

LEADING THROUGH CONFLICT AND CHANGE

Greg Abell
Sound Options Group, LLC
grega@somtg.com
www.soundoptionsgroup.com



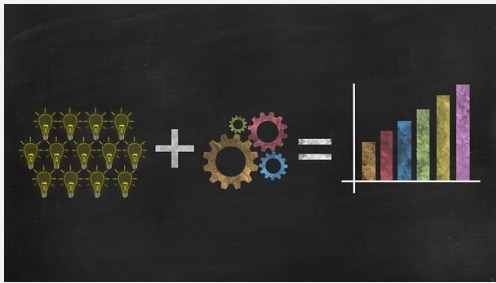
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LEADERSHIP

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LEADERSHIP WITHOUT EASY ANSWERS
RONALD HEIFETZ

Authority and Leadership

- **Authority**
“Conferred power to perform a service”
- **Leadership**
“Mobilizing people to tackle tough problems”

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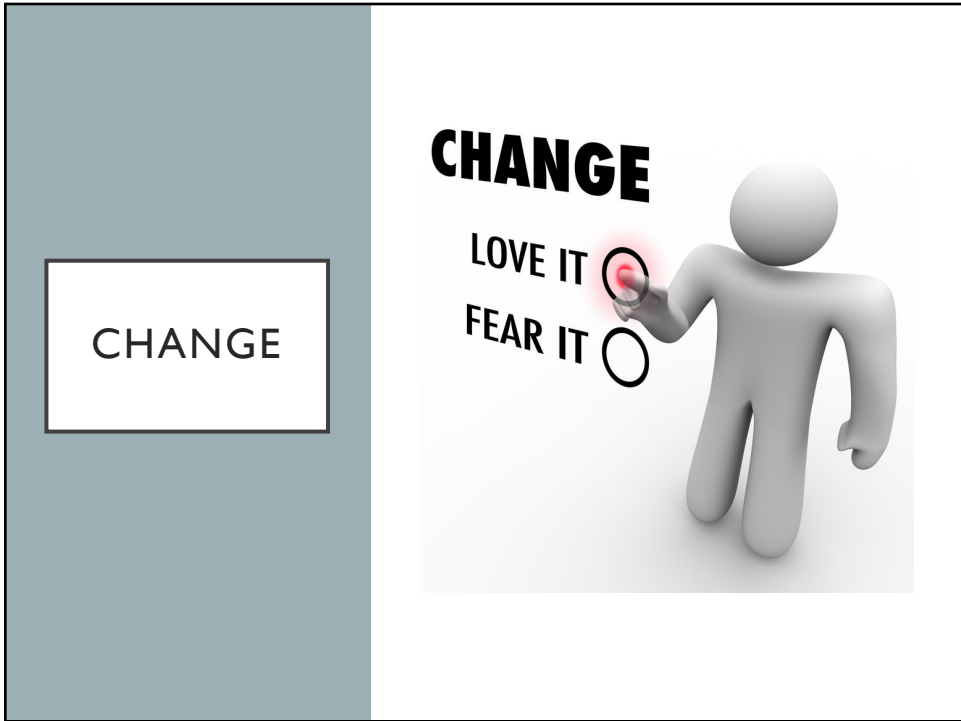


LEADERSHIP WITHOUT EASY ANSWERS
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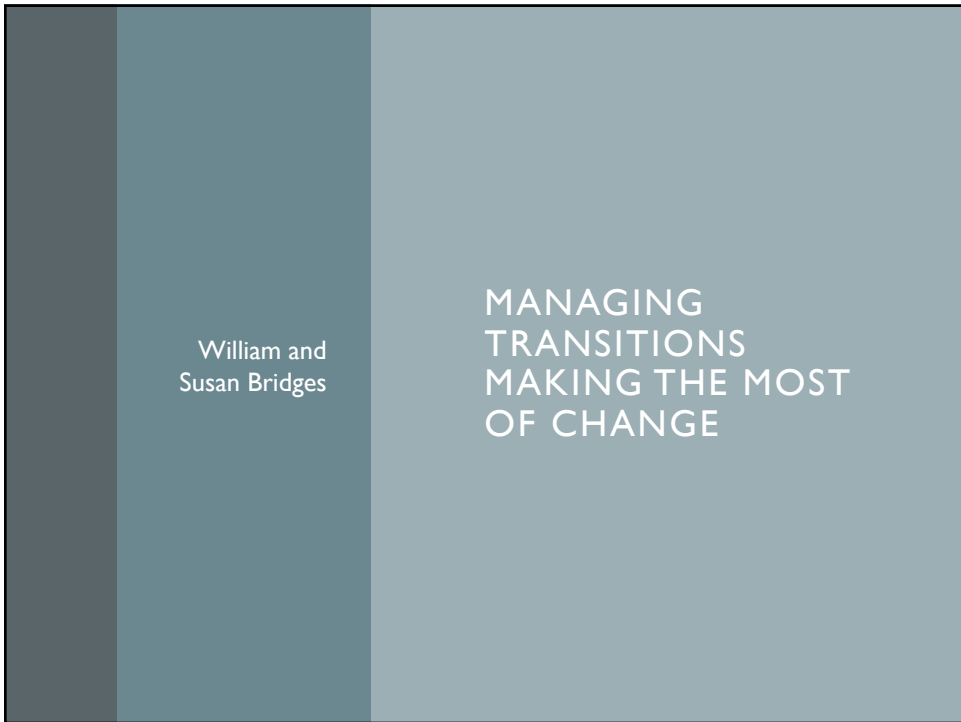
Technical & Adaptive Work

