



From 'Toxic' to *Productive*

HOW TO TURN (ALMOST) ANY CONFLICT INTO A WIN)



Nice to Meet You.

(Basically) a real-life Olivia Pope.

Former jury trial lawyer, turned conflict strategist, mediator, negotiator, crisis manager, and executive life coach.

I help people stand their ground when the stakes are high, and show them a pathway through conflict so they get to the end of the tunnel sooner and in one piece.

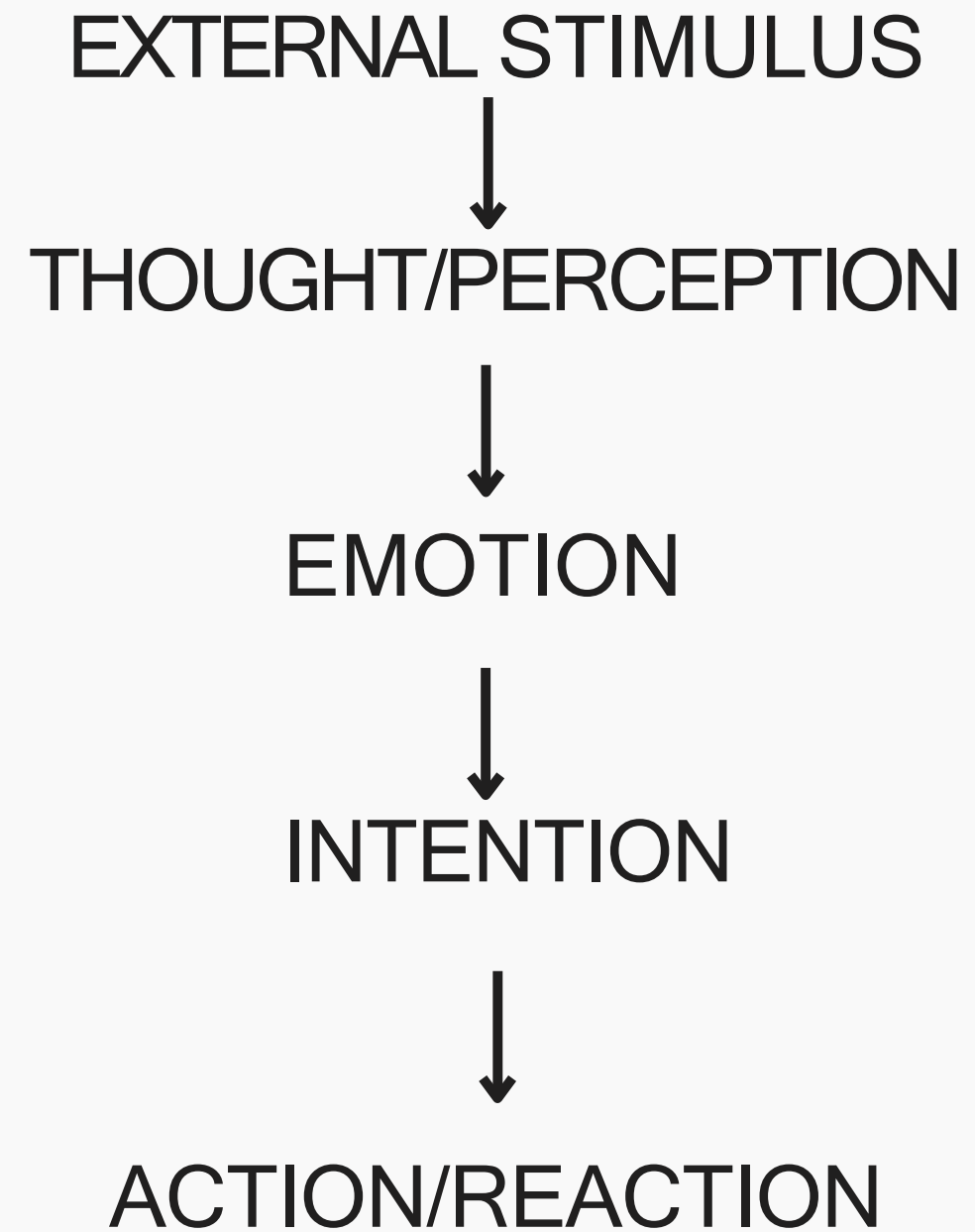
Susannah Margison, BSc, JD, CPC, ACC (She/Her)

ConflictTM

a “dynamic process that arises among individuals who experience negative emotional reactions to perceived disagreement.”

