



## OPPORTUNITY IN CONFLICT: *Capture possibilities in adversity*

*Morning stretch by Shireen Naqvi*

### **Learning outcomes**

1. Enhance the ability to consciously choose the 'bigger picture'
2. Self-regulate to explore and develop opportunities
3. Move from scarcity mentality to abundant thinking

### **Introduction**

Conflicts often arise due to competitive beliefs. If managed well, new and better thought processes are generated; if not addressed, these conflicts remain and grow into issues and/or wars. Though, genetically by nature, we have more in common than what sets us apart; it is our nurture that constructs differences. Even though we may be well aware of what it is that causes strife and meaningless conflicts between us, yet our conditioning is stronger than our aspirations for peace, harmony and fellowship.

### **Strive for win/win outcomes**



## Assertive, passive and aggressive approaches

Style	Often appropriate when	Often inappropriate when
Competing	<ul style="list-style-type: none"> <li>• An emergency looms</li> <li>• You are sure you are right.</li> <li>• You're sure you're right, and being right matters more than preserving relationships</li> <li>• The issue is trivial and others don't really care what happens</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration has not yet been attempted</li> <li>• Cooperation from others is important</li> <li>• Used routinely for most issues</li> <li>• Self-respect of others is diminished needlessly</li> </ul>
Collaborating	<ul style="list-style-type: none"> <li>• The issues and relationships are both significant</li> <li>• Cooperation is important</li> <li>• A creative end is important</li> <li>• Reasonable hope exists to all concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Time is short</li> <li>• The issues are unimportant</li> <li>• You are overloaded with work</li> <li>• The goals of the other person certainly are wrong</li> </ul>
Compromising	<ul style="list-style-type: none"> <li>• Cooperation is important but time or resources are limited</li> <li>• Finding some solution, even less than the best is better than a complete stalemate</li> <li>• Efforts to collaborate will be misunderstood as forcing</li> </ul>	<ul style="list-style-type: none"> <li>• Finding the most creative solutions possible is essential</li> <li>• You can't live with the consequences</li> </ul>
Avoiding	<ul style="list-style-type: none"> <li>• The issue is trivial</li> <li>• The relationship is insignificant</li> <li>• Time is short and a decision is not necessary</li> <li>• You have little power but still wish to block the other person</li> </ul>	<ul style="list-style-type: none"> <li>• You care about both the relationship and the issues involved</li> <li>• Used habitually for most issues</li> <li>• Negative feelings may linger</li> <li>• Others would benefit from creating confrontation</li> </ul>
Accommodating	<ul style="list-style-type: none"> <li>• You really don't care about the issue</li> <li>• You are powerless but have no wish to block the other person</li> </ul>	<ul style="list-style-type: none"> <li>• You are likely to harbor resentment</li> <li>• Used habitually to gain acceptance (outcome: depression and lack of self-respect).</li> <li>• Others wish to collaborate and will feel like enforcers if you accommodate</li> </ul>

## Diversity

- Explore differences in a safe, positive and nurturing environment.
- Understand, accept and respect:
  - Individual's uniqueness,
  - Recognize differences.
- Move beyond simple tolerance to embrace and celebrate the rich dimensions of diversity within us.

## Biases

- 107 belief biases
- 27 social biases
- 49 biases due to memory

**Different ≠ Wrong**

**Different = \_\_\_\_\_**

## Inclusion

A dynamic state of leveraging diversity to create a fair, healthy and high-performing organization.

Inclusive organizations ensure equitable access to resources and opportunities for all.

They enable individuals and groups to feel safe, respected, engaged, motivated and valued for who they are and for their contributions toward mutual goals.



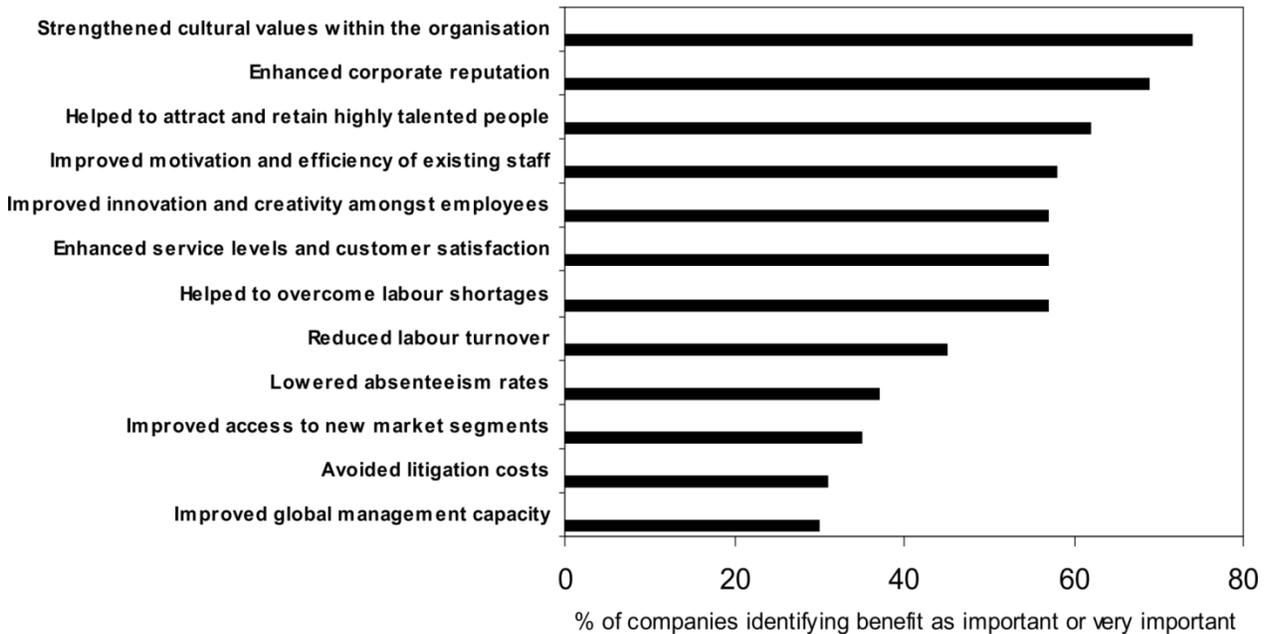
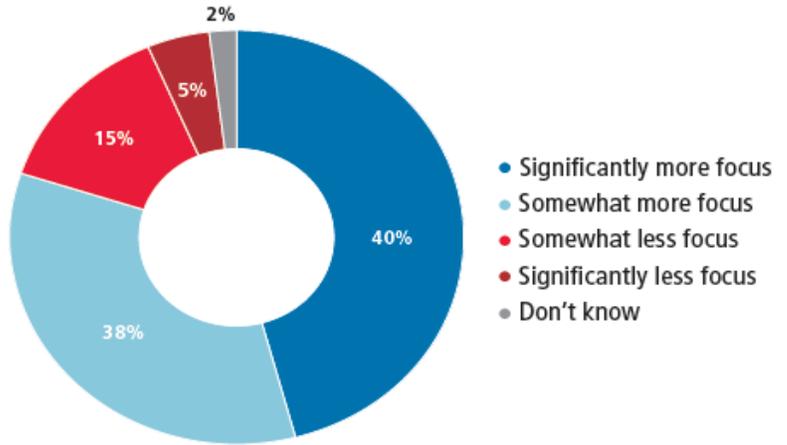
### Positive outcomes

Survey of 200 companies in 4 EU Member States, 60% stated that their motivation levels and efficiency had increased due to implementation of diversity policies, while 57% stated that it lead to improved service levels and customer satisfaction.

Forbes Insights conducted a comprehensive survey of more than

300 senior executives in 2011. These executives developed, implemented, or managed strategies related to diversity and inclusion for their companies. The companies that participated in the survey had revenues of at least \$500 million and went up to more than \$20 billion.

Over the next three years, how will your focus change on leveraging diversity for your business goals (including innovation)?



Base: Companies with active diversity policies  
Source: CSES Survey of Companies