



# Gestão de Conflito

28.04.2022



# TUGÁ TALK

**Hugo Santos**

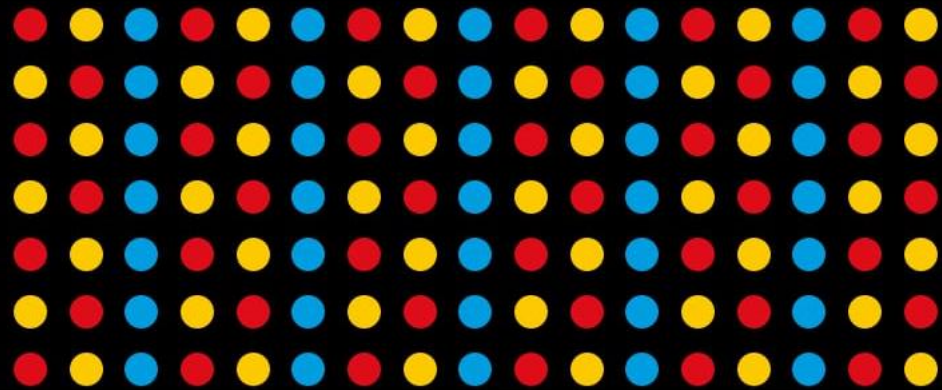
Scrum Master@Devoteam

Part-Time Nerd



# AGENDA

1. Main Causes of Conflict
2. Bell&Hart 8 causes of conflict
3. Challenge – Conflict Solving
4. Speed Leas Model
5. Thomas Kilman Theory



# Main Causes of Conflict

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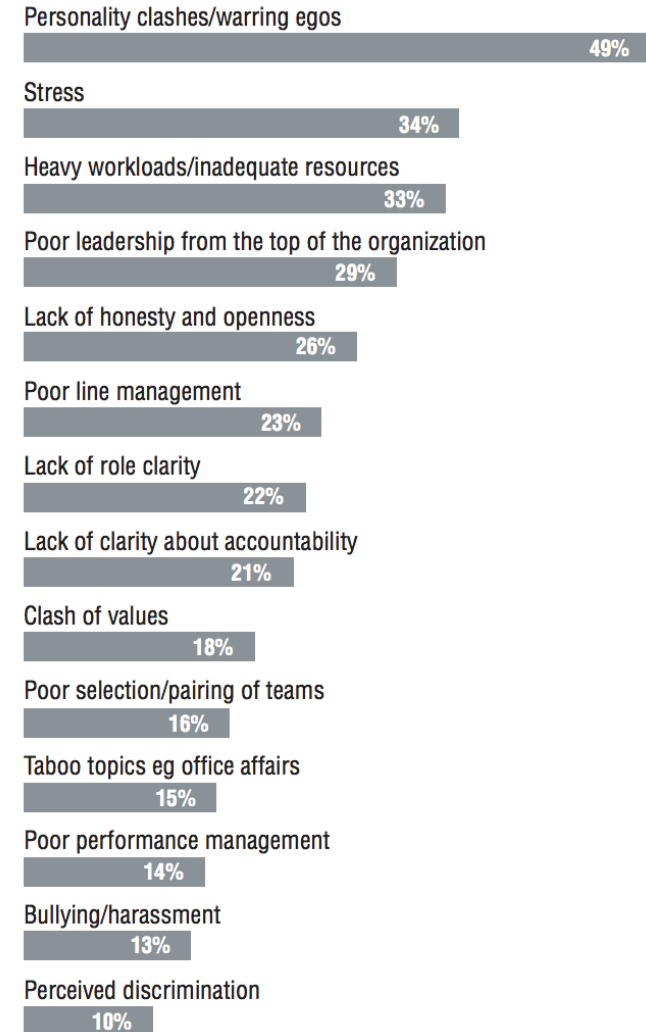


