Be Better at Making Conflict Work for You

Pamela Valencia, CPP, Inc.
Organizational Development Consultant
ASTD 2012 International Conference & Expo
Agenda

- CPP Global Human Capital Report
- Personality Type and Conflict
  - Activity
- TKI Conflict Modes
  - Activity
- How the TKI and MBTI Assessments Work Together
- Q&A
- Prize Drawings
Be Better at Making Conflict Work for You

How can you take charge of conflict and transform it into an opportunity for your people to learn and grow?

By combining the TKI with the Myers-Briggs® assessment.
Goal was to examine workers’ experiences and attitudes about conflict, what it costs, and how it’s dealt with.

Questioned 5,000 full-time employees across the U.S., Europe, and Brazil.

The findings in brief:
- Conflict is everywhere
- Conflict is costly
- Conflict training can help people
85% of employees at all levels experience conflict to some degree, 29% do so always or frequently

27% have witnessed conflict morph into a personal attack
Conflict Is Costly $$$

- Employees spend 2.1 hours per week dealing with conflict
- 57% have left a conflict situation with negative feelings
- 9% have seen conflict lead to project failure
- 18% have seen people leave the organization

Conflict cannot be avoided entirely. The question becomes: How is conflict dealt with?
Conflict Training Can Help

- There is a link between countries *where conflict training is more common* and the likelihood of obtaining beneficial results from conflict.

- 76% have seen conflict lead to a positive outcome.

- 22% say they feel good about conflict (it can engender confidence that the issue in question has been properly aired and dealt with).

- 56% of employees (*43% in the U.S.*) have *never received conflict training*.
Of those who have received training...

95% who received conflict training as part of leadership development or other formal coursework say that it *helped them in some way*

- 27% said it made them more comfortable about and confident handling conflict
- 20% said it helped them avoid conflict
- 19% said it helped them get more positive outcomes for both parties
- 14% said it helped them understand how to give in gracefully

85% approach disagreements differently than they used to

- 31% say conflict gets to them less
- 28% say they are more proactive in addressing the situation
- 18% say they are less likely to cause a fuss
Level of Comfort with Conflict

Highly Comfortable with Conflict

Moderately Comfortable with Conflict

Uncomfortable with Conflict
Be Better at Making Conflict Work for You

Personality Type and Conflict
Conflict is a broad term that describes many types of interactions, but most people identify it as some type of interaction with an emotional charge. Although it may appear to be about a simple, straightforward issue, more often than not conflict exists because some core element of trust, beliefs, authority, or passion is being challenged.
“MBTI® type is a refined lens that helps us understand things we see every day in a new light.”

—Danica Murphy

Why the MBTI® Instrument?

The *Myers-Briggs Type Indicator®* (MBTI®) instrument is a powerful tool for

- Identifying one’s “default style”
- Recognizing individual *differences*
- Appreciating different *contributions*
- Determining *specific needs* of colleagues and clients in work situations

The MBTI® instrument is . . .

- Designed to identify normal differences in people
- Intended to help identify innate preferences

The MBTI® instrument is not . . .

- Designed to measure skills, intelligence, abilities, or technical expertise
- Intended to tell someone what they can and can’t do

Indicate preferences—inborn predispositions—on four pairs of opposite preferences, called “dichotomies”:

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>E</th>
<th>or</th>
<th>I</th>
<th>Introversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensing</td>
<td>S</td>
<td>or</td>
<td>N</td>
<td>Intuition</td>
</tr>
<tr>
<td>Thinking</td>
<td>T</td>
<td>or</td>
<td>F</td>
<td>Feeling</td>
</tr>
<tr>
<td>Judging</td>
<td>J</td>
<td>or</td>
<td>P</td>
<td>Perceiving</td>
</tr>
</tbody>
</table>

### How I focus my energy

<table>
<thead>
<tr>
<th>E</th>
<th>Extraversion</th>
<th>I</th>
<th>Introversion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Attuned to external environment</td>
<td></td>
<td>Drawn to my inner world</td>
</tr>
<tr>
<td></td>
<td>Work out ideas by talking them through</td>
<td></td>
<td>Work out ideas by reflecting on them</td>
</tr>
<tr>
<td></td>
<td>Sociable and expressive</td>
<td></td>
<td>Private and contained</td>
</tr>
</tbody>
</table>

