



# Conflict Assessment Class ICS Diocese of Central FL

May 15, 2021  
10:00a- Noon

The Rev. Canon Scott T. Holcombe  
Canon to the Ordinary



# CONFLICT ASSESSMENT IS ABOUT LOOKING AT THINGS FROM A DIFFERENT PERSPECTIVE

- A GREAT DEAL OF INVESTIGATION
- A WILLINGNESS TO TRY “OUT OF THE BOX” THINKING
- A WILLINGNESS TO ADMIT THAT YOU MAY BE WRONG
- LETTING GO OF ONE’S PRIDE TO SEEK OUTSIDE HELP
- THE GOAL IS
  - NOT about... WINNING- BUT GAINING UNDERSTANDING
  - Not about PROVING OTHERS WRONG, BUT BUILDING RELATIONSHIPS
  - Not about ESCALATING CONFLICT, BUT MOVING TOWARD HARMONY

# WHAT IS CONFLICT?

CONFLICT IS A PROCESS IN WHICH PEOPLE DISAGREE OVER SIGNIFICANT ISSUES, THEREBY CREATING FRICTION.

FOR A CONFLICT TO EXIST SEVERAL FACTORS MUST BE PRESENT.

THEY MUST HAVE

- OPPOSING INTERESTS, THOUGHTS, PERCEPTIONS, OR FEELINGS
- THOSE INVOLVED MUST RECOGNIZE THE EXISTENCE OF DIFFERENT POINTS OF VIEW
- THE DISAGREEMENT MUST BE ONGOING RATHER THAN A SINGULAR OCCURRENCE,
- PEOPLE WITH OPPOSING VIEWS MUST TRY TO PREVENT ONE ANOTHER FROM ACCOMPLISHING THEIR GOALS

# CONFLICT usually...

- Stems from a collision or disagreement:
- Involves being contradictory, at variance, or in opposition; clash:
- Is to fight or contend; do battle:
- Can be a prolonged struggle; strife.
- Involves controversy; quarrel: discord of action, feeling, or effect; antagonism or opposition, as of interests or principles:
- Involves Incompatibility or interference, as of one idea, desire, event, or activity with another.
- *Stems from a* mental struggle arising from opposing demands or impulses.

BUT you say that is from the social sciences  
or that involves matters of psychology  
or is from organizational psychology...

REALLY?

## How about in the church when...

- collision or disagreement: **A priest asks a deacon to do a deacon's mass even though diocesan guidelines strongly discourage it**
- Be contradictory, at variance, or in opposition; clash: **A deacon believes they should receive some compensation for business expenses but the rector disagrees**
- To fight or contend; do battle: **A deacon disagrees with a decision the priest has made and goes to a vestry person to request arbitration with the rector.**
- A prolonged struggle; strife. **A priest asks a deacon raised up years ago from a congregation and asks them to look for another placement so the priest can choose his/her own deacon.**
- Controversy; quarrel: discord of action, feeling, or effect; antagonism or opposition, as of interests or principles: **A rector asks the deacon to set the altar more quickly, the deacon feels that slow deliberate actions while setting the altar enhance the dignity of the service.**
- Incompatibility or interference, as of one idea, desire, event, or activity with another. **A rector has had an exhausting Holy Week and takes the week off after Easter to recover. The deacon is saddled with covering all parish duties and resents the rector's laziness.**
- *Psychiatry*. A mental struggle arising from opposing demands or impulses. **A deacon feels called to be a priest but the rector will not support her discerning a call to the priesthood.**

**What do you think about these statements**

**Conflict is always negative.**

**Conflict is always violent.**

**Conflict is inevitable.**

**Anyone can experience conflict.**

**What do you think about these statements**

**Conflict is always negative.**

This statement is false. Conflict can be unpleasant, it also **can be a catalyst for positive change**

**Conflict is always violent.**

This statement is false. When managed properly, **conflict can be peaceful and productive.**

**Conflict is inevitable.**

This statement is true. Conflict occurs whenever two or more people interact. In fact, it's even possible to have an inner conflict with yourself.

**Anyone can experience conflict.**

This statement is also true. Conflict happens to everyone, so it is important to be prepared.



There are basically 4 things that you can do with conflict

- AVOID IT
- RESOLVE IT
- MANAGE IT
- STUDY IT- Conflict assessment is about STUDYING IT

Why? So God can use you as an agent of reconciliation

So God can use you to de-escalate conflict

SO when it is time to manage or resolve you are ready

...So as Kenny Rogers said...

You got to know when to hold 'em,  
Know when to fold 'em,  
Know when to walk away,  
And know when to run.

