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Be Better at Managing Conflict Under Stress

Dr. Ralph Kilmann and
Dr. Sarita Bhakuni



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PART 1: The TKI Perspective
Dr. Ralph Kilmann

PART 2: The MBTI® Perspective
Dr. Sarita Bhakuni





About the Speaker: Dr. Ralph Kilmann

Dr. Ralph Kilmann is CEO of Kilmann Diagnostics, a firm dedicated to resolving conflict throughout the world—making use of the TKI and a series of recorded online courses. He has published more than 20 books and 100 articles on systems change. His clients have been many Fortune 100 companies, including the U.S. Office of the President.





Agenda for Part 1

- More and More Stress in the Workplace!
- How Does Stress Affect Performance?
- The Thomas-Kilmann Conflict Model
- TKI Instructions: Standard...or Modified for Stress?
- Responding Under **High, Moderate, or Low** Stress
- Individuals Under **Moderate** Stress
- Organizations Under **Moderate** Stress
- How to Sustain **Moderate** Stress?
- Delay Overwhelm and Promote Resiliency!



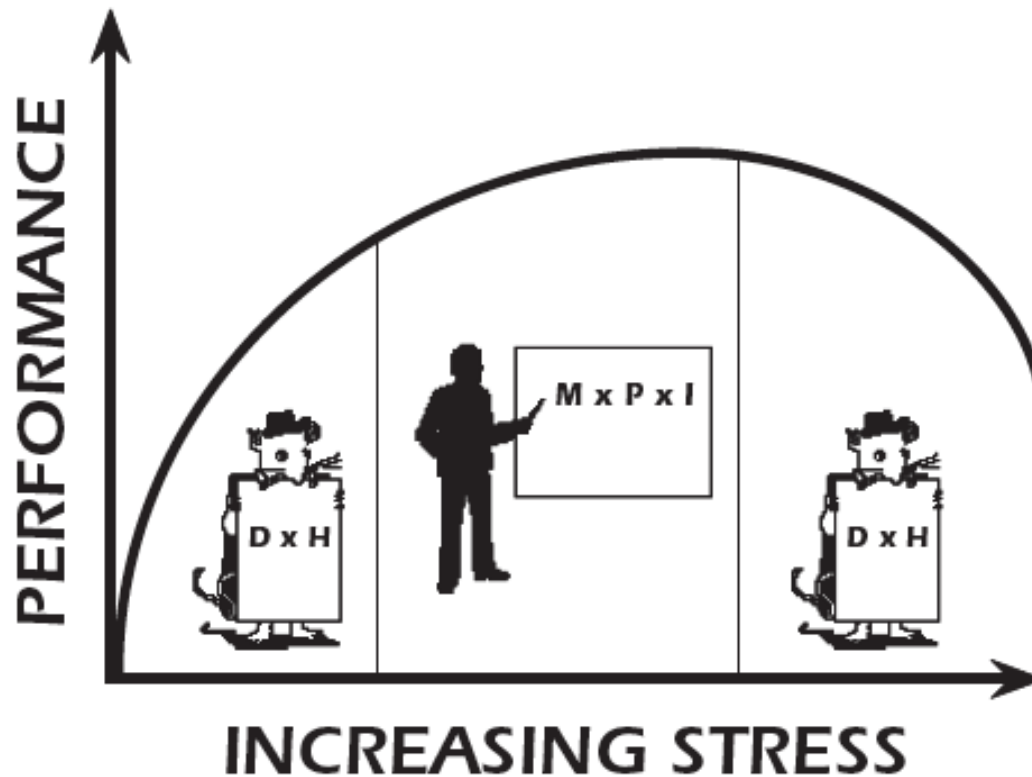
More and More Stress in the Workplace

- ❑ We live in an interconnected global village, where we are regularly impacted by events far beyond our control.
- ❑ We have lost faith and trust in our organizations and institutions; we are thus anxious about our future.
- ❑ Because of the economic downturn, people fear losing their job—with little chance of getting another one.
- ❑ Employees are laid off (or retire), but are not replaced.
- ❑ The remaining members are then expected to do the work of two or even more people.
- ❑ How does such increased stress affect individuals?
- ❑ How does such increased stress affect organizations?



How Does Stress Affect Performance?

