

LEADERS MASTER CONFLICT— OTHERS JUST REACT

EVERYTHING 
PRODUCTIVE
CONFLICT



ABOUT THE RESERVIOR TEAM

VISTAGE



Etsy

3X

DIG INN

2X

CFH

Cambridge Franchise Holdings, LLC

\$238mm



PAVE SCHOOLS



POLL

YOUR CURRENT ROLE/TITLE IS:

- **CEO**
- **CXO, EVP, or SVP**
- **Managing Director or Managing Partner**
- **In an executive transition**
- **Other**



DESTRUCTIVE



VS.

PRODUCTIVE



GROUP SHARE

Respond in chat

**What are examples of
destructive conflicts
that consume CEOs at
work and at home?**

BIG IDEAS



TODAY

COMMIT

RESPOND

1-1 PRIVATE

ADVISORY

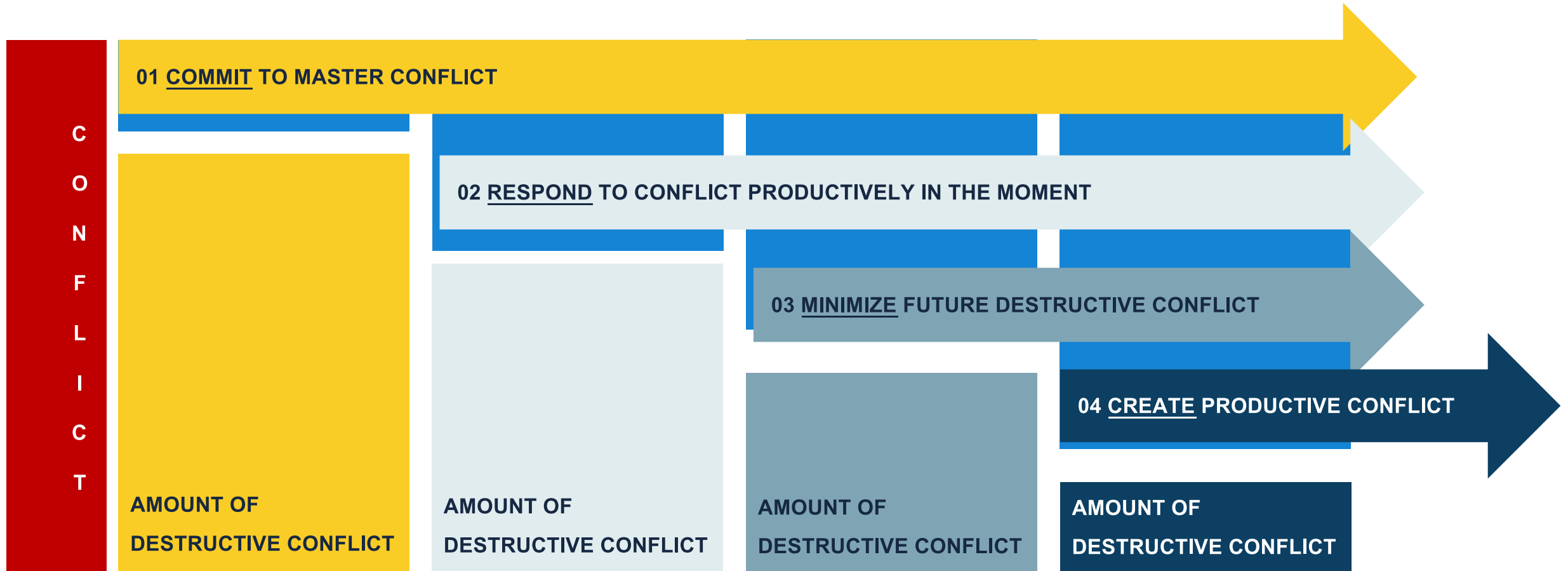
CALL

MINIMIZE

CREATE

MASTER CONFLICT IN 4 STEPS

REDUCE DESTRUCTIVE CONFLICT TO MAKE ROOM FOR PRODUCTIVE CONFLICT



STEP 1

DON'T LET CONFLICT STARE YOU DOWN

COMMIT

TO MASTER CONFLICT



THE COST OF DESTRUCTIVE CONFLICT

WORKPLACE

\$359 BILLION/YEAR

-ENTREPRENEUR MAGAZINE



Karl Slaikeu,
*Controlling the
Cost of Conflict*

“ Unresolved conflict represents the largest reducible cost in many businesses, yet it remains largely unrecognized. ”

