

Scary

Hard

Slow

Transform

Daily

Personal

Consistent



Group Questions

What is the best place to use your voice?

Where are you working to use your voice more?

Who have you seen use their voice the best?

Self-Advocacy

What does self-advocacy *look* like to you?

What does self-advocacy *feel* like to you?

How have you been taught to advocate for yourself?

How does it feel when others advocate for themselves?

How do you expect to be treated when in conflict?



Self-Advocacy

How do you treat others when in conflict?

How have you been taught to develop boundaries?

How have you been taught to respect boundaries?

Are you reckless with your words?

Did you ever receive an apology?



Self-Advocacy

Do you swallow your voice?

How do I handle myself when I feel guilt?

How do I handle myself when I've disappointed myself?

Am I scared to make people mad?

Do I want everyone to like me?



Group Questions

How do you think about advocacy?

What have you been taught about boundaries from friends and family?

How do you view women and conflict?



Weaponizing Words

What is the difference between assertive and aggressive?

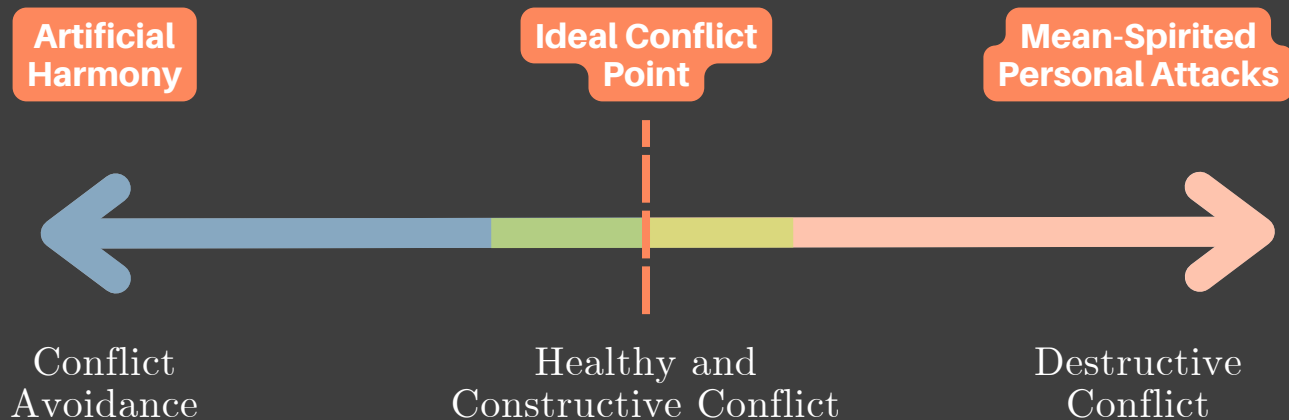
How have you seen "angry" weaponized?

How have you seen "bossy" weaponized?



Conflict Continuum Assessment

Patrick Lencioni lays out a Conflict Continuum that clearly displays two unhealthy extremes when it comes to conflict in teams:



Read each of the statements and rate your team on a scale of 1 to 5:

- 1** Disagree **2** Somewhat Disagree **3** Sometimes **4** Agree **5** Strongly Agree

Conflict Avoidance / Artificial Harmony

- Everyone “puts on a smile” in public, but we never actually address the real issues.
- We never disagree openly - we only disagree offline or behind the scenes.
- Everyone says they agree in meetings, even if we don't, in order to keep the peace.
- There's a false show of openness to debate, such as, “Any questions? No? OK great”, or, “We are all in agreement right? Yes? Good!”.
- Anyone who disagrees or speaks up is met with disapproval.

Resource: [Patrick Lencioni's Conflict Continuum Assessment](#)



Conflict Continuum Assessment

Ideal Conflict Point:

- We treat one another with respect as professional colleagues, even if we're not "friends" per se.
- We value our differences in personality, culture, and strengths and actively seek alternative perspectives, even if they conflict with our own.
- We have dialogue and debate when it comes to finding the best idea or solution, but we don't have personal rivalries, clashes, or disrespectful arguments.
- We openly discuss and debate how to best allocate resources.
- We offer differing and even conflicting perspectives on business-related issues.

Destructive Conflict

- There's a lot of drama, with plots, alliances and cliques, undermining - everyone knows who gets along with whom, and who doesn't.
- We have disagreements about virtually everything and anything - our work, supplies, roles and responsibilities - anything.
- We get into arguments - there's anger, raised voices and even threats.
- Often our arguments or disagreements are driven by personality clashes rather than actual, substantive differences of opinion.
- Team members make disparaging and condescending remarks about co-workers.

Resource: [Patrick Lencioni's Conflict Continuum Assessment](#)



Conflict Continuum Assessment

Scoring: Add up your ratings for each section:

Conflict Avoidance/Artificial Harmony:

Ideal Conflict Point:

Destructive Conflict:

Given how you rated your team in each area, where do you think you fall on the Conflict Continuum?

Which of your colleagues can you ask for their perspective?

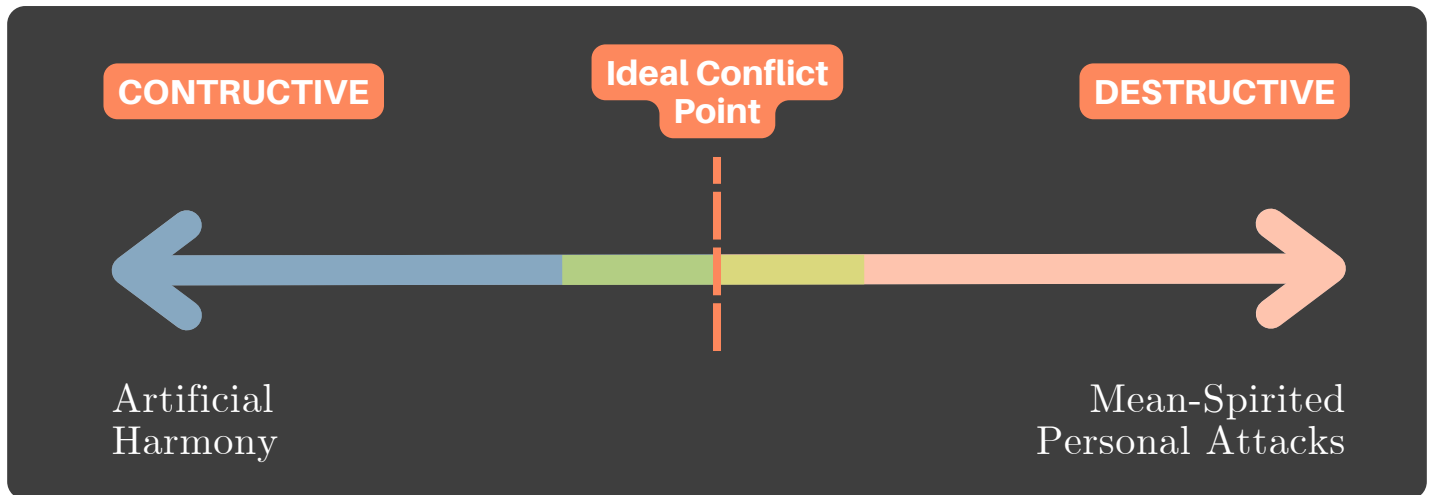
What steps can you take to help your team get to the “ideal conflict point”?

Resource: [Patrick Lencioni's Conflict Continuum Assessment](#)



The Conflict Continuum

from *The Advantage* by Patrick Lencioni



Warning Signs of Artificial Harmony

- Passive, indirect communication
- Boring meetings
- Back-channel discussions, frustrations aired privately
- Disengaged team members
- Lack of momentum, feeling of stagnation
- Everyone's opinions are not solicited, in case this uncovers disagreement
- Time wasted protecting feelings
- Decisions take too long; projects drag on
- Problems fester because they get glossed over rather than resolved
- Leader puts a stop to disagreements rather than digging into them

Resource: [The Conflict Continuum](#) | [Disc Profile](#)



Grace & Accountability | Reflection

What have you learned about yourself?

Where do you feel you are emotionally with yourself & the team?

What do you need individually & as a team to move forward?

Is there anything else that needs to be said about the topic?

What does grace look like?

How can we move forward as a team toward grace, accountability, & understanding?

