



LEADING *THROUGH* CONFLICT

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**Q: What is “Leading
Through Conflict”?**

A: The qualities of leadership that enable individuals and organizations to deal with the organizational and ideological divisions that create inefficiency, separation, and unproductive friction.



**Q: What is “Leading
Through Conflict”?**

A: Transforming differences inside the organization, and with external stakeholders, into opportunities for positive change and increased effectiveness.



**Q: What is “Leading
Through Conflict”?**

**A: Cooling down conflict that is too
“hot,” and warming up suppressed
conflict that is too “cold,” so that it
reaches a temperature range that is
appropriate for cooking (i.e.
transformation).**



Leading Through Conflict

**Your Case Studies Are
the Ones that Matter!**



Values

Integrity not partisan

Learning not “knowing”
(i.e. “projecting”)

Trust not fear

Synergy not domination,
or “winning”

Values

Skills

INTEGRITY

- 1. Integral Vision**
- 2. Systems Thinking**

LEARNING

- 3. Presence**
- 4. Inquiry**

TRUST

- 5. Conscious Communication**
- 6. Dialogue**

SYNERGY

- 7. Bridging**
- 8. Innovation**



Values

Case Study

INTEGRITY

Tri Corporation

LEARNING

A CEO Who Failed

TRUST

IBM

SYNERGY

From "I" to "We"

Integrity

TOOLS

1. Integral Vision
2. Systems Thinking



Integrity

**"The first act of a leader
is to define reality."**

Max DePree

Leadership is An Art

1. Integral Vision

The commitment to leading the whole by acknowledging the legitimacy of divergent worldviews and working with them to create positive outcomes through collaboration and innovation.



2. Systems Thinking

A way of learning and leading that includes all dimensions of an issue or problem, and all of the “stakeholders” who are affected by it.



Case in Point

THE TRI CORPORATION

Learning

TOOLS

3. Presence

4. Inquiry

Learning

“[A]s an individual draws up the boundaries of his soul, he establishes at the same time the battles of his soul.”

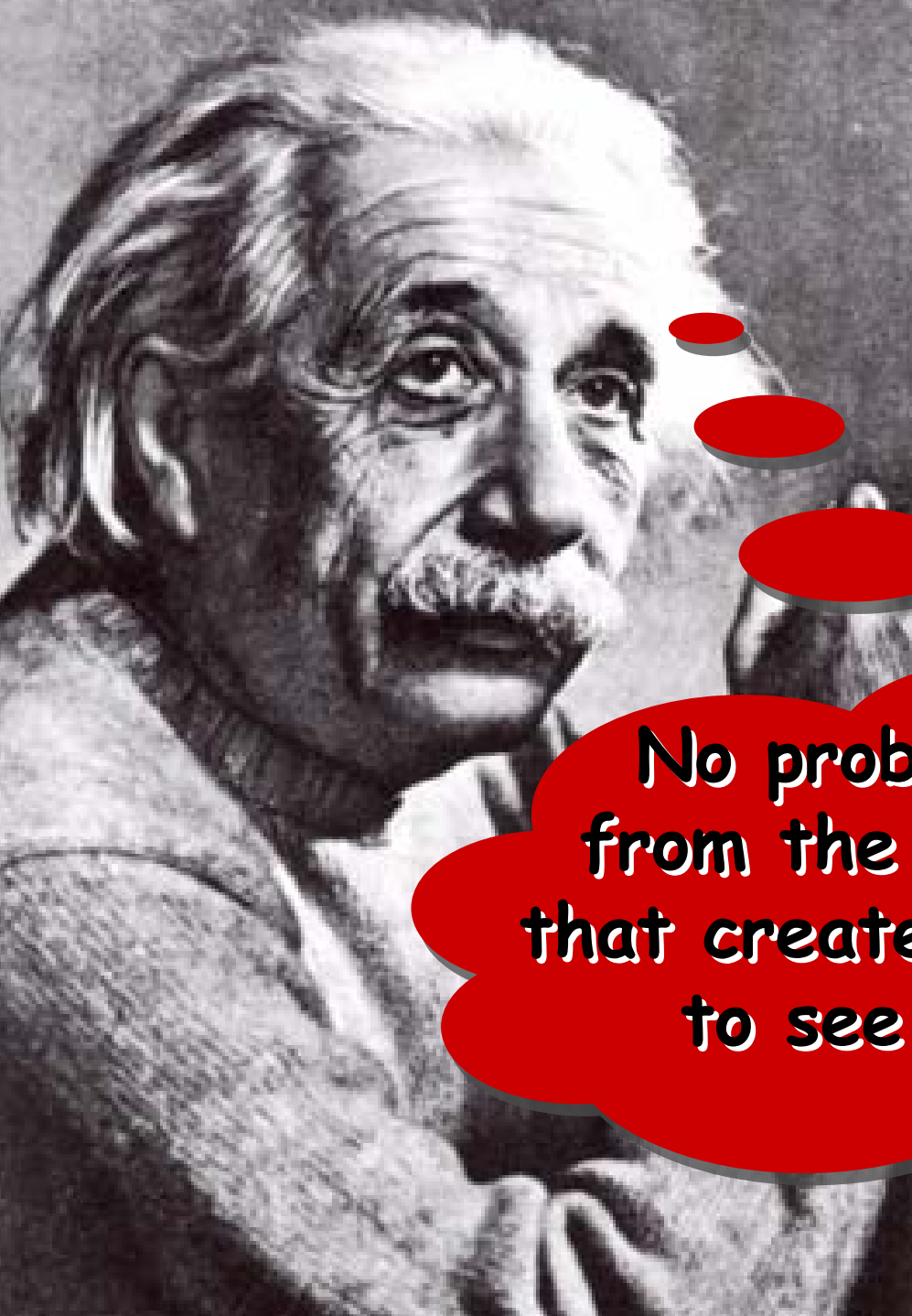
Ken Wilber

No Boundaries



Learning

To challenge the assumptions on which "borders" are based, and to increase awareness of the whole.



**No problem can be solved
from the same consciousness
that created it - we must learn
to see the world anew.**

Albert Einstein

3. Presence

The ability to witness ourselves, including our "shadow*," so that we can perceive the world more accurately and change it more effectively.

*** paradox of self-awareness**

4. Inquiry

- asking questions that are open-ended and generative
- listening
- humility, “not knowing”
- openness to learn

Example: Mohammed Yunus, founder of the Grameen Bank)



Case in Point

THE CEO WHO FAILED

Trust

TOOLS

5. Conscious Communication

6. Dialogue

Trust

- 1. sincerity:** the intention to keep one's word);
- 2. competence:** the skill and capacity to keep commitments);
- 3. reliability:** a "track record"

RESULT: The predisposition for coordinated action.*

*Julio Olalla, Newfield Network

5. Conscious Communication

[Verbal Brawling]

Debate

Presentation

Discussion

Negotiation

Council

Dialogue

Low Trust



High Trust



Ground Rules

Bipartisan Retreat Version

Respect

Openness

Listening

Fairness

Privacy

Commitment

6. Dialogue



Debate

- Assuming that there is a **right answer**, and you have it.
- **Combative**: participants attempt to prove the other side wrong.
- See **two sides** of an issue.
- It's all about **winning**.
- Listening to find flaws and make **counter-arguments**.
- **Defend** our own assumptions as truth.
- Searching for **flaws and weaknesses** in others' positions.
- By creating a **winner and loser**, discourages further discussion.
- **Seeking a conclusion** or vote that ratifies your position.

Dialogue

- Assuming many people have pieces of the answer.
- Collaborative: participants work toward common understanding.
- See all sides of an issue.
- About exploring common ground.
- Listening to understand, find meaning and agreement.
- Reveal and examine our assumptions.
- Searching for strengths and value in others' positions.
- Keeps the topic open even after the discussion ends.
- Discovering new options, not seeking closure.

Debate

Searching for flaws and weaknesses in others' positions

By creating a winner and loser, discourages further discussion

Seeking a conclusion or vote that ratifies your position

Dialogue

Searching for strengths and value in others' positions

Keeps the topic open even after the discussion ends

Discovering new options, not seeking closure



Case in Point

THE COMPETING BRANDS OF IBM

Case in Point

BRIDGING THE GLOBALIZATION DIVIDE

WORLD
ECONOMIC
FORUM



Synergy

TOOLS

7. Bridging

8. Innovation

Synergy

- acting together effectively for a common purpose that produces tangible results for *all* involved
- leading to results that are:
 - (a) **innovative** (add value),
 - (b) **just** (value is shared) and
 - (c) **sustainable** (value endures).

Bridging

**"The purpose of life is...
to know oneself.**

**We cannot do so unless we learn
to identify ourselves
with all that lives."**

Mohandas K. Gandhi,

Bread Labor: The gospel of work

8. Innovation

**From an integral perspective,
and thinking systemically,
how do we communicate
through inquiry and dialogue
to bridge with others
to create true innovation —
innovation that transforms
geopolitical differences
into opportunities?**



Case in Point

FROM "I"

TO "We"



Leading Through Conflict

**Your Case Studies Are
the Ones that Matter!**

“Leading Through Conflict” In Your Organization

- **Developing an integral perspective within your enterprise.**
- **Applying it internally to your own internal conflicts.**
- **Building relationships with those outside your organization.**
- **Modeling and advocating this kind of leadership in your industry and community.**

Potential Benefits

- Higher job satisfaction. Talent will be attracted to your workplace rather than repulsed. Lower turnover.
- Increased productivity. Organizational inefficiencies will be reduced and opportunities for growth optimized.
- Stronger client relationships. Customers, suppliers, and other external stakeholders will be more likely to want to work with you.
- Increased innovation. Creative breakthroughs will be more likely.



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