



## PROFICIENCY SCALE FOR CONFLICT COMPETENCE

*Diverse perspectives, information, interpretations and knowledge can trigger discomfort.*

*Being aware of our triggers allows us to transform a reaction into a signal for choosing appropriate responses. We believe that in most cases, a reaction to a difference is an opportunity to learn. Wheatley (2002) observes that being disturbed by differences gives room to let go of certainty long enough to be open and curious about ourselves and others. She suggests that in the space of not knowing is where great ideas and new possibilities miraculously appear. By paying attention to one's triggers, emotions and perspective-taking, conflict competency increases. Likewise, when noticing adverse responses to conflict, teams can intervene by slowing down and inquiring about what is going on.*

Unproductive Teamwork	Productive Teamwork	Transformational Teamwork
Lacking awareness of how internal triggers around differences can lead to destructive or relational conflict	Monitoring for emotional, cognitive, and behavioral triggers and self-regulating (or co-regulating) to support more productive interactions	Intentionally activating healthy conflict to surface and explore hidden assumptions, beliefs, values, and mental models
Attacking the credibility of others when offering dissenting views or differing perspectives	Acknowledging internal triggers without casting blame toward others or circumstances	Using openness, curiosity, and reflection to address rigid belief systems and entrenched routines or habits revealed by internal and external triggers
When sharing differences, emotional flooding activated, often leading to inappropriate responses like withdrawing or being critical	Increasing emotional agility by naming emotional states and reducing negative feelings with compassion, calmness, and composure	With emotional agility acknowledged as a key to productive interactions, emotions accepted and not judged. Emotions embraced with compassion and empathy, resulting in greater freedom to influence them

Unproductive Teamwork	Productive Teamwork	Transformational Teamwork
More logistical than proactive training; little consideration for values and/or exploring differences	Identifying core values for creating a psychologically safe culture for exploring differences	Naming and embracing common values to support successful collaborative interactions and team identity. For example, <i>We will respectfully collaborate through differences, diversity, and dissonance.</i>
Communication typically based on serial advocacy, rarely utilizes pausing and paraphrasing	Hearing and making sense of cognitive differences through perspective-taking	With perspective-taking a sign of social intelligence, pausing and paraphrasing embedded frequently in interactions

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