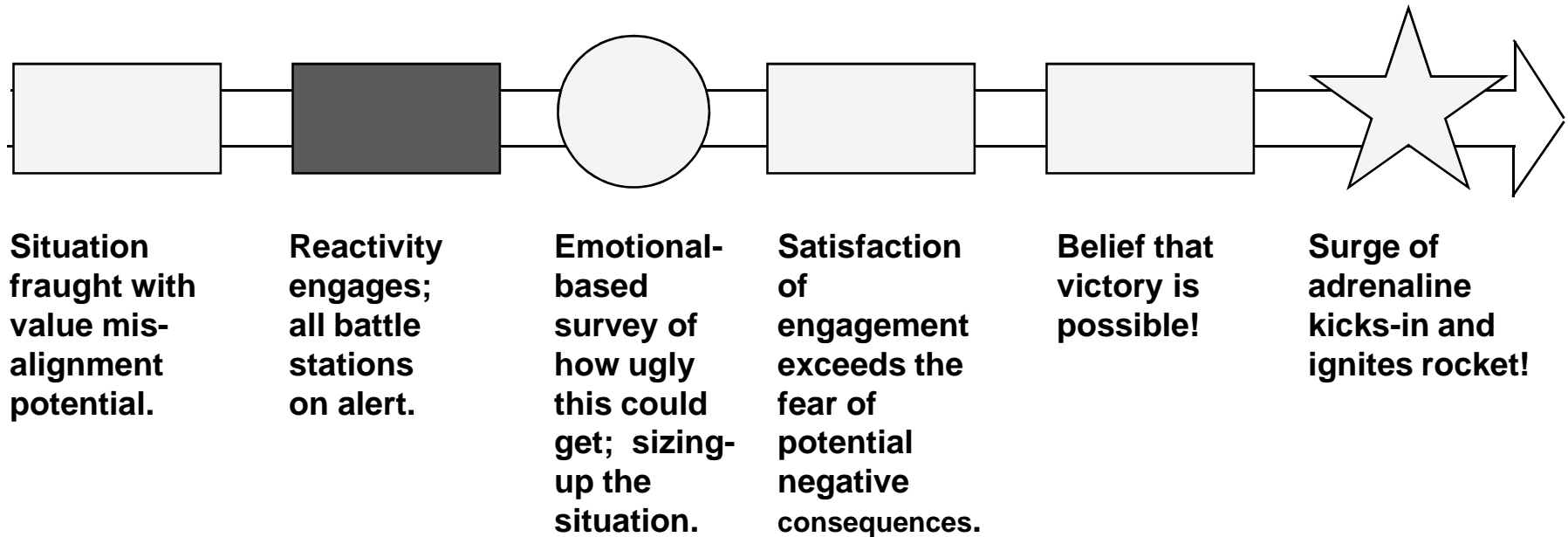
Lincoln 1861 A.D.

- Physical might or emotional might

Conflict Potential?