You never count your money  
When you're sittin' at the table.  
There'll be time enough for countin'  
When the dealing's done.

Is this the time to speak/act  
Is the cost is too great for me/others  
Is this the time for “protect mode”  
Are bullets (words,tempers) flying????

Assessment is not done on the fly  
Assessment is best before/after  
Make sure there is evaluation  
Always do a “post-mortem”

# TOOLBAG FOR CONFLICT ASSESSMENT

INTERNAL HELPS/HINDRANCES	EXTERNAL HELPS/HINDRANCES
AWARENESS OF CONFLICT IN FAMILY OF ORIGIN	EXPOSURE TO EDUCATION/ TRAINING/WORKSHOPS
FREQUENCY OF CONFLICT IN FAMILY OF ORIGIN	DEGREE OF CONFLICT DEALT WITH IN YOUR CURRENT FAMILY SETTING
RESPONSES TO CONFLICT IN FAMILY OF ORIGIN	DEGREE OF CONFLICT IN YOUR CURRENT WORK/SOCIAL SETTING
PAST AND PRESENT WOUNDS FROM CONFLICT	EXPOSURE TO GOOD THERAPY/COUNSELING
CURRENT EMOTIONAL STATE	PERSONAL TOLERANCE FOR CONFLICT
CONFLICT RESILIENCY	FAMILY/PARTNER'S TOLERANCE FOR CONFLICT

# During conflict assessment- one must identify

- Who has the authority to speak to this matter
- Who has the power...and are there power silos
- Who are the stakeholders
- Who defines the issues, concerns, and courses of action
- Who determines the preferred process for the assessment
- Who will manages the process for management/resolution
- Who assesses the costs associated with avoidance
- Who determines the final plan and the desired outcome

# During conflict assessment – learn the whats

- What is the actual history of this conflict
- What is the perceived history of this conflict
- What are the actual issues
- What are the pros and cons related to this matter
- What is the urgency to deal with this
- What are the pressures to reach an agreement/resolution
- What are the actual and collateral costs related to this matter
- What is impeding resolution of this conflict

# And the WHENS

- When did this conflict begin
- When has it escalated or de-escalated and what were the factors
- When have any previous attempts been made to resolve/manage it
- When and what collateral issues/conflicts developed
- When will you know when this conflict is being healthily managed
- When will you know if any final resolution is desired/ necessary/ possible?

# WHERE do I/we go from here

- If the conflict is volatile or really costly- someone or some group may need to or have to leave- where will I/they go?
- Where do we put the wreckage from this conflict?
- Where are the wounded from this conflict?
- Was it worth the cost? Find a small group of people to evaluate what happened. Start at the very beginning and ask what could/should have happened differently? Keep a record of what to do next time there is such a conflict and keep this reminder list easy to find in your files or computer!

UNDERLYING  
FACTORS IN  
VIRTUALLY ALL  
FORMS OF  
CONFLICT  
ASSESSMENT- THESE  
ARE YOUR GO TO  
TOOLS IN YOUR  
“READY BAG”





# There are many models for conflict assessment

## INTEREST BASED- RELATIONAL MODEL

- 1) SET THE SCENE, SET OUT THE FACTS
- 2) WHAT ARE THE MOTIVATIONS, NEEDS, INTERESTS AND CONCERNS THAT ARE THE ROOT OF THE PROBLEM? PAY ATTENTION TO THE OTHER PERSON'S INTERESTS
- 3) AGREE ON WHAT THE PROBLEM IS AND WHAT IS NEEDED BY EACH PARTY FOR A WIN-WIN SOLUTION LISTEN FIRST, THEN TALK
- 4) BRAINSTORM TOGETHER POSSIBLE SOLUTIONS- THE PERSON IS NOT THE PROBLEM
- 5) NEGOTIATE A SOLUTION- PROTECT THE RELATIONSHIP

# SPEED LEAS (PERSONAL/ FAMILY/ SMALL GROUP CONFLICT LEVELS

LEVELS/ HIGH TO LOW	BEST RESPONSE OPTIONS
5. INTRACTABLE SITUATION	JUST STOP HURTING PEOPLE
4. FIGHT/FLIGHT	ESTABLISH SAFE STRUCTURES USE SHUTTLE DIPLOMACY TO DE-ESCALATE
3. CONTEST	ACCOMMODATE SHORT TERM NEGOTIATE, GATHER FACTS
2. DISAGREEMENT	SUPPORT BOTH SIDES THE BEST YOU CAN, PLAY GAMES, USE HUMOR TO GROUND SHARED VALUES
1. A PROBLEM TO SOLVE	COLLABORATION- SEEK WIN-WIN CONSENSUS- SOLUTION EVERYONE CAN LIVE WITH
0. DEPRESSION	(PRECONFLICT OR 1 <sup>ST</sup> SIGN)