BARKI H, HARTWICK J. CONCEPTUALIZING THE CONSTRUCT OF INTERPERSONAL CONFLICT. INT J CONFL MANAG. 2004; 15:216-44

The Conflict Pathway



Conflict = Threat = Stress
= Stress Reaction

Key Takeaway

Conflict is a very normal human internal response to an external stimulus. If we can honour and regulate our internal response, we'll be much better equipped to respond to the external stimulus / problem. That's why most of our work will be on the internal response.

We need to talk about your energy.

Aka your “aura”, your “vibe”, how you “show up”. Energy at the core of the thoughts, emotions and actions that relate to how people see themselves, those around them and the world itself.



You attract whatever you give
your energy, attention and focus
to.

If you're thinking about it, you're magnetizing it to your life -
whether it's positive or negative.

7 Levels of Conflict Energy

Level 1: Victim

Level 2: Antagonist

Level 3: Persuasive

Level 4: Caregiver

Level 5: Capitalist

Level 6: Visionary

Level 7: Purposefully Detached

THE 7 LEVELS OF CONFLICT ENERGY

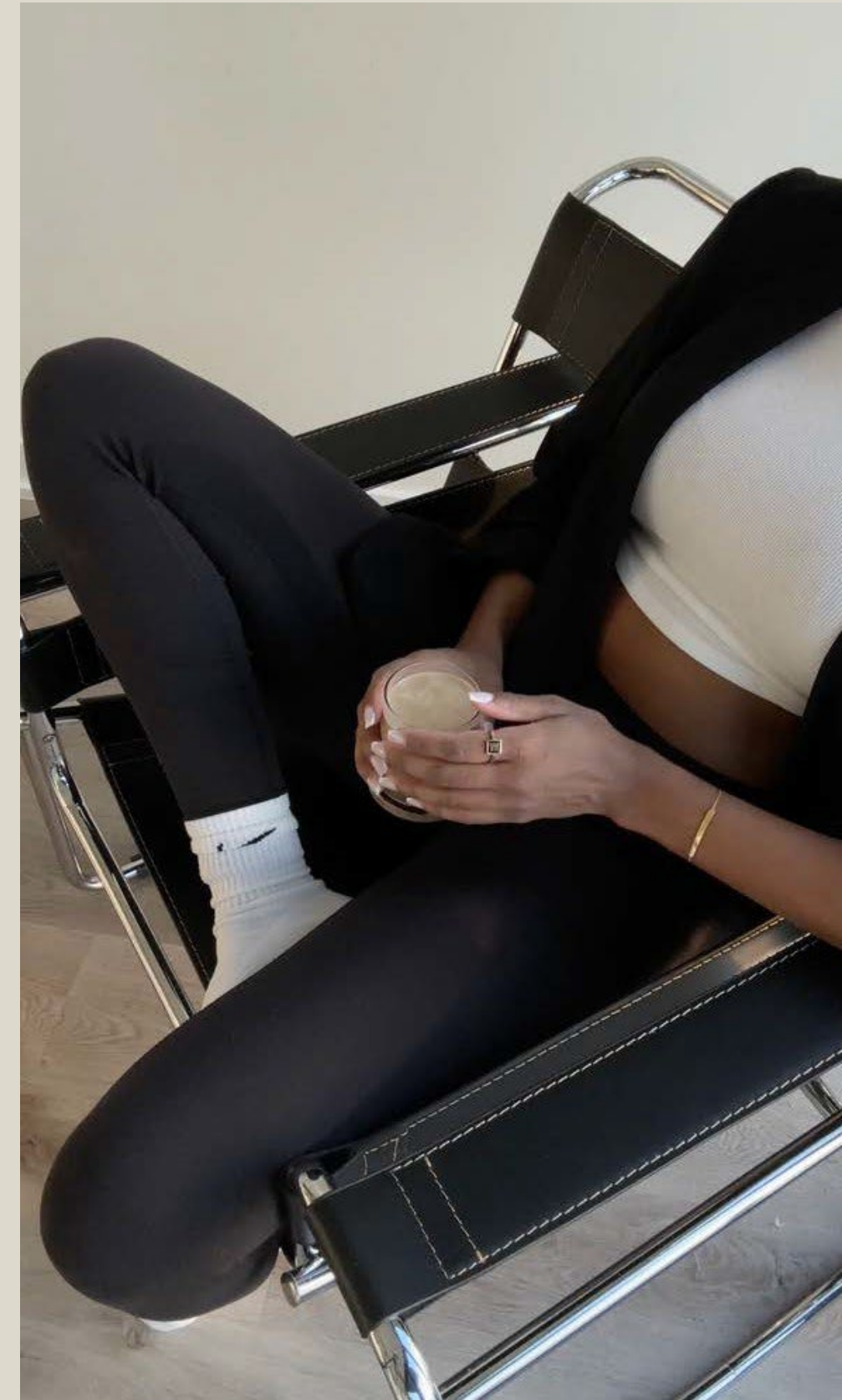
VICTIM	"I ALWAYS LOSE"	You feel like you're completely powerless in the situation and there's no use in trying to do anything about it.
ANTAGONIST	"I WIN, YOU LOSE"	Someone else is always to blame for whatever you're encountering. Other people are always out to get you. You need to force people to help you.
PERSUASIVE	"I NEED TO WIN, THEN YOU CAN WIN"	You'll try and persuade the other person that they should see things your way (or persuade yourself to tolerate a less-than-ideal outcome).
CAREGIVER	"YOU WIN"	You're all about putting the other person first, even if that means your own needs won't be met.

THE 7 LEVELS OF CONFLICT ENERGY

CAPITALIST	"WE BOTH WIN OR WE DON'T PLAY"	You capitalize on the opportunity presented by the situation and find a solution that benefits everyone, not just you.
VISIONARY	"EVERYONE ALWAYS WINS BY VIRTUE OF PLAYING THE GAME"	You see everyone and everything as interconnected find value in every experience and every conversation, even if it isn't immediately apparent.
PURPOSEFULLY DETACHED	"WINNING AND LOSING ARE ILLUSIONS"	You are in no way carried away by your emotions, and that mean's they're able to be completely objective and strategic in their response.

How would *you* like to show up in conflict?

Pop your answer chat!