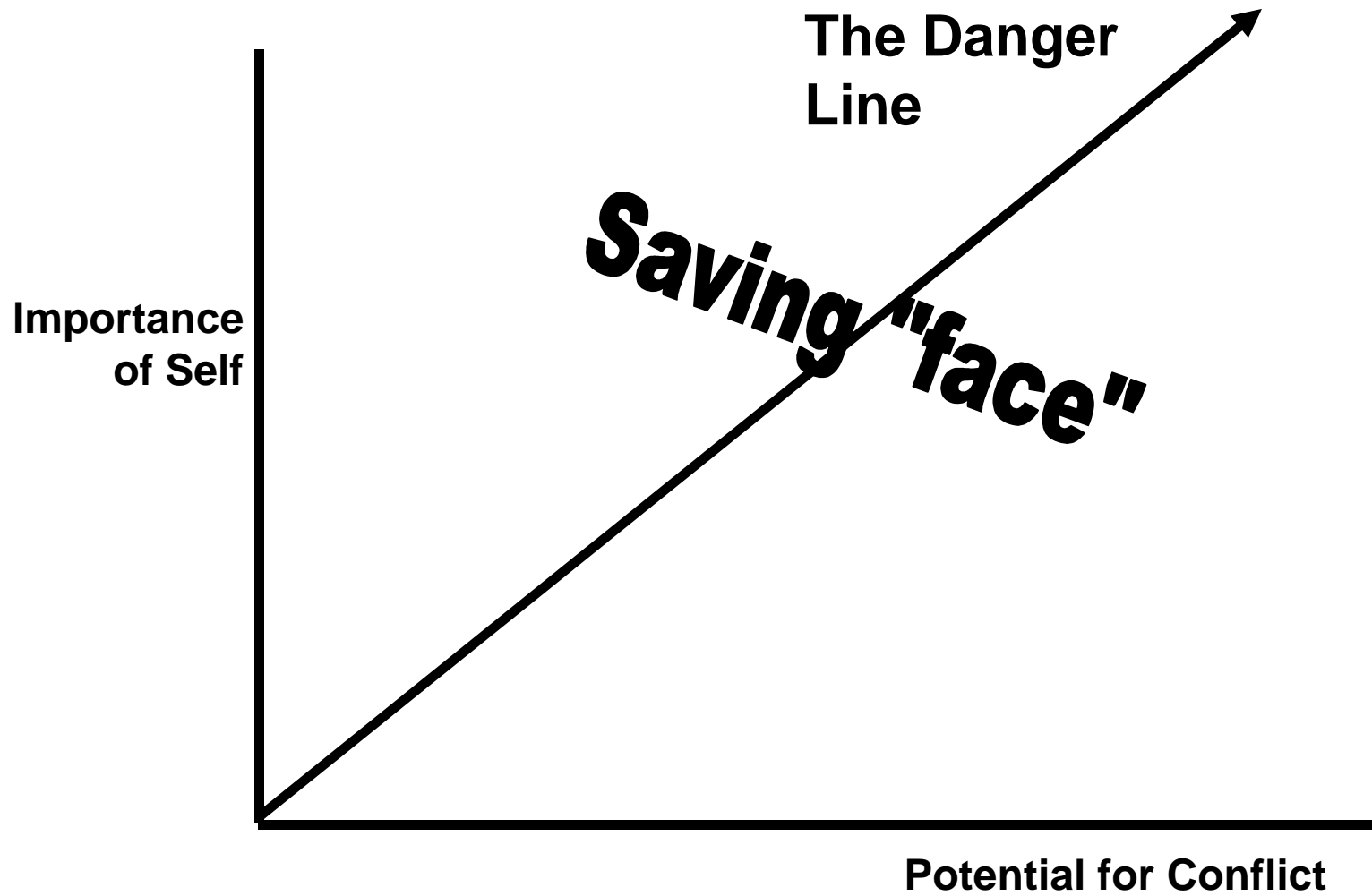


Process: Winning a Situation



A.D.'s Beliefs on Conflict

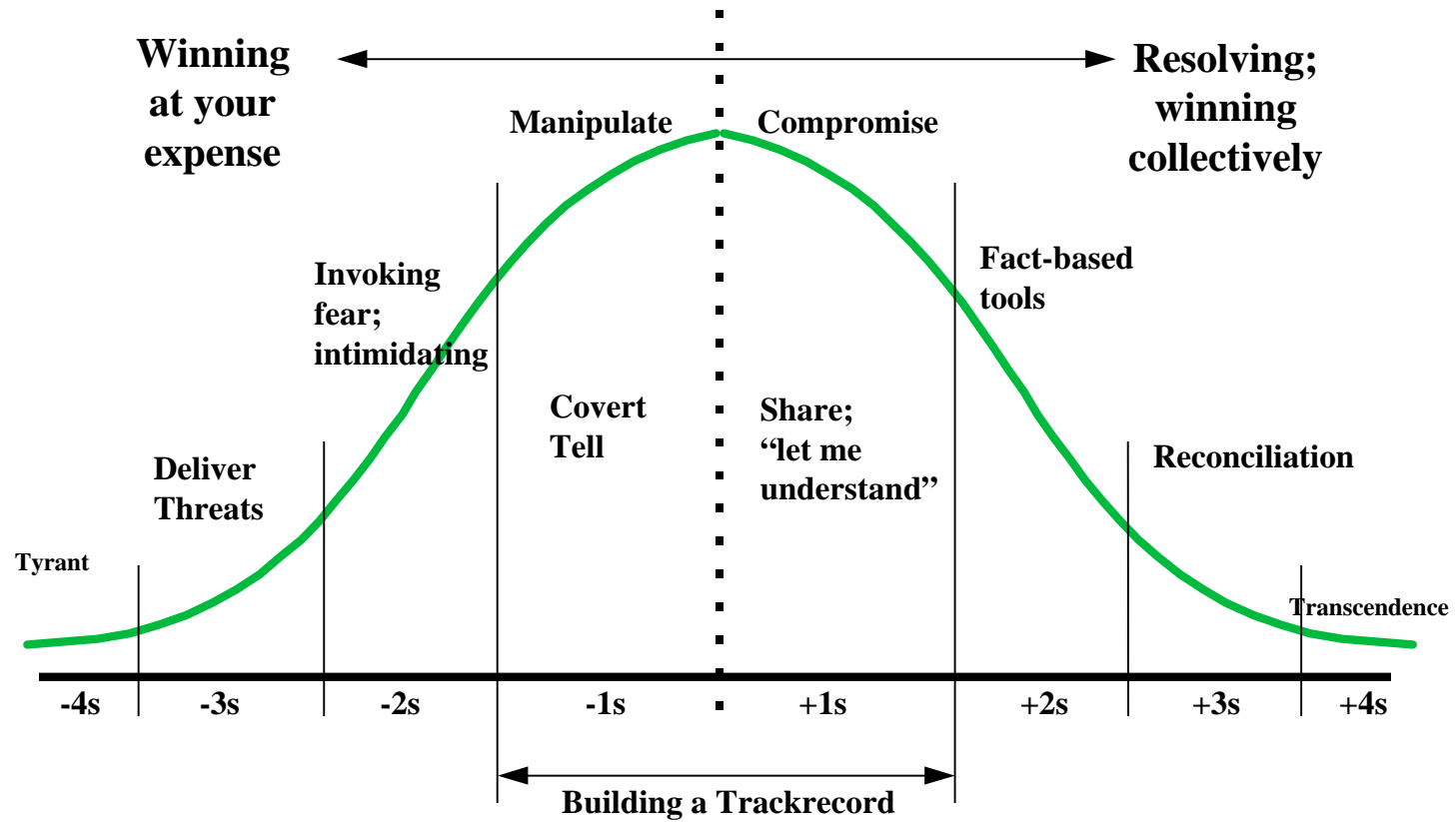
- This is only about you and what makes you happy or satisfied.
- Anxiety, long-suffering, anything negative to you are bad things which you do not need to experience.
- Protect yourself at all costs. Never be exposed.
Always have cover.
- Stand-up for yourself. You are what is important. Push yourself forward into battle.



Remember

- ⌚ Unless you choose, “conflict” is the default problem resolution process.
- ⌚ This is about ***Problem Resolution***, not ***Conflict Resolution***.
- ⌚ “Conflict” is the lowest form of problem resolution. The uncivilized form. The “base-case” form.

