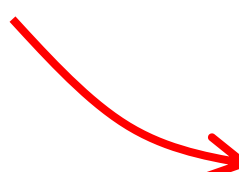


LOVING AND HATING CONFLICTS

Converting potential energy to kinetic energy

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MY INNER
ENGINEER
KICKS IN :-)

**TRANSDISCIPLINARY, HIGHLY-
COMMITTED DESIGN TEAM:**

ALWAYS EXTREMELY POTENTIAL.

~~**SOMETIMES EXTREMELY FRUSTRATING.**~~

OFTENTIMES

OH THAT WAS "BUSINESSY"... :-)



**KEY SUCCESS FACTOR:
BALANCING COLLABORATION AND
HEALTHY CONFLICT.**

COLLABORATION

**working together
to produce
something that
one person could
not have produced
on their own.**



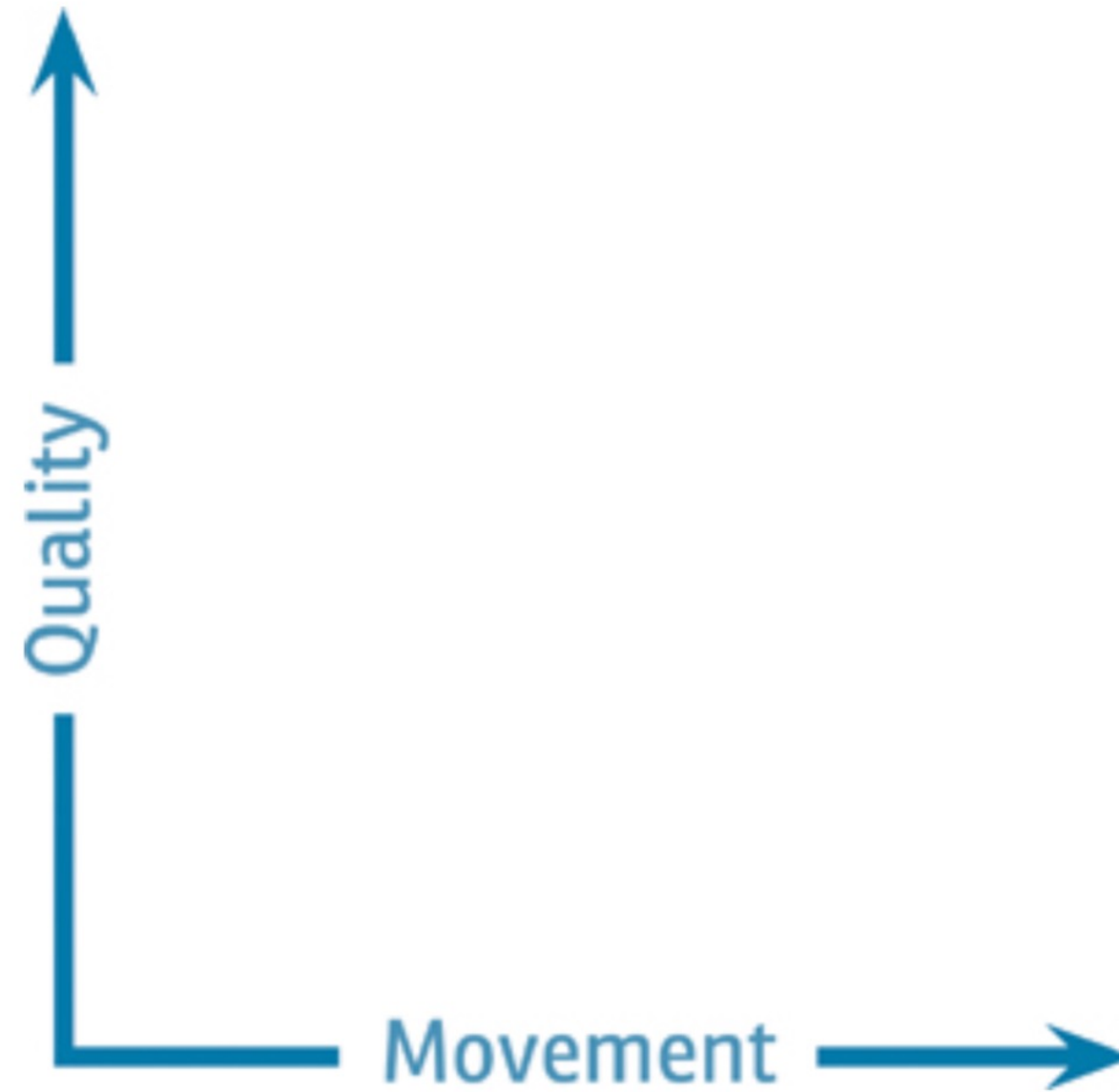
CONFLICT

**allows
design teams
to become
aligned in their
under-
standing.**

**– “YEAH, BUT WE GET ALONG SO WELL,
WE DON’T HAVE TO CONFLICT!”**

– Ok, but consider following...

THE INEVITABILITY OF CONFLICT IN DESIGN PROCESS



Decisions made by the design team must do two things, then. A design decision must

- **Be good.** It meets the goals of the project, for example.
- **Move the project forward.** The decision brings the conclusion of the project into greater focus, further clarifying the product definition.



**”SETTLE THIS ARGUMENT THROUGH
CONFLICT, WE MUST.”**

HOW TO CONFLICT IN A HEALTHY WAY?

MY INNER DESIGNER SOLVING
OPEN & COMPLEX PROBLEMS... :-)



REFRAMING DECISION MAKING:

**FROM SHARED AGREEMENT
TO SHARED UNDERSTANDING.**

”A shared understanding is crucial for both design quality and moving the design process forward.

To seek shared understanding on these answers, team members conflict.

It’s that conflict that allows them to acknowledge their lack of alignment and to work together to achieve a shared understanding.”

SEEKING UNDERSTANDING: ASK QUESTIONS!

Questions about Quality
Do you know how this decision addresses project goals?
Do you know how this decision can help improve the design?
Can you explain how the decision is appropriate to the project?
Does this decision take the design outside the project's boundaries or constraints?

SEEKING UNDERSTANDING: ASK QUESTIONS!

Questions about Quality	Questions about Movement
Do you know how this decision addresses project goals?	Do you know how this moves the project forward?