- **Technical work**
“Technical problems are those that, in some sense, we already know how to respond to them.”
- **Adaptive work**
“The problem definition is not clear-cut, and technical fixes are not available. Learning is required to both define problems and implement solutions.”

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DIFFERENTIATING
CHANGE FROM
TRANSITION



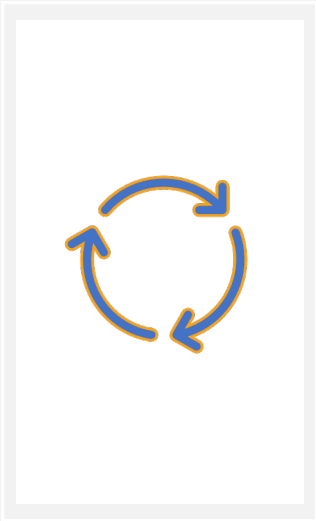
- *Change* is not the same as *Transition*
- *Change* is situational
- *Transition* is the psychological process people go through to come to terms with the new situation.
- *Change* is external, *Transition* is internal
- Unless *Transition* occurs, *Change* will not work

Managing Transitions: Making the Most of Change
William and Susan Bridges

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When we talk about change, we naturally focus on the outcome the change will produce

Transition is different. The starting point for transition is not the outcome but the ending you will have to make to leave the old situation behind.



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PHASES OF TRANSITION

- Ending or Letting Go
- The Neutral Zone
- New Beginnings


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CONFLICT



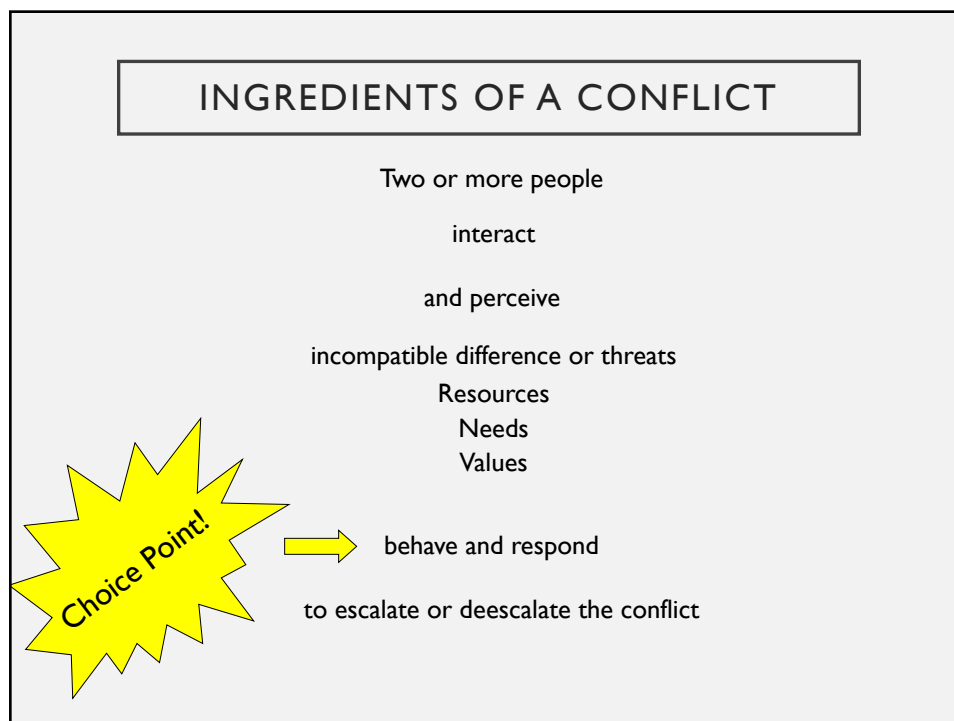
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WHAT MAKES
SOME
CONVERSATIONS
MORE
DIFFICULT?



- Perception of difference or threat
- Involve issues of significance
- Strong emotions
- Pivotal to the relationship
- Characterized by “approach/avoidance”

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SIX FACES OF CONFLICT
STAYING WITH CONFLICT: A
STRATEGIC APPROACH TO
ONGOING
DISPUTES
DR. BERNIE MAYER

- Low-Impact Conflict
- Transient Conflict
- Latent Conflict
- Representative Conflict
- Stubborn Conflict
- Enduring Conflict