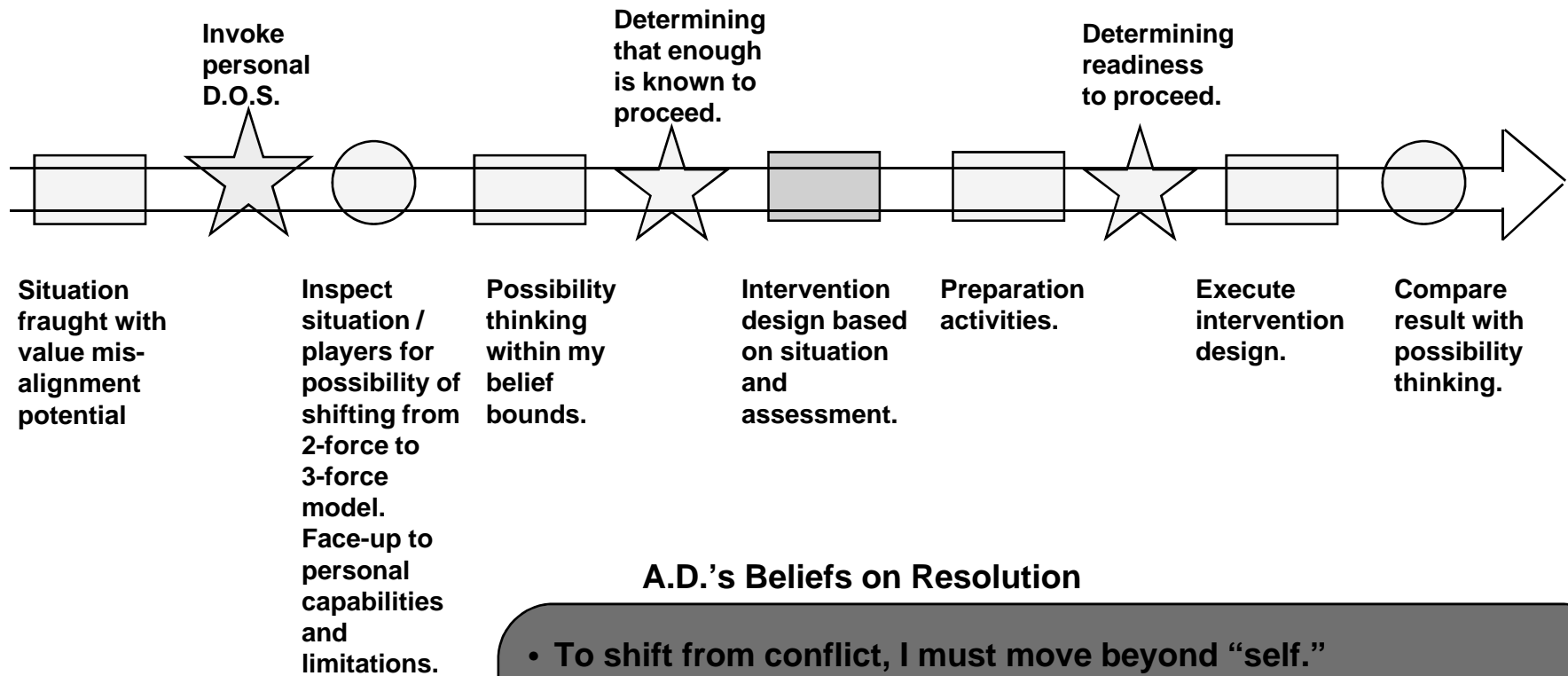
PROBLEM RESOLUTION



Resolving



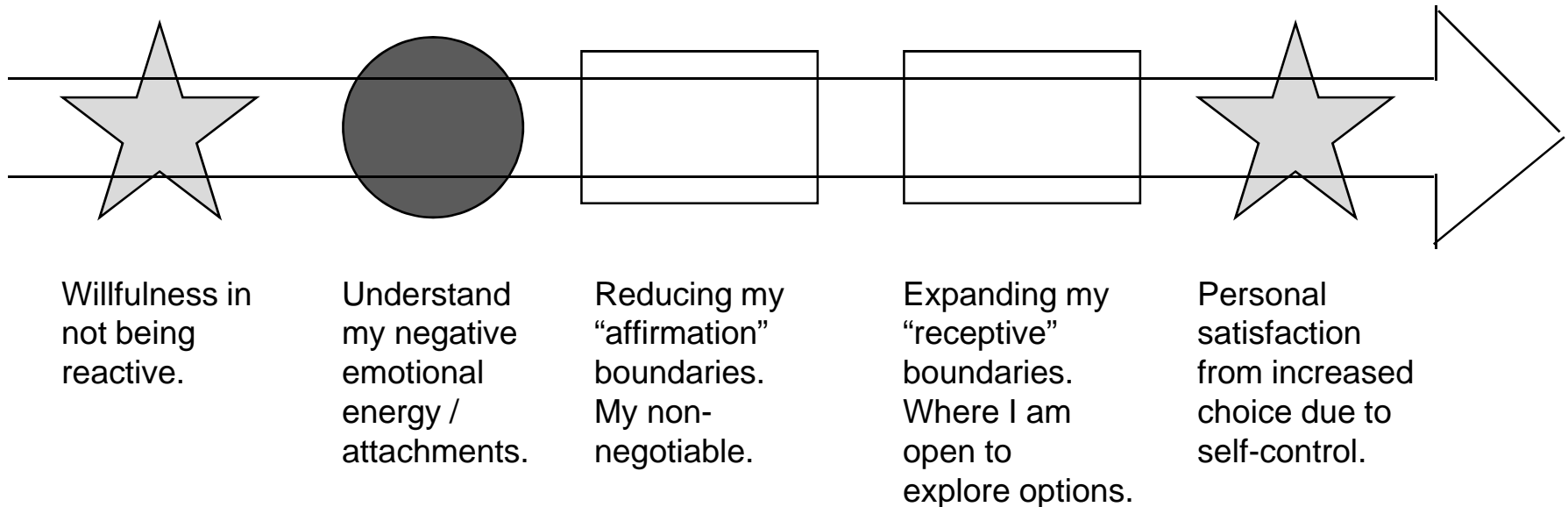
Process: Resolving a Situation



A.D.'s Beliefs on Resolution

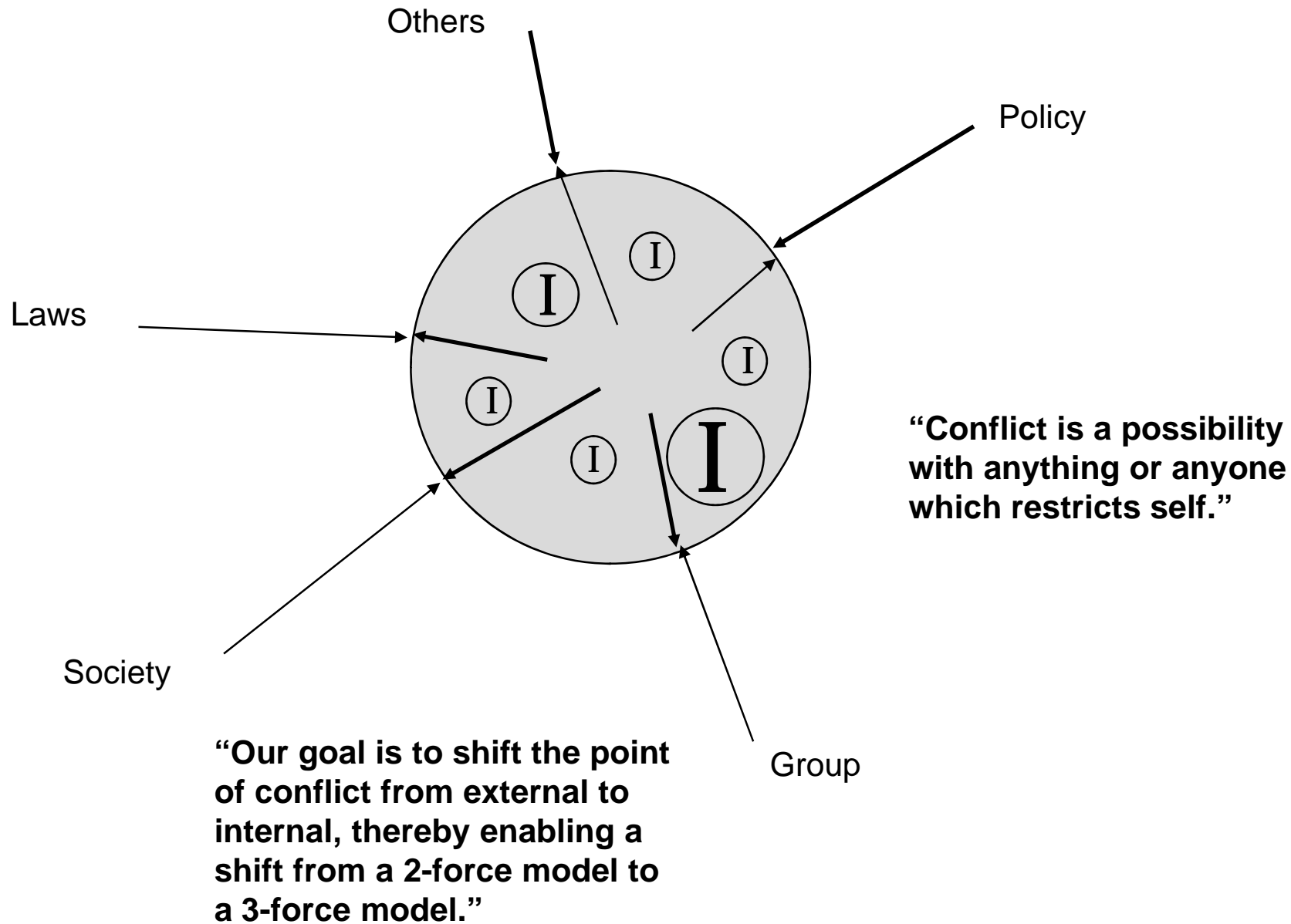
- To shift from conflict, I must move beyond “self.”
- Options for solutions increase with self-control.
- Problem resolution does not just “happen;” it requires purposefulness.
- Problem resolution takes place before the situation ever occurs.
- The only thing I can actually change is myself.
- Problem resolution does not equal winning.
- War within myself is where conflict begins.

