Words fly propelled forcefully, as if blown from the horn of a large brass instrument.
Clashing and clanging; a discordant
   cacophonous
   sound.
Sharp against flat.
Tumbled and jumbled.
Intermittent sounds, each grabbing for
   space.
Unwilling-to share a point in time.
Not willing-to be in
   tune.
Refusing-to be in
   harmony.

Debbie Gawrych
*The 7 Aspects of
   Sisterhood:
   Empowering
   Women Through
   Self-Discovery*

"What we actually
   need is not a
   tensionless state,
   but rather the
   striving and
   struggling for some
   goal worthy of us...

Victor Frankl
*Man's Search for
   Meaning*

The Positive Side of Conflict:
Going for the Win-Win

By Debra J. Gawrych

"I can't work with her, she's impossible!" exclaimed Susan, supervisor of a medium-size software company.

"I agree!" said a co-worker, enthusiastically, *"She's not a team player. She sabotages every effort we make to get this project out."*

"And besides that, she gossips about everyone behind their backs!" Susan added comforted that she had an ally in her co-worker.

Overhearing the comments, the project lead who had supervisory responsibilities over all employees involved in the project offered *"Well, while I agree that she's a difficult person to deal with, she doesn't bother me. I just deal with her on an objective and specific basis and don't have any problems. I care about getting this project done on time and up to quality standards."*

Communications like this are common place in the corporate world whether the roles are those of project teams or individuals performing daily business functions. What is less common is resolution of the conflict until it reaches a state of such defensiveness that it is difficult for the resolution to be amenable to all parties.

At this point, conflict is at the point of win-lose or lose-lose where the very self-concept of the person feeling the conflict is threatened. Faced with this situation, the individual will react for self-preservation, rather than objectively solving the problem.

*The Three Stages of Conflict**

The three stages of conflict can be thought of as:

Conflict Stage	Area of Focus	Method of Managing Conflict In defense of self-worth		
		Blue	**Red**	**Green**
Stage 1 *Win-Win*	-Self -Problem -Others	**Accommodate Others**	**Rise to the Challenge**	**Be prudently Cautious**
Stage 2 *Win-Lose*	-Self -Problem	**Surrender Conditionally**	**Fight To Win**	**Pull Back And Analyze**
Stage 3 *Lose-Lose*	-Self	**Surrender Completely**	**Fight for Survival**	**Withdrawal**

*Conflict Model from Relationship Awareness® from Personal Strengths Publishing, publishers of the Strength Deployment Inventory

What value does this have for the situation mentioned? All parties involved would benefit from greater self-awareness of their own value system and how they prefer to deal with conflict. For example, the project supervisor is clearly a red "Let's get it done" type of personality or is not experiencing conflict as is Susan. We would have to know more about the situation to determine which stage of conflict she is experiencing. From her comments, it sounds like she is quite frustrated and is most likely at stage 2 or stage 3 level conflict.

At this point, Susan is not concerned with a resolution to the conflict that includes the other person. She just wants resolution to preserve her self-worth or at best both her self-worth and the problem. This would be a great opportunity for the project supervisor to introduce a conflict management tool as well as to coach Susan on how to respectfully confront someone. Instead, the project manager brushes past Susan's feelings and states that he/she doesn't seem to have any problem dealing with the co-worker. "*You've got a problem with……, not me.*

Conflict doesn't have to end up in Stage 2 or Stage 3. Given the proper tools, the opportunity for self-awareness, and support, conflict can rise to Stage 1 for an equitable resolution. This is the only point at which either party is willing to consider the needs of the other, and is the point at which all parties can resolve their issues while maintaining self-worth.

This is a powerful and simple leadership tool which is often overlooked just because people tend to avoid conflict. The problem is not the conflict, but our thoughts about conflict and the processes we use to solve it. For more information, please read about Building Productive Relationships in this newsletter.

Upcoming Programs:

National Exec.
   Women
     Meet The Expert
       Panelist
Dallas, TX
September 29-30

Leadership
  Conference
Columbia College
 Columbia, SC
  October 7

Leadership in the
Mainstream
San Francisco, CA
Nov 3-5

What is Hot

- **Change Management**

- **Looking at Power and the systems that create it**

- **Relationships and connecting as a leadership tool**
  Being able to build productive relationships and the ability to remain connected to others—even in times of stress-are essential skills for success in leadership in today's competitive business environment.
  Leaders must understand relationships. In order to make good business decisions, we need to understand that relationships (not separate parts) work together to achieve goals. In doing so, we understand the dynamics involved with people and change and can be more proactive in making decisions for profitability and sustainability.

