



PROFICIENCY SCALE FOR CONFLICT CONSCIOUSNESS

Conflict Consciousness *transforms collaboration through the awareness of two forms of conflict: cognitive and relational. Group members increase their capacity to self-monitor and self-regulate (and co-regulate) when differences trigger internal tension or discomfort.*

Unproductive Teamwork	Productive Teamwork	Transformational Teamwork
Not conscious of different forms of conflict	Discerning the differences between relational and cognitive conflict and responding appropriately	Cultivating deep awareness of the two forms of conflict and utilizing strategies that shift relational conflict in productive directions
Dismissing information or perspectives that feel threatening or dissimilar	Embracing differences with open and honest communication	Evoking differences through deep listening and inquiry to increase the group's collective intelligence
Suppressing emotional conflicts and choosing not to address them	Addressing emotional conflicts (personal or negative) openly and early	Believing that emotions are part and parcel of the human experience; establishing norms to support co-regulation and self regulation during conflict
Lacking the ability to notice and manage emotional triggers during conflict expression	Beginning to notice emotional tensions around differences and self-regulating as needed to support the group's outcomes and purposes	Believing it is each individual's responsibility to manage his/her own emotional state and stay resourceful when differences are expressed
Unaware of the topics or relationships that might lead to unhealthy conflict	Intervening preemptively for topics and relationships that may trigger unhealthy conflict	Able to challenge the team to utilize topics and relationships that arise from conflict as resources for new learning