Do you know how this decision can help improve the design?	Do you know what to do next?
Can you explain how the decision is appropriate to the project?	Do you know how this decision will enable (or impede) your next task?
Does this decision take the design outside the project's boundaries or constraints?	Do you know how this decision moves the project closer to success?

SEEKING UNDERSTANDING: DISENTANGLE CONTENT AND METHODS

Aspect of Decision	Required Understanding	Implication
Content	Clarity	Not everyone is going to agree with every decision (“creative differences”) but team members need to be clear on the content of the decision.
Method	Alignment	Not everyone needs to agree on how the decision will be made, but they do need to understand the method being used and how they contribute to it.

OK. BUT WE ARE NOT ROBOTS.

Designer's greatest challenge:

Conflict is good for design, but pointless arguing is counterproductive.

The occasional productive conversation isn't worth it if no one wants to work with you.

Healthy conflict moves projects forward by building momentum or contributing to quality—or, hopefully, both.

Vs

Unhealthy conflict yields no progress on the project, no better design solution. It just creates winners and losers.

**Unhealthy conflict is easy to recognize. It
is **personal**.**

**Unhealthy conflict is not always
"attacking" type. It can be also about
"reacting to every decision as if there is
some veiled implication."**

**So unhealthy conflict should be avoided.
But we are humans, so mistakes happen.**

Remember to say sorry.

AND

**Note that unhealthy conflict can be a
signal of potentially healthy conflict!**

RECONIZING UNHEALTHY CONFLICT AND MAKING IT HEALTHY

RECONIZING UNHEALTHY CONFLICT AND MAKING IT HEALTHY

The statement...	...tries to...
"This sucks."	Undermine the designer's self-confidence.
"This is clearly above you."	Elevate the speaker over other members of the team.
"You're so disorganized."	Deflect attention from the design challenge.
"I told you how to prioritize the requirements."	Deflect attention away from the speaker's shortcomings.

