

FROM CONFLICT TO CREATIVITY



Session Leader Guide

There is great strength in diversity. A team comprised of members with different backgrounds, beliefs, world-views, experiences and skills can bring remarkable creativity and results. Sometimes those differences can get in the way and cause conflict which stifles progress and performance. The interpersonal conflicts show up as “counterproductive dialogues” or awkward silences that take up a lot of energy and create toxic work environments. This in turn prevents team members from co-creating the future.

This experience has been designed to unblock our inner capacity to align perspectives and levels of consciousness within our team. It allows us to manage situations with shared vision and common values.

PURPOSE & OBJECTIVE

- To help team members move beyond conflict into creative collaboration.
- To explore the ideas, beliefs and opinions of others without judgement
- To harness the diverse views and beliefs of team members into new creative new solutions

TIME

The estimated time for this exercise is approx. 2 – 3 hours.

BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room. Make sure that the room makes it possible to split up the group into pairs and work in pairs in an acceptable way.
4. Send out the invitations for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved.
5. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (see page 172).
6. Try to come at least 20 minutes before everyone else.
7. Make sure that you have printed hand outs for all participants.
8. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

DURING THE SESSION

1. Present the Purpose, Objective of the exercise. Highlight when you intend to end the meeting. Ask if everyone will be able to stay for the whole meeting.
2. Introduce the exercise by sharing the steps to be taken. Make sure everyone understands the exercise. Optional: Hand out the Seven Level of Consciousness from page 197. Allow time for questions and concerns.
3. Explain the strengths and possible pitfalls of team diversity. Use the Seven Levels Model to show that different people may see situations and challenges differently depending on their values, beliefs and world views. E.g. people who are strongly

focused on level 2 will want to create a sense of belonging, inclusion and harmony but may get stuck in consensus. People who are strongly focused at level 3 want to create efficiency, order and excellence but they may forget to create a shared vision where team members feel aligned and committed.

4. Sensitive ensure that everyone gets the opportunity to voice his or her insights and learning from this exercise. Remember, the process is as important as the outcome.
5. Conclude the exercise with a reflection followed by what you expect to be the next step on your culture build-up journey.

AFTER THE SESSION

1. How do you intend to reinforce your team's reflections and conclusions (if any), and make your progress visible, that is, visual aids, questions, recognition, etc.?
2. How will team members support each other in taking the next steps or actions they have identified?

Agenda

(proposal and facilitator notes)

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| 1. Introduction to the Exercise | 10 min |
| Go through Purpose, Objective and Agenda. Be open for questions. | |
| 2. Individual work and reflection | 20 -30 min |
| Ask the participants to complete the hand out and work through the steps in the exercise individually. This is personal reflection time. | |
| 3. Role plays | 30 -45 min |
| Form pairs and ask the participants to share their stories and insights. | |
| 4. Whole Group Reflection | 30 min |
| Have the group reflect on what was the major thing they learned and took away from this exercise. | |

Process for understanding and planning your action

1. Select a difficult working situation (involving real team members) that you wish to transform “right after” this experience.
2. Describe the unsatisfactory response that you have currently received from your colleagues or team member partners: e.g.
 - What are they in denial about...
 - What have they shown much resistance to...
 - What have they agreed to, but things are not moving forward as they should...
3. Describe what you wish to happen or what you want to achieve with the team: e.g.
 - I want them to commit to...
 - I want them to fulfil what they have promised, in relation to ...
 - I want to see accountability...
4. Remember the contents of your last conversation with these people, about the issues mentioned in steps 2 and 3.
5. Write the dialogue and the impact of the conversation on performance. Also write about their answers when deadlines or requirements had not been met.
6. Albert Einstein famously wrote that “Problems cannot be solved in the same level of consciousness they has been created”. To transform this situation or relationship, you must understand the conflict between the Levels of Consciousness that you and those you are in conflict with are currently using in these conversations.
7. Use the Seven Level of Consciousness Diagram on page 197 to identify:
 - The current Levels of consciousness (ideas, thinking, solutions) that are causing the conflicts or blocks.
 - The required Levels of consciousness that will enable you to co-create the solution or path forward.
8. Once you have your “Action Plan”, we recommend a Role Play to practice the use of new Levels of Consciousness.

Instructions for the development of the Role Playing Experience

Role A: You will represent the other person (the person you are in disagreement or conflict with)

Role B: One of your colleagues will represent you (using your plan and the protocol)

Role C: The third colleague will be the observer (giving feedback to participant “a” and changing roles with participant “b” every five minutes)

Role Play Steps	Role
1. Create a positive, not threatening, “win – win” atmosphere; the objective is building trust driven commitment.	All
2. Give positive feedback to your team member partner, on real working and management issues significant for this person.	B and C
3. Communicate the objective of the conversation, in a direct and clear way. Use specific and short statements, to describe one matter at a time.	All
4. Actively listen to their responses, without judging them, identify from which of Seven Levels of Consciousness they reason and argue. the Levels of Consciousness.	B
5. Use open questions to identify “how and from where” they perceive the barriers preventing the achievement of the results you want to achieve.	B
6. Paraphrase the answers, to check/recognise the positive intention of their current levels of Consciousness by stating: "I can see what you're interested in ..." "I appreciate your concern about... in order to ..."	B
7. Communicate the intention of your requirements, by declaring the benefits at the level of awareness of your colleague.	A
8. Reconcile the maps, integrating benefits from the perspectives of people involved in implementation.	A and B
9. Check your team member's comprehension of the “win-win-win” benefits of implementing the new collaborative plan.	A
10. Come to an agreement on how and when to implement the requirements; if you come across more problems, restart this process again from step 4.	All
11. Close the conversation, celebrating the agreement and expressing your confidence in a timely implementation.	All

Reflection on your findings in this experience:

What have I discovered during this experience?

What have I realized?

Which is my commitment?

How can I make the best use of this technique in my work?