

Facilitating a better future



**lma**

Lloyd's market association

# 2024 ELEVATE Programme From Conflict to Collaboration

# The Journey So Far

## Understanding Yourself and Others:

- MBTI preferences.
- Leveraging diverse styles for successful communication.
- Understanding personal strengths and blind spots.

## Manager's Role and Feedback

- Your role as a manager
- Successful feedback with COIN.
- Managing emotional reactions - RAWA model.

## Seek First to Understand, Then Lead:

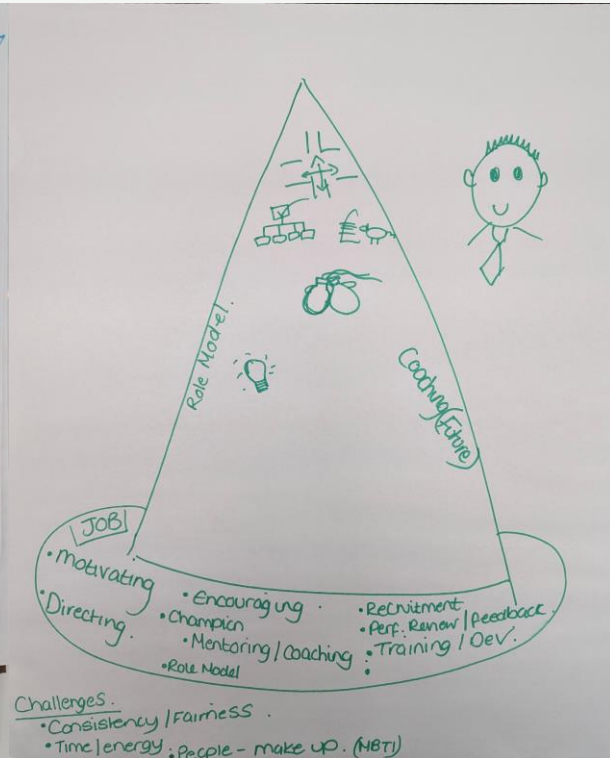
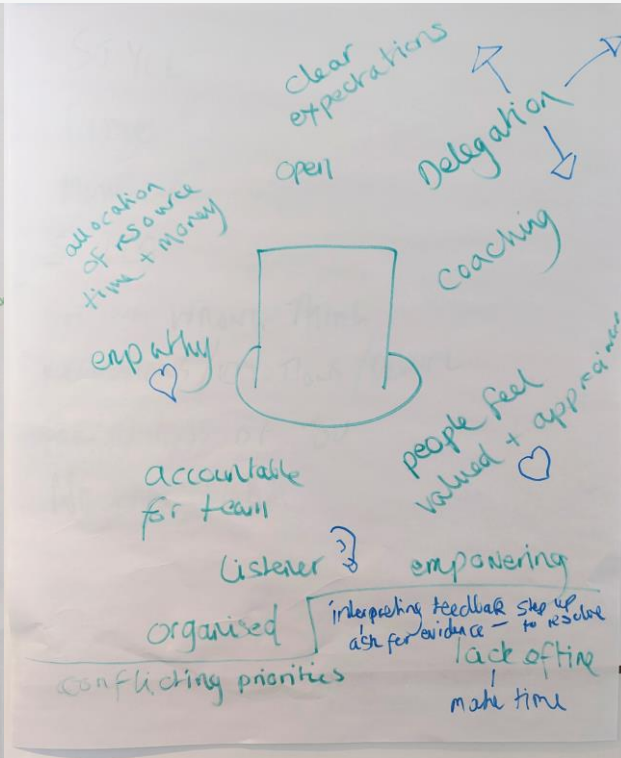
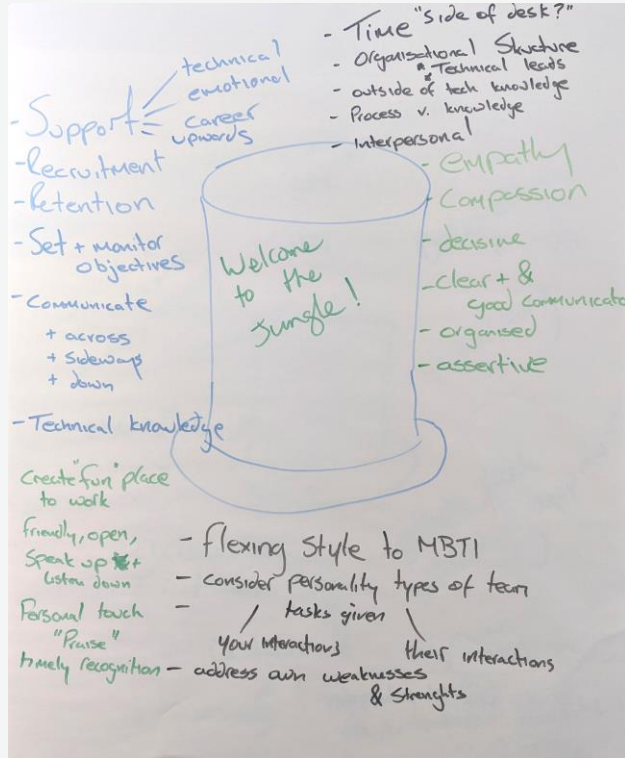
- Listening, questioning, and empathy as core skills.
- Adapting leadership styles to development levels.
- Using the GROW model for structured coaching conversations.
- Practical application through scenario analysis and peer coaching.