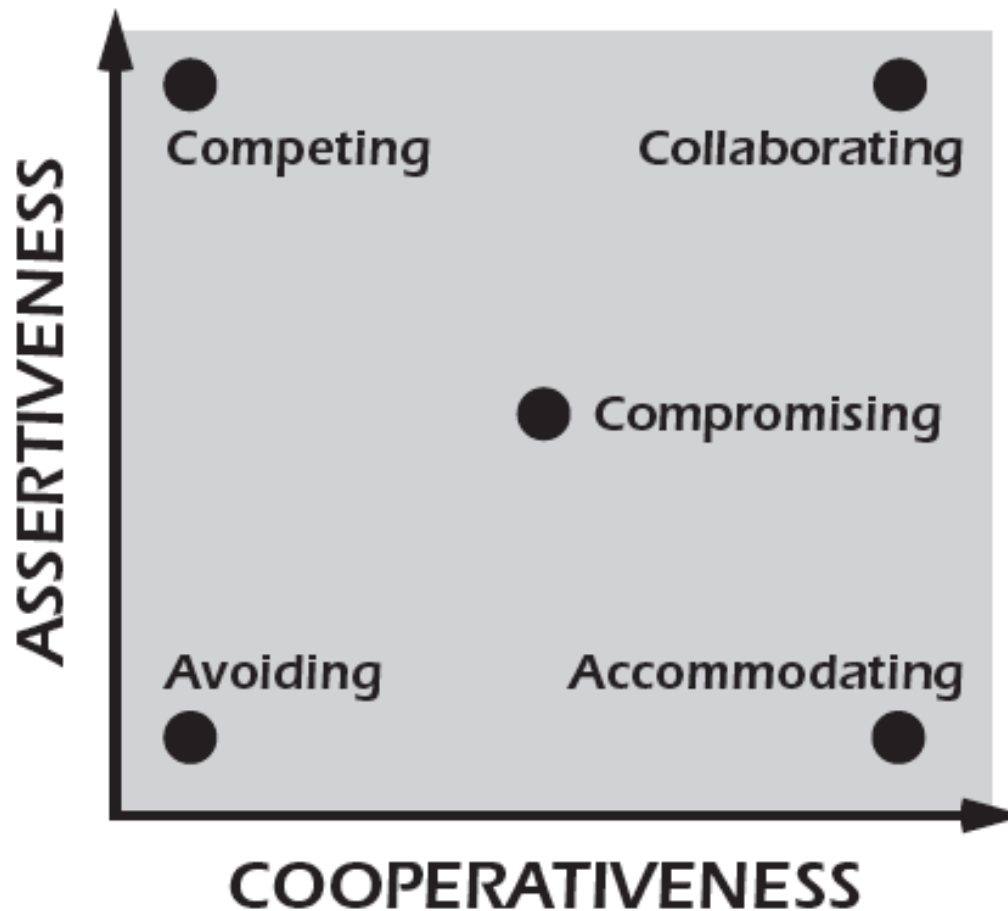
- Based on the research of Yerkes and Dodson (1908), there is an upside-down, U-shaped relationship.





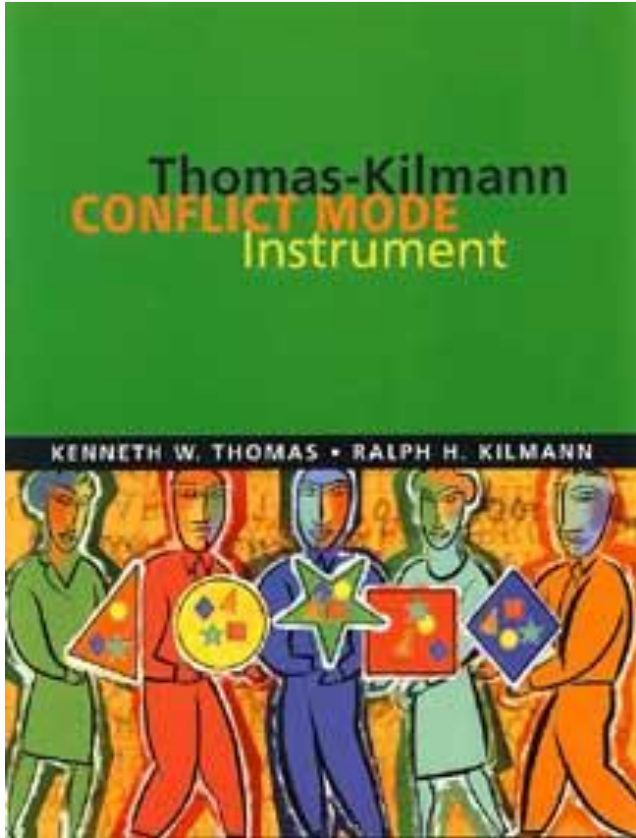
The Thomas-Kilmann Conflict Model

- Conflict-Handling Behavior...Under **Moderate** Stress





Standard TKI Instructions



Consider situations in which you find your wishes differing from those of another person. How do you usually respond in such situations?