Process: Increasing Personal Effectiveness in Achieving Purposefulness
_____ (internal D.O.S.)



A.D.’s Beliefs on Internal D.O.S.

- Intense personal work is required to align the ①’s creating peace within.
- Freedom from self allows freedom from reactivity.
- Using the 3-force model is not natural.
- The pursuit of purposefulness directs behavior.



Negative Emotional Energy

- ⌚ A feeling which saps my will (apathy) or ignites my anger
- ⌚ Rooted in self-importance
- ⌚ Driven by “attachments”

Attachments

∅ Competence

∅ Security

∅ Respect

∅ Worthiness

∅ Integrity

∅ Acceptance

∅ Approval

∅ Honesty

∅ Valued

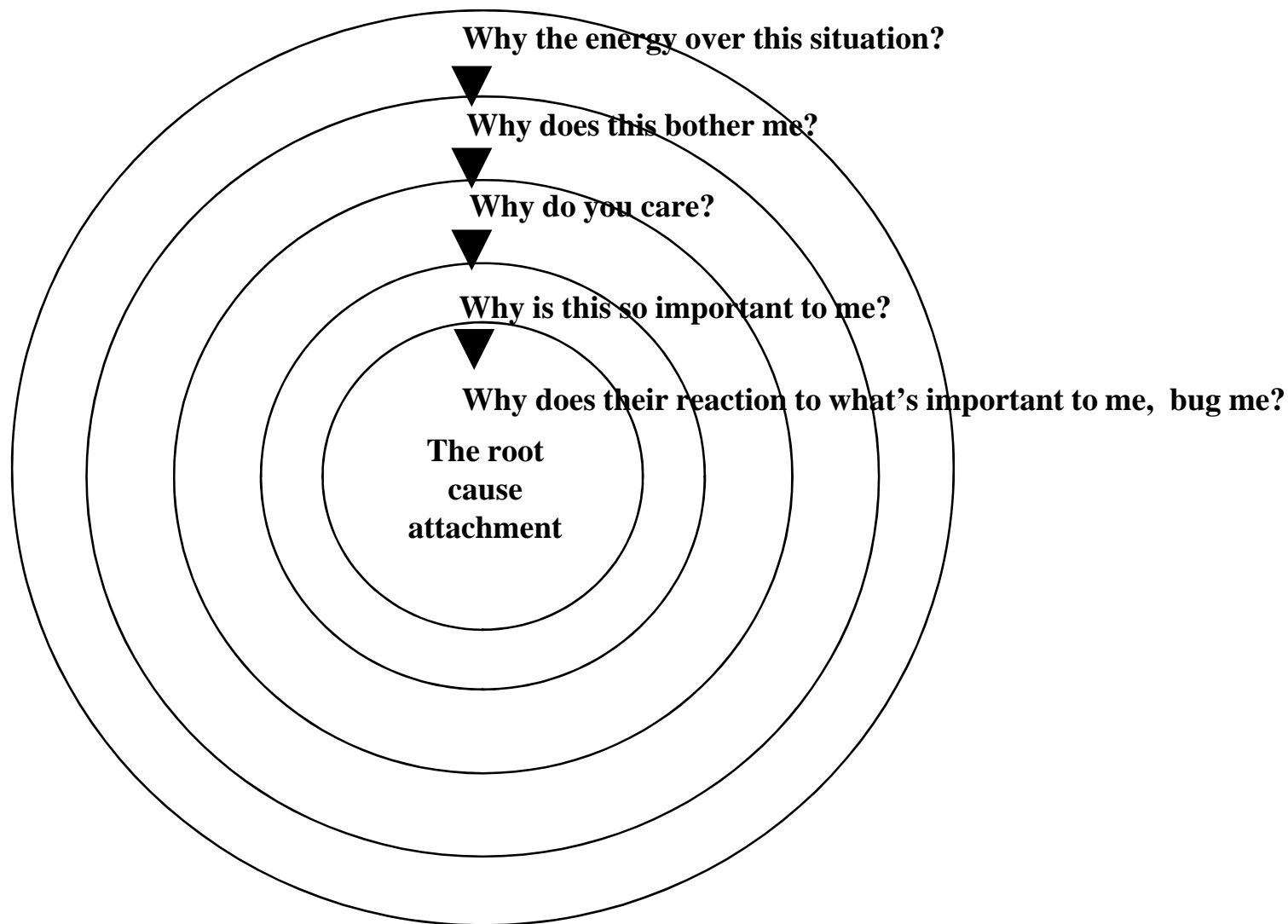
∅ Appreciated

Early Warning Indicators of the *Attachment Zone*

- ∩ Pulse quickens
- ∩ Hot earlobes
- ∩ Sweaty hands
- ∩ Voice volume
- ∩ Go silent
- ∩ Splotchy forehead
- ∩ Stuttering
- ∩ Hollowness in chest
- ∩ Eyes "suck-in"
- ∩ Ears blister
- ∩ Tunnel vision
- ∩ Tingling in back of head
- ∩ Heat in back of neck
- ∩ Loss of eye control
- ∩ Clenching three fingers
