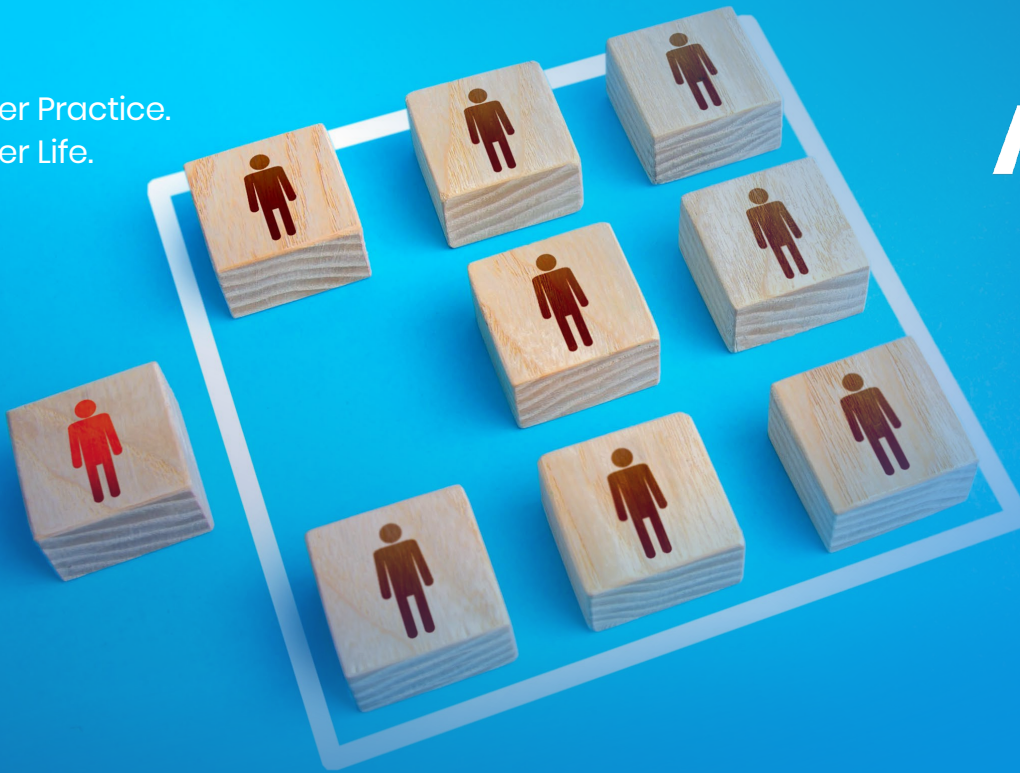


Better Practice.
Better Life.

ACTdental



FOSTERING A CULTURE OF PRODUCTIVE CONFLICT

MATERIALS NEEDED:

> FLIP CHART

> MARKERS

> PAPER

Our goal is to foster a culture of productive conflict within your team. Getting your team members to stick a toe in the water of challenge and disagreement is a big ask. This is the framework for a conversation you can have with your team that will help shift their mindset from productive conflict being optional to it being non-negotiable.

DISCUSS THE QUESTIONS BELOW:

HOW COULD OUR TEAM BENEFIT IF WE DISAGREED MORE WITH ONE ANOTHER?



> Example:

We could come up with more creative ideas.

> Example:

We could spot assumptions that people are making that might not be true.

WHAT ARE SOME EXAMPLES OF CONSTRUCTIVE TENSIONS WE COULD ADD TO OUR DISCUSSIONS?



> Example:

We could question the facts.

> Example:

We could view the issue from a different team member's perspective.

WHAT HAPPENS IF YOU THINK SOMETHING CONTRARY BUT DON'T SAY IT?



> Example:

You get more and more frustrated.

> Example:

You don't give the team a chance to benefit from the idea.

HOW IS THE PRACTICE AFFECTED IF WE STIFLE CONFLICTING OPINIONS?



> Example:

We stay misaligned and run into problems with implementation.

> Example:

We make risky decisions.

WHAT DOES IT MEAN TO BE THE DEVIL'S ADVOCATE? HOW CAN THAT ROLE BE HELPFUL? HOW DOES IT GO AWRY?



> Example:

It's helpful if you challenge the assumptions.

> Example:

It's not helpful if the same person is always the one disagreeing.

❏ HOW DO WE NEED TO DISAGREE?

**WHEN IS THE RIGHT
TIME TO DISAGREE
WITH A DECISION?
WHEN IS THE
WRONG TIME?**



> Example:

We need to disagree as early as possible in the decision-making process.

> Example:

Once the decision is made, we wait until an agreed-upon time before evaluating whether it was the right decision.

**HOW CAN WE
RAISE DIFFERENT
PERSPECTIVES
SO THAT IT FEELS
CONSTRUCTIVE?**



> Example:

We can use questions to constructively acknowledge other perspectives.

> Example:

We can say what we agree with, then share what we disagree with.

**WHAT BEHAVIOR
WOULD DERAIL
OUR ATTEMPTS
AT PRODUCTIVE
CONFLICT?**



> Example:

If we yell or use accusatory language.

> Example:

If we discuss our concerns outside the meeting or only with certain team members.

At the end of this discussion, summarize your commitments into a short set your team agrees to follow. Post your commitments in your office and remember to review them during future team meetings.