

## Conflict Is The Root Of All Waste Workshop

When companies tackle performance improvement they typically do so with the *physical* implications of change in mind: process, space, materials, time and human capital. But an insidious waste undermines value even more significantly and pervasively: *Unresolved conflict*.

Where there is conflict, there is unproductive behavior. Behavior - not just process - is to blame for performance pain yet it is at best an afterthought.

To *truly* implement change, leaders must learn to identify and address the emotional “muda” that bottlenecks progress and often manifests as:

- Territorial managers
- Persistent struggle between departments
- Low morale / pent up anger
- Failure to use / learn new systems
- Failure to progress with performance goals / resistance
- Defective product or a break down in service
- Unhappy customers
- Margin erosion



### WORKSHOP OVERVIEW

Designed for leadership and change agents, this one-day workshop walks participants through the rarely discussed and even more rarely addressed *behavior* side of performance improvement implementation.

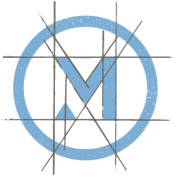
#### Conflict At The Organizational Level

- **Ultimate root cause analysis:** Learn to identify and overcome the common sources of stress, anxiety and miscommunication that underpin most performance improvement efforts.
- **Leadership style review:** What do your behavioral tendencies say about the role you play in creating or quelling conflict. How do you respond to peers, supervisors or direct reports in conflict?
- **Discovery of accidental stressors:** Determine if your company's Structures and Activities help to create or enable negative Behavior and Attitudes (SABA). Do unclear goals, misguided KPI's or unrealistic expectations inadvertently lead to the conflict that weakens improvement efforts?

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# Conflict Is The Root Of All Waste Workshop- cont'd

## Participants will also learn:

- What organizational values have to do with performance improvement.
- How to sustain performance gains through a more balanced, engaged and high performing team.

## Conflict At The Individual Level

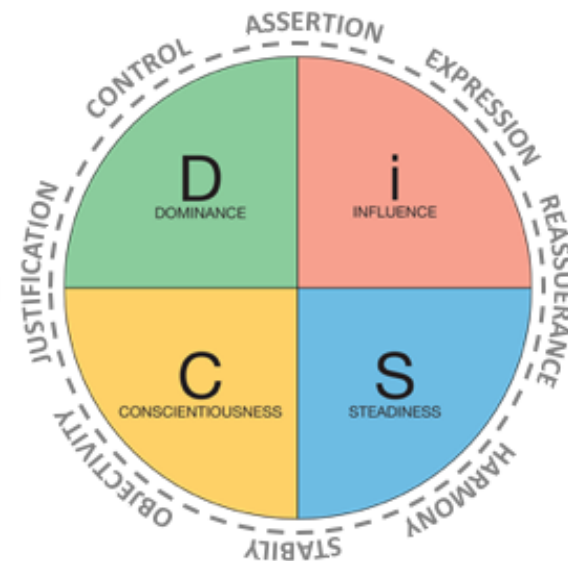
In addition to learning to see conflict in an organizational context, participants will also be looking at and reflecting on their own behaviors. To help participants fully embrace how their own behaviors can impact the outcomes of conversations and interactions as well as the adoption of change efforts, an in depth look at a personal conflict will be also be explored in an interactive format:

### KEY TOPICS OF DISCUSSION

**Who You Are in Conflict:** Given the focus on behavior during this workshop, a central component of the content is a DiSC conflict assessment that measures each participant's tendency to behave in Dominant, Influential, Steadfast and Conscientious ways when in conflict.

**Making it Personal:** Participants will be asked to recall a conflict in which the result didn't go as well as they would have liked. We will use this conflict to explore their personal conflict style as well as create strategies to improve their skills and communication methods.

**Exploring Behaviors:** Participants will explore conflict triggers and their reactions to better understand how to manage and control the negative responses that may exacerbate a trigger in someone else.



**Exploring the Conflict Mindset:** Participants will explore the automatic thought and the mindset that undermines productive conflict and develop strategies to overcome the unintended consequences of the automatic thoughts.

**Call to Action:** With a better understanding of their behavioral tendencies, how they are triggered in conflict, the automatic thoughts that undermine engagement, Participants will be invited to develop strategies that will improve their conflict to be more productive.