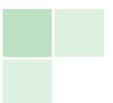




Business DNA Case Studies:

Conflict Resolution - Team



THE CHALLENGE

The organization initially viewed the conflict seen in the team as just part of the team process believing that as they were all highly skilled individuals working on a project they all felt passionate and committed to that any conflict was a key part of the way in which they scrutinized every issue and synthesized information. They saw no evidence to suggest the project was steering off course and as the project was time and business strategy critical the organization determined that everything must be ok.

THE PROBLEM

The department head noticed that two of the team members began to miss what was described by her as ‘Friday crash time’ when all teams joined together for drinks and food to review the week and generally ‘hang out’ together. She realized that there was a potential for very serious conflict when a response to her question about where the two were was met with ‘who cares?’ This message caused her to investigate further and to try to find the exact nature of the conflict. However, she was met with a wall of silence.



THE BUSINESS DNA SOLUTION

The DNA Behavior Group was engaged to work with the team to discover whether there were any serious issues to be addressed. In view of the time sensitive nature of the project they held a breakfast meet in order to discuss the DNA Behavior Discovery & Performance process and how this would work with them as individuals and as a team. Each completed the process and the DNA Group discovered that the issue causing conflict was between the two individuals and the remaining members of the team were simply working around them. The DNA Group recognized that the two individuals were not being difficult they genuinely had real and valid differences that they couldn't resolve. Both were highly analytical and reserved. When delivering outcomes to a piece of research each had a different outcome, neither was right nor wrong just different. They couldn't reach a common approach to the advice they gave their team colleagues and this tension between them meant the team simply ignored their input leading to even more isolation and conflict.

IMPLEMENTATION AND STRATEGY

Acting as observer/facilitators the DNA Behavior Team had the two individuals lead a session with their team colleagues to:

- Acknowledge that the conflict existed and that it was getting in the way of the team dynamics
- Brainstorm possible solutions to the conflict, and to be open to all ideas
- Discuss and negotiate with each other and their team colleagues to find a solution
- Use their understanding of the DNA Behavior Discovery & Performance process to communicate effectively together and to respectively listen to everyone's input
- Encourage each side to objectively explain his or her view on how to resolve this issue
- Develop an action plan.

The process soon took on a life of its own as the team genuinely worked together with their two colleagues to work out a solution. Each time they felt emotion coming into the discussion they corrected themselves and referred to the DNA Behavior Discovery & Performance outcomes to get themselves back on track.

OUTCOME

The team as a whole took ownership of the issue and resolved to work differently with their two analysts. They encouraged their differing approaches and outcomes and used the differences as a foundation for debate to make sure the team was looking at issues from every angle in order to drive out a significant business result. The two analysts recognized, respected and valued each other's communication style and approach to business.