



Learning Topic: Conflict Management

In this Learning Topic, you could

- observe roles and behaviours in your teams
- find ways to deal with conflict
- share your knowledge with Guides and other Leaders

If you haven't used Learning Topics before, refer to the Management Skills Introduction.

Core Ideas and Theories

Dual Concern Model – assumes individuals' preferred method of dealing with conflict is based on both their concern for self (assertiveness) and for others (empathy). There are five styles: avoidance, yielding, competitive, co-operative and conciliatory.

Waldroop and Butler – identifies six problem behaviours that can lead to conflict: Heroes, Meritocrats, Bulldozers, Pessimists, Rebels, Home Run Hitlers.

Benne and Sheats' Group Roles – many roles can be performed in groups, including 8 dysfunctional ones: aggressor, blocker, recognition seeker, self-confessor, disrupter, dominator, help seeker, special interest pleader.

Thomas Kilmann Model – five main styles of dealing with conflict: competitive, collaborative, compromising, accommodating, avoiding. This model was influential in the development of the dual concern model.

Interest-Based Relational Approach – based on respecting individual differences as a way of avoiding becoming entrenched in a fixed position.

Reading and Resources

Waldroop and Butler www.mindtools.com/pages/article/waldroop-butler.htm

Benne and Sheats' Group Roles www.mindtools.com/pages/article/newTMM_85.htm

Building Trust Inside Your Team www.mindtools.com/pages/article/building-trust-team.htm

Resolving Team Conflict www.mindtools.com/pages/article/newTMM_79.htm

Conflict Resolution (includes video clip) www.mindtools.com/pages/article/newLDR_81.htm

Dual Concern Model <http://www.adrtoolbox.com/library/the-dual-concern-model/>

Put Down your Gloves: How to resolve conflict the right way www.abn.org.au/category/buisness-resources/podcasts/

Conflict Resolution in Teams (9:25 mins) <https://www.youtube.com/watch?v=CLfpUe7SxeE>

Healthy conflict resolution (3:23 mins) <https://www.youtube.com/watch?v=vav5uZIN-AE>

Water Off a Duck's Back How to Deal with Frustrating Situations, Awkward, Exasperating and Manipulative People and... Keep Smiling, Jon Lavelle (2010)



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Suggested Activities

If there is a conflict between members of your team use either the Waldroop and Butler or Benne and Sheat's models to think through how the "players" are behaving. Use one of the problem solving models to try and identify what is really going on. Now apply the Dual Concern model to help identify the best method for dealing with the conflict.

If you are not already aware of it, obtain your State's conflict resolution policy. What is your role and responsibilities for building respectful relationships?

Are you in a conflict situation with another Leader or Manager? What behaviours are you exhibiting? Try to change your behaviour as a way of unlocking the situation.

If one of your Leaders is facing a conflict situation with a parent, try coaching them on what they could do differently based on your learning from the various conflict management models.

Reflection Exercises

Use the Mind Tools website to learn more about the Waldroop and Butler problem behaviours. Think about the people in your team and consider if any of them fit the behaviour types. If so, how could you deal with them more effectively?

Thinking about all the groups you are involved in as part of Guides, where do conflicts most commonly arise?

Are you aware of any bullying situations in Guides, either with other Leaders / Managers or parents? What could you personally do to role model respectful relationships?

Record your Learning

What have you learned and how did you apply it in your Guiding role?

Record this in your Learning Log.



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