

The Missing Strategic Conversations!
Accelerating Your Business Growth Flywheel
Through Productive Conflict

Dr. Craig Overmyer

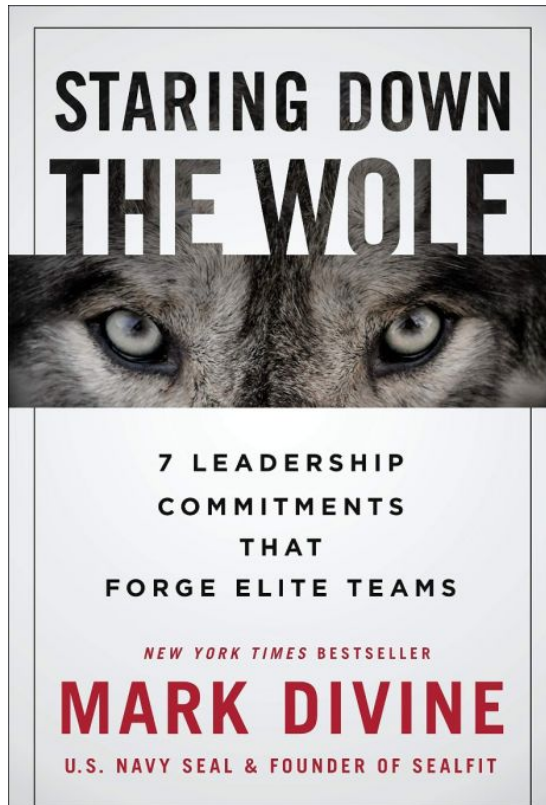




Global Business Crisis

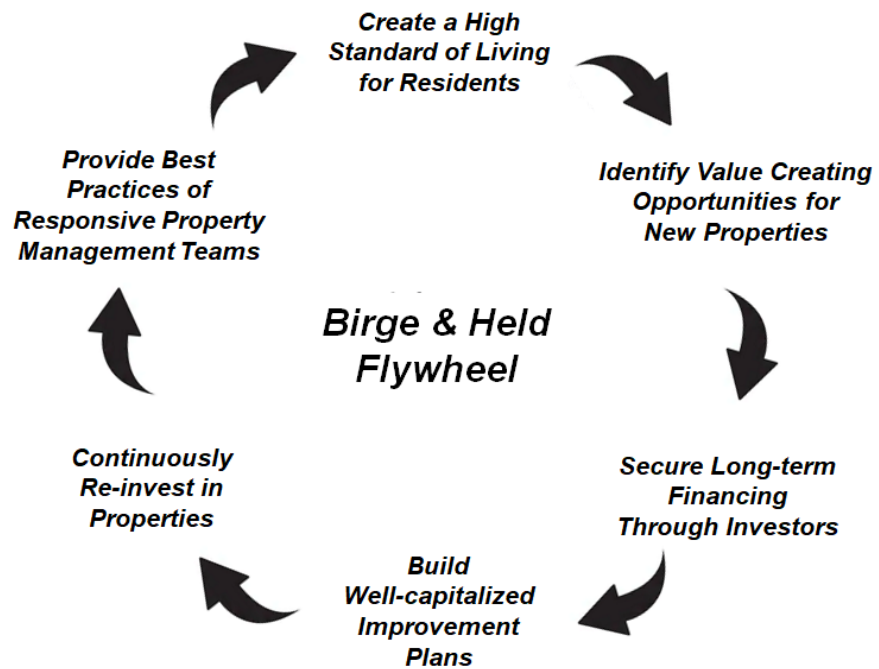
- “Only three things happen naturally in organizations: **friction, confusion and under performance.** Everything else requires leadership.”
~Peter Drucker
- **VUCA**-Volatile-Uncertain-Complex-Ambiguous
- “You’ve got to stare down the fear wolf to get to the courage role.” ~Mark Divine

Unbeatable Mind Coaching



- Mental toughness
- Everything important is done with a team
- Control your response to the world outside you
- Vertical Development vs. Horizontal Development

