



HOW CONFLICT becomes DESTRUCTIVE

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Review

courageous conversations

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What is Disagreement?

- ❖ **A different opinion/point of view.**
- ❖ **Often resulting in believing that someone is uninformed or even wrong** (after all if you saw it their way there would be no disagreement)
- ❖ **We disagree about something with everyone we are in relationship with** (or someone is not telling you what they think).
- ❖ **Some disagreements are much higher stakes than others in terms of how important they are to us.**

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Heraclitus (500 BC)

“Change is the only constant”

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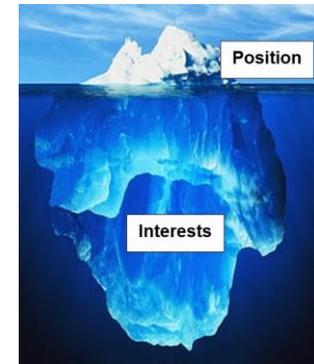
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The process of changing your mind

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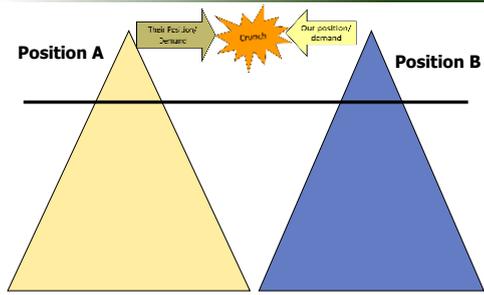
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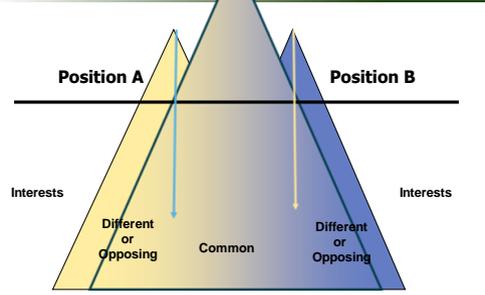
The Nature of Disagreements



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ISSUE A New Position

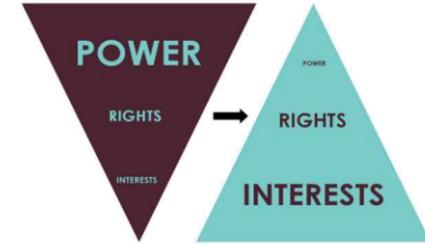


Interests are peoples wants, needs, fears, concerns, values, & priorities

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Power, Rights and Interests



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Components of a Conversation

1. **Listening** (more than silence)
 - ❖ Summarizing (the proof you understand)
 - ❖ Asking open ended, curious questions
2. **Speaking**
 - ❖ Sharing your point of view and how you got there.

Ideally as close to 50/50 time.

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Stephen Covey

"Most people do not listen with the intent to understand; they listen with the intent to reply. They're either speaking or preparing to speak. They're filtering everything through their own paradigms, reading their autobiography into other people's lives."

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And Remember.....

Understanding ≠ Agreement

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Components of Decision Making

1. Process

- ❖ The design does not allow input from all
- ❖ The process is too long (boredom)
- ❖ The process is too short (not getting buy in)
- ❖ The focus is too quickly on arguing positions

2. How we talk to each other

Components of Decision Making

2. How we talk to each other

- ❖ People question each others motivation and character
- ❖ Between meetings people return to their like minded groups and rehearse the same old arguments (rather new understandings)
- ❖ Individuals are allowed to dominate in meetings
- ❖ People come to meetings to argue their point and not to share their point of view and learn from others.



**While you are waiting, recall
a recent experience
where someone talked to you
in a way that felt disrespectful?**

CONFLICT, COMMUNICATION and RESPECT

Trainer Janet Schmidt

Agenda

- ❖ Definitions
- ❖ Reflecting on a personal experience
- ❖ Case Study: analyzing a moment of disrespect
- ❖ The cost of disrespectful behaviour
- ❖ My options and their consequences
- ❖ Communication 101

Let's start with

RESPECT

Your own experience of disrespect

Your Case Study

Step 1: Jot down your answers to these questions.

Step 2: Then I will team you up with someone in the group and share your experiences.

