



Conflict Resolution and Courageous Leadership

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Let's talk Conflict....

WHY?????

**TOP THREE
COMMON
CAUSES OF
WORKPLACE
CONFLICT**

49 percentage of
conflict caused by
WARRING EGOS

34 percentage of
conflict caused by
WORKPLACE STRESS

33 percentage of conflict
caused by **HEAVY
WORKLOADS**

Why Discuss Conflict

- It's natural and inevitable
- Can be constructive or destructive
- Is a motivator for change
- Contribute to individual and organizational health
- Can result from competition over values, power, or resources
- Can be managed to minimize losses and maximize gains for all concerned.



Conflict is dysfunctional when...

Keeps you from doing your work or carrying out goals

Threatens integrity of relationships

Becomes personally destructive

Leads to conservatism and conformity



Conflict is functional when...

Increases involvement

Methods of coping with individual problems are developed

Relationships are more clearly defined

Productivity increases

Increases group cohesion



Conflict Reactions

Physical

Emotional

Psychological

Spiritual



Conflict Assessment Exercise

Styles

Competition

Collaboration

Compromising

Avoiding

Accommodating

Change due to Supervisory Role

Your responsibilities vs the relationship?

Is this a battle worth fighting?

Is this the hill to die on?

What is at risk?

Bottom line: Educate, Educate, Educate

Conflict Analysis

Whose problem is it?

What is the source of the problem?

What is the “balance” in the relationship? (Issue vs Relationship)

What is the best strategy for this situation?

Is it possible to turn this into a win/win situation?

And

How/why do we make
the decisions we are
making?

Courageous Leadership

Vulnerability video

Moral courage is the **courage** to take action for **moral** reasons despite the risk of adverse consequences. **Courage** is required to take action when one has doubts or fears about the consequences. **Moral courage** therefore involves deliberation or careful thought.

Courageous leadership occurs when we acknowledge that lack of action has a profound impact on the agency, staff, clients, profession, and/or our society. That while there is a personal consequence, you still move forward with what must be done.

Values Exercise

Does this define me?

Is this who I am at my best?

Is this a filter I use to make hard decisions?

Values Exploration

Name two or three times when you felt you were working outside your values

What did you experience?

What helped you to walk away from your values?

Name two or three times when you felt you were working within your values

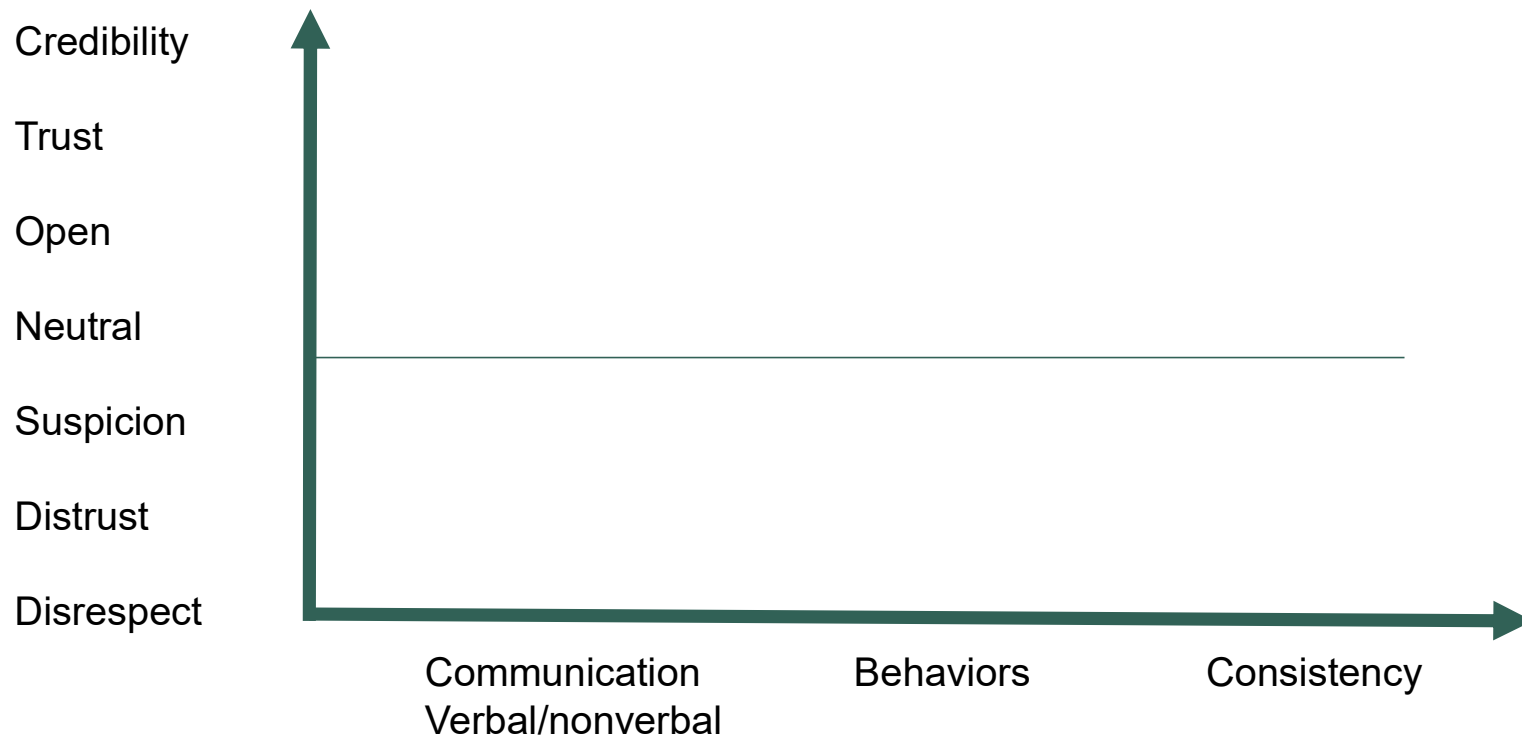
What did you experience – physically, emotionally, etc?

What helped you to maintain your values?

Lantern Exercise



Trust and Credibility Framework



Feedback

How do you receive feedback (what works, what doesn't)

Contract with supervisee?

What foundation lies behind your feedback?

Policy

Procedures

Standards of Care

Values

Do your values assist you in the feedback loop?



Importance of Contracts | Relationship

Who's the boss? Who hired you? Conflict of interest?

Know your authority – limits and scope

If no authority, what consequences can you offer?

Centered in our practice

Living BIG Exercise

What boundaries do I need to put in place so I can work from a place of integrity?

Resources

Board of Social Work

HPSP – Health Professionals Services Program

Again ... Contract (what is provided administrative support, EAP, referrals, etc.)