The following pages contain 30 pairs of statements describing possible behavioral responses. For each pair, please circle the letter (“A” or “B”) of the statement that best characterizes your behavior.



Modified TKI Instructions

Under **High** Stress:

- When you are feeling stressed out and overwhelmed, how do you usually respond when you find your wishes differing from those of another person?

Under **Moderate** Stress:

- When you are feeling attentive and thoughtful, how do you usually respond when you find your wishes differing from those of another person?

Under **Low** Stress:

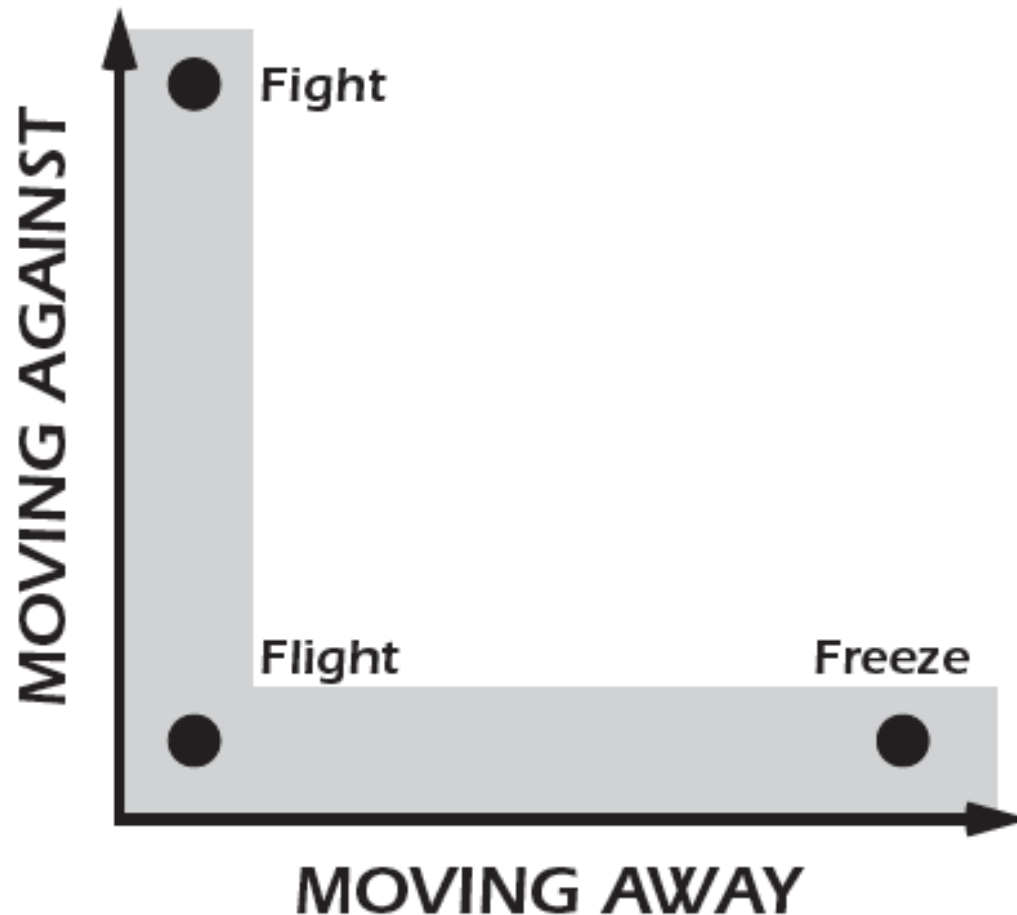
- When you are feeling peaceful and serene, how do you usually respond when you find your wishes differing from those of another person?





Responding Under **High** Stress

- The Five **Modes** Collapse into These Three **Reactions**





Responding Under (Very) **Low** Stress



- “Sleep” is the default mode.
- “Don’t bother me. I’ll take the TKI when I’m awake.”



Responding Under **Moderate** Stress

- Each conflict mode is available and can be used mindfully, depending on key attributes of the situation.





