

# Functional Conflict

How do you encourage FUNCTIONAL conflict in your team?

## What is Functional Conflict?

### Dysfunctional or unproductive conflict

- Is focused on the people and is personal
- Is either too little (avoidance) or too much (rage)
- Takes the team or relationship backwards in terms of trust, collaboration, and engagement
- Results in a worse outcome than working individually

### Functional or productive conflict

- Is focused on the issue and is collaborative
- Is neither too little (avoidance) nor too much (rage) conflict
- Takes the team or relationship forward in terms of trust, collaboration, and engagement
- Results in a better outcome than working individually

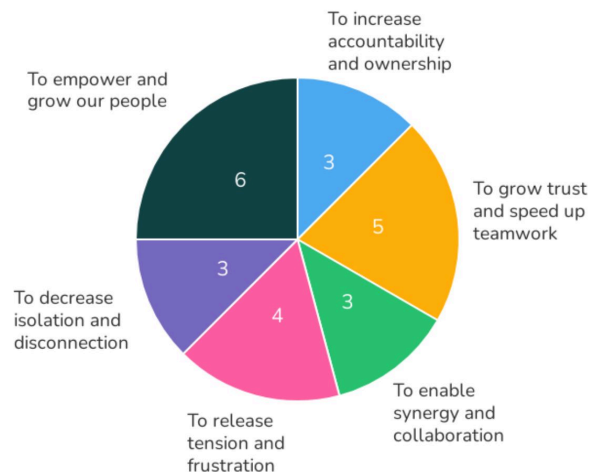
## Why do we need functional conflict?

- To increase accountability and ownership
- To grow trust and speed up teamwork
- To enable synergy and collaboration
- To release tension and frustration
- To decrease isolation and disconnection
- To empower and grow our people

We took to the polls, and asked the audience: “Why do you want functional conflict in your teams and partnerships?” Here are the results:



## Why do you want functional conflict in your teams?



👍 10 🗳️ 12 🖱️ 8 📄 1

## Who needs functional conflict?

### We do

- To get the benefits of teaming and delegation
- To get exponentially better results

### Our team members do

- To be healthier and more connected
- To get the benefits of their own and each other's genius
- To be part of a winning high performing team



## When do you need to stir the pot?

The answer is actually a simple question: *When would you like to start getting better results?*

## How can you encourage functional conflict?

### Norms - The How of Teaming, Accountability and Conflict

- Urgency - do not allow issues or patterns to escalate
- Appropriateness – make room for privacy, cool-off time, emotional intelligence
- Behaviours - focussing on the issue (the football rule)
- Intentions - win | win for team, individuals, purpose, solutions, and deliverables

### NB - What if you don't have this yet?

### Process - Facilitating Functional Conflict

- Humility - carefully separate facts from stories, emotions, and conclusions
- Directness - state the issue candidly, distinguishing facts from story
- Curiosity - demonstrate openness to listen to all the voices in this system
- Activation - facilitate open discussion about concerns and solutions

### Actions - Get Agreements on Next Steps

- Clarity - do we have the underlying concerns of each of the voices
- Solutions - do we now have better solutions to address these concerns
- Accountability - has each person voiced their ownership in the next steps
- Follow up - when will we follow up and what is expected by then

Here are the results of another poll that was asked during the Morpheus Intelligence Update.



## What are your top takeaways today?



10 12 37 1

**Conscious Leadership isn't soft! In fact, soft skills aren't soft! Are you ready to be courageous?  
What is your next step?**

I hope you enjoyed the presentation!  
**Ian Hatton | Morpheus**