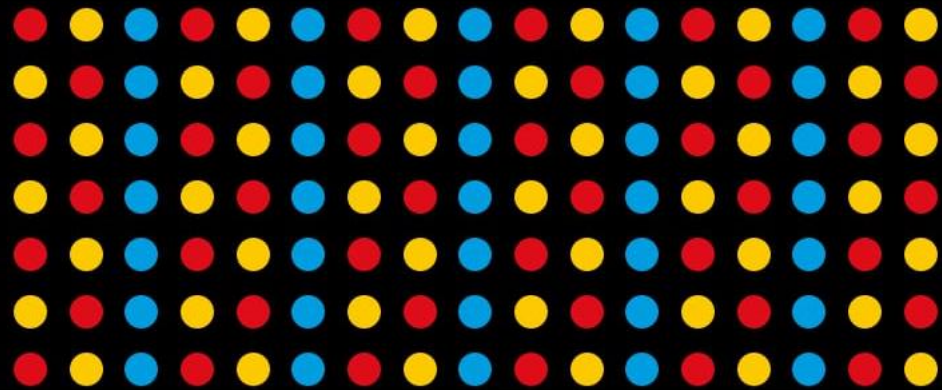
“When there are humans, there are conflicts  
In a war there are different groups  
These groups hate one another  
In a project there are different individuals  
These individuals disagree with each other  
If a project is like a war  
Why should there be no conflicts?”

Guan, D. (2007). Conflicts in the project environment. Paper presented at PMI® Global Congress 2007—Asia Pacific, Hong Kong, People's Republic of China. Newtown Square, PA: Project Management Institute.

According to CPP (Consulting Psychologists Press) Global’s report, “Workplace conflict and how businesses can harness it to thrive” (2008), top 10 causes of conflict at work


## What are the main causes of conflict?

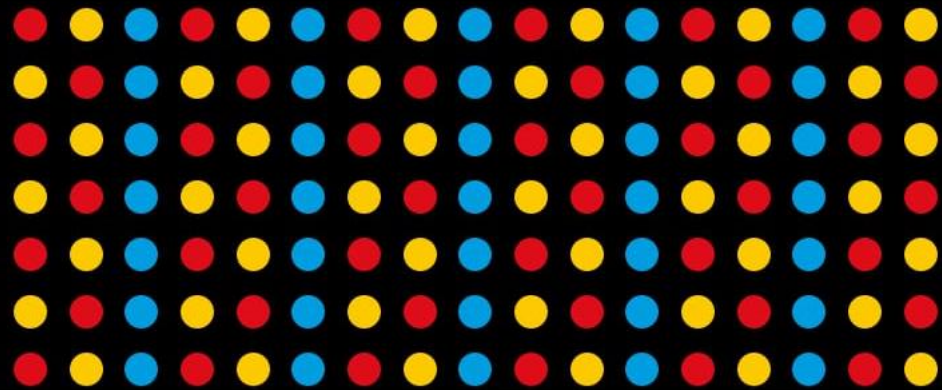




# **Bell & Hart**

## **8 causes of conflict**

- 
- A horizontal line of 20 small, colored dots in a repeating pattern of red, yellow, blue, and red.
1. Conflicting Resources
  2. Conflicting Styles
  3. Conflicting Perceptions
  4. Conflicting Goals
  5. Conflicting Pressures
  6. Conflicting Roles
  7. Different Personal Values
  8. Unpredictable Policies



CHALLENGE TIME!!!

You are going to be divided into groups. For the purpose of the exercise, and to make it easier to understand your roles, the team in the following example will be a “Scrum by the book” team. Your group represents the Scrum Master of the team, with the objective of solving the conflict to his best knowledge and ability. At the end, choose someone to talk about your decisions, questions and possible solutions to everyone.



You are part of a team (Developers, Product Owner and Scrum Master) that is product oriented, having two sub-teams, each responsible for developing a system that together with the one from the other team makes the product. As such they have high dependencies between them.

There is a new feature that needs to be developed by both sub teams but here is where the problem escalated: TWO OPTIONS are possible!!!

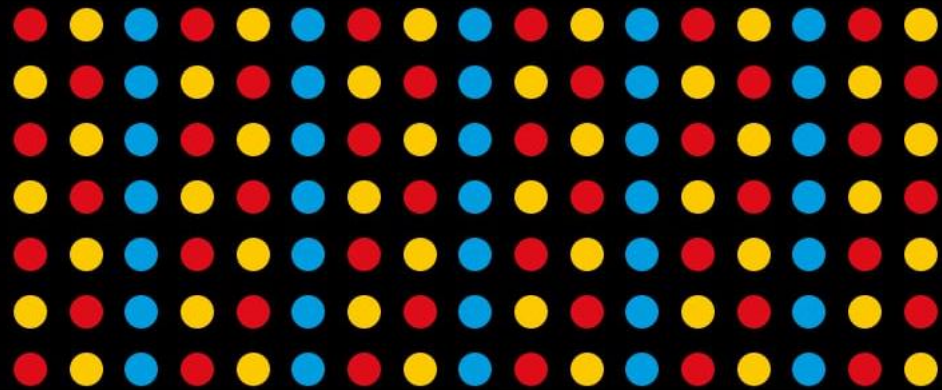
1<sup>st</sup>) This solution is harder to implement, needs everyone to learn new technologies, which can lead to unforeseen consequences on delivery, but it supposedly is more stable and future-proof. The PO also favors this one, basing her opinion on her previous developer experience saying: “it is easy to develop, learning new stuff is always great!!! The stories created on the plans should be at most 5’s or 8’s. EASY PEASY!”