### How I take in information

<table>
<thead>
<tr>
<th>S</th>
<th>Sensing</th>
<th>N</th>
<th>Intuition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oriented to present realities</td>
<td></td>
<td>Oriented to future possibilities</td>
</tr>
<tr>
<td></td>
<td>Factual and concrete</td>
<td></td>
<td>Imaginative and verbally creative</td>
</tr>
<tr>
<td></td>
<td>Observe and remember specifics</td>
<td></td>
<td>Remember specifics when they relate to a pattern</td>
</tr>
</tbody>
</table>
### How I make decisions

<table>
<thead>
<tr>
<th>T</th>
<th>Thinking</th>
<th>F</th>
<th>Feeling</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Logical and objective analysis</td>
<td></td>
<td>• Personal and subjective values</td>
</tr>
<tr>
<td></td>
<td>• Cause-and-effect reasoning</td>
<td></td>
<td>• Guided by personal values</td>
</tr>
<tr>
<td></td>
<td>• Solve problems with logic</td>
<td></td>
<td>• Assess impacts of decisions on people</td>
</tr>
<tr>
<td></td>
<td>• Based on principles</td>
<td></td>
<td>• Based on circumstances</td>
</tr>
</tbody>
</table>

### How I deal with the outer world

<table>
<thead>
<tr>
<th>J</th>
<th>Judging</th>
<th>P</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Scheduled</td>
<td></td>
<td>• Spontaneous</td>
</tr>
<tr>
<td></td>
<td>• Systematic</td>
<td></td>
<td>• Flexible</td>
</tr>
<tr>
<td></td>
<td>• Oriented toward goals and results</td>
<td></td>
<td>• Oriented toward exploring options</td>
</tr>
<tr>
<td></td>
<td>• Make short- and long-term plans</td>
<td></td>
<td>• Adapt, change course</td>
</tr>
</tbody>
</table>
The T–F Dichotomy: Where We Focus in Conflict

**T (Thinking)**
- What the conflict is about
- Opinions and principles
- Analyzing and tolerating differences
- Succinct delivery
- Maintaining a firm stance

**F (Feeling)**
- Who is involved
- Needs and values
- Accepting and appreciating differences
- Tactful delivery
- Ensuring give-and-take
The J–P Dichotomy: How We Respond to Conflict

**J (Judging)**
- Seek resolution
- Sort it out
- Focus on the past and future
- Concerned primarily with the output from or outcome of the situation
- Experience satisfaction once the conflict is over

**P (Perceiving)**
- Seek clarification
- Work it through
- Focus on the present
- Concerned primarily with the input of the participants
- Experience satisfaction once the conflict is being addressed

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Conflict Pairs: TJ, TP, FJ, FP

- Likely cause of conflict
- Desired outcome
- Deal with emotion by…
- Others’ impression of you in conflict
# Conflict Pairs Summary

<table>
<thead>
<tr>
<th>Likely cause of conflict</th>
<th>TJ</th>
<th>TP</th>
<th>FJ</th>
<th>FP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenges to/of authority</td>
<td>Challenges to/of trust</td>
<td>Challenges to/of beliefs</td>
<td>Challenges to/of values</td>
<td></td>
</tr>
<tr>
<td>Desired outcome</td>
<td>Closure or resolution</td>
<td>Defined process or progression</td>
<td>Intact relationships</td>
<td>Respectful listening</td>
</tr>
<tr>
<td>Deals with emotions by</td>
<td>Denying they exist</td>
<td>Excluding them</td>
<td>Including them</td>
<td>Accepting them</td>
</tr>
<tr>
<td>Others’ impression</td>
<td>Detached or aggressive adversary</td>
<td>Catalyst of or contributor to conflict</td>
<td>Seeker of communication and harmony</td>
<td>Someone who includes others’ values and concerns</td>
</tr>
<tr>
<td>Satisfied when</td>
<td>Conflict is over</td>
<td>They can subsequently analyze the outcome</td>
<td>There is no lingering bitterness</td>
<td>There is open exploration</td>
</tr>
</tbody>
</table>

Source: Damian Killen and Danica Murphy, *Introduction to Type® and Conflict* (Mountain View, CA: CPP, Inc., 2003). Further reproduction is prohibited without the publisher’s written consent.
<table>
<thead>
<tr>
<th></th>
<th>TJ</th>
</tr>
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<tbody>
<tr>
<td>Likely cause of conflict</td>
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<td>Satisfied when</td>
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</tbody>
</table>

“We attacked the issue head-on, and a decision was made…. That’s as good as it gets.”

