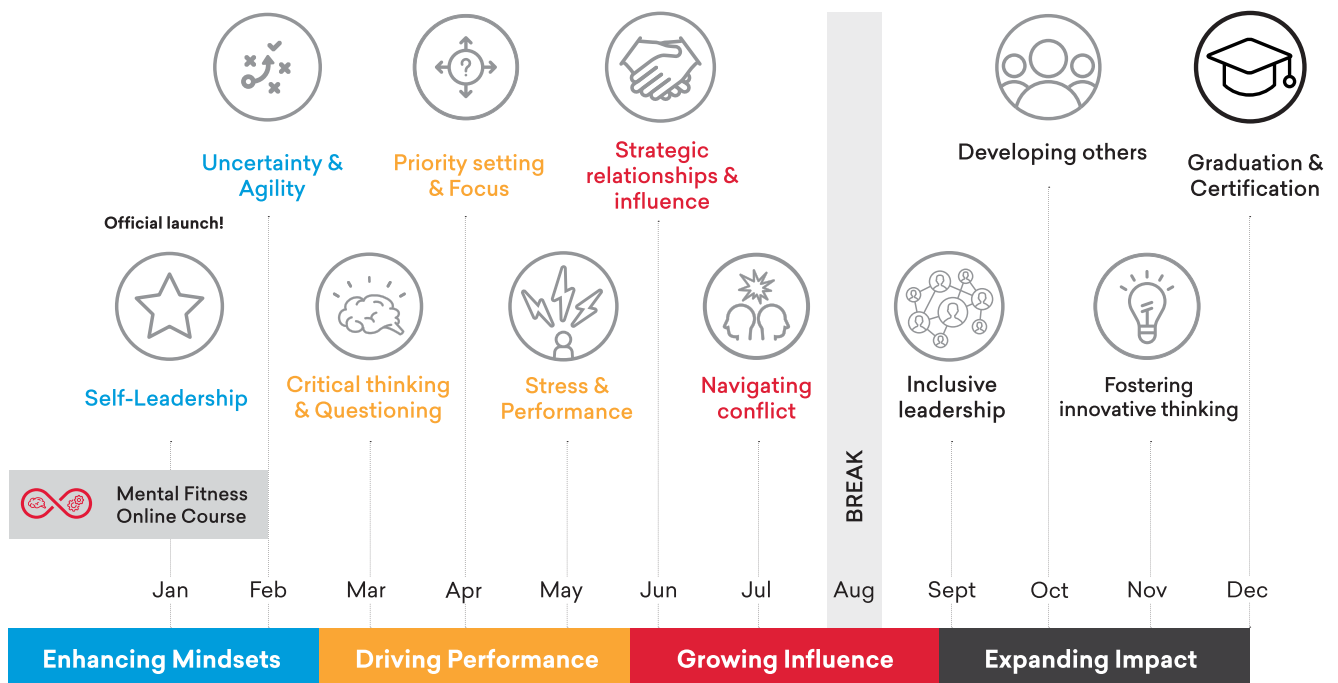


The **EDGE**

Welcome to The EDGE recap for zone 3

Growing Influence

Session 7: Navigating Conflict



In this module, it all comes down to **communication**. You'll learn how to **build strategic partnerships** on a foundation of trust and dialogue – and then leverage them to **influence decisions and outcomes**. Also covered? How **critical conversations** and **empathetic communication** can help you **navigate conflict**, reach a **constructive resolution**, and – ultimately – come out stronger.

Ready to expand your network and improve the quality of your business relationships? Get ready, get set, and GROW your influence!

Growing Influence



Growing influence

Strategic Relationships and Leveraging Influence

Build your network and influence via strategic partnerships

Navigating Conflict

Lean into conflict through critical conversations

Session 7: Navigating conflict

Date: 21st July

Trainer: Nicky Perfect

We started this session by marvelling at how far our EDGE journey has taken us. This was the last session before our August break and our final stretch in September ('Expanding Impact'). Time flies when you're learning!