3 minutes each

The Questions

1. **Identify a moment of disrespect**
2. **What was the context of this moment, a disagreement, disappointment, past history....**
3. **What did the person actually do that you experienced as disrespectful**
4. **What was the impact of the persons action**
5. **What did you do at the moment, later**
6. **And what have been the consequences of this action.**

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Words to describe their behaviour...

- ❖ **Civility**
- ❖ **Bullying**
- ❖ **Discrimination**
- ❖ **Harassment**
- ❖ **Disrespect**
- ❖ **Micro Aggressions**
- ❖ **Verbal Abuse**
- ❖ **Lateral Violence**

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Group Debrief

1. **What was the behaviour that you experienced as disrespectful?**
2. **What impact did that moment of disrespect have on you? On a scale of 1-10 how would you describe your current relationship with that person. 10 being very positive and 1 being very uncomfortable.**

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Video – front desk (Shared example)

You will be asked....

- ❖ **Is my behaviour respectful?**
- ❖ **Do I know that I have been disrespectful?**

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Questions

1. **Is my behaviour respectful?**
2. **Do I know that I have been disrespectful?**
3. **Does it matter what my position is?**

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What is this?

1. **Harassment**
2. **Discrimination**
3. **Sexual Harassment**
4. **Personal Harassment (Bullying)**
5. **Workplace Conflict (disagreement about the priority of the task)**
6. **...or a Moment of Disrespect**

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What happens if Mike thinks I have been disrespectful and I think he just needs to do his job?

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In your Case Study

Why do you think they were disrespectful?

- a) Was it pre-meditated (they planned to get even)?
- b) Did they realize it at the moment they were doing it (they appeared to ease off during encounter)?
- c) Did they become aware of their bad behaviour after they had done it (apologized, extra nice)?
- d) Have they behaved that way for years and have gotten away with it?
- e) Do they likely still have no idea you were offended?
- f) Were they were stressed about life/work (not their best)?
- g) Other

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In Summary

Respect is due regard
for the feelings,
wishes, rights or
traditions of others.

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And...

Disrespect is disregard
for the feelings,
wishes, rights or
traditions of others.

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Healthy Conflict is about **issues and ideas**
whereas **respect and disrespect**
is about **behaviour**.

Unhealthy Conflict includes **disrespectful**
behaviour **while talking** about issues and
ideas.

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My Moments of Disrespect

1. **Take a minute and reflect on your own behaviour (frequently in conflict).**
2. **What are things that you have done that could be experienced as disrespectful?**
3. **Why did you do it?**

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- Gossip (talking badly about another person behind their back)
- Intentionally withheld information
- Showed up late to a meeting
- Intentionally not greeting someone
- Raised your voice
- Cut someone off
- Dominated the conversation
- ignoring someone
- mimicking someone (words, style)
- excluding others from events or conversations
- self-absorbed behaviour
- having a condescending attitude
- not entirely truthful
- being rude or impolite
- challenging – “let’s see you make me!”
- attitudes or behaviour that show discrimination

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So why did you do it?

- ❖ Stress
- ❖ Vulnerable/insecure (i.e. fear losing job)
- ❖ Feeling undervalued
- ❖ They started it
- ❖ Over focused on specific agenda or task.
- ❖ Other

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Welcome to the messy world of disrespect.

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Who decides whether someone's behaviour is respectful or not?

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Does Disrespect Deserve Disrespect?

- ❖ Jan is not aware she was disrespectful because the pastor gave her a hard time for not meeting her commitments and she is desperate to please the pastor/others.
- ❖ Mike, believing he was disrespected decides not to work on the mailing list and it is not done at 9:00 the next morning.
- ❖ What happens next?
- ❖ Where can this end up?

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Case Study: Your Response?

1. Let it go
2. Ignore it (first time you saw it)
3. Complain to someone else
4. Get Even
5. Hold on to it
6. Be forceful back
7. Talk about it (to person directly)

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What are the costs of a disrespectful workplace?