– ESTJ

Source: Damian Killen and Danica Murphy, *Introduction to Type® and Conflict* (Mountain View, CA: CPP, Inc., 2003). Further reproduction is prohibited without the publisher’s written consent.
Thinking–Perceiving

<table>
<thead>
<tr>
<th>TP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely cause of conflict</td>
</tr>
<tr>
<td>Desired outcome</td>
</tr>
<tr>
<td>Deals with emotions by</td>
</tr>
<tr>
<td>Others’ impression</td>
</tr>
<tr>
<td>Satisfied when</td>
</tr>
</tbody>
</table>

“When I think back on some of my conflicts, I can see that I am often the catalyst by playing devil’s advocate.”
– INTP

Source: Damian Killen and Danica Murphy, *Introduction to Type® and Conflict* (Mountain View, CA: CPP, Inc., 2003). Further reproduction is prohibited without the publisher’s written consent.
**Feeling–Judging**

<table>
<thead>
<tr>
<th>Likely cause of conflict</th>
<th>Challenges to/of beliefs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desired Outcome</td>
<td>Intact relationships</td>
</tr>
<tr>
<td>Deals with emotions by</td>
<td>Including them</td>
</tr>
<tr>
<td>Others’ impression</td>
<td>Seeker of communication and harmony</td>
</tr>
<tr>
<td>Satisfied when</td>
<td>There is no lingering bitterness</td>
</tr>
</tbody>
</table>

“As long as everyone involved is honest about his or her feelings, we’ll be able to resolve the issue.”

– ISFJ

Source: Damian Killen and Danica Murphy, *Introduction to Type® and Conflict* (Mountain View, CA: CPP, Inc., 2003). Further reproduction is prohibited without the publisher’s written consent.
If it is really important to me, then I want people to take the time to explore and listen before jumping to conclusions.”

— ENFP

<table>
<thead>
<tr>
<th>Feeling–Perceiving</th>
<th>FP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely cause of conflict</td>
<td>Challenges to/of values</td>
</tr>
<tr>
<td>Desired outcome</td>
<td>Respectful listening</td>
</tr>
<tr>
<td>Deals with emotions by</td>
<td>Accepting them</td>
</tr>
<tr>
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<td>Someone who includes others’ values and concerns</td>
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<table>
<thead>
<tr>
<th>FPs</th>
<th>FJs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand that while FPs typically dislike conflict, they are often in no rush to reach closure, as they appreciate the time needed to listen to everyone</td>
<td>Remember that FJs typically view conflict as a difficult or negative experience and that for them, everyone’s feelings are important</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TPs</th>
<th>TJs</th>
</tr>
</thead>
<tbody>
<tr>
<td>As TPs’ tolerance of conflict situations is higher than that of most people, don’t be surprised if they see conflict as a challenge or healthy</td>
<td>Remember that most TJs believe they are right and may be stubborn when confronting an alternate point of view</td>
</tr>
</tbody>
</table>
Using Type in Conflict Management

- **E:** Allow time for discussion
- **I:** Allow time for reflection
- **S:** Assess the current situation
- **N:** Consider the possibilities
- **T:** Analyze the situation logically
- **F:** Consider the effect on people
- **J:** Make a plan
- **P:** Stay open to changes along the way
How Do We Better Manage Conflict?

- Our *preferred* decision-making process determines where we focus our attention in conflict.

- Our *preferred* way of dealing with the outer world determines our response to conflict.
Be Better at Making Conflict Work for You

TKI Conflict Modes
Frenzy
Consider situations in which you find your wishes differing from those of another person. How do you usually respond in such situations?

Pages 2–4

Answer questions 1–30 by circling A or B of the statement that best characterizes your behavior or that you would be more likely to use…
Complete the TKI

Circle the letters that correspond to your answers on the questionnaire.

Add the total number of items circled in each column.
TKI Conflict-Handling Modes

Assertiveness

Unassertive

Uncooperative

Cooperative

COMPETING

COLLABORATING

COMPROMISING

AVOIDING

ACCOMMODATING

ASSERTIVENESS

COOPERATIVENESS

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Competing Mode

**Skills:**
Arguing or debating, asserting opinions, standing your ground

**Overuse:**
Lack of feedback, surrounded by “yes people”

**Underuse:**
Delayed action, indecision

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**ASSERTIVENESS**

- Assertive
- Unassertive

**COOPERATIVENESS**

- Uncooperative
- Cooperative
Collaborating Mode

Skills:
Ability to listen, understand, and empathize

Overuse:
Too much time on trivial matters, work overload

Underuse:
Low empowerment, lack of commitment
Compromising Mode

Skills:
Negotiating, finding a middle ground, making concessions

Overuse:
Loss of big-picture perspective, cynical climate

Underuse:
Unnecessary confrontations, frequent power struggles
Avoiding Mode

**Skills:**
Withdrawing, sense of timing, ability to leave things unresolved

**Overuse:**
Lack of input, festering issues

**Underuse:**
Hostility/hurt feelings, work overload
Accommodating Mode

Skills:
Selflessness, ability to yield

Overuse:
Loss of contribution, anarchy

Underuse:
Lack of rapport, low morale
Be Better at Making Conflict Work for You

TKI and MBTI® Assessments
Even if people don’t verify as a Thinking type, it is likely that they flex their preference to Thinking when they use the competing mode. This works well when a decision needs to be made quickly or when a group is unable to make a clear decision.
### Competing Mode