Birge & Held Flywheel



WHY SOME COMPANIES BUILD MOMENTUM . . .
AND OTHERS DON'T

TURNING
THE
FLYWHEEL

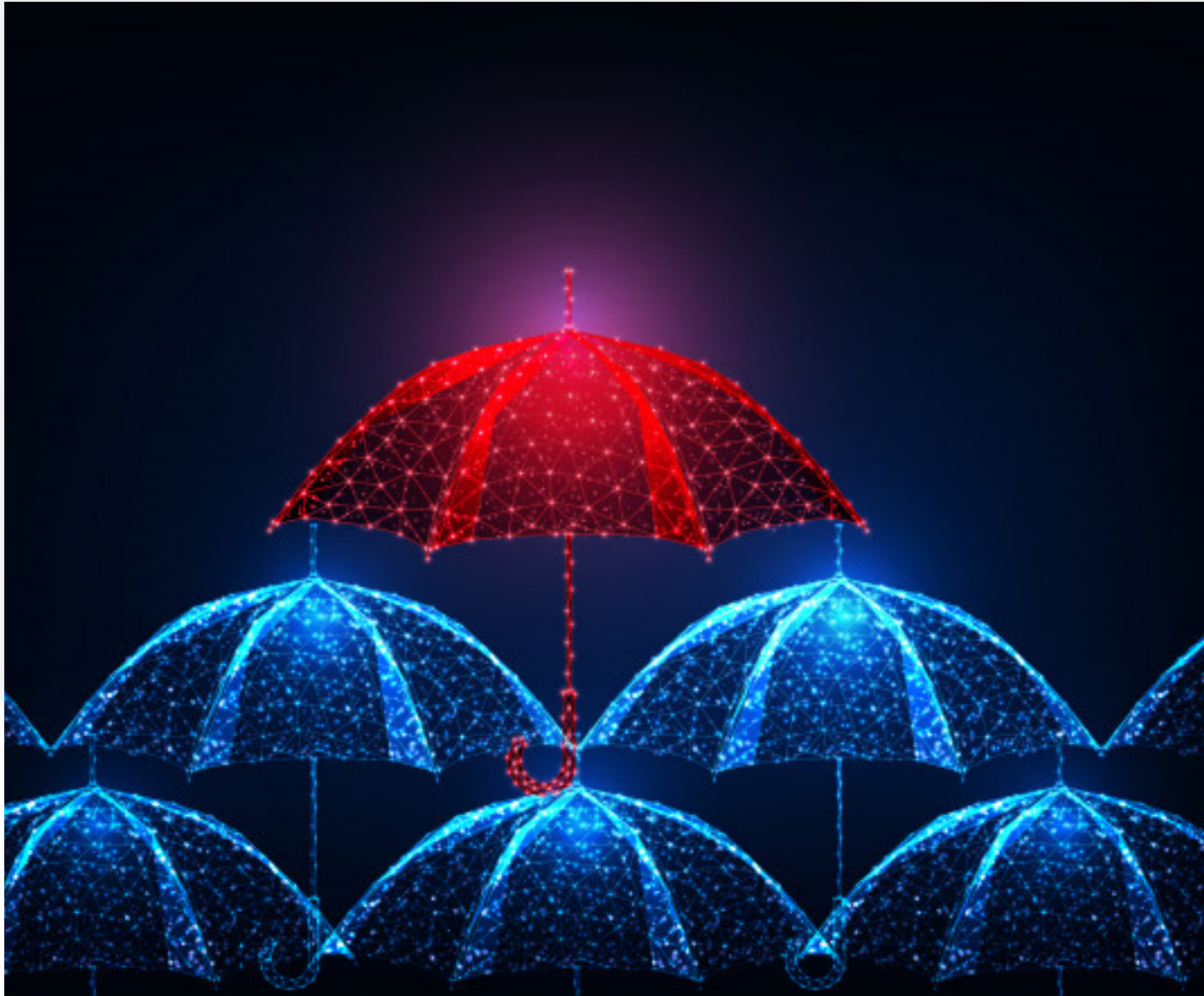
A Monograph to Accompany
Good to Great

JIM COLLINS



Jim Collins author of
“Good to Great”

**“Why some companies build
momentum and others don’t.”**



When it comes to workplace conflict, what is **ONE WORD** that comes to mind for you?



One Word Definition

- Conflict comes down to a **difference of opinions** involving **strong emotions**.
- While we **can't control** how others respond to conflict, **we can control** our own response.

Think of a conflict situation you wish you would have handled better...

What type of conflict resulted?

