

OUTSTANDING TEACHING, LEARNING AND ASSESSMENT TECHNICAL SKILLS NATIONAL PROGRAMME

Conflict and Influencing Skills Presentation
Created by: South Devon College
January 2019

Conflict & Influencing Skills

Sally McAuley, Head of Employer Responsive Hub



Conflict & Influencing

In this session we will consider:

- Why do we encounter conflict at work?
- How does our behaviour influence others' ?
- What can we do to improve it?

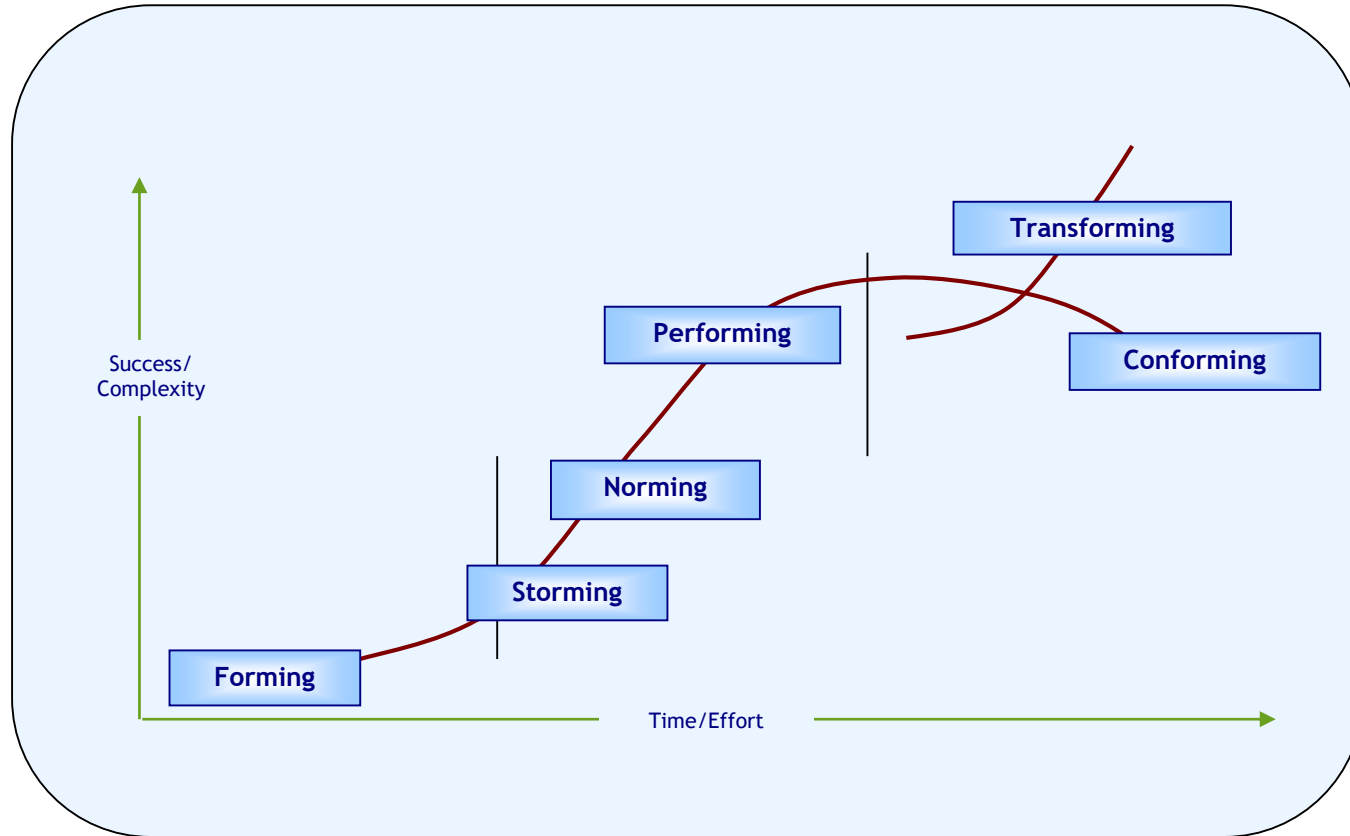
Reasons for Conflict

Groups take 10 minutes to discuss and capture as many reasons as you can for Conflict between