SM

Know yourself and you will
win all battles

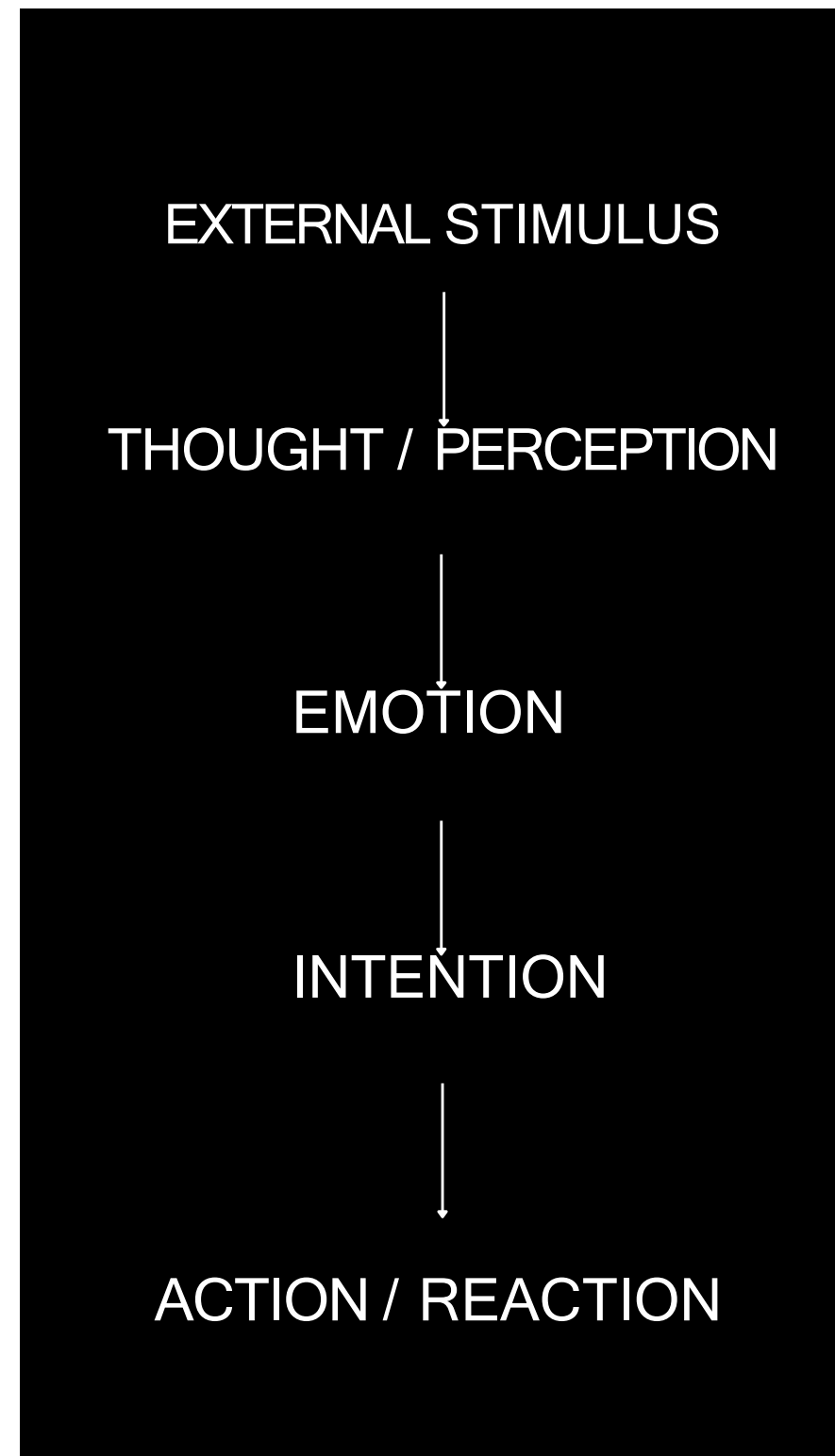
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The EXTERNAL STIMULUS is something seen or heard. It would constitute a "fact" in the courtroom. (I.e. Someone snapped at me)

The EMOTION is then generated by our perception. What we feel is real, but may not be based on ALL of the facts. (I.e. I'm really angry that this person doesn't respect me)

The ACTION/ REACTION may or may not be the most helpful in the circumstances and might not actually provide your intended result. (I.e. Shouting ensues)



The THOUGHT / PERCEPTION is the importance, meaning or significance we give to the stimulus. (I.e. This person must not respect me)

Based on our thoughts and emotions we'll form an INTENTION for how we want to respond to the external stimulus. (I.e I'm going to tear a strip off them so they'll never disrespect me again)

An example...