PRODUCTIVE CONFLICT

Requires self-leadership from colleagues to honor each other's style and make sure it's safe during In-The-Moment conversations.

UNPRODUCTIVE CONFLICT

This is false harmony. The conflict is hidden. It's comfortable to avoid issues, but artificial.

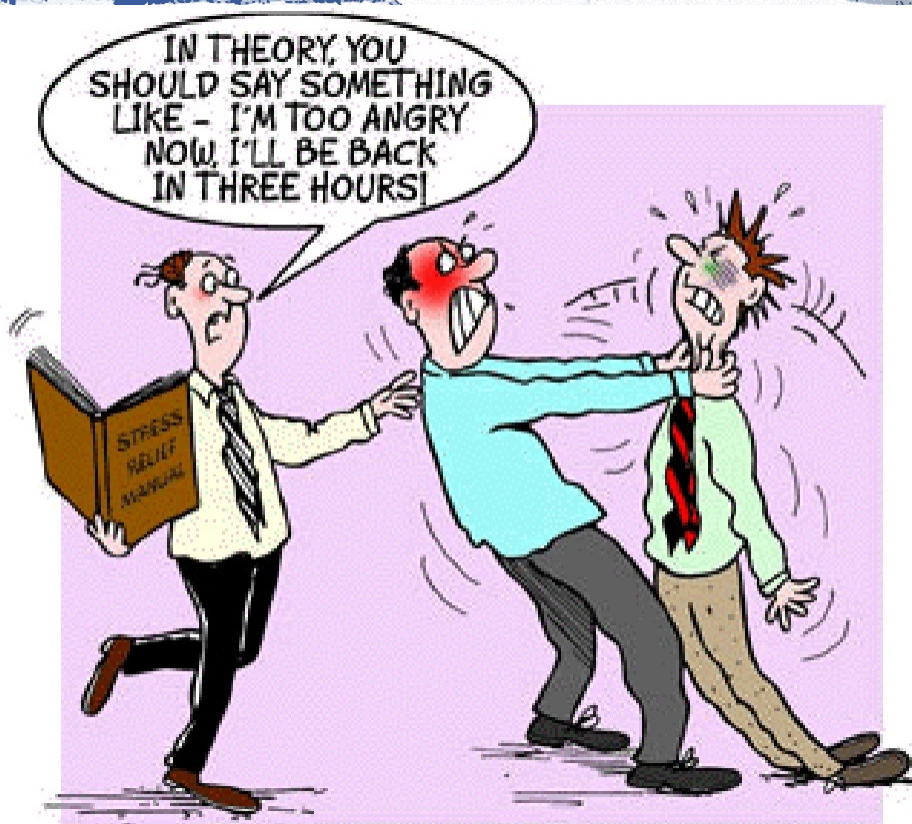


DESTRUCTIVE CONFLICT

Conflict events trigger automatic biased thoughts, which in turn trigger destructive responses.



Three Types of Conflict



1. Unproductive
2. Destructive
3. Productive

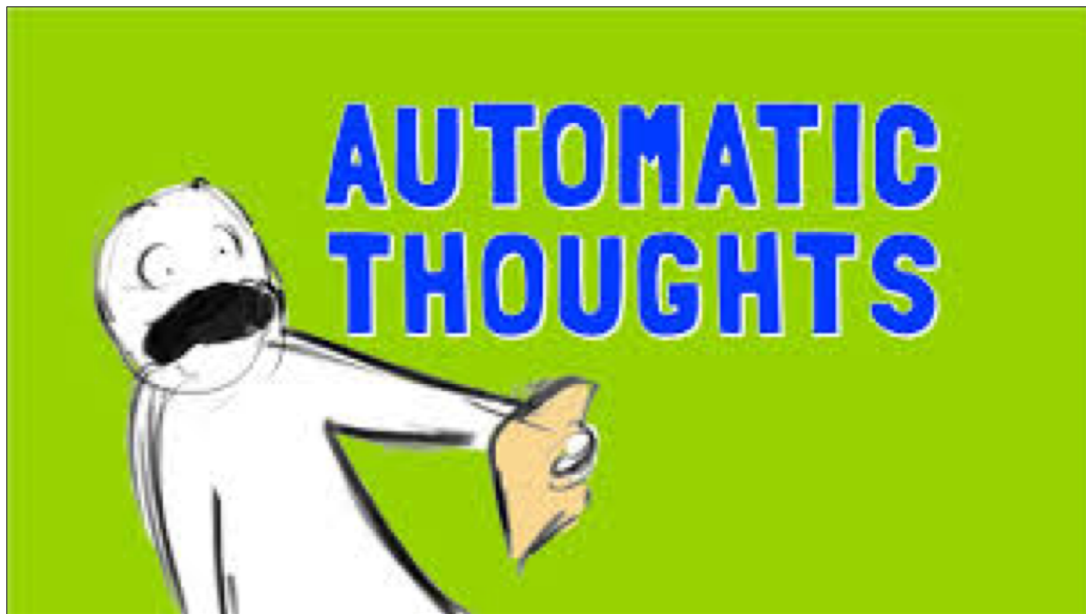
1. Unproductive Conflict



- Relationships may lead to false harmony and unproductive conflict.
- Avoidance of conflict will negatively impact momentum, even if you have a significant level of trust!

2. Destructive Conflict

Destructive conflict leads to **disengagement** and **underperformance**.



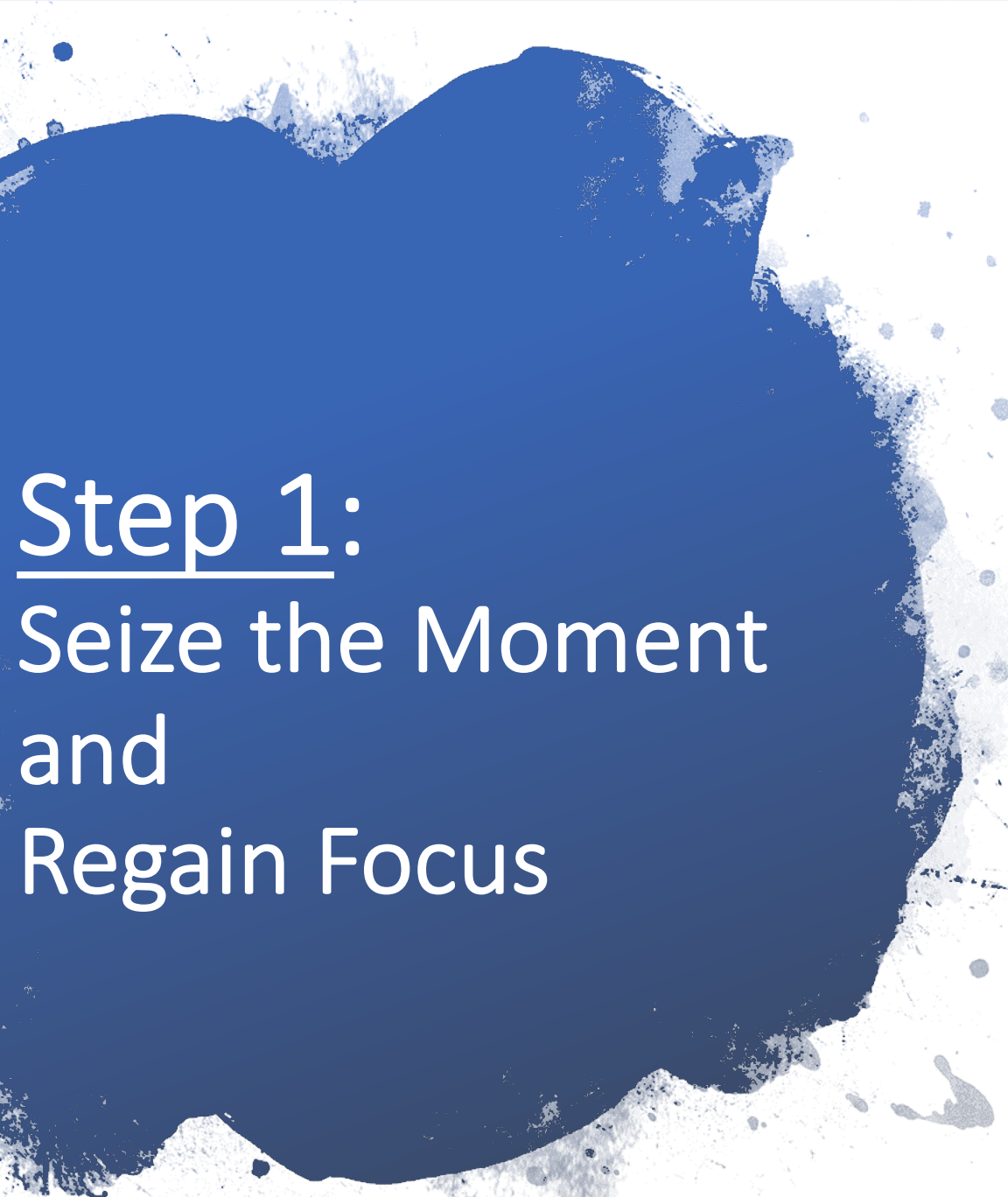
- *Mindful leaders have the capacity and insight to observe data as “just news.”*
- *Automatic thoughts usually bypass critical thinking and lead to false interpretations of the news as “bad” or “good.”*

3. Productive Conflict



Conflict is an absolutely critical piece for you to demonstrate you care for your team.

~ Alden Mills,
U.S. Navy Seal



Step 1:
**Seize the Moment
and
Regain Focus**

Accelerator Questions:

- 1. What's on your mind, that needs to be addressed, or put aside, to be fully present and focused?**
- 2. What is the conflict, and what is the real challenge for you?**

Productive Conflict Solutions



CHALLENGE ASSUMPTIONS

ROOT OUT BIASES

ASK QUESTIONS THAT DRAW
OUT NEW ALTERNATIVES

PRESS FOR EVIDENCE TO
SUPPORT NEW SOLUTIONS


C.R.A.P.

How to Seize the Moment and Regain Focus



- **Clear your mind** from the background noise.
- *Create mental, emotional, and physical space.*
- Observe the reality without judgement to **prevent assumptions and biases** from taking over your decision-making process.

Listen to Learn; Ask to Empower



Step 2:
Remember the Future
and
Craft a Shared Vision

Accelerator Questions:

- 3. What is the ideal outcome, and what will it mean for you to achieve it?*
- 4. If we don't resolve this conflict, what will be the outcome, and what will it mean for you?*

How to Remember the Future and Craft a Shared Vision

- *What is the ideal outcome?
How will we stay focused on solutions?*
- **Remember the future to gain energy and willpower to overcome obstacles and challenges.**
- *The only visions that take hold are shared visions – created when we listen very, very closely to others. ~Kouzes & Posner*



Step 3:

Learn from the Past
and
Build Organizational
Alignment

Accelerator Questions:

- 5. What insights have you learned during this conversation?**
- 6. What will you promise to do, by when, to be in alignment to achieve our shared vision?**


How to Learn from the Past to Build Organizational Alignment

- **Challenge the story driving your behavior**
- **Frazzled? Then it becomes impossible to concentrate or think clearly**
- *There are two ways of meeting difficulties: You alter the difficulties, or you alter yourself to meet them.*

~Phyllis Bottome

Listen to learn; Ask to empower





Step 4: Seek
Accountability
to Champion
Execution Habits

Accelerator Questions:

- 7. What are the “if, then” habits you will put into practice to keep the promises we just made?*
- 8. How and when will you seek accountability to verify you are in alignment?*



How to Seek Accountability to Champion Execution Habits

- Seek **mutual trust, respect and accountability.**
- *Anticipate in advance the real challenges or obstacles that might interfere.*
- Do what **matters most.** *When we say, "I don't have time...", perhaps we really are saying, "It is not my priority..."*





Changing Your Response to Conflict

When I have automatic thoughts that may lead to unproductive or destructive conflict, I will change my thoughts and practice productive conflict solutions.



1. Conflict

2. Automatic Thought

They have no idea what they're talking about. If they push me, I'll push back harder!

3. Step Back, then Reframe

They're coming at this from a completely different angle. I'm curious about it.

4. Productive Response

In the Moment Conversation

In-The-Moment Conversations

- **Seize the Moment**
Regain Focus
- **Remember the Future**
Craft a Shared Vision
- **Learn from the Past**
Build Organizational Alignment
- **Seek Accountability**
Champion Execution Habits



Next Steps

1. Critical Thinking for Leadership Teams During the Global Health Crisis-\$97, use access code: Accelerate-\$0
2. Purchase the book and complete the Productive Conflict Assessment for your team-Accelerate-Free coaching session