This session was hugely impactful. Few have Nicky Perfect's chops when it comes to dealing with sticky situations. With 30 years at the Met Police Force and 10 years as a hostage & crisis negotiator for Scotland Yard under her belt, it's been her job to 'Navigate Conflict' – be it negotiating with kidnappers, talking someone down from a ledge, or lending an ear to her teenage daughter.

We asked what you most wanted to learn from Nicky and she listened. She designed the session around your inputs (60 of you answered; wow!).

A lot of us went in thinking we'd learn to become better at getting others to listen to us. Surprise! Instead, we discovered that we had to let go of making it about us and focus on the other person.

Active listening is a lifelong learning process. And it's a lot more challenging than it sounds.

Mind if I Take That?

Nicky pulled the rug out from under us right at the start of her session. She pretended as if she'd gotten a call from someone to her garage business. For a hot minute, we were her captive audience as she appeared to take this call from a stranger smack in the middle of the session.

Some of us realised what was going on straight away. But it didn't matter if you realised it was a role play or not. The point was for you to see communication and difficult conversations held badly.

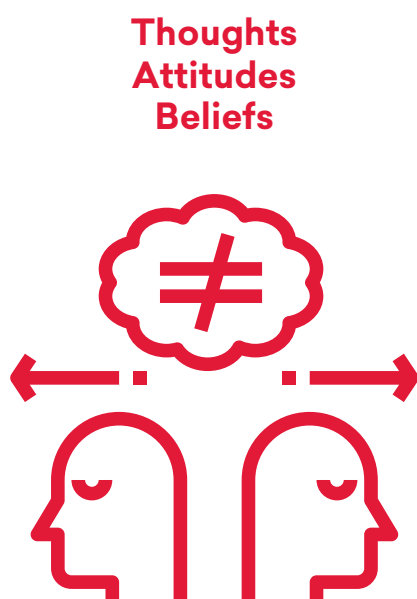
The lesson? Our response itself. Nicky sent us into breakout groups to process.

Breakout groups

Questions: How did you feel when the phone rang? How did you feel when Nicky answered the phone? How did you think Nicky dealt with the call - aggressive, submissive, assertive? How did you manage your own reactions throughout the call?

Responses: Some of you felt awkward, curious, suspicious. You thought Nicky's tone was aggressive: 'It was not even an answer, it was an attack.' You were irked because Jodie had just told you to switch off your devices, and here comes the trainer answering her phone! You even felt unrespected.

Once those feelings were communicated and acknowledged, Nicky pointed out how our beliefs affect our perceptions. We get up in the morning, put on our glasses, and in the lens of our glasses are our thoughts, attitudes, beliefs, values and experiences. They don't just affect how we see the world – they are how we see the world. So when something unexpected happens, we default to those.



Could we have asked for a more powerful demonstration of how what we believe to be true impacts our experience? It's not until we understand how we behave as human beings that we can change.

This is important when you're navigating conflict, because often we come at that conflict from our own perspective – from what we believe to be true. But the other person has their own set of glasses on. And they may see the world very differently.

Nicky's First-Ever Negotiation

When the phone rang for Nicky's first-ever negotiation as a hostage & crisis negotiator, she was excited. She couldn't wait to get out in the world and test her newfound negotiation skills. When she arrived on the scene she found an ex-convict who had just been released from prison. The man had visited his ex-partner and met his child for the first time, had an altercation with the partner (alleged to have ended in assault). Then he had fled the scene with child in tow, leading to a car chase and accident.

Sound dramatic? It was. Nicky imagined every scenario for the negotiation that would have ended in her saving the day. But reality was different.

Nicky was there for 8 hours. The man said two things to her during this time: one was 'You don't understand', and the other was too profane to recount here.

Nicky learnt an important lesson from this night. Her mistake was making everything about her. Not once did she stop and look at the situation through the man's eyes.

What is Conflict?