RECONIZING UNHEALTHY CONFLICT AND MAKING IT HEALTHY

The statement...	...tries to...	It could...	...by saying...
"This sucks."	Undermine the designer's self-confidence.	Help the team zero in on a design direction.	"Help me understand some of the decisions you made."
"This is clearly above you."	Elevate the speaker over other members of the team.	Simplify the scope of the task or assignment.	"Seems like you're spinning. Which parts can I help with?"
"You're so disorganized."	Deflect attention from the design challenge.	Help the team prioritize tasks.	"Are you having trouble prioritizing?"
"I told you how to prioritize the requirements."	Deflect attention away from the speaker's shortcomings.	Align the team's understanding of the design problem.	"How did you interpret the priorities I gave you? Let's make sure we're on the same page."

SUMMARY

SUMMARIZED:

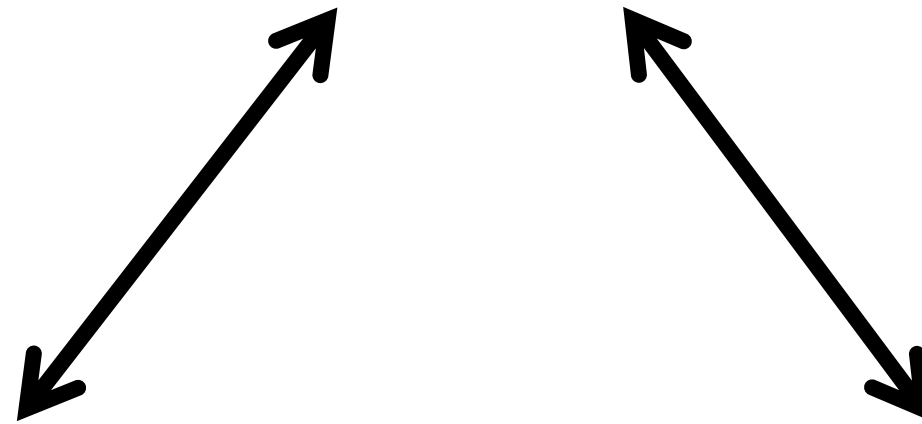
**THROUGH CONFLICT,
TEAMS BRING THE BEST
OUT OF EACH OTHER...**

**...pushing each other toward better
design concepts while dovetailing each
other's strengths and weaknesses to hit
project goals.**

Q&A

WORKSHOP

PERSONAL CHARACTERISTICS



**DESIGN
SITUATIONS
WHICH INVOLVE
CONFLICT**



**TEAM'S
CONFLICT
RESOLVING
PATTERNS**

TASK 1: INDIVIDUAL WORK (15min)

- **What makes you a uniquely valuable contributor to the design team?**
- **What holds you back: what prevents you from achieving the design-related goals?**

TASK 1: INDIVIDUAL WORK (15min)

- What makes you a uniquely valuable contributor to the design team?
- What holds you back: what prevents you from achieving the design-related goals?
- To facilitate your self-analysis, you can reflect the material I will give to you. E.g., how do you personally position between the extremes in these areas:

A go getter	vs	Patience of a saint
Unable to define	vs	Jumping into conclusions
Dogmatic	vs	Complaisant
Cheerleader	vs	Critic
Abstraction maven	vs	Reality wizard
Dedicated	vs	Diversified

**NOTE: THERE ARE NO RIGHTS OR WRONGS
BUT THE TEAM MUST BE AWARE OF THEIR DIVERSITY.**

BREAK

TASK 2. TEAMWORK (20min)

- **Discuss the results of the task 1 in the team.**
- **How do you benefit from diversity? Write down your thoughts.**

TASK 3. TEAMWORK: DESIGN SITUATIONS AND SHARED UNDERSTANDING (30min)

- You are given a set of conflict situations in design process.

Pick 2-4 situations.

Example criteria for selection: 1) the situation is interesting, 2) you have a case related to the situation, 3) you will possibly face such situation in your team...)

- Review the selected situations in detail from the material
- Then take situation at a time, and
 - Think how that scenario would materialize? How would the "storyline" go?
 - What kind of discussions there might be? Think the "unhealthy" and "healthy" way of discussing
 - How to build common understanding?

Example patterns (to inspire)

Empathize: Build understanding between people.

Involve: Engage people more directly in the project.

Redirect: Get people to focus on the right things.

Reframe: Use a different language to talk about the situation.

SUMMARY

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MORE INFORMATION

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