# SPEED LEAS SYSTEM CONFLICT LEVELS

WHEN A SIGNIFICANT NUMBER OF PEOPLE WITH SIGNIFICANT INFLUENCE ARE UPSET WITH PRACTICES/POLICIES, STYLE/PERSON OF THE CURRENT LEADERSHIP

<b>5. WORLD WAR</b>	<b>FACTIONS EMERGE POLITICS ARISE PEOPLE STUCK IN BLAMING</b>	<b>DESTROY THE OTHER LITTLE OR NO LANGUAGE IS EXCHANGED</b>
4. CRUSADE	OTHERS WILL NOT CHANGE SO OUR ACTIONS ARE JUST RIGHTEOUS AND PUNITIVE ATTITUDES DEVELOP	PROTECTING ONE'S OWN GROUND BECOMES THE FOCUS LANGUAGE BECOMES IDEOLOGICAL
3. CONTEST	FACTIONS EMERGE POLITICS ARISE PEOPLE STUCK IN BLAMING	WINNING TRUMPS RESOLVING LANGUAGE INCLUDES PERSONAL ATTACKS
2. DISAGREEMENT	TEAM MEMBERS DISTANCE THEMSELVES TO ESTABLISH A POSITION FOR COMPROMISE	PERSONAL PROTECTION TRUMPS COLLABORATION LANGUAGE IS GUARDED AND OPEN TO INTERPRETATION
1. PROBLEM TO SOLVE	CONSTRUCTIVE DISAGREEMENTS IN HIGH FUNCTIONING TEAMS	INFORMATION SHARING AND COLLABORATION LANGUAGE IS OPEN AND FACT BASED

**SPONSOR\***

**DECIDE**  
to initiate a conflict assessment

*Retain a credible and non-partisan assessor*

*Make a preliminary list of stakeholders to interview*

*Invite stakeholders to participate*

*Introduce the assessor to the participants*

**ASSESSOR\*\***

**INITIATE**  
a conflict assessment

*Make a preliminary list of issues to explore*

*Develop an interview protocol*

*Arrange confidential, one-on-one interviews with all relevant stakeholders*

**GATHER**  
information through interviews

*Explore stakeholders' key concerns and interests*

*Assess stakeholders' willingness to "come to the table"*

*Identify additional stakeholders to interview*

**ANALYZE**  
interview results

*Summarize concerns and interests without attribution*

*Map areas of common and opposing interests*

*Identify potential opportunities for mutual gain*

*Identify obstacles to reaching agreements*

*Estimate the potential success of a facilitated dialogue*

**DESIGN**  
a joint problem-solving process

*Identify stakeholder groups that would need to be involved*

*Draft a work plan for addressing key issues*

*Draft ground rules for constructive communication*

*Estimate the costs of supporting the process*

**SHARE**  
the assessment with interviewees

*Distribute a draft report*

*Ask interviewees to verify its accuracy and completeness*

*Incorporate suggested changes and finalize the report*

*Assist the sponsor and others in agreeing on whether to proceed with a facilitated problem-solving process*

## Dominance

**Destructive tendencies:**  
insensitivity, impatience, creates win-lose situations, refuses to bend, overpowers others

**Productive tendencies:**  
straightforward with opinions, acknowledges tough issues, willingness to have objective debates

## Influence

**Destructive tendencies:**  
becomes overly emotional, talks over others, impulsiveness, glosses over tension, makes personal attacks

**Productive tendencies:**  
communicates empathy, encourages open dialogue, provides reassurance, verbalizes emotions

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**Productive tendencies:**  
finds the root cause of the problem, sorts out all the issues, gives people space, focuses on the facts

**Productive tendencies:**  
shows flexibility, looks out for people's feelings, communicates tactfully, listens to others, finds compromises

**Destructive tendencies:**  
defensiveness, uses passive-aggressive tactics, becomes overly critical, isolates self, overanalyzes the situation

**Destructive tendencies:**  
withdraws, gives in to please others, ignores problems, lets issues simmer beneath the surface, avoids tension

## Conscientiousness

## Steadiness

# DISC PROFILE

WE ASSESS  
CONFLICT AND  
DEAL WITH  
CONFLICT BASED  
ON OUR  
TENDENCIES,  
GIFTS, TALENTS

## Type Characteristics Underlying Conflicts

11-a

### Extraverts

- Prefer to develop solutions by talking it through
- Often change direction or topic during course of discussions
- Experience Introverts as "withholding"

