

Unlearning the Way We Work

Promoting Healthy Conflict to Foster Creativity.



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ELT CONSULTANCY & TRAINING



2020 MANAGEMENT IN LANGUAGE EDUCATION COURSE

starting March 27th



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Why are current procedures within our LTOs taken for granted as being best practice?



Task 1: Think about the current procedures for Day 1 in your LTOs?

Why are they so?

Could any of them be improved?

“Conflict is simply the energy created by the gap between what we want and what we’re experiencing,”

Nate Reiger

Why is avoiding conflict a mistake?

1. The best ideas do not come to the fore
2. Real issues and people’s feelings are not being dealt with
3. Small issues can become huge crises
4. We stop questioning and begin to take things for granted



‘Sometimes the hardest part of the job isn’t the work; it’s the people.’



What do you have? What do you need? What needs to change?

- Staffing
- Curriculum
- Staffing: Roles and numbers
- Training
- Statutory considerations
- Reporting mechanisms
- Communication structures
- Delegation
- Resources
- Appraisal and performance reviews
- Facilities monitoring
- Feedback mechanisms

- Substitution Policy
- CPD
- Formative & Summative Assessments
- External exams
- Resourcing
- Accommodation classes
- IT system
- SMS
- Disciplinary issues
- Handover & Guidelines
- Supplier relationships
- External Reporting



Some ground rules for promoting healthy conflict

1. It's built on the rules and code of ethics established as part of company culture. These must be built into your company's cultural DNA from day one on a foundation of trust and respect.
2. Team members must get away from finger-pointing and work toward perceiving, understanding, and respecting where others are coming from.
3. Everyone's opinions matter. They must be able to express them without fear of being bullied.
4. There must be an understanding that if you don't 'win' you must respect that and get on board with the opposition.
5. Healthy conflict and a culture that supports it go hand-in-hand. You really can't have one without the other.



How to promote healthy conflict - Compassion

From Middle English, borrowed from Old French compassion, from Ecclesiastical Latin compassio (“sympathy”), from Latin compati, past participle compassus (“to suffer together with”), from Latin com- (“together”) + pati (“to suffer”); see passion

Recognise that conflict:

- Doesn't need to be destructive.
- Should