**Video Title:** How to Reframe Conflict

**Video URL:** <https://www.youtube.com/watch?v=1jeTmXapE8g>

**Run Time:** 3:24

**Source:** The Welford Group/YouTube

**Close Caption Available:** Yes

Reframing conflict through cognitive restructuring and asking questions is described on page 137 of the textbook. In this video, presenter Terry Welford describes the related topic of reframing conflict as a way of helping to reduce conflict. Welford says that conflict is inevitable when we work with other people. We are not always going to share the same point of view, and that could lead to conflict. If you are in a leadership role, the ability to manage conflict is a critical skill. You need to be able to resolve conflict in which you are involved personally, and you also have to manage conflict within the team if you want a high-performing team.

 If you are like most people, you probably do not enjoy resolving conflicts. Most leaders do not hope they will have the opportunity to resolve conflict each working day. Most people tend to view conflict as something negative that affects their ability to handle it well. People tend to either avoid conflict entirely, or not handle it well. Welford wants you to reframe how you view conflict, rather than associating negative feelings with conflict, such as fighting, anger, stress and angst.

 It is better to reframe conflict and put it in the neutral zone. The way to do that is to remember that conflict simply means differences between you and someone else. Conflict itself is not negative, but it is what we do with conflict that makes it positive or negative. If you think of conflict in terms of differences it is easier to deal with. Among these differences are different goals, priorities, personalities, and agendas. Workplace diversity can also lead to conflict, as do generational differences. The many different cultural backgrounds in the workplace means that not everybody views the world as you do, leading to conflict.

 Approaching conflict as difference between you and another places conflict in a neutral zone. Knowing that conflict is simply a matter of differences will make you more eager to resolve conflict. One of the best definitions of conflict Welford has heard is that it is a condition in which the concerns of two people appear to be incompatible. A concern is anything we care about, so we ae talking only about incompatibility or difference which is a more neutral way to look at conflict. If you reframe conflict, you are more apt to want to deal with it. If you do not handle conflict it usually gets worse instead of better. It is therefore important to get in there and try to resolve the conflict.

*Questions for Thought and Discussion*

1. How might the main idea of reframing conflict help you become more effective at its resolution?

2. Why is resolving conflict important for having a high-performing team?

3. The presenter emphasizes that most people dislike conflict, but what are the exceptions?

4. The video suggests that cultural diversity can create conflict that needs to be resolved. Give an example of how cultural diversity might cause conflict.

5. Welford says that if conflict is not resolved, it is likely to get worse, rather than better. What is your opinion on this issue?