- People
- Teams
- Departments

Tuckman

Stages of group development 1965



Forming

- Differing ideas about purpose
- Cautious
- Low trust

Storming

- Conflict about purpose
- Fighting for space
- Debate over working procedures

Norming

- Shared vision and goals and objectives
- Know how best to work together
- Becoming efficient and effective

Performing

- Clear, shared sense of purpose
- High trust
- Open communication

Conforming

- No attempts to change
- Avoidance of debate

Transforming

- Responds quickly to change
- Shared leadership is shared

Forming:

Teams may go through a “honeymoon” period for a short time very early in their lives as a team. At this point, they behave very formally and politely. They are anxious and ask many questions of the team leader and about the task. They seem to be trying to work out the rules necessary to achieve the task.

Storming:

This can be a very uncomfortable time for team leaders and team members. This is when conflict and sub-groups emerge, and the authority of the leader is challenged. Opinions polarise and individual team members resist the efforts of the team leader or the group, to gain control. This is an emotional stage where basic values and the achievability of the task are questioned.

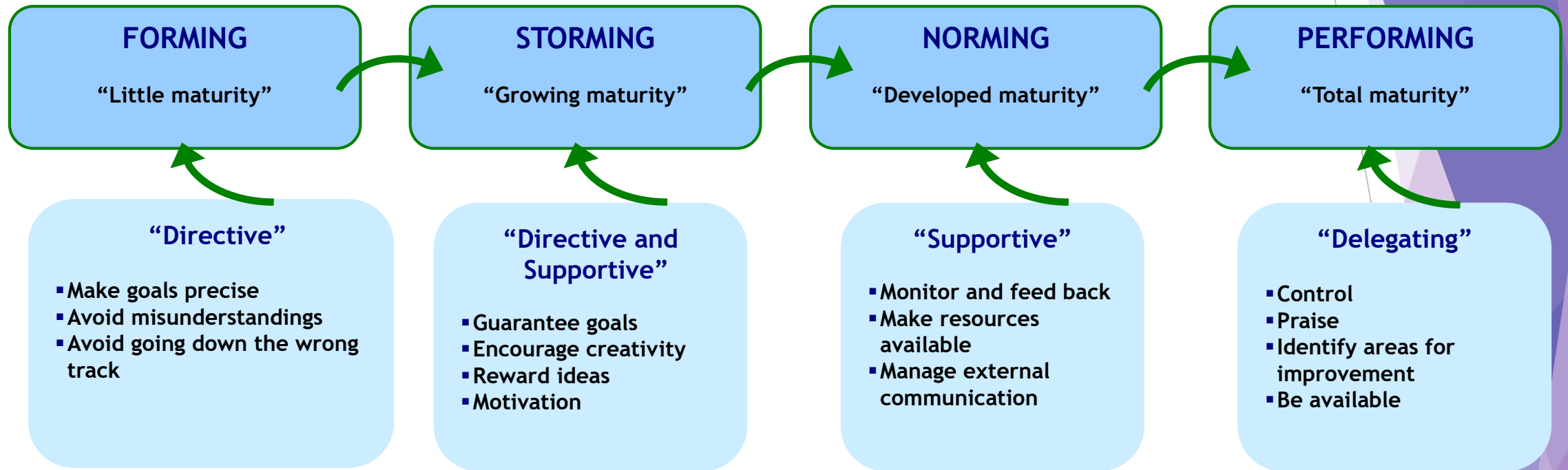
Norming:

After the storm comes the quiet. The group begins to work together more agreeably, developing mutual support, reconciling some differences and celebrating others. Co-operation begins in order to work on the task, ground rules are agreed on, and communication of views and feelings develop.