<table>
<thead>
<tr>
<th>Thinking</th>
<th>Feeling</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Want to show why their perspective is logical and clear</td>
<td>• Usually will end the conflict as soon as possible</td>
<td>• May want to look at the pros and cons for the sake of argument</td>
</tr>
<tr>
<td>• May be aggressive in getting their ideas across</td>
<td>• Are interested in fighting for the people involved</td>
<td>• May want to keep conflict open longer than others think necessary</td>
</tr>
</tbody>
</table>

Judging

• May close a conflict without considering that essential information may be missing
• May hold rigidly to their position

Source: “Using the TKI Assessment with the MBTI® Instrument,” (Mountain View, CA: CPP, Inc., 2011). Further reproduction is prohibited without the publisher’s written consent.
Collaborating may be the preferred mode when relationships are vital to the functioning and well-being of the organization and it is important to flex to the Feeling preference.
### Collaborating Mode

<table>
<thead>
<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
</thead>
<tbody>
<tr>
<td>May push their own agenda more than they listen</td>
<td>Work to identify the concerns of both sides</td>
</tr>
<tr>
<td>May become defensive when their points are challenged</td>
<td>May take negative comments personally</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Judging</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>May become irritated if finding a mutual solution takes too long</td>
<td>May feel uneasy agreeing because needs may change</td>
</tr>
<tr>
<td>Want to align resolution of conflict with larger goals</td>
<td>Want flexibility in achieving consensus</td>
</tr>
</tbody>
</table>

Source: “Using the TKI Assessment with the MBTI® Instrument,” (Mountain View, CA: CPP, Inc., 2011). Further reproduction is prohibited without the publisher’s written consent.
When time is of the essence, people using the compromising mode are usually at least partially satisfied.
### Thinking
- May have difficulty in giving up pieces of their argument
- Will push for their priorities to be satisfied before considering the needs of others

### Feeling
- Are willing to split the difference in hopes of reaching a resolution more quickly
- May hold a grudge if they feel unheard or bulldozed

### Judging
- Feel relief when a solution is reached quickly
- Are comfortable with making decisions without complete or thorough investigation

### Perceiving
- Want freedom to choose which aspects of the conflict to focus on
- May change their mind and priorities in mid-discussion

Source: “Using the TKI Assessment with the MBTI® Instrument,” (Mountain View, CA: CPP, Inc., 2011). Further reproduction is prohibited without the publisher’s written consent.
People may tend to use the avoiding mode more when personal feelings are involved or if they think the other person is being irrational; Judging types will need to flex their desire for closure, and Thinking types will need to flex their style to win.
**Avoiding Mode**

<table>
<thead>
<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• May create a logical argument for not moving forward</td>
<td>• May not state their needs in order to end the conflict quickly</td>
</tr>
<tr>
<td>• May avoid conflict altogether if the other party seems unreasonable</td>
<td>• May feel paralyzed by their emotional experience of the conflict</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Judging</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Are usually decisive and likely will create a rationale for not moving forward</td>
<td>• May procrastinate until the problem is solved naturally</td>
</tr>
<tr>
<td>• May change priorities to artificially create a sense of closure</td>
<td>• May appear relaxed with a state of ambiguity</td>
</tr>
</tbody>
</table>

Source: “Using the TKI Assessment with the MBTI® Instrument,” (Mountain View, CA: CPP, Inc., 2011). Further reproduction is prohibited without the publisher’s written consent.
If you are in the minority during a conflict and people want to move forward regardless of your position, you may need to flex to your Perceiving preference.
### Accommodating Mode

<table>
<thead>
<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• May convince themselves that the conflict is not a priority for them</td>
<td>• Have difficulty sharing concerns they know will not be addressed</td>
</tr>
<tr>
<td>• Are satisfied if the decision to move forward makes sense, even if they disagree</td>
<td>• Work to show compassion for other people’s perspectives</td>
</tr>
</tbody>
</table>

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Questions and Answers & Prize Drawings
Thank You!

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CPP Customer Relations
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custserv@cpp.com

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