I called up Susannah the other day to make a simple, very minor request and she was so rude to me on the phone. She didn't even bother to listen to me and immediately said no. It's like she was just looking for a reason to say no to me. She never wants to collaborate or help others. Her response just makes it clear that she's only in this for herself and no one else. You know, I heard that she hangs up and brags every time she says no to someone. She's such a



Thoughts ~~≠~~ Facts

What would you have seen or heard on a VIDEO REPLAY of the situation?

That example...

I called up Susannah the other day to make a request and she

immediately said no.

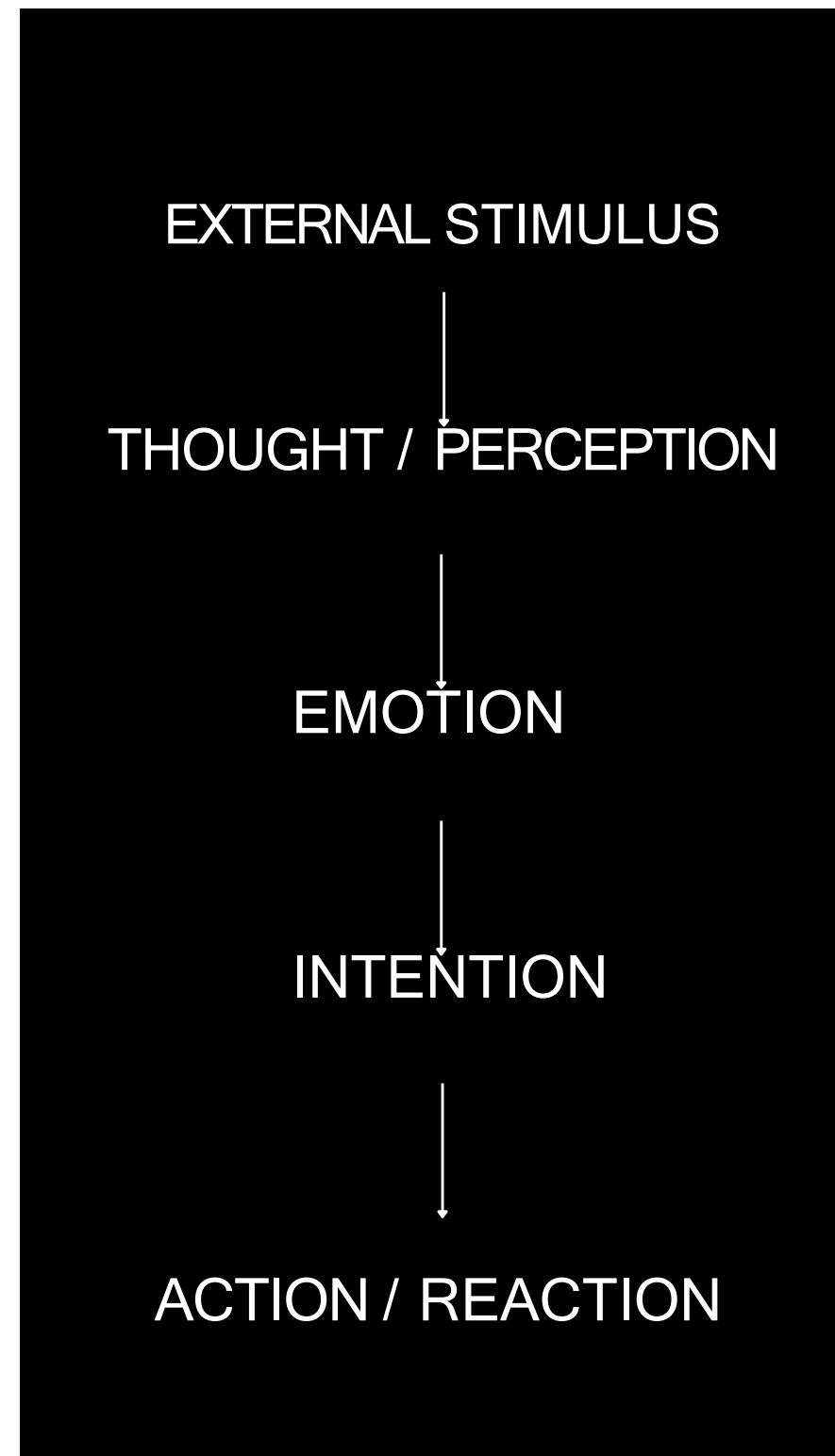


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Feelings ~~≠~~ Facts

But aren't they GREAT at fooling us?