## From Conflict to Collaboration:

- Conflict styles and developing strategies for alternative approaches.
- Assertive communication skills to 'say no' constructively.
- Open dialogue by mastering mutual purpose and respect.
- Lead collaborative, win-win outcomes

# Your role as a manager – The Manager's Hat



# Objectives today

- **Understand Conflict Styles;** Recognise your natural conflict handling style and how to develop alternative strategies.
- **Develop Assertive Communication Skills;** Learn techniques for saying no with empathy and pushing back constructively, demonstrating support and building relationships.
- **Create a Culture of Open Dialogue;** Understand critical techniques to build mutual purpose and respect and engage in honest and productive communication
- **Lead Collaborative Outcomes;** Practise skills for leading win-win dialogues

# Objectives today

**Discuss with a person(s) next to you:**

What would you like to get out of today, what would make this session valuable for you?

# Agenda

- Understanding conflict styles - assertiveness vs collaboration matrix. Self-survey results and common conflict scenarios.
- Developing assertive communication skills - techniques for saying no with empathy.
- Lunch activity: AI tools for ongoing learning
- Building a culture of open dialogue - master dialogues for mutual purpose and respect
- Leading win-win outcomes.
- Peer coaching: identifying key takeaways and next steps.
- Action commitments, group coaching
- Final Q&A and feedback.

# Why address conflict?

- 85% of UK employees experience some form of conflict at work. <sup>1</sup>
- Workplace conflict costs UK employers an estimated £28.5 billion annually, averaging just over £1,000 per employee. <sup>2</sup>
- Nearly 900,000 UK employees took time off work due to conflict-related issues, and over 300,000 were dismissed. <sup>3</sup>

