



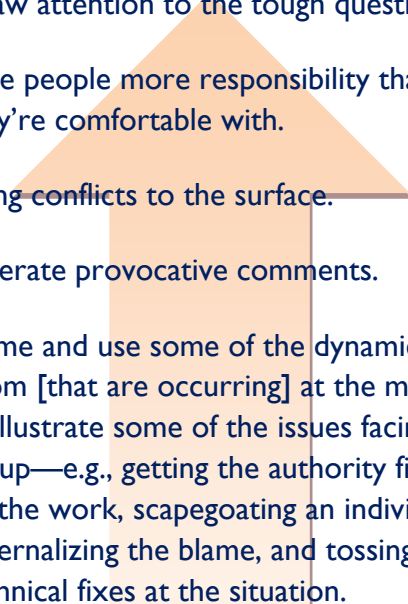
## Worksheet 2a.A1

### Competency: Conflict Management— Regulate the Conflict Temperature

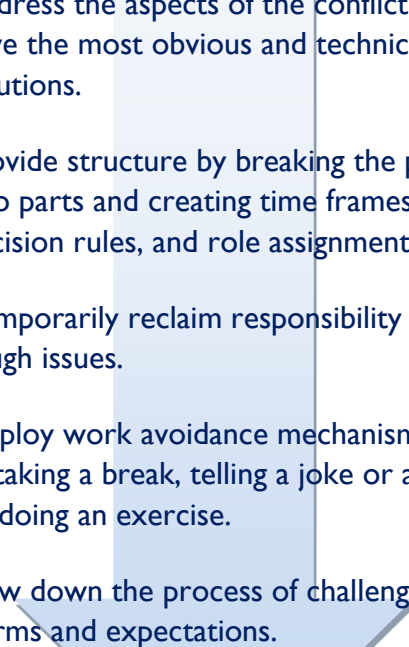
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#### Part I: Information on Regulating the Conflict Temperature

##### To Raise the Temperature ...

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- Draw attention to the tough questions.
  - Give people more responsibility than they're comfortable with.
  - Bring conflicts to the surface.
  - Tolerate provocative comments.
  - Name and use some of the dynamics in the room [that are occurring] at the moment to illustrate some of the issues facing the group—e.g., getting the authority figure to do the work, scapegoating an individual, externalizing the blame, and tossing technical fixes at the situation.

##### To Lower the Temperature ...

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- Address the aspects of the conflict that have the most obvious and technical solutions.
  - Provide structure by breaking the problem into parts and creating time frames, decision rules, and role assignments.
  - Temporarily reclaim responsibility for the tough issues.
  - Employ work avoidance mechanisms such as taking a break, telling a joke or a story, or doing an exercise.
  - Slow down the process of challenging norms and expectations.

#### Reference

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston, MA: Harvard Business School Press.