Performing:

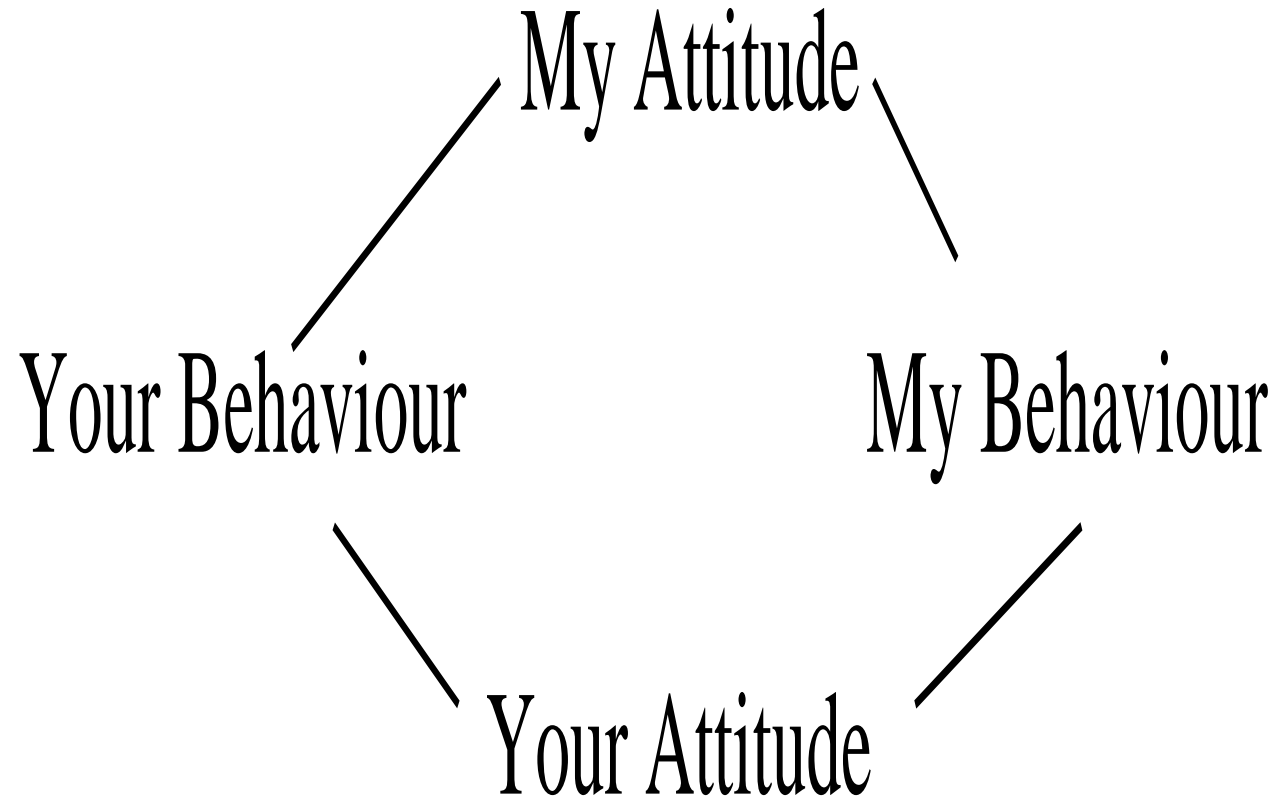
This can be a very satisfying stage. The group organises itself into a team in order to form an appropriate structure for the task to be completed. There is a general air of progress as team members move flexibly between group roles. There is a positive energetic ethos to the team at this stage.

DEVELOPMENT OF THE TEAM



DEVELOPMENT OF LEADERSHIP

Batari's Box



How Can I influence others?

Activity:

- ▶ Think of someone we think is difficult or who we don't get on with in/out of work
- ▶ Find a partner and discuss:
 - ▶ What do I think about this person?
 - ▶ Does it affect my behaviour towards them, could it without me realising?
 - ▶ Does the way I feel about them/act towards them affect their attitude?
 - ▶ *PARTNER*: Help them consider strategies they might consider to change the situation

Conflict & Influencing

In this session we will consider:

- Why do we encounter conflict at work?
- How does our behaviour influence others' ?
- What can we do to improve it?