1. Pollack Peace Building: Workplace conflict 2024 statistics

2. ACAS: Estimating the costs of workplace conflict, May 2021

3. University of Sheffield Management School: Workplace conflict analysis 2018

# Group activity

**You will be given a piece of paper with your instructions on it.**

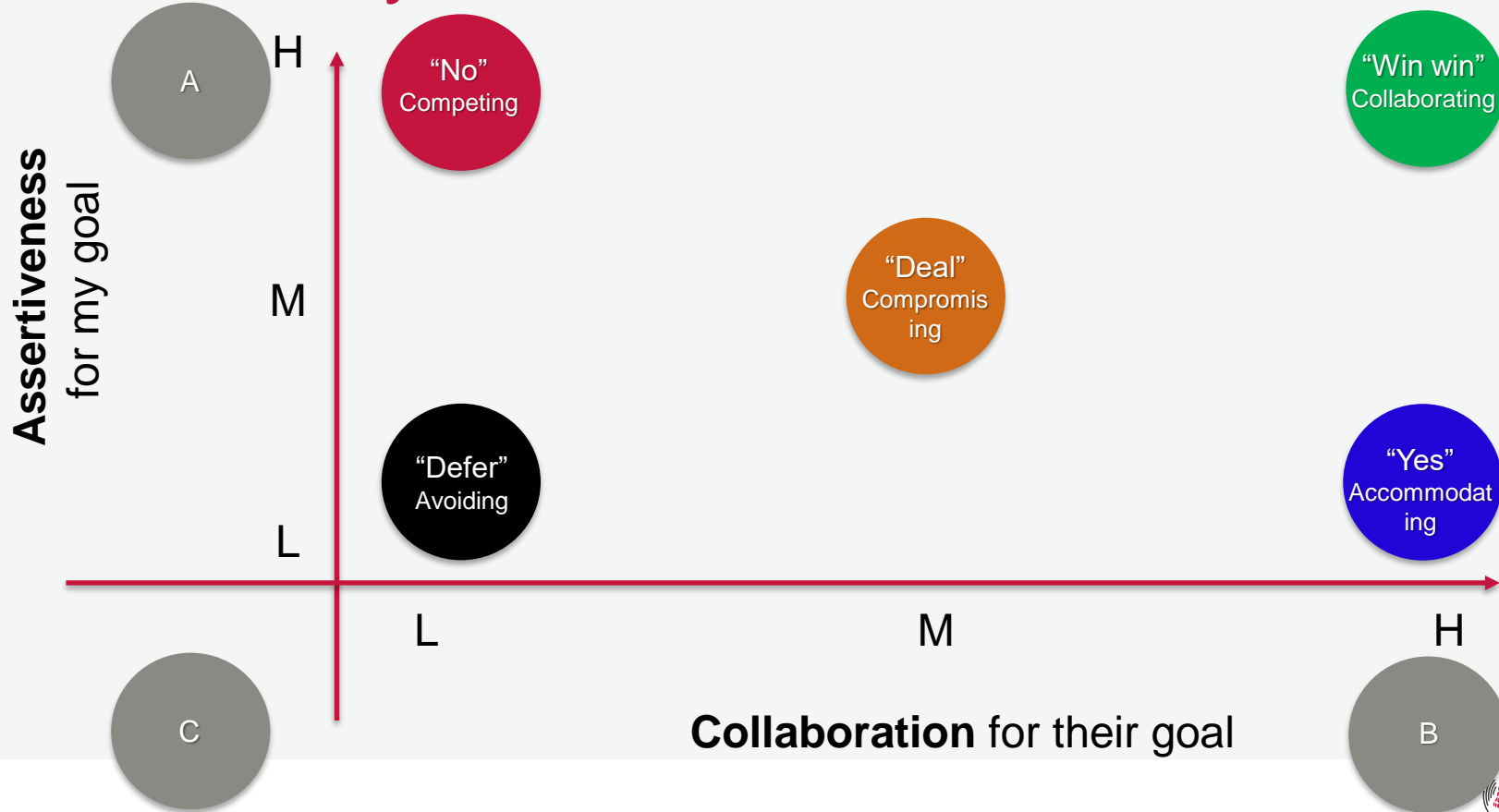
**This is your goal. Keep going until your goal is achieved, or time is called.**

**The activity is to be conducted without speaking. Do not show your instruction to other people. Other forms of communication are allowed.**

**Please conduct the activity safely!**



# Conflict styles



# Self-evaluation

Your conflict style?

Identifying personal development opportunities:  
Increasing assertiveness, increasing collaboration.

Saying 'No' (increasing assertiveness).

Leading Win-win outcomes (increasing assertiveness and collaboration).

# Small group discussion

Your collective or shared examples of 'Saying No'

Current examples of potential conflict situations

Share back your examples on a flip chart

NO



# It is your attitude that counts most

- A Respectful tone
- A Professional approach
- A Helpful attitude



## **Saying “No”**

- I am not able to commit

## **Explain**

- I will not be able to deliver, due to other priorities

## **Offer alternatives**

- I can deliver on Monday or postpone other things

## **Gain Commitment**

- What is the best option for you?