A clash between individuals arising out of a difference in thought process, attitudes and beliefs.

What is a Belief?

An internal feeling that something is true, even though that belief may be unproven or irrational. When someone attacks your beliefs or opinions, it can feel like they are challenging you personally. And we are much more likely to have an emotional response.

Our emotional brain is 5 times stronger than our logical brain.

The Human Response to Conflict

How do we respond to conflict? Fight, flight, or freeze!



Human response to conflict

Fight

Flight

Freeze

Primitive brain becomes active – fight, flight or freeze.

Emotionally driven unconscious behavior

The diagram features a central white outline of a human head in profile, facing left, with a brain inside. Three red circles are arranged around the head: 'Fight' to the left, 'Flight' above, and 'Freeze' to the right. To the right of the head, there are two lines of text: 'Primitive brain becomes active – fight, flight or freeze.' and 'Emotionally driven unconscious behavior'. In the top right corner, there is a small video thumbnail of a woman with glasses, labeled 'Nicky Perfect'.

If you've got a difficult conversation coming up, this next part of the session was designed to help you!

Behaviour Drivers

These were part of our prep work before the session.

Behaviour drivers

Based on Transactional Analysis the drivers model presents five characteristic styles that reflect our different working styles, including

- **how we organise our work** and time
- **how we interact and communicate**
- **our contribution to the team**
- **our style of management and leadership**



One consequence of these drivers is that you might react differently depending on the person you're talking to.

Behaviour drivers explained

Be Perfect

Extremely logical, task and detail-oriented. They **will not settle until things are exactly right**. This can mean that their work is to a high standard but they often pay in anxiety and time to get it that way.

Needs: reassurance, organisation, acknowledgement, facts, appreciation and kindness

Be Strong

The “be strong” driver is self-sufficient and reliable. They often like working on their own and if stressed, **won’t show emotions and instead tough it out and get on with it**.

Needs: praise, clear instructions, help expressing emotion, help balancing workload

Try to Please

Usually skilled at dealing with others and like to look after people – they will often **keep everyone happy often at their own expense**. They are pleasant and helpful but tend to forget about their own needs which can lead to frustration.

Needs: patience, acknowledgement, help expressing opinions/ desires, help saying no

Hurry Up

Lively and enthusiastic, with a capacity for doing (and completing) lots of things at once. They have a need to finish things fast so **they rush around and barely have a minute to relax**. This can mean that their work is to a high standard but they often pay in anxiety and time to get it that way.

Needs: help with planning and a clear schedule of tasks, reminder to rest/relax, work balance

Try Hard

“Try Hards” are **quick to take on lots of tasks**, often don’t complete them or set high goals which are often not achieved, but work very hard to try to. When they can’t complete something they can feel stressed and frustrated.

Needs: acknowledgement for following through, help with planning, stimulation to stay on track, time management

None of these types is right or wrong. They just are.

Helping Each Other

So how can we help each other?



Empathy



&

Patience



Because there is no single 'right' behaviour driver – all drivers have positive and also have challenging aspects

Give people the choice to be their behaviour type.

Power in Being Kind

Some general rules of thumb



Help others verbalise their needs by checking in with them:

- "What's still left to figure out?"
- "Where is your uncertainty coming from?"
- "Is there anything unclear?"
- "How can I help you?"

Encourage sharing and interaction:

- "I'd love to hear your point of view"
- "I'm really unsure about this one, what do you think?"
- "That was a great idea you had in the last meeting, let's talk more about that."
- Once you get someone comfortable sharing their opinion, be silent!

Check in with yourself:

- Have you really given your team all the information they need?
- Have you properly invested time upfront to help get all questions answered?
- Are you being realistic with expectations?

If we don't tell people what we want, we create confusion.

Don't Keep Tally

Who are you and how does it affect how you navigate conflict?

Responses:



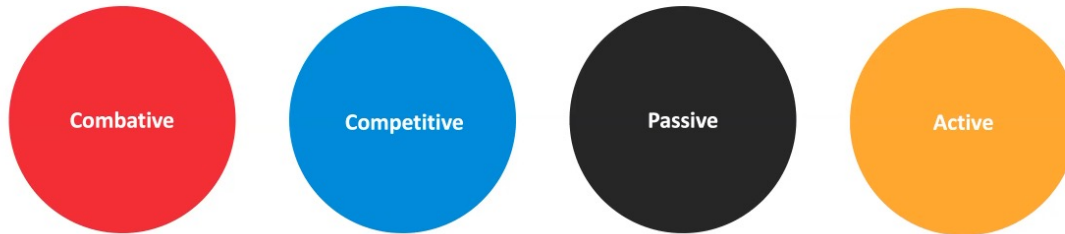
As Human Beings, We Are Selfish

That's apparent when we talk. But in communication, we have to make it about the other person.

To do that, we have to learn how to listen!

4 Modes of Listening

4 Modes of Listening



We did a fascinating exercise related to active listening: first, Nicky read a statement aloud, and then asked us questions about how we perceived it.

A screenshot of a presentation slide with a dark background. At the top center is a white question mark inside a white circle. Below it is a bulleted list of five questions. In the top right corner of the slide, there is a small video thumbnail of Nicky Perfect. A blue bracket is drawn on the right side of the slide, pointing to the list of questions.

- Who was talking – male/female, age, ethnicity?
- What were they talking about?
- What is happening in their life?
- Who are they talking to?
- What have you based your answers on?

Then we did a second exercise. This time, we read the text on the page.

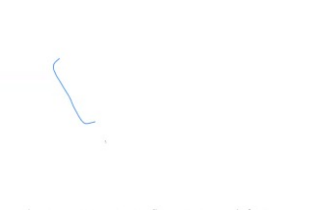
And the story changed – because we had

All OARS: The Active Listening Acronym

OARS



- O** Open Questions
- A** Affirmation
- R** Reflective Language
- S** Summary



Open Questions: Help you find out what's really going on.

Affirmation: When you praise someone and show them exactly what you're praising them for, it has a greater impact.

Reflective Language: Keeps everything about the other person, and it also helps you clarify what they're saying.

This one is Nicky's most powerful tool for her personally, so it gets its own slide:

Reflective language

- It seems to me.....
- It sounds like.....
- It feels to me that.....

Summary: Allows us to build a strong relationship, whereby we value and affirm other people.

The 4 P's

Nicky shared this brilliant tool with us for handling conflicts in our lives better. They will give you a foundation for the next difficult conversation in your life.



Purpose

What is your own personal goal from the conversation, why is that important to you?
What end result do you want to achieve?



Plan

The what if's

What if they respond emotionally?
What if they don't listen to you?
What if they are busy?
What if you don't get the result you want?



Perspective

Look at the world through their lens

What do you know about them

What inferences can you draw about them

What are they likely to say



Practice

Say your opening lines out loud

Ask a trusted friend to listen to you

Think of a variety of ways to start the conversation

Summary: Navigating Conflict

We learn to navigate conflict better when we **1) understand our own behaviour driver, and 2) we let the other person be their own behaviour type**. Remember, too, that **'what you put out is what you get back.'** Listen actively and you'll find your communication going much smoother.

Note from The EDGE

- What you believe to be true will affect how you see the world.
- People who feel listened to are more likely to listen to you.
- Want to get out of conflict? Make it about the other person.

Resources

- **Influence: The Psychology of Persuasion** (Robert B. Cialdini book)
- The Chimp Paradox: The Mind Management Programme to Help You Achieve Success, Confidence and Happiness: The Acclaimed Mind Management Programme to Help You Achieve Success, Confidence and Happiness (Prof Steve Peters book)
- **People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts** (Robert Bolton book)
- **Relationship-Building Lessons** With Hostage & Crisis Negotiator Nicky Perfect (**The Hidden Edge of Teams** podcast)