2<sup>nd</sup>) This one is easier to develop and quicker to deliver. Down the line, the problems that arise are already predicted, since the tech needed is known by all, but still isn’t as robust or stable and may need more support.

The whole team is divided: on both sub teams there are people that favor each solution and frustrations have arisen with the lack of an understanding! Personal attacks happened, people questioning the quality of the work of their colleagues and the other sub team. This has gone for quite some time and escalated to never seen levels... You even have threats of people either leaving the team or the company! A Win-Win situation seems impossible.

**What do you do? Ask? How do you make things easier?**

**Focus on your strategy and train of thought!!!**



# Conflict Solving Techniques

# Speed Leas Model - 5 Levels of Conflict

What is the level of conflict?

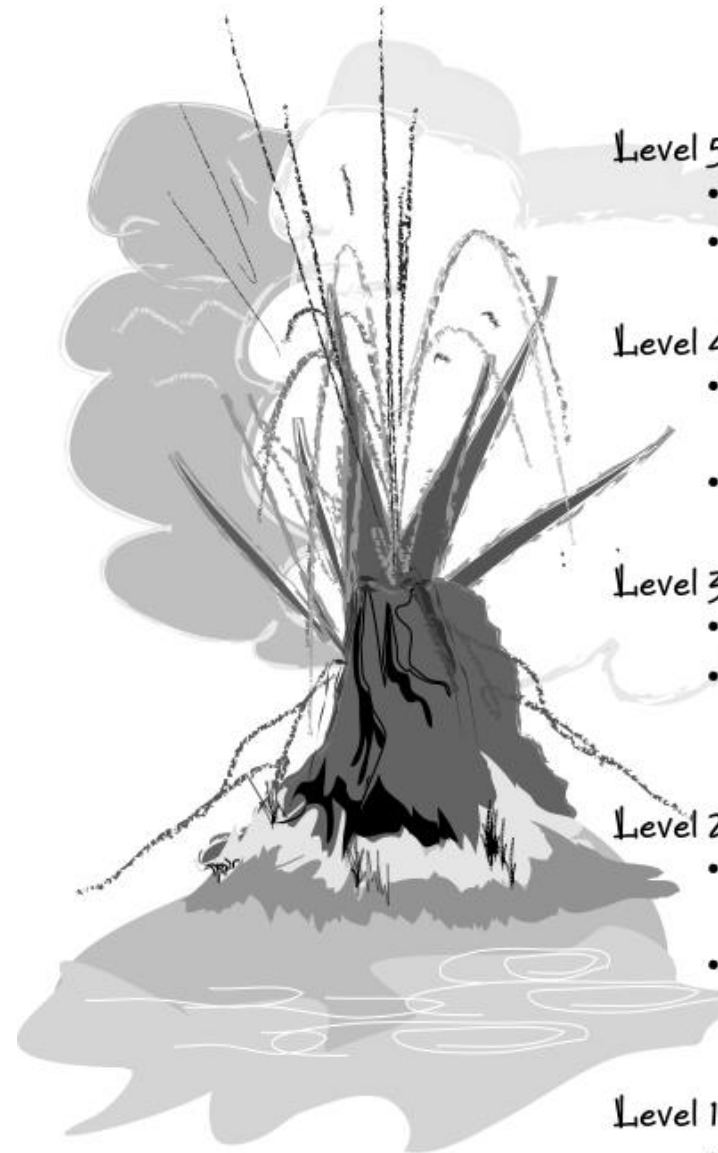
What are the issues?

How would I respond as side A?

How would I respond as side B?

What resolution options are open?

What should I do (if anything)?



