DEEPENING CONFLICT ENGAGEMENT AND LEADERSHIP CAPACITY IN SERVICE OF LEARNING

Greg Abell

Sound Options Group, LLC

Norm Ames

TAESE

FOUNDATIONAL CONSTRUCTS

IN GREAT TEAMS, CONFLICT BECOMES PRODUCTIVE. THE FREE FLOW OF CONFLICTING IDEAS IS CRITICAL FOR CREATIVE THINKING, FOR DISCOVERING NEW SOLUTIONS NO ONE INDIVIDUAL WOULD HAVE COME TO ON HIS OWN.

PETER SENGE

SIX FACES OF CONFLICT

STAYING WITH CONFLICT: A STRATEGIC APPROACH TO ONGOING DISPUTES
BERNARD MAYER

Low Impact Conflict

Latent Conflict

Transient Conflict

Representative Conflict

Stubborn Conflict

Enduring Conflict

RELATIONSHIPS WITHIN THE SCHOOL HOUSE
ROLAND S. BARTH

*One incontrovertible finding emerges from my career spent working in and around schools: The nature of relationships among the adults within a school has a greater influence on the character and quality of that school **and on student accomplishments** than anything else.*

TAPPING INTO THE THIRD SIDE

In our societies, conflict is conventionally thought of as two-sided: husband vs wife, union vs employer, Arabs vs Israelis. The introduction of a third party comes as an exception, an aberration, someone meddling in someone else's business. We tend to forget what the simplest societies on earth have long known namely, that every conflict is actually three-sided. No dispute takes place in a vacuum. There are always others around – relatives, neighbors, allies, neutrals, friends, or onlookers. Every conflict occurs within a community that constitutes the "third side" of any dispute.

The third side is the surrounding community, which serves as a container for any escalating conflict. In the absence of that container, serious conflict between two parties all two easily turns into destructive strife. Within the container, however, conflict can gradually be transformed from confrontation into cooperation. (7)

The Third Side: How We Fight and How We Can Stop, William Ury

LEADERSHIP WITHOUT EASY ANSWERS
RONALD HEIFETZ

Authority and Leadership

- Authority

  "Conferred power to perform a service"

- Leadership

  "Mobilizing people to tackle tough problems"

Technical & Adaptive Work

- **Technical work**

    "Technical problems are those that, in some sense, we already know how to respond to them."

- **Adaptive work**

    "The problem definition is not clear-cut, and technical fixes are not available. Learning is required to both define problems and implement solutions."

MANAGING TRANSITIONS
MAKING THE MOST OF CHANGE

William and Susan Bridges

DIFFERENTIATING CHANGE FROM TRANSITION

- *Change* is not the same as *Transition*

- *Change* is situational

- *Transition* is the psychological process people go through to come to terms with the new situation.

- *Change* is external, *Transition* is internal

- Unless *Transition* occurs, *Change* will not work

Managing Transitions: Making the Most of Change

William and Susan Bridges

When we tall about change, we naturally focus on the outcome the change will produce

Transition is different. The starting point for transition is not the outcome but the ending you will have to make to leave the old situation behind.
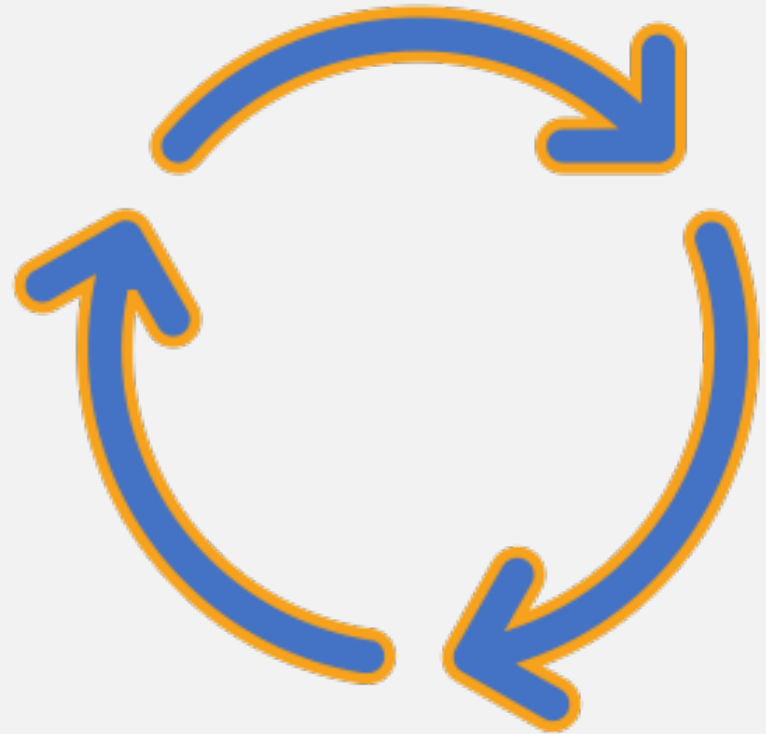
PHASES OF TRANSITION

- Ending or Letting Go

- The Neutral Zone

- New Beginnings

Tier 3
Professional resources
Resources, services and strategies are typically more intense in nature and may remove some of the power parties have in resolving their dispute.

Tier 2
In service of others
Resources, services and strategies at this level are developed and sustained at the system or organizational level and delivered by individuals and groups trained to support others in the engagement of conflict in the context of working together, in four clearly defined roles.

Tier 1
In service of self
Resources, services and strategies designed and implemented in support of the engagement of conflict at the earliest opportunity and from a proactive perspective.

Tier 3
Services provided by an external entity with the authority to arbitrate or adjudicate the conflict,

Tier 2
Individuals and teams trained to work with others challenged by conflict.

Tier 1
Individual and group professional development in support of building effective interpersonal relationship with conflict engagement and to build and sustain collaborative relationships.

MTSSCE FRAMEWORK

TAESE CENTER FOR SPECIAL EDUCATION LEADERSHIP AND CONFLICT ENGAGEMENT