Responding Under **High** Stress



- We mindlessly **fight**, **flight**, or **freeze** to protect ourselves from being overwhelmed or harmed from threat—real or perceived.



Individuals Under **Moderate** Stress

- “Normal tension” can be motivating and stimulating.
- A “healthy amount” of anxiety can keep us fully engaged.
- Levels of engagement determine whether our thinking is sharp and active...or stuck.



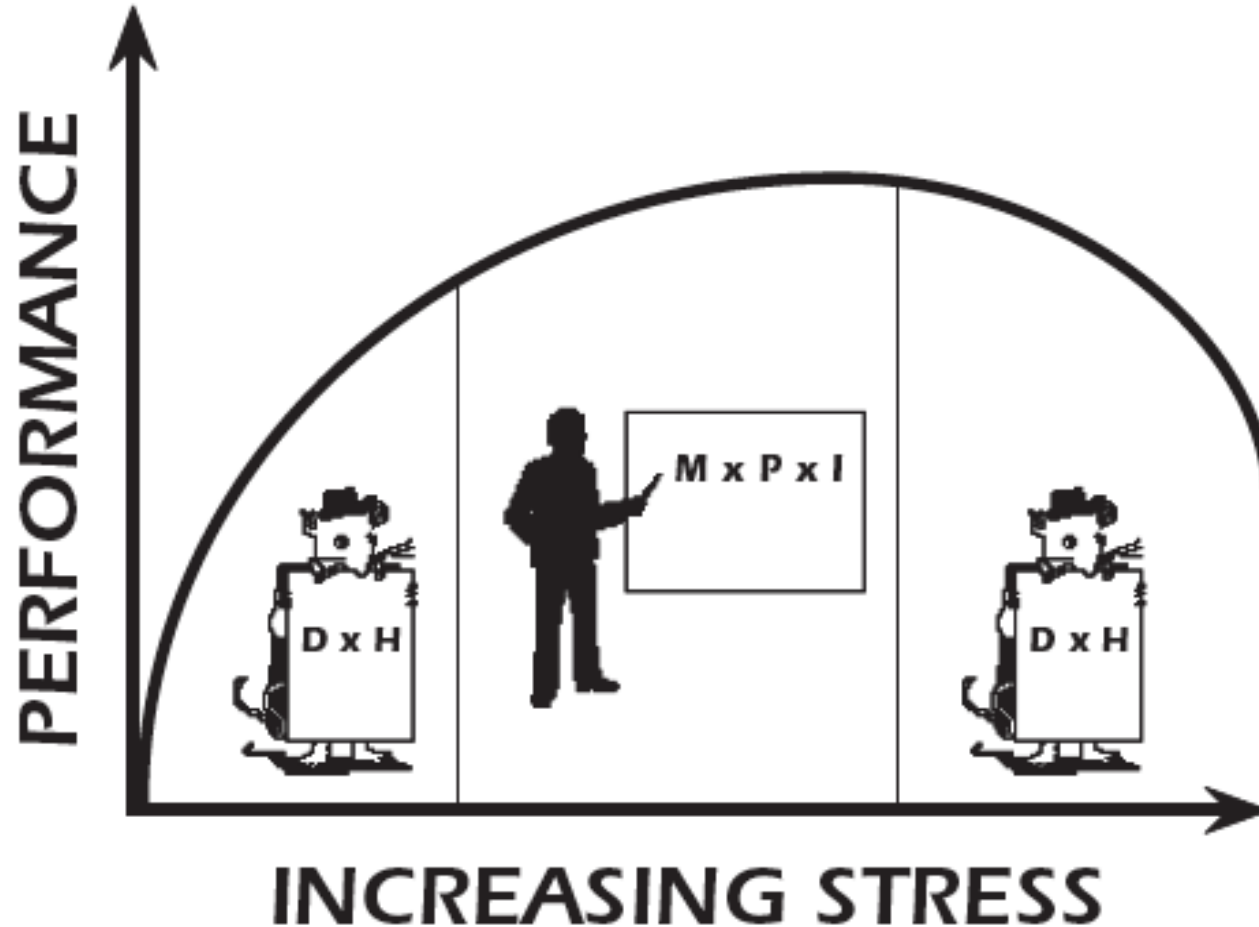


Organizations Under **Moderate** Stress

- Employees contribute their best thinking, feeling, and behavioral choices for managing conflict.
- Employees have time and space to treat other people with care, sensitivity, and respect.
- The corporate culture encourages people to pause, reflect, discuss...and then improve performance.
- Teams can address complex issues with every member fully engaged and actively listening.
- The organization retains its best members and attracts people who appreciate a healthy—human—workplace.