AT HOME

50% DIVORCE RATE

-AMERICAN PSYCHOLOGICAL ASSOCIATION



John Gottman,
*The 7 Principles
for Making
Marriage Work*

“ Couples spend year after year trying to change each other’s mind—but it can’t be done. This is because most of their disagreements are rooted in fundamental differences of lifestyle, personality, or values. By fighting over these differences, all they succeed in doing is wasting their time and harming their marriage. ”

RESPOND IN CHAT:

**WHAT CAUSES
DESTRUCTIVE CONFLICT
IN YOUR WORKPLACE AND
FAMILY?**

**ARE YOU READY
TO COMMIT?**

**WHAT KEEPS YOU
FROM ADDRESSING
DESTRUCTIVE
CONFLICT?**

STEP 2

TEACH EVERYONE
HOW TO CONTAIN AN ACTIVE FIRE

RESPOND

TO CONFLICT
PRODUCTIVELY
IN THE MOMENT



STRATEGIES: RESPONDING TO CONFLICT

1. KNOW YOUR STYLE

2. INTERRUPT

3. KNOW OTHERS' STYLES

4. QUESTION, LISTEN, COACH

5. BE THE LEADER

SELF

INTERPERSONAL



KNOW YOURSELF: DATA VS. DRAMA

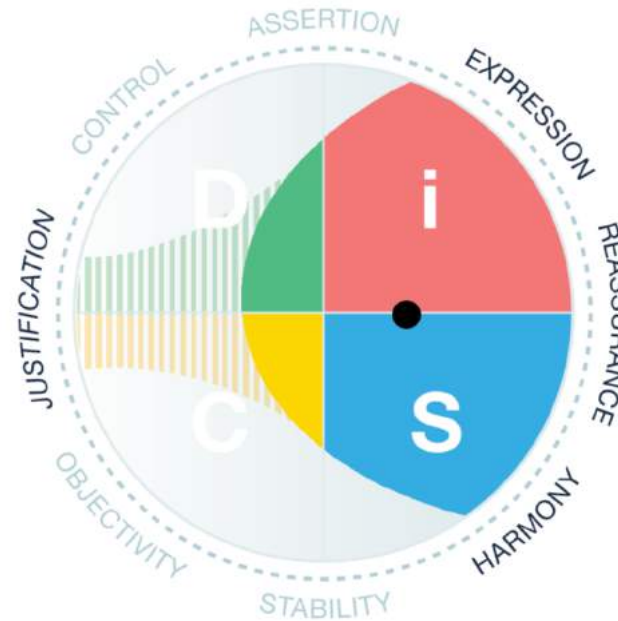
1. YOUR NATURAL CONFLICT STYLE

2. DESTRUCTIVE RESPONSES

- WHAT ARE THEY?
- WHY ARE THEY DESTRUCTIVE?
- WHAT CAUSES THEM?

3. CHANGING YOUR RESPONSE

- HOW TO ADAPT YOUR RESPONSE
- KNOWING OTHERS' STYLES
- HOW TO IMPROVE



WHICH STYLE MIGHT YOU BE?