# Say “No” Scenarios

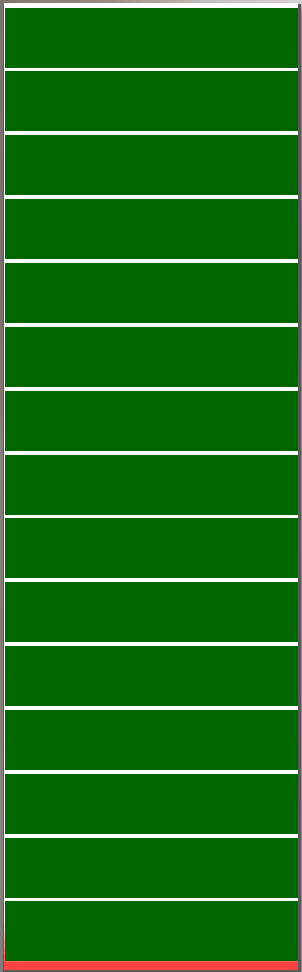
1. A colleague wants you to attend a meeting this morning to discuss a report that is to be released this afternoon. You are not able to.
2. You received a call from your manager asking you to attend a non-urgent conference call tonight. He has a last-minute appointment tonight. You have an important family dinner tonight.
3. A colleague wants you to cover her project while she is on medical leave. The colleague has a direct report, but she does not trust the direct report.
4. Someone new has just joined your team and your manager asked you to show this new hire around and introduce the person to key people. You have an urgent report to complete before the end of the day.

**15  
Min**

**10  
Min**

**5 Min**

**Time!**





# Your real-life examples

Working in smaller groups of 3-4

Pick one real life 'say no' example for your group to work on

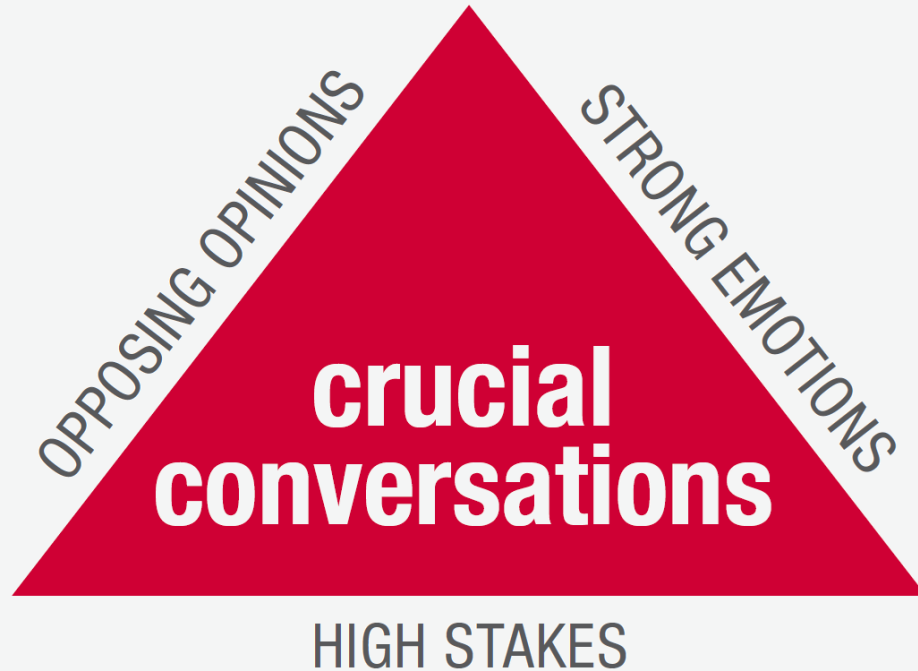
You have 10 minutes to develop an empathetic no statement, including reasons, alternatives and gaining commitment.

If necessary, consider what is your 'walk-in' and a 'walk-out' no.

# Situational Skills

What are the three factors to watch for when you need conflict handling skills?

# Situational Skills



# Exercise

**Go and stand in one of three spaces as directed.**

**Space 1:** Discuss together in smaller groups of 2-3 – everything that's not working: What's wrong? What should happen or should people be doing? What are all the problems and difficulties? What are the causes and why is it not working?

**Space 2:** Continue the discussion on what is the reality of the situation or situations described – agree what is the reality.