### Introverts

- Prefer measured pacing and need talk-free time for internal processing
- Need a more intense focus, and to come back to ideas after consideration
- Experience Extraverts as "invasive"

### Sensing Types

- Define the problem based on concrete events and on what actually happened
- Seek explanations and solutions based on experience
- Experience Intuitive types as "unrealistic"

### Intuitive Types

- See specific behavior as part of an underlying pattern that is the real problem
- Seek theoretical explanations and solutions
- Experience Sensing types as "shooting down their ideas" or blocking progress

### Thinking Types

- Search for logical alternatives and apply them to everyone
- Believe that if a problem can be defined accurately and the relevant evidence gathered, there will be a "correct" solution
- Experience Feeling types as "irrational, inconsistent, and illogical"

### Feeling Types

- Search for individual solutions that work for people
- Believe the solution will be found by gathering many perspectives and finding the answer that fits everyone's needs
- Experience Thinking types as "cold and uncaring"

### Judging Types

- Need structure, decisions, and closure
- Create plans, structures, and time frames to achieve goals
- Experience Perceiving types as people they cannot count on to follow through

### Perceiving Types

- Need flexibility, and want decisions to grow out of the process
- Have faith in their own internal sense of timing; want to be trusted to meet goals in their own ways
- Experience Judging types as "hemming them in"

Source: From MBTI® Manual (3rd ed.), by I. B. Myers, M. H. McCaulley, N. L. Quenk, & A. L. Hammer, 1998, Mountain View, CA: CPP, Inc. Copyright 1998 by CPP, Inc. Adapted with permission.

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# SO ONCE WE HAVE ADEQUATELY ASSESSED CONFLICT...ASK YOURSELF THESE ???

- DOES THE CURRENT CONFLICT REQUIRE MY RESPONSE?
- DOES THIS RESPONSE REQUIRE A LEGAL/PROFESSIONAL INTERVENTION
- DO I NEED ASSISTANCE FROM A FRIEND, A CLERGY COLLEAGUE, ARCHDEACON ALDAY, CANON TO THE ORDINARY HOLCOMBE, BISHOP BREWER?
- DOES THIS CONFLICT REQUIRE AN URGENT RESPONSE?
- IF SO... BY NOTIFICATION, EMAIL, TEXT, PHONE CALL, VISIT
- IS FOLLOW-UP REQUIRED?

IF YOU WOULD LIKE  
CONTINUING EDUCATION CREDIT  
FOR THIS CLASS  
PLEASE EMAIL ARCHDEACON ALDAY AT  
[kalday@cfdiocese.org](mailto:kalday@cfdiocese.org)



THERE WILL BE A 2<sup>nd</sup> CLASS

ON CONFLICT MANAGEMENT  
AND  
CONFLICT RESOLUTION-

WATCH THE CANON NEWS

# MARK YOUR CALENDARS

There will also be a

**3<sup>RD</sup> CLASS ON CONFLICT AVOIDANCE**

**SCHEDULED FOR APRIL 1, 2023**

**FROM 10:00AM TO NOON.**

- THAT WAS A JOKE...
- IF YOU AVOID CONFLICT- YOU DON'T NEED A CLASS...
- AND IF YOU HAVE PUT THIS DATE ON YOUR CALENDAR-
- THAT IS 2 YEARS AWAY ON APRIL FOOL'S DAY

So now that we can assess conflict...  
what's next?

With conflict, one can

Resolve it

Avoid it, or

Manage it (OR STUDY IT OF COURSE!)

# Steps toward resolution

- **Create an Effective Atmosphere**
  - Neutralize Emotions
  - Set Ground Rules
  - Set the Time and Place
- **Create a Mutual Understanding**
  - Identify Needs for Me, Them, and Us
- **Focus on Individual and Shared Needs**
  - Find Common Ground
  - Build Positive Energy and Goodwill
  - Strengthen the partnership

- **Get to the Root Cause**

- Examine Root Causes
- Create a Fishbone Diagram (for complex issues)
- Identify Opportunities for Forgiveness
- Identify the Benefits of Resolution

- **Generate Options**

- Generate, Don't Evaluate
- Create Mutual Gain Options and Multiple Option Solutions
- Dig Deeper into the Options

- **Build a Solution**

- Create Criteria
- Create the Shortlist
- Choose a Solution
- Build a Plan

- Some common conflict resolution terms include:
- **Mediation:** a process to resolve differences, conducted by an impartial third party.
- **Mediator:** An impartial person who conducts a process to resolve differences.
- **Dispute Resolution:** The name given to any process aimed at resolving differences between two parties.
- **Apparent Conflict:** A situation where the conflict is in the open.
- **Hidden Conflict:** A situation where the conflict is not in the open.