Tap it out.

- Top of the head - "I release this and let it go" (or just count to 10).
- Between the eyes - "I release this and let it go" (or just count to 10).
- Side of the eye - "I release this and let it go" (or just count to 10).
- Just below the eye - "I release this and let it go" (or just count to 10).
- On the chest - "I release this and let it go" (or just count to 10).
- Grab your right wrist with your left hand, breathe in and then out for twice as long.

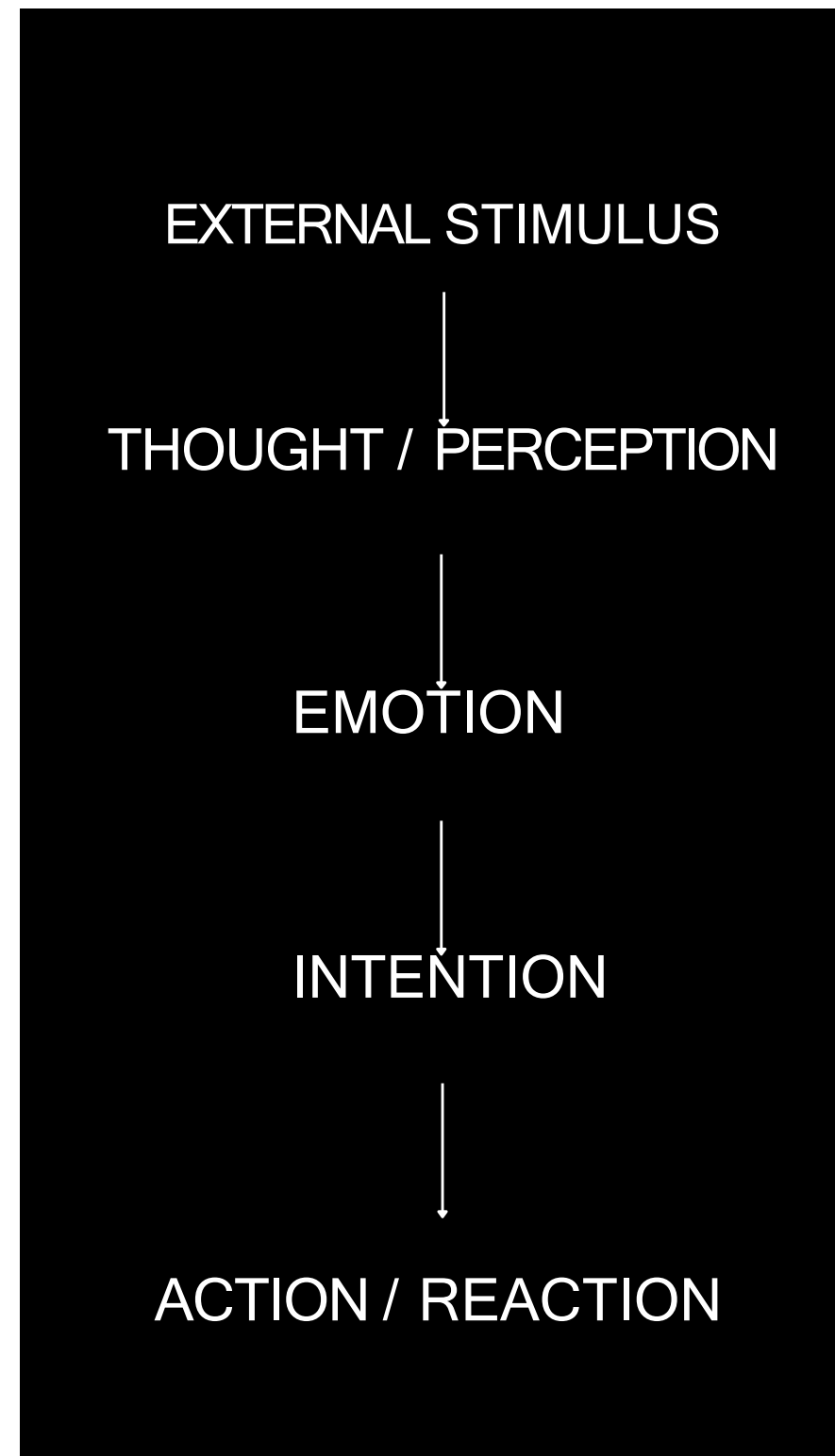


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That (unedited) example...

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Some ~~Not-Always-Ideal~~ Default Intentions.

- Give in (cause you hate confrontation)
- Run away (cause you hate confrontation)
- Get defensive and save face
- Seek out revenge

Let's recalibrate those intentions, shall we? :)

Enter the Thomas Kilmann Conflict Model



THOMAS-KILMANN CONFLICT MODEL

HIGH

Competing

- Quick, decisive action needed
- Important but unpopular issues are at stake be compromised and where there isn't a "right" way

Collaborating

- Both sets of concerns are too important to be compromised

- Long-term major issues
- Increases others' commitment to solutions

Compromising

- Moderately important goals but not worth potential disruption of more assertive modes
- Two equally strong parties committed to mutually exclusive goals
- Expediency
- Back up competing/collaborating

Avoiding

- Trivial issues
- No chance of getting what you want
- Potential risk of confrontation outweigh benefits of resolution
- Other better places to resolve the issue

Accommodating

- Issue much more important to other party

- To limit damage of continued conflict
- To bank favours
- When in the wrong

IMPORTANCE OF THE ISSUE

LOW

IMPORTANCE OF THE RELATIONSHIP

HIGH

Importance of the Issue.

- Rate it on a scale of 1 to 10
- If you don't get your way, what are the consequences?
- One time issue? Pattern of behaviour? Relationship problem?

Importance of the Issue.

- What are the alternatives if you don't get your way?
- What do the rules / policies / regulations / statutes say?
- How does this align (or misalign) with your values?

Importance of the Relationship.

- Rate it on a scale of 1 to 10
- If you don't get your way, what are the consequences
- How much power does the other person have over your circumstances?



Importance of the Relationship.

- How often will you need to interact in the future?
- Other considerations?



Your Personal Considerations.