**Space 3:** Continue the discussion and address the question what is possible or what are realistic solutions?

# Debrief

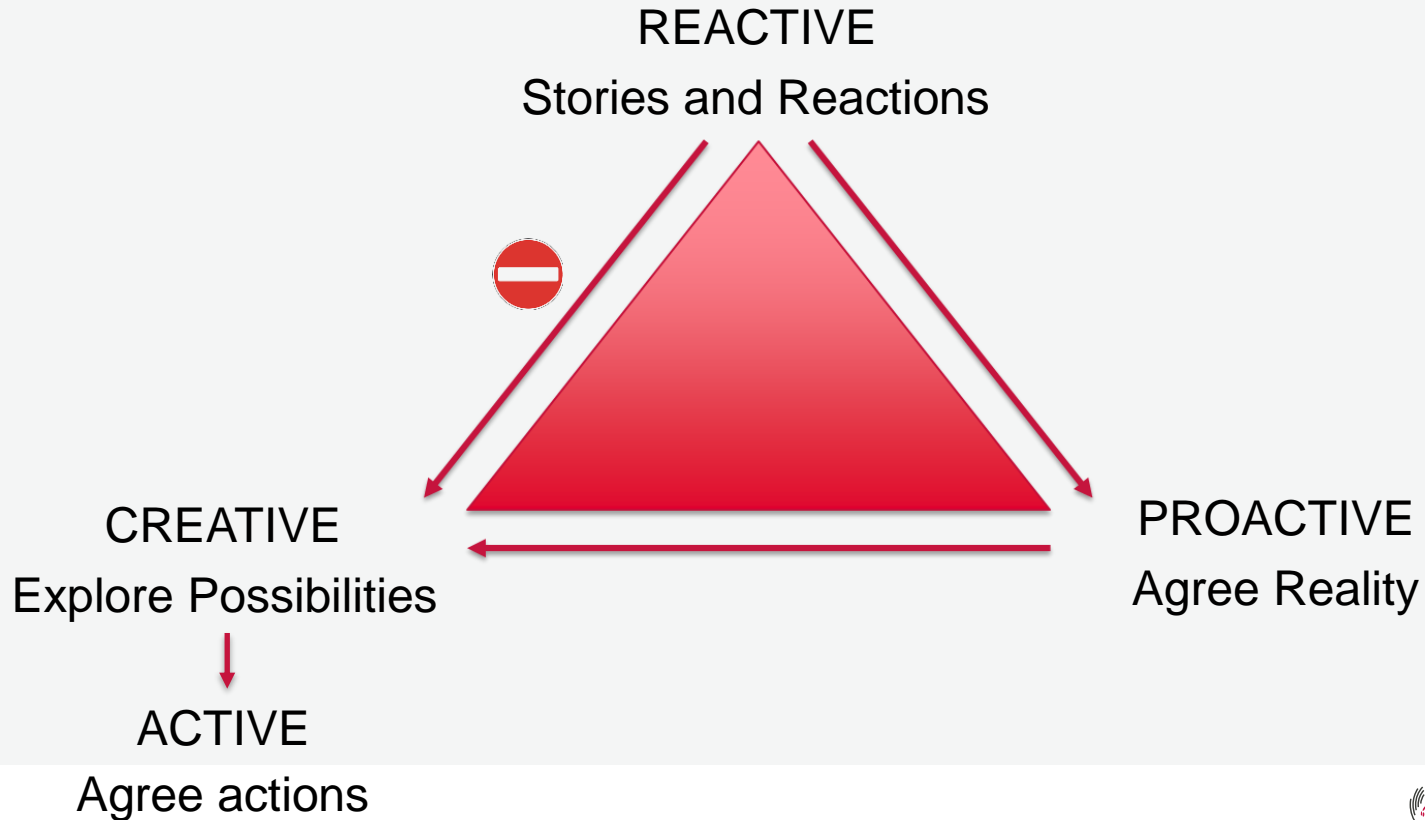


# Lunch Break

Lunch (45 minutes)

Introducing your Elevate AI tools  
(15 minutes)

# From conflict to win-win



# Preparation

## 1. Topic/ focus of discussion:

- C, P or R?

## 2. Master your stories:

- Separate facts, vs stories
- Watch out for three 'clever' stories

## 3. Aligned intentions:

- How are you behaving today?
- What do you really want?
- How would you behave if you did?

## 4. Decide



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## 4. Decide



**What issue  
has me  
stuck?**

**There are generally three  
types of issues that get us  
stuck:**

1. **Content:** a single instance of an issue (e.g. You were late getting this project done.)
2. **Pattern:** multiple occurrences of the same issue (e.g. You have been late getting the last three projects done.)
3. **Relationship:** a deeper problem (e.g. Your persistent lateness is affecting my ability to trust and depend on you.)