- ∩ Knees shaking
- ∩ Nose flair
- ∩ Butterflies in stomach
- ∩ Red faced
- ∩ Vein protrusion

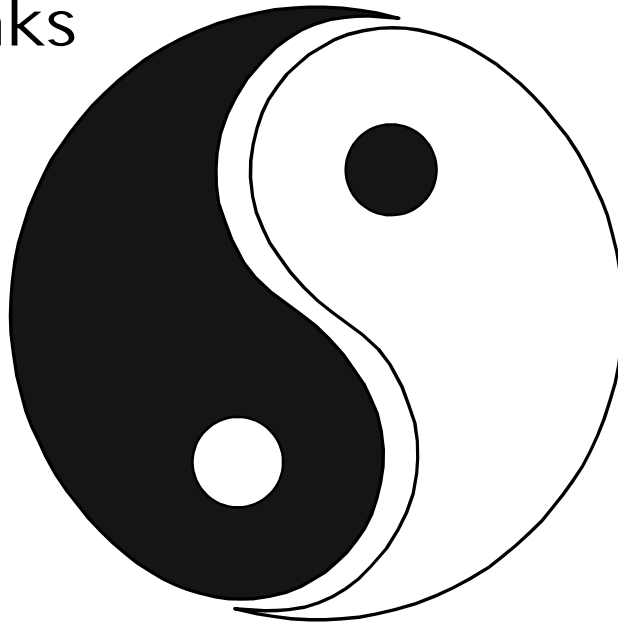
Identifying Attachments: 5-Why's to Root Cause

Describe the situation/conflict that is winding-you-up.



Attachment Paradox

The attachment
which sinks
me...



...also
makes me soar.

More Early Warning Indicators of the *Attachment Zone*

∂ "I like being around that person"

∂ "They mean so much to me"

∂ "What a great person"

∂ "My life would feel empty without them"

Hypothesis's

- ∴ Groups intuitively find the attachment-spot in another person and exploit it (un)consciously for control or sport.
- ∴ Effective people do not get snared by “attachment-spot” exploitation.

Remember,

- ∂ Use your body signal to become conscious
- ∂ Know that an attachment has been hit
- ∂ Choose not to get sucked-into the drama
- ∂ Take a breath
- ∂ Validate the other person's feelings
- ∂ Prepare to articulate the problem and move into problem solving without resorting to power/conflict