## Level 5: World War

- Destroy the Other!
- Little or No Language Is Exchanged

## Level 4: Crusade

- Protecting One's Own Group  
Becomes the Focus
- Language Is Ideological

## Level 3: Contest

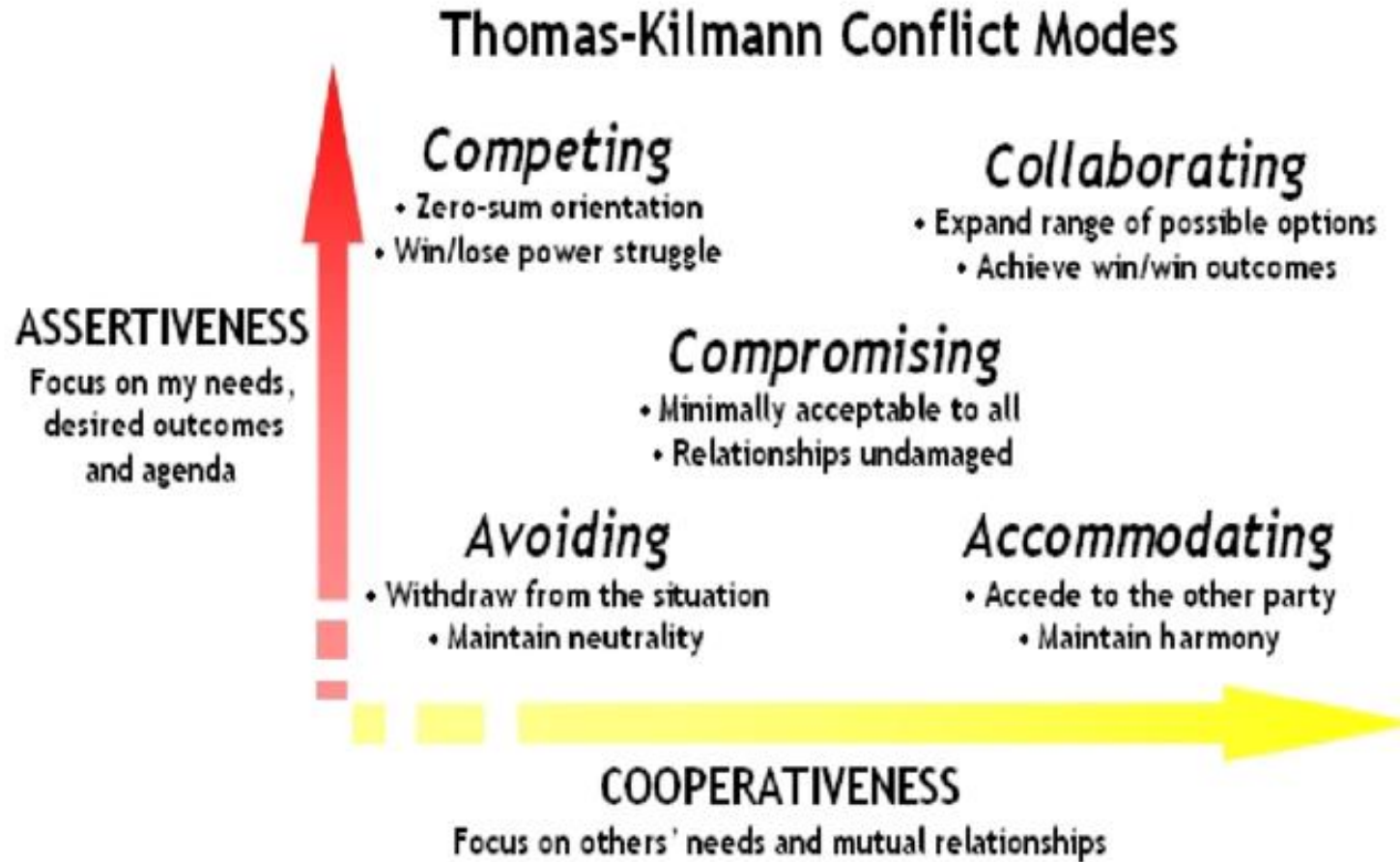
- Winning Trumps Resolving
- Language Includes Personal  
Attacks

## Level 2: Disagreement

- Personal Protection Trumps  
Collaboration
- Language Is Guarded and Open  
to Interpretation

## Level 1: Problem to Solve

- Information Sharing and Collaboration
- Language Is Open and Fact Based





**Thanks for listening and participating!**

**Any questions? 😊**