The Cost of Bad Behaviour: How Incivility is Damaging Your Business and What to Do About it
by Christine Pearson & Christine Porath

Mastering Civility: A Manifesto for the Workplace
by Christine Porath

“Surveying these (of disrespect) causes brings me to a crucial point, one of my biggest takeaways over the past couple of decades: Incivility usually arises not from malice but from ignorance.” Christine Porath (p. 12 Mastering Civility)

	Anagram	Brainstorming - fewer ideas
Group was treated with disrespect		
On the way to the task, the participants were treated disrespectfully by a stranger.		
People observed someone being treated with disrespect		

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	Anagram	Brainstorming - fewer ideas
Group was treated with disrespect	33% less	39%
On the way to the task, the participants were treated disrespectfully by a stranger.		
People observed someone being treated with disrespect		

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	Anagram	Brainstorming - fewer ideas
Group was treated with disrespect	33% less	39%
On the way to the task, the participants were treated disrespectfully by a stranger.	61%	50%
People observed someone being treated with disrespect		

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	Anagram	Brainstorming - fewer ideas
Group was treated with disrespect	33% less	39%
On the way to the task, the participants were treated disrespectfully by a stranger.	61%	50%
People observed someone being treated with disrespect	20%	30%

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remdue

Unscramble the above word?

Answer = demure

People who witness incivility prior to this task are eight times more likely to answer 'murder'.

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How many of you have....

- ❖ Quit a job or asked for a transfer because of how you were treated?
- ❖ Started working less or putting in less effort because of workplace dynamics?
- ❖ Have ignored/avoided someone because of how they treated you and others?
- ❖ Took some time off because of the stress of being at work.

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Reflection

So, what does this all mean for our discussion of respect and disrespect? How do we handle the complexities we have identified?

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Huddle in groups of 3

So, what does this material mean for our discussion of respect and disrespect? How can we navigate the complicated world of respect and disrespect?

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A Matter of Personal Opinion...

- ❖ Among other things, it suggests that whether it's considered respect or disrespect is largely in the eye of the beholder...
- ❖ We are most likely to be disrespectful when we are upset at someone. We get upset at people who we believe have treated us badly.
- ❖ This, in turn, suggests that if someone thinks you have been disrespectful, in effect, you have been. Their experience becomes their reality; what's perceived to be real will be real in its consequences.

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Remember....

Conflict is disagreement about issues and ideas
whereas respect and disrespect is about behaviour, how I treat you.

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So who deserves respect?

Are there any circumstances that you can think of where you have not been respectful and justified your actions in some way?

In SUMMARY: Respect and Disrespect impacts....

- ❖ you,
- ❖ the other person,
- ❖ the relationship,
- ❖ the larger community,
- ❖ the people you serve, and
- ❖ the reputation of the First Unitarian Universalist Church of Winnipeg

Some Assumptions

1. Most people live in a way they believe to be respectful of others.
2. You can be treating others as you would like to be treated and be disrespectful at the same time.
3. The other person believes you started it (i.e. that you were disrespectful first).
4. Disrespectful behaviour often surfaces when people have unresolved conflict/tensions.
5. When dealing with disrespectful behaviour, procrastination can make the situation worse.

So what do you want others do if you have offended them?

OR

So what do you want other members in your community do when you offend them?

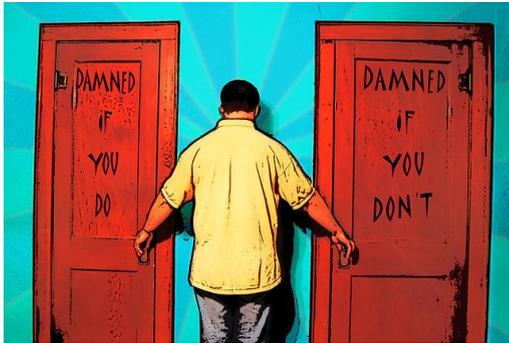
Taking Action...

Q: And so what does this mean for what we need to do with moments of perceived disrespect?

A: While some things can be “let go,” we believe it means we need to be prepared to engage constructively. To talk about it!

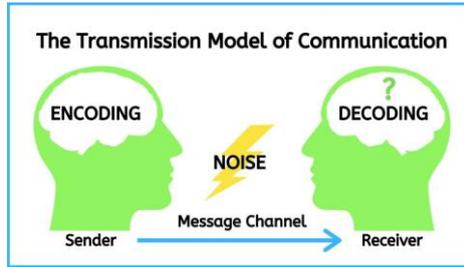
Possible responses

1. Let it go
2. Ignore it (first time you saw it)
3. Complain to someone else
4. Get Even
5. Hold on to it
6. Be forceful back
7. **Talk about it** (to person directly)



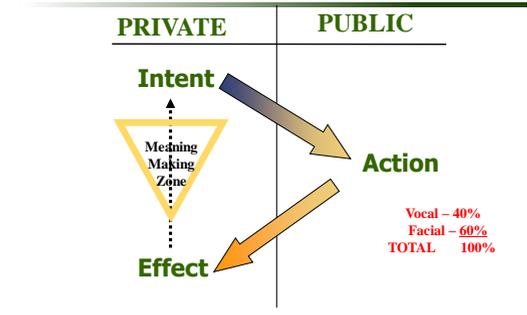
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COMMUNICATION



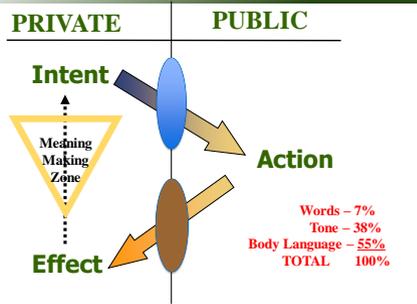
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COMMUNICATION 101



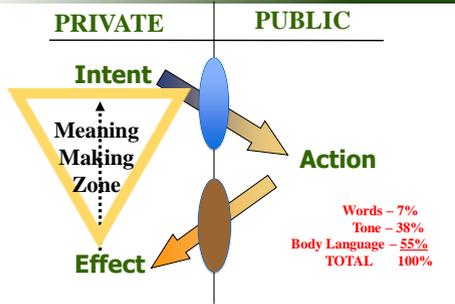
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COMMUNICATION 101



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COMMUNICATION 101



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Where Emotions Come From p. 21

The Path to Action (Response)



Crucial Conversations by Vital Smarts Group

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Where Emotions Come From p. 21

The Path to Action (Response)



Crucial Conversations by Vital Smarts Group

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Where Emotions Come From p. 21

The Path to Action (Response)



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We have 3 choices...

We can....

- ❖ Avoid them (silence),
- ❖ Face them and handle them poorly (disrespect), or
- ❖ Face them and handle them well

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Crucial Learning Recent Study

- ❖ 1300 people interviewed
- ❖ 9 of 10 people said they felt emotionally or physically unsafe to speak up in last 18 months
- ❖ Topics include: political topics, social issues, vaccines, masks, discriminations, burn out....
- ❖ Instead of voicing concerns they chose
 - 65% silence
 - 47% avoided people they thought they might disagree with
 - 42% silent and also angry
- ❖ Greatest reason for feeling emotionally unsafe was fear/uncertainty

<https://www.youtube.com/watch?v=0AIVcD7N3M>

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Those with greatest fear/anxiety

- ❖ Were telling themselves the harshest story of the person they needed to speak to.
- ❖ **Summary:** The stories we tell or conclusions we draw about other people are key drivers of the fear we feel.

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The Fools Choice

Truth
Or
Relationship



~~Either/Or~~
Both/And

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Speaking Up On What Matters

“Do speak up when an issue is important to you. Obviously, you do not have to address personally every injustice and irritation that comes along. To simply let something go can be an act of maturity. But it is a mistake to stay silent if the cost is to feel bitter, resentful, or unhappy. We de-self ourselves when we fail to take a stand on issues that matter to us.”

Harriet G. Lerner *The Dance of Anger*

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“Respect is like air. You don’t really notice it until it is not there and then it’s all you notice.”

Who is responsible to build and maintain a respectful, resilient church community?

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The Different Roles We Play

- ❖ **S**ource (the respondent)
- ❖ **T**arget (the complainant)
- ❖ **O**bserver (whether you witnessed it/heard about it)
- ❖ **P**erson with Authority (you witnessed it/heard about it)

WHAT IS BEST PRACTICE for each ROLE?

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Things to notice

- ❖ Notice the stories you are telling yourself in your head?
- ❖ Imagine how you can begin to test out your stories?
- ❖ Consider best practice for each character in a moment of disrespect.

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