## ACTIVITY 10 MINUTES

Pair up with someone in the room and review each of the 8 scenarios in the handout:

1. Where is the person stuck?  
Is it because of Content, Pattern, or Relationship – or more than one?
2. Optionally, consider real life situations in your pair and answer the same question (sharing with the group is not required)

# Debrief



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# Skill #1: Separate Facts from Stories

## What is a fact?

An actual occurrence—something that can be proven through observation or measurement (e.g., what you saw vs. what you thought about what you saw) – AND the other person will agree!

## How are stories different from facts?

Stories are judgements, conclusions, and attributions that we make from the facts.

- Judgements determine whether facts are good or bad.
- Conclusions help us fit elements together.
- Attributions tell us why people do what they do.

## Discussion

Looking at Scenario 1:

What are facts and what are stories

# Skill #2: Watch for three 'clever' stories

We often tell stories that help us feel good about doing things that have the potential to be detrimental to our relationships and results

- **Victim Stories:** "It's not my fault!" These stories portray us as innocent sufferers.
- **Villain Stories:** "It's all your fault!" These stories emphasise others' negative qualities and rely on ugly labels.
- **Helpless Stories:** "There's nothing else I can do!" These stories convince us we have no healthy options for action.

# Story remedies

- ➔ **Victim Stories:**  
“What am I *pretending* not to notice about my role in the problem or how have I contributed to this?”
- ➔ **Villain Stories:**  
“*Why* would a reasonable, rational, decent person say that/ do this?”
- ➔ **Helpless Stories:**  
“What *should* I do right now to move towards what I really want?”

**Activity and discussion:** analyse Scenario 2 for any of these stories and then what answers do you get?

*Optional discussion – a real-life situation in your pair*



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- How would you behave if you did?

## 4. Decide

# Aligned Intentions: What do I really want?

1. “How am I behaving like I want?” Current conflict style; what thoughts and associated behaviours?
2. “What do I really want—
  1. for myself?
  2. for others?
  3. for the relationship?
  4. for the LMA. etc.?”
3. “How would I behave if I really did want these things?” Conflict style and associated behaviours.



# Preparation

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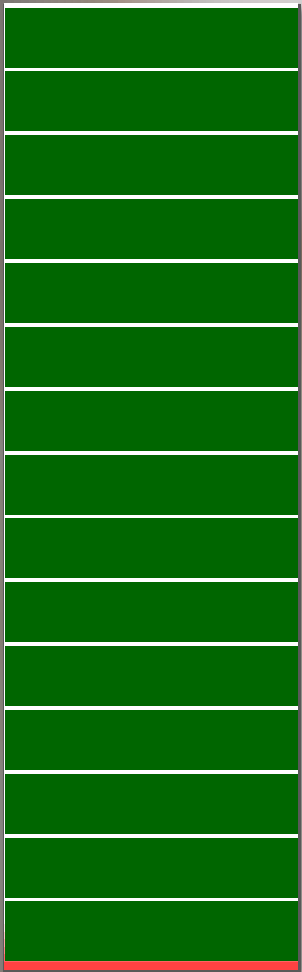
## 4. Decide