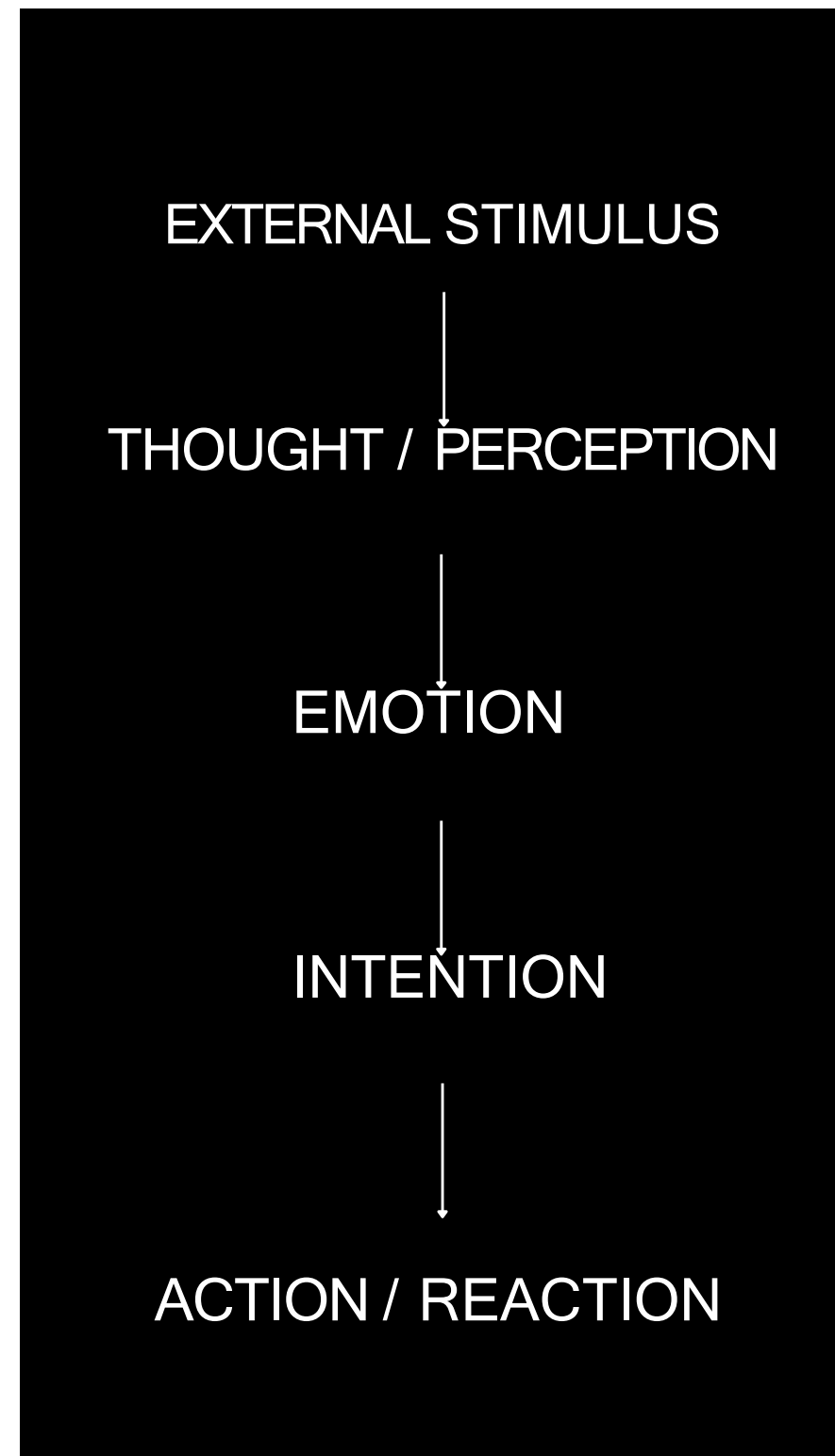
- Your personal brand
- Your personal mission, vision and values
- Your goals
- Your personal dealbreakers
- Your past experiences

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Work backwards from your desired outcome.

What do YOU want out of this situation? What's YOUR best case scenario? How does that fit in with YOUR goals and how YOU want to be perceived?



2 Qs: *Motivation?* *Ability?*

WHAT'S IN IT FOR THEM?



Why might a well-meaning person be saying no?

Is there more to the story?

Have you met all the pre-requisites?

How can you change their perspective from “have to” to “want to”?

Are they permitted to do what you're asking?

Are the right tools, supports or finances in place?

Are they able (physically or otherwise) to help?

Do they have the necessary know-how?

How can you make it easier for them?

Your action plan 1/3.

- Map out potential outcomes (ideal, middle range, and walkaway outcomes)
- Consider necessary concessions

Your action plan 2/3.

- BATNA - best alternative to a negotiated agreement (i.e. your plan "B")
- Get creative - interests v. position

Your action plan 3/3.

- Choose your timing and your forum
- Call in reinforcements, if necessary
- Anchor in mutual respect and mutual purpose

Contact Me.

Be sure to jump on my email list for weekly conflict management, leadership, and reputation/brand protection insights.



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