COURSE MANUAL

ADVANCED Training in Conflict Management
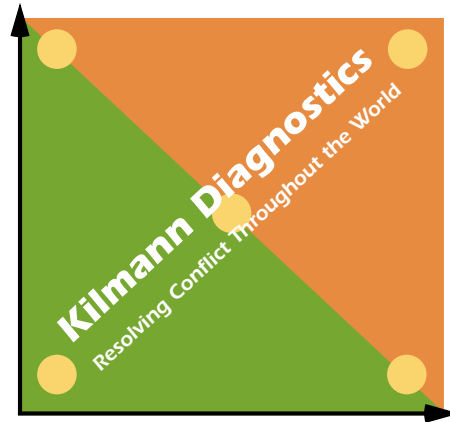
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Course Manual

Advanced Training in Conflict Management

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**Behavior is a function of
the person and the situation.**

Kurt Lewin

Outline for the Course

Learning Outcomes

- **By the End of This Course, You Will Know:**

  1. How to Make Expert Use of the TKI for Understanding and Addressing Conflicts in Different Situations

  2. How to Make Expert Use of the TKI and the MBTI for Appreciating and Managing Complex Problems

  3. How to Manage and Continually Improve Group Process

Learning Outcomes (+)

- **By the End of This Course, You Will Know:**

    4. How to Use the Five Steps—and Minimize the Five Errors—of Problem Management

    5. How to Design a PMO for an Organization's Most Complex and Important Problems—Making Use of Psychological Types, Conflict Modes, and Group Process

CONFLICT MANAGEMENT

Desired Norms for Learning

- Ideally, People Should Be:
  - Receptive
  - Open
  - Responsive
  - Sincere
  - Committed
  - Risk Taking
  - Positive
  - Assertive
  - **Patient!**

Seeing the Big Picture: The Complex Hologram

The Setting
Dynamic Complexity
External Stakeholders

The
Organization
Strategy-Structure
Reward System

CULTURE

The
Individual
Skills for Managing
People and Problems

The Group
Establishing Teams and
Improving Group Process

The Results
Satisfying Internal and
External Stakeholders
Short Term and
Long Term
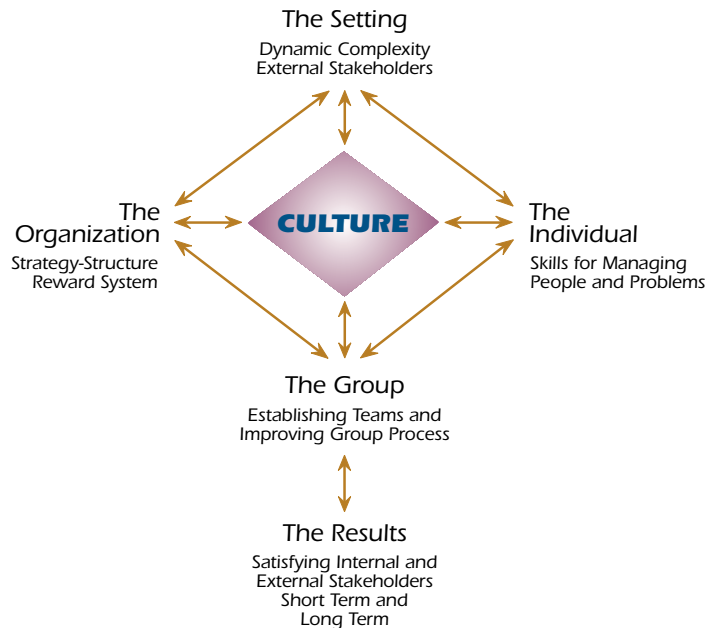
This figure was first presented in Ralph Kilmann's book: *Beyond the Quick Fix: Managing Five Tracks to Organizational Success*. San Francisco: Jossey-Bass, 1984.

The "complex hologram" gradually emerged through the process of interviewing hundreds of members in a great variety of organizations. Again and again, members spoke of what qualities facilitated their work and what qualities got in the way. The former became known as "channels for success," while the latter became known as "barriers to success." These channels and barriers were then designed into a conceptual model—the complex hologram. This model illuminates the formal and informal systems in an organization, including their many interrelationships.

Sometime later, the double arrows were recognized as *processes* that take place among these systems. And then the original five tracks to organizational success grew to eight tracks: five system tracks plus three process tracks, which provided the means to transform barriers into channels for success.

For a thorough discussion about the eight tracks and the systems and processes that make up the complexities of the organization, see: Ralph H. Kilmann, *Creating a Quantum Organization* (Newport Coast, CA: Kilmann Diagnostics, 2021.) You can purchase this book through amazon.com.

On www.kilmanndiagnostics.com, via the top menu, BOOKS, you'll find, *Workbooks for Implementing the Tracks: Volumes I, II, and III.* They provide all the materials for implementing the eight tracks— along with the *Logistics Manual for Implementing the Tracks.* To purchase *Presentation Slides for ...and Consultant Schedules for...,* also see the top menu, BOOKS. These unique materials can guide organizational transformation for tens, hundreds, and thousands of participants. However, you must first be certified in The Complete Program of all our online courses before you can buy our resources directly on our website — which helps ensure that you'll use our materials successfully.

**Seeing the Big Picture:
The Eight Tracks**

THE SYSTEM TRACKS

1. The Culture Track
2. The Skills Track
3. The Team Track
4. The Strategy-Structure Track
5. The Reward System Track

THE PROCESS TRACKS

6. The Gradual Process Track
7. The Radical Process Track
8. The Learning Process Track

Foundations of Conflict Management

- **Conflict Is Inevitable** in Physical Systems and Human Society

- Between Any Two Particles or Any Two People, There Are Dualities, Polarities, Incompatibilities, Differences, Forces, Tensions…Which Define **Conflict**

- Conflict Itself Is Neutral: Its "Goodness" or "Badness" Depends Exclusively on How Well It is **Managed!**

- Conflict Can Promote Creativity and Growth or Can Prevent Particles and People From Fulfilling Their Purpose

Choosing Behavior

- **Behavior** Is a Function of the Person and the Situation: B = f(P, S)

  - Knowing the Modes of Behavior Available to Each Person

  - Assessing the Key Attributes of a Specific Situation

  - Matching the Person's Mode of Behavior with the Relevant Attributes of the Situation

People Can Expand Their Range of Behavior and Learn How to Make More Effective Behavioral Choices!

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The Thomas-Kilmann Conflict Mode Instrument (TKI)
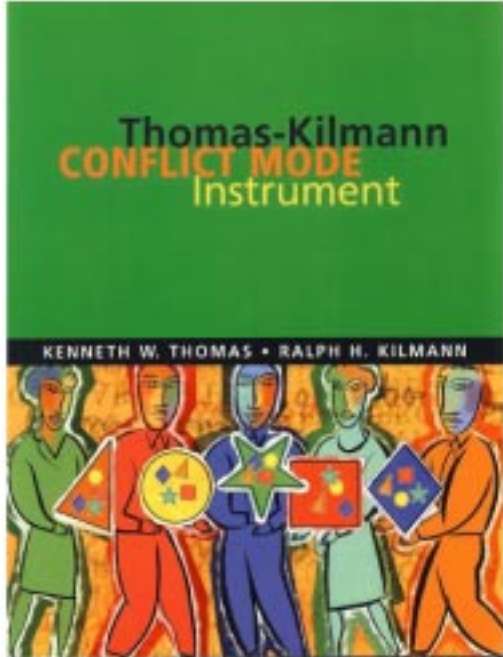
This slide shows the cover of the paper version of the TKI. Perhaps you took the online version—as an option for this course.

For the original research studies of the TKI, see the article by R. H. Kilmann and K. W. Thomas, "Developing a Forced-Choice Measure of Conflict-Handling Behavior: The MODE Instrument." *Educational and Psychological Measurement,* Vol. 37, No. 2 (1977), pages 309–325. The full article is reproduced on www.kilmanndiagnostics.com. Just select ARTICLES on the top menu bar and then click the link, The TKI Assessment, where you'll find that article and many other TKI articles.