**15  
Min**

**10  
Min**

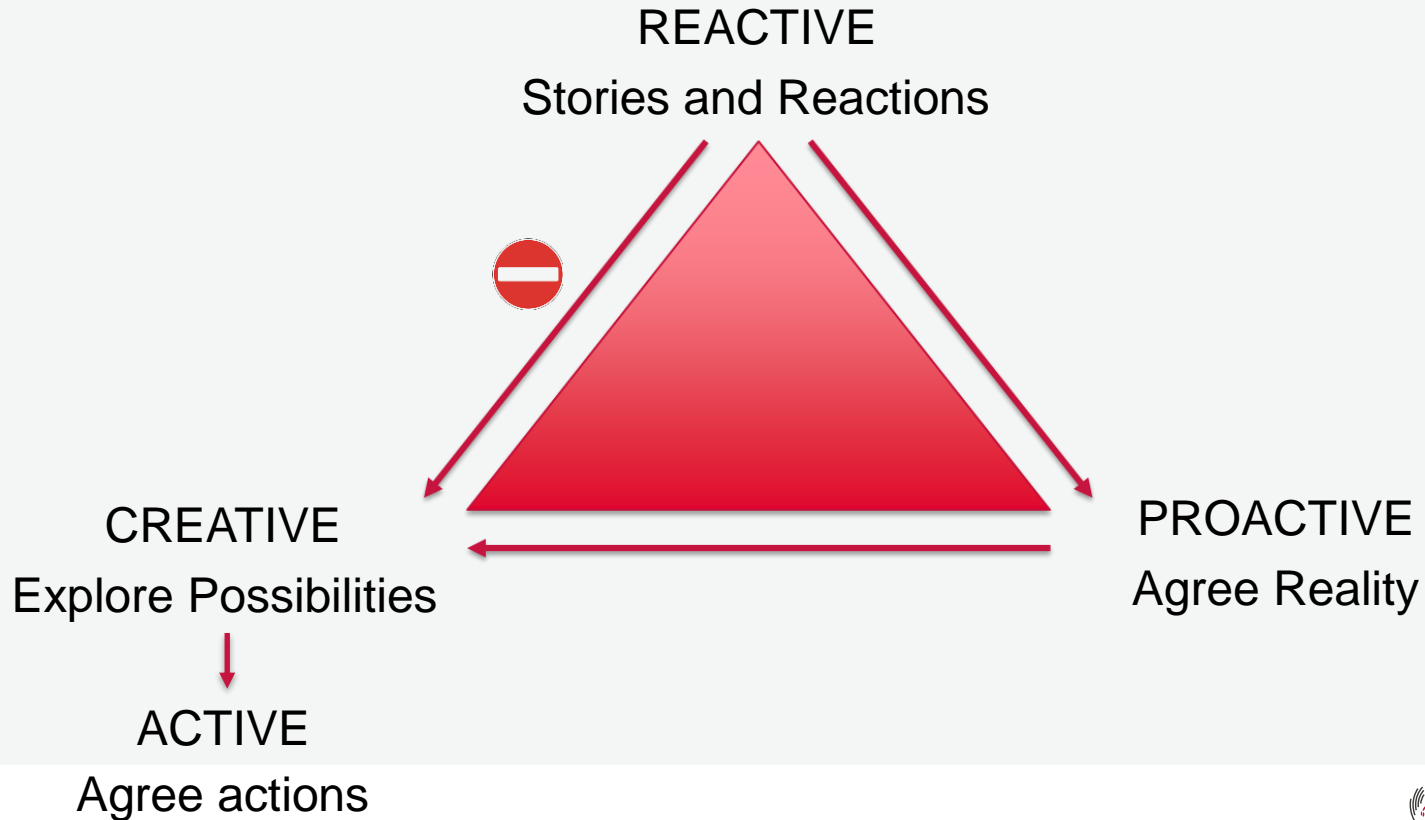
**5 Min**

**Time!**



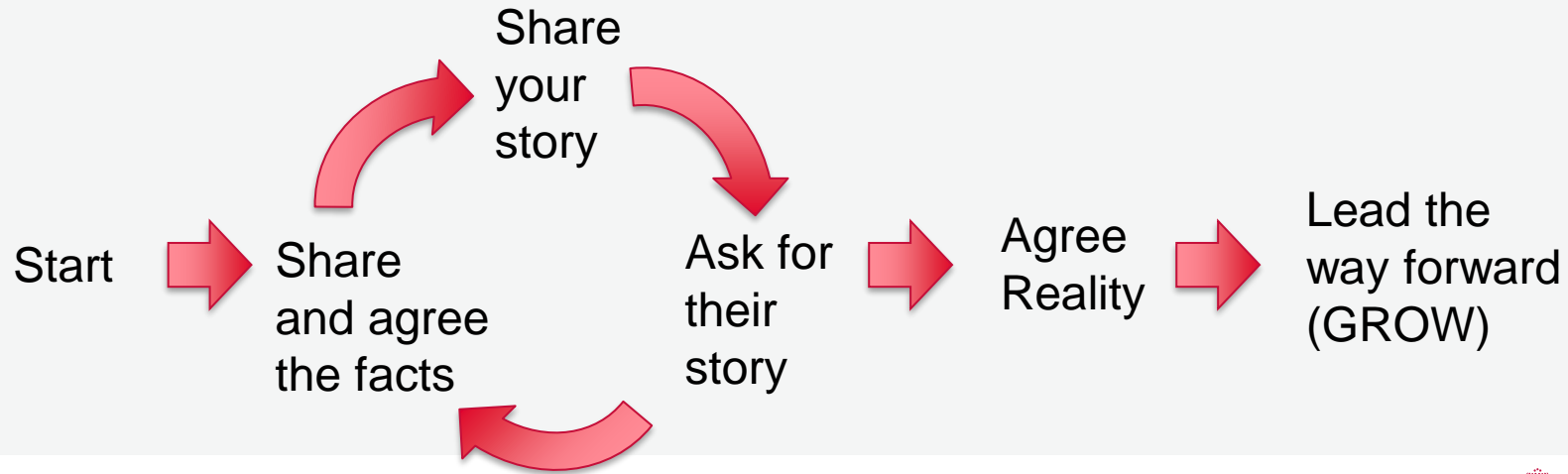
**BREAK  
TIME !!**

# From conflict to win-win



# REAL Dialogue Framework

- **R – Reality:** Share observable facts.
- **E – Emotions:** Your perspective using “I” statements.
- **A – Ask:** Actively listen to their perspective.
- **L – Lead:** Collaborate to find the best outcome and action plan.



# Share your Facts, Tell Your Story, Ask for Theirs

- **R – Reality:** Share observable facts.
- **E – Emotions:** Your perspective using “I” statements.
- **A – Ask:** Actively listen to their perspective.

**R:** “Yesterday you left some feedback in our teams call chat.”

**E:** “What you said is really judgemental and harsh, like you didn’t care about the people receiving it as making them feel bad.”

**A:** “What's your problem?”

# How you say it matters

**Talk Tentatively:** "It seems to me that..."  
"From my perspective..."

**Focus on Behaviour:** Instead of "You're disrespectful to the team." Say "When deadlines are missed, it impacts the team's ability to deliver on time."

**Own Your Emotions:** Use "I" statements "I feel frustrated when deadlines are missed because it delays the entire project." "I feel concerned about the quality of our work when this happens."

**R:** "Yesterday you left some feedback in our teams call chat."

**E:** "When I read the feedback, **it came across as** really judgemental and harsh, and **for me like you didn't care** as much about the people receiving it as **maybe** making them feel bad."

**A:** "**Can you help me understand?**"

You are **releasing certainty**, *not* watering down the message.





## ACTIVITY 15 MINUTES

In groups of 2-3 (change around if you would like) Pick either 1 scenario from the list or choose a real-life situation:

1. Draft an REA script, imagine a likely response (make it real) and do a 3x REA
2. Be ready to demonstrate your script (real life scenarios optional)

# GROW Model and Leading a Win-Win Outcome

## The GROW Model for Collaboration:

- **G – Goal:** What is *our* best possible outcome for everyone?
- **R – Reality:** What is the current situation, and what obstacles exist?
- **O – Options:** What are all the possible ways forward?
- **W – Way Forward:** What will we do, who will do it, and by when?

## Language Matters:

- Use inclusive language to build collaboration:
  - "How can *we* work together to achieve this?"
  - "What can *our* next steps look like?"

## Activity: (10 minutes)

In groups of 3-4, apply the GROW model to a real-life challenge or opportunity:

- Use the provided template
- Share outcomes with the larger group.

# Peer Coaching and Reflection

Use peer coaching to support action planning.

## Instructions:

- Pair up with another participant – your ‘buddy’.
- Take turns using the GROW model and the *provided template* to coach each other on a developmental objective from any of the three workshops.
- Develop a clear action plan together and when will you meet again to review?

## Prompts for Coaching:

- **Goal:** What is the developmental goal you want to work on?
- **Reality:** What progress or obstacles are you facing?
- **Options:** What actions could you take to move forward?
- **Way Forward:** What’s your next step?

# Objectives Review

**Discuss with a person(s) next to you:**

What did you want to get out of today?

What else do you need and how can you get it?

What made this session valuable for you, one key takeaway each?

# Wrap up

## Key Takeaways:

- Use and apply the skills.
- Prepare well and decide.
- Lead collaborative outcomes with GROW.

Remember GROW is highly practical when delegating, supporting development and leading win-win outcomes.

## •Next Steps:

- Catch up with your buddy and coach again.
- Group coaching in January, date?

## Leave today having identified:

- What's one thing you'll do differently from today?

# Session feedback