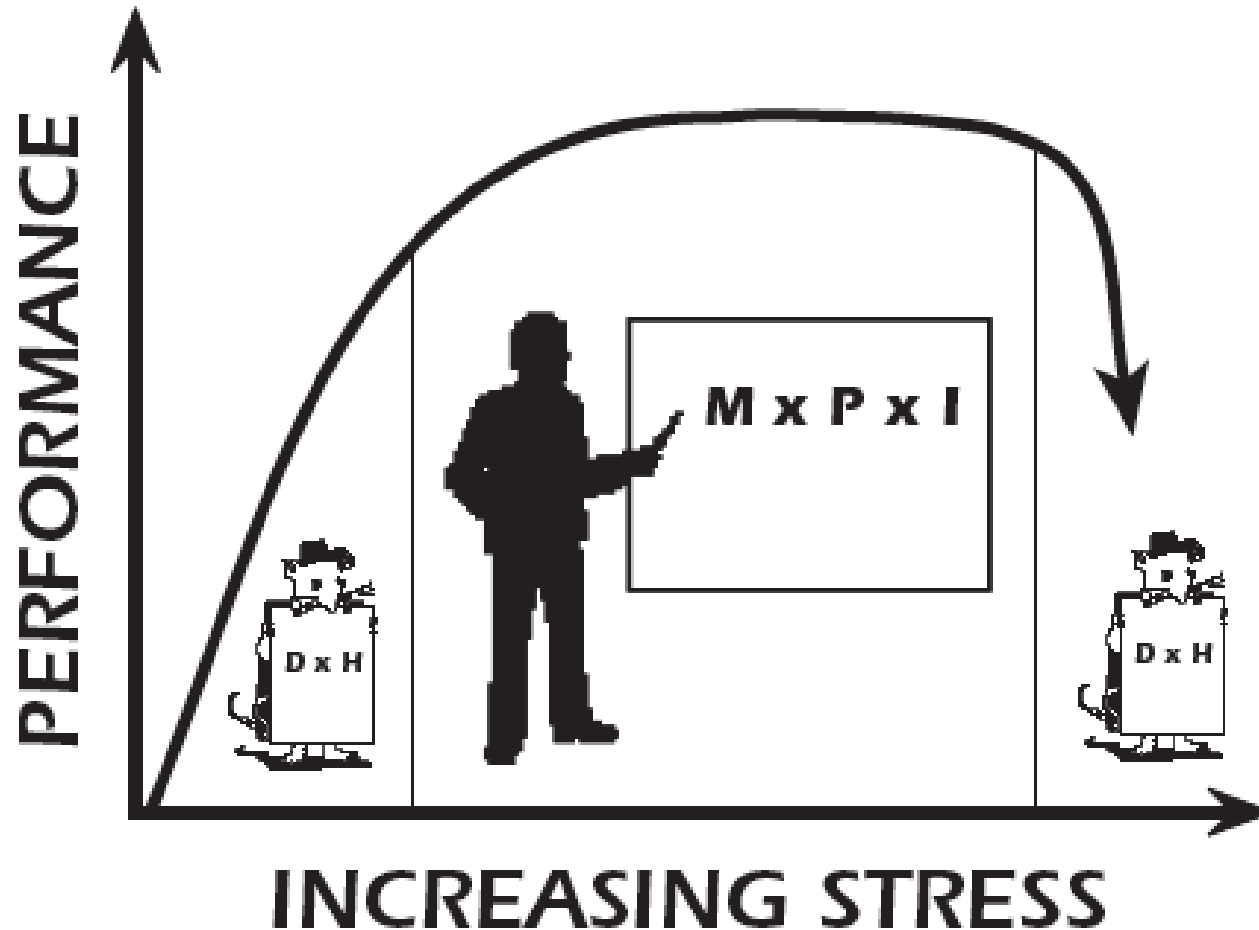


Recall: The Rat and People Model





How to Sustain **Moderate** Stress?





Delay Overwhelm and Promote Resiliency!

- Stop, pause, relax.
- Breathe deeply.
- Remind yourself of when you've been successful and happy.
- Visualize the desired goal or outcome.
- Choose the conflict mode that will bring the best result.