- **Integrity**

- **Entrepreneurship (especially for women) 20% increase over the past two years in the number of women-owned sole enterprises.**

What is Not

- **Talking Heads**

- **Ruthlessly eliminating anyone who isn't 100% behind the CEO**

- **Senior executives who are out of touch with their employees**

- **Stubbornly relying on what has worked in the past**

- **Being resistant to change**

Recommended Reading

- *Relationship Awareness Theory* **Elias Porter**

- *Principle-Centered Leadership* **by Stephen R. Covey**

- *Seeing Systems* **by Barry Oshry**

- *The Leadership Challenge* **by James Kouzes and Barry Posner**

- *Loving What Is* **Byron Katie**

- "**A Guide for The Perplexed Business Executive**" **Fast Company Magazine,   July 2003**

Common Boundaries' New Programs

- **Building Productive Relationships**
  An integral part of the leadership training, coaching and consulting programs, Building Productive Relationships uses a Relationship Awareness model to help participants create the powerful relationships they want, even in the midst of conflict and stress. A key skill set for anyone, especially those in leadership positions.

- **Be a Stress-free Successful Woman Weekend**   **$575**
  Valle Crucis, NC
  November 15, 2003
       (discount before Sept 15 $495)

  A two and half-day weekend of relaxation, pampering, self-awareness and a few concrete tools to help you discover the wonderful woman you are. Meals, lodging and massage included.

  Coming soon to the North Carolina Mountains, Valle Crucis.

  Brought to you by Common Boundaries. Lead facilitator Debra J. Gawrych.

  Program development in conjuncton with Susan Wazik, Ph.D, Professor of Psychology, Elon College and Aparna Bhandary, CCL.

  Program limited to the first 20 women, with a minimum number of 10.

The Dynamics of Relationships: How Effective Leaders Learn to Read and Understand Others

In the previous newsletter, we explored the dynamics of interpersonal relationships from the perspective of the 7 Aspects Personality model. We looked at an office scenario that involved a King and a Warrior. This time we will explore the personality differences between the Priest and the Server, which are the leader and follower on the Inspirational axis of the 7 Aspects Model. As a refresher let's take a look at the overall model:

KING	**Action**	**WARRIOR**
STORYTELLER	**Expressive**	**SCHOLAR**
PRIEST	**Inspiration**	**STORYTELLER**
	SCHOLAR	
	(Neutral)	

Brief Description of the 7 Aspects

The Priest and Server are Inspirational.

Priest   Looks for the deeper meaning and encourages others to join him or her in the search.

Server   Likes to work behind the scenes and wants to be involved in everything as a support person.

The Storyteller and Artisan are Expressive.

Storyteller   Delights others by telling amusing stories and just wants to have fun.

Artisan   Has boundless creativity and wants to express it by adding beauty to the world about him or her.

The King and Warrior are Action oriented.

King   Must be the leader. Demands excellence of self and others, and leads with benevolence.

Warrior   Wants to be where the action is. Dynamic and movement oriented, gets the job done and values courage and integrity.

The Dynamics

The charismatic president (**Priest**) of a non-profit organization had great ideas and could get people excited about possibilities, but after a year, the organization was not successfully reaching its goals. This small, but highly popular organization depended on numerous volunteers (**Servers**) at the local level to fulfill its purpose as the governing body for an up and coming extreme sport that appealed to youth as well as adults.

Frustrated at their cornerstone annual event, the parents and youth broke off into informal groups. Some gossiped about what a poor job the President was doing (Server-negative aspect), some complained that they were overworked and underappreciated (Server-negative aspect), others said that while they agreed that things could have gone better, they trusted that the President and board would take care of things in time (Server-positive aspect).

The President held a town meeting and invited all of the volunteers to express their concerns and discuss the vision for the next year. The President admitted mistakes and asked for help. The result was a group of volunteers who were satisfied that their concerns were listened to, but still reluctant to put their full faith into the president and board. They adopted a wait and see attitude.

The President (Priest) was caught up in his own personal agenda rather than the needs of the organization. The servers were reluctant and afraid of addressing these issues until their frustration built and was expressed in gossip. Wisely, the President moved to open dialogue and hear the concerns of the people he wanted to lead. Now that he allayed some of their concerns, he needs to put his words into actions or his words will fail to have substance with the volunteers and members of the organization.

It's Up to You

One flower can wake the dream
One tree can start a forest,
One bird can herald spring.
One smile begins a friendship,
One handclasp lifts the soul.
One star can guide a ship at sea,
One word can frame a goal.
One vote can change a nation,
One sunbeam lights a room.
One candle wipes out darkness,
One laugh can conquer gloom.
One step must start each journey,
One word must start each prayer.
One hope will raise our spirits,
One touch can show you care.
One voice can speak with wisdom,
One heart can know what's true.
One life can make a difference,
You see, it's up to you!

-Anonymous

Successful leadership begins with leading yourself.