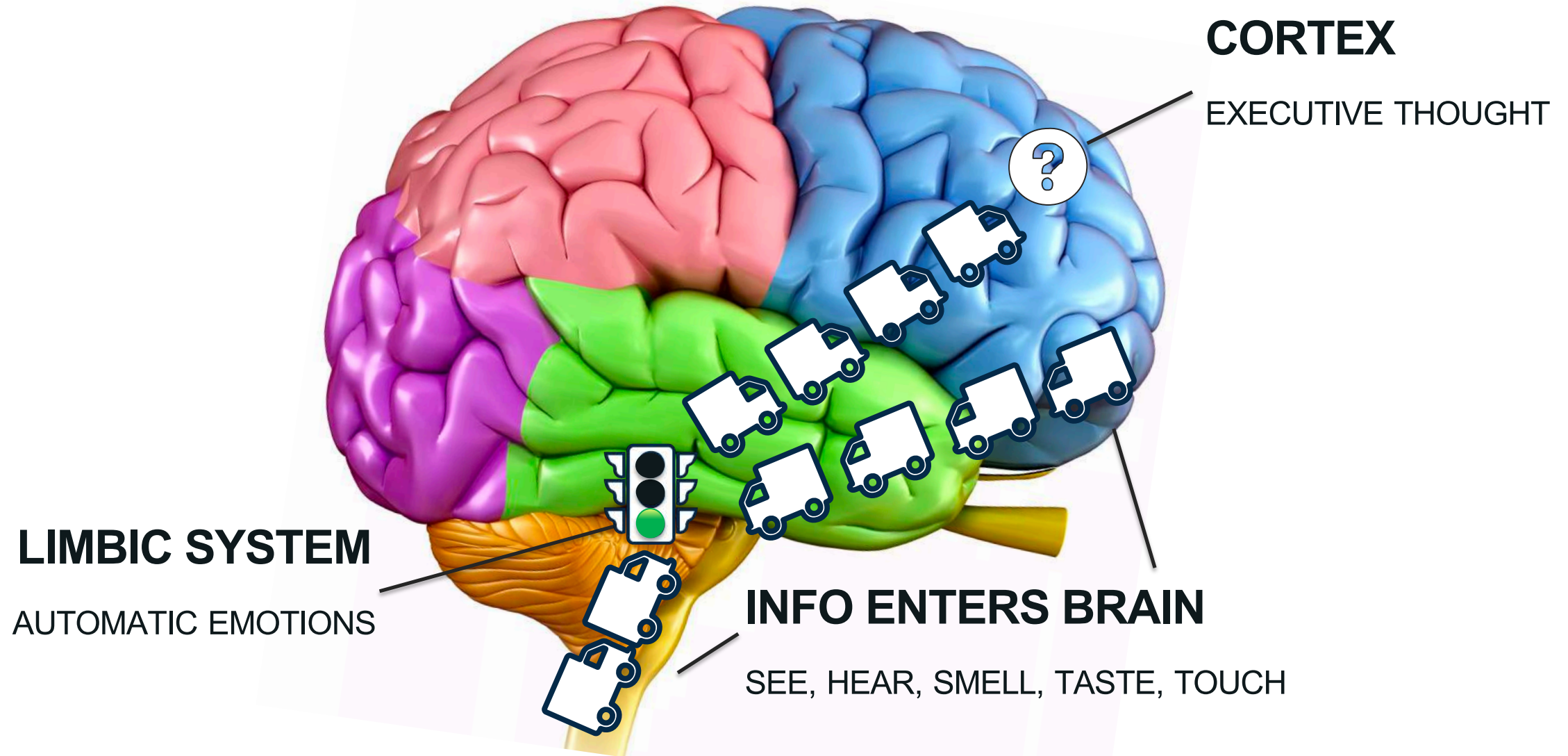
POLL:

WHAT'S YOUR STYLE?

D Style in conflict	I Style in conflict	S Style in conflict	C Style in conflict
			
Goals: Victory, results, personal accomplishment	Goals: Approval, understanding, openness	Goals: Agreement, acceptance, peace	Goals: Fairness, rational decisions, accuracy
Overuses: The need to win, impatience, bluntness	Overuses: Passion, impulsivity, outspokenness	Overuses: Passive resistance, compromise	Overuses: Restraint, analysis, rigidity
Fears: Being taken advantage of, appearing weak	Fears: Rejection, not being heard, disapproval	Fears: Letting people down, facing aggression	Fears: Being wrong, strong displays of emotion
			

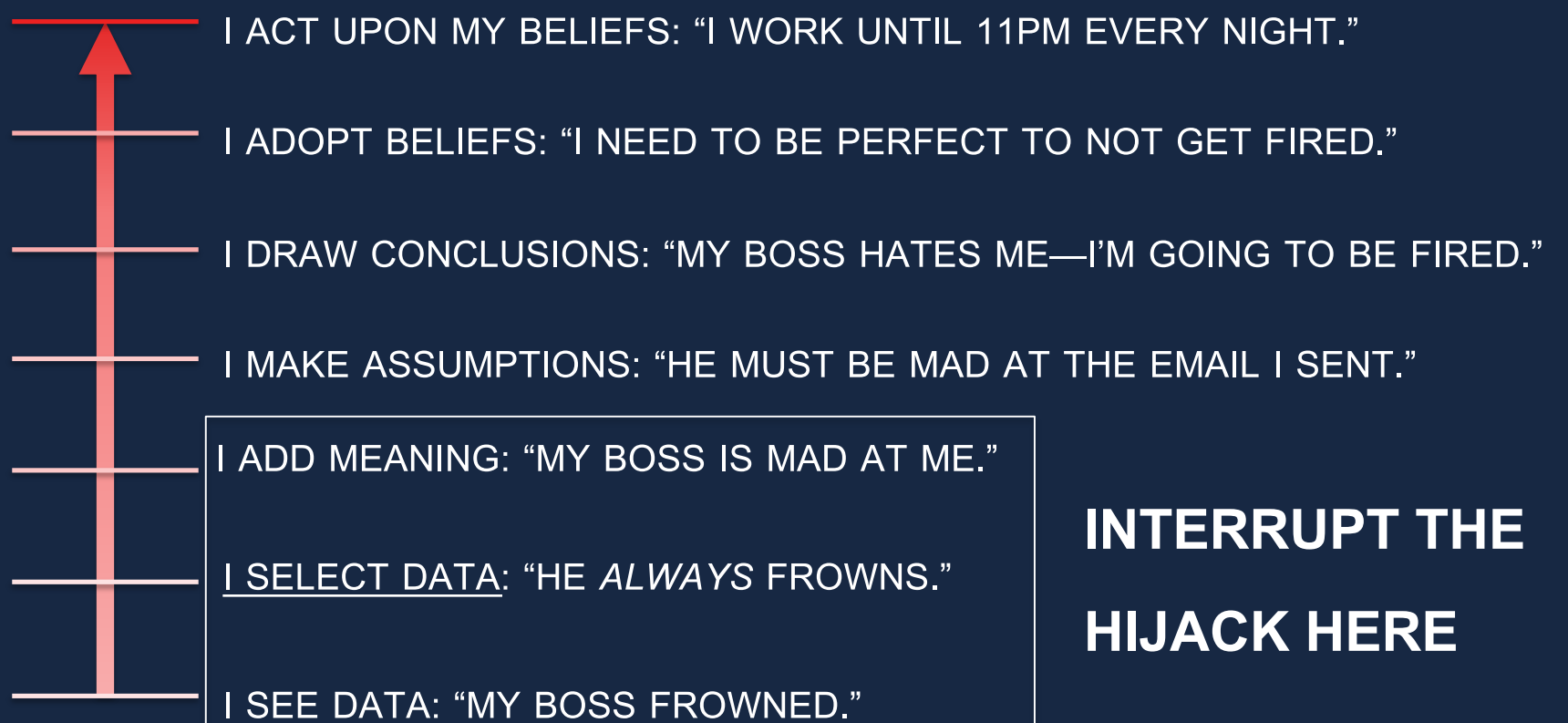
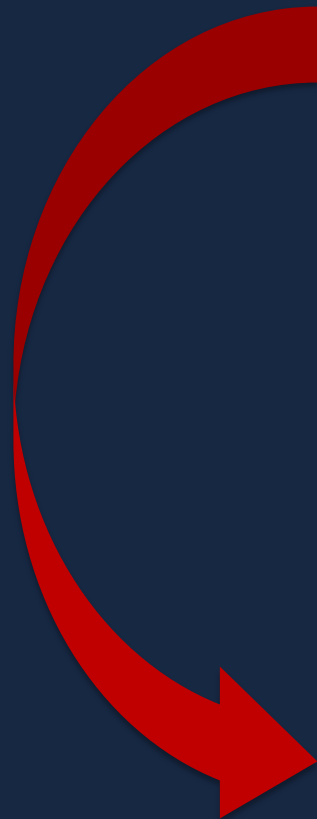
- **D**OMINANCE
- **I**NFLUENCE
- **S**TEADINESS
- **C**ONSCIENTIOUSNESS

YOUR BRAIN IS A HIGHWAY—KEEP IT MOVING!



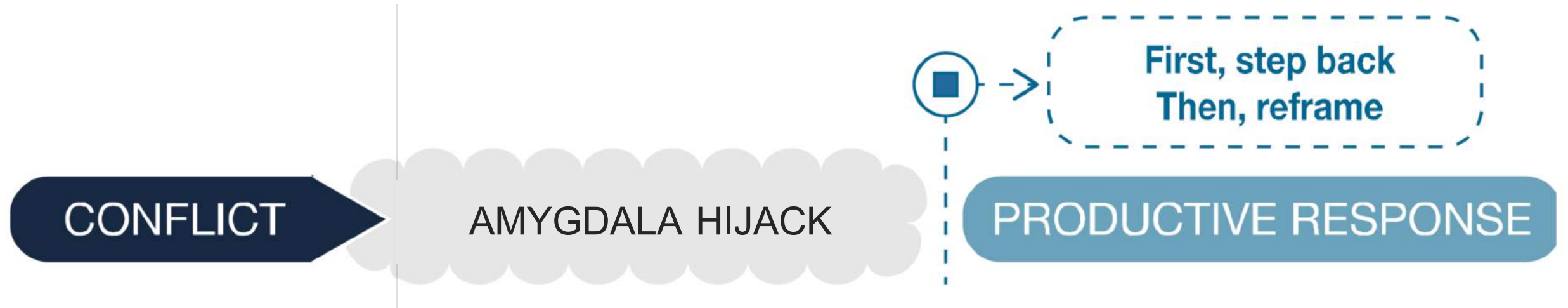
LADDER OF INFERENCES

**VISCIOUS
CYCLE**



**INTERRUPT THE
HIJACK HERE**

INTERRUPT THE AMYGDALA HIJACK



INTERRUPT STRATEGIES

PHYSICAL

- BODY LANGUAGE
- FACIAL EXPRESSIONS
- BREATHE
- EAT/SLEEP/DRINK WATER

MENTAL

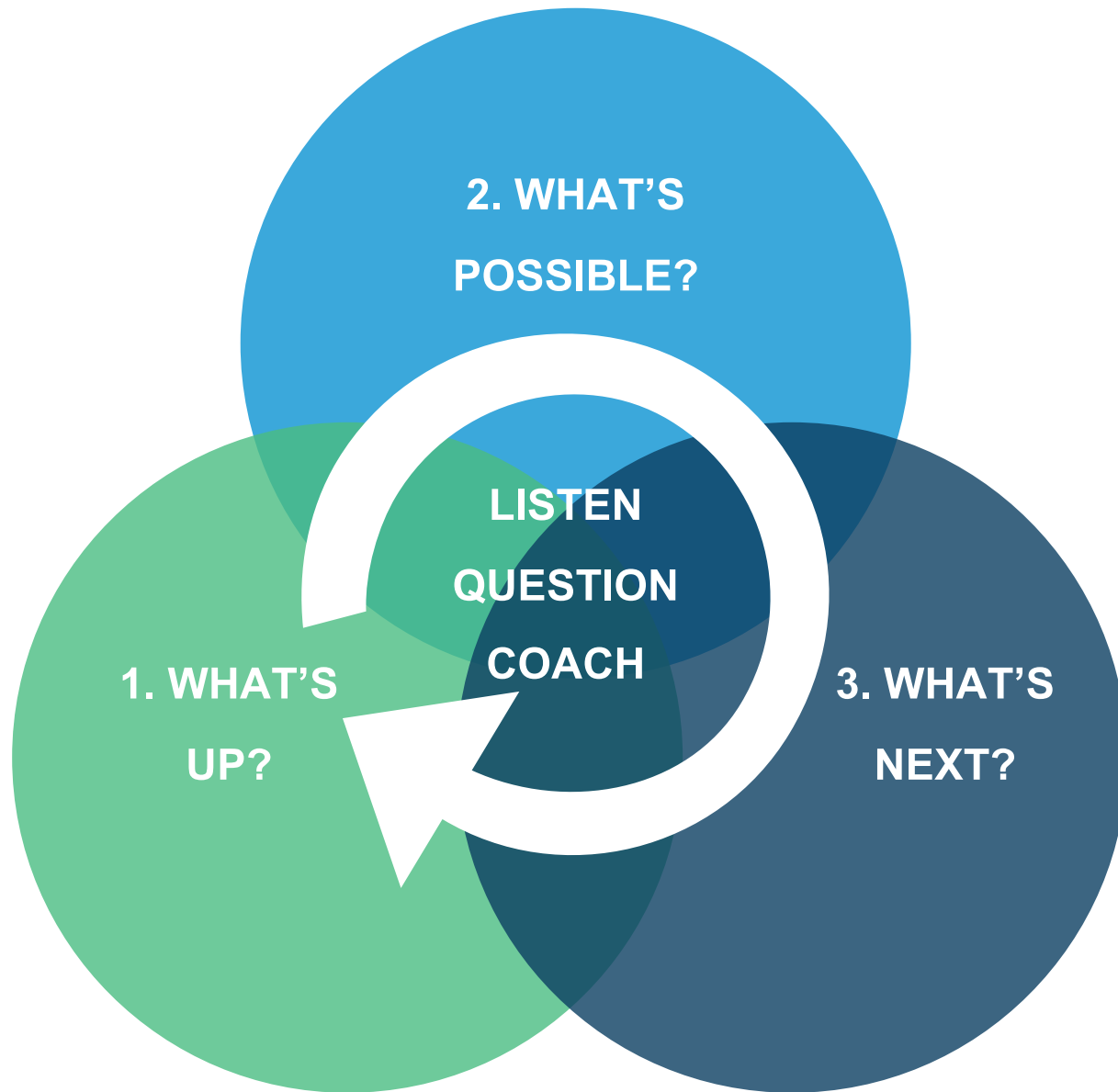
- TEAM RESULTS ORIENTATION
- BE CURIOUS
- GROWTH MINDSET
- POSSIBILITIES MINDSET

EMOTIONAL

- “YOU’RE SAFE”
- “YOU’RE LOVED”
- “I FORGIVE”
- “I HAVE COMPASSION”

BEHAVIORAL

- DEMONSTRATE CARE
- LISTEN
- ASK QUESTIONS
- COACH OTHERS



LISTEN, QUESTION, COACH

LISTEN: WHAT YOU DON'T SAY

- Level 1: Your inner voice
- Level 2: The other person's words, body language
- Level 3: The other person's context

QUESTION: WHAT YOU DO SAY

- Objective Questions: 15%
- Feelings Questions: 20%
- Exploratory Questions: 50%
- Decisional Questions: 15%

COACH: THE PROCESS

- What's Up?
 - What's Possible?
 - What's Next?
-



STEP 3

ASSEMBLE A SPECIAL FORCES UNIT
TO PREVENT FUTURE FIRES

MINIMIZE

FUTURE

DESTRUCTIVE

CONFLICT

1-1 PRIVATE
ADVISORY
CALL



STEP 4

ADD HEAT AND PRESSURE
TO REFINE THE GOLD

CREATE

PRODUCTIVE
CONFLICT

1-1 PRIVATE
ADVISORY
CALL



NEXT STEPS:

THE FIRST 5 PEOPLE TO CONTACT COOPER

=

FREE 1-1 ADVISORY CALL!

CWESTENDARP@RESERVOIRADVISORS.COM

917-803-0380

**LARGE
GROUP**

Q&A

+

**LASER
COACHING**

Q&A

**WHAT ARE YOUR
CHALLENGES?**

- COMMITMENT
- KNOW YOUR STYLE
- SELF REGULATE AND ADAPT
- KNOW OTHERS' STYLES
- QUESTION, LISTEN, COACH
- BE THE LEADER