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PART 2: The MBTI® Perspective

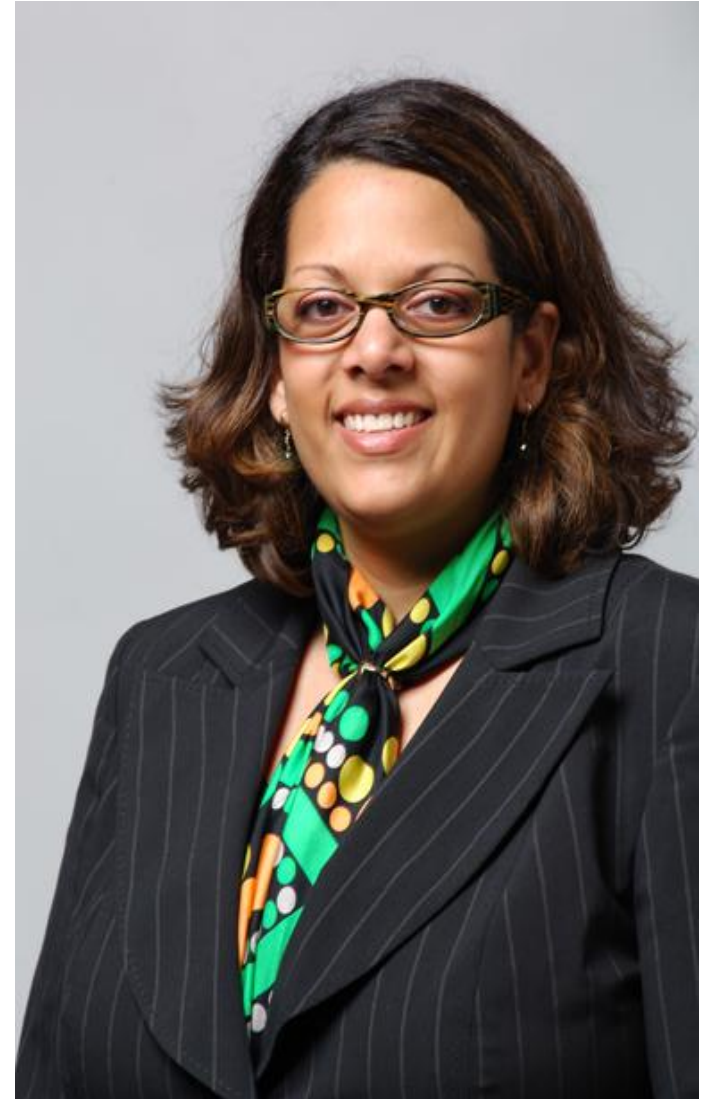
Dr. Sarita Bhakuni





About the Speaker: Dr. Sarita Bhakuni

Dr. Sarita Bhakuni is a licensed psychologist, senior organizational development consultant, and an assessment expert based in Chicago, Illinois. With experience in a broad range of industries including pharmaceutical, health care, financial services, technology, retail, automobile, education, and non-profit, she specializes in creating growth while managing change for both individuals and organizations.





Agenda of Part 2

- Synergy Between MBTI & TKI
- Type Dynamics
- Functional Pairs
- Conflict and the “Grip” Experience
- Conflict and Style
- Being Your Best



MBTI & TKI Assessments Together

- Preferences complement modes.
- Our type is dynamic with 4 levels.
- Our dominant function is that which comes natural to us.
- 1-2-3-4 functions
- Functional pairs and type dynamics help us understand the implications of type.
- The appropriate use of type + the appropriate TKI mode leads to better understanding in conflict situations.





Managing Conflict in the “Grip”

- The presence of the inferior function informs how we choose which conflict mode we use.
- Our hope is to be able to access the appropriate mode for the situation.
- The goal is getting back to our dominant function and natural way of approaching ourselves and others.
- Our level of presence and how we pay attention to clues will determine how we notice if our inferior function is activated.
- Moving from “fight, flight, or freeze” to action





Conflict and Style

- Our functional pairs contribute to our approach during conflict.
- Flexing preferences during conflict is harder to do when in the GRIP.
- Linking desired outcomes to the appropriate conflict mode can influence what to flex.
- Pay attention to which functions are introverted and which are extroverted.
- Managing the moment is **key!**





Being Your Best

- Paying attention to layers = presence
- Using normal tension to enhance functioning “leaning into the discomfort” = opportunity on the other side
- The goal is to come from the best parts of yourself.
- The key is **self-awareness!**





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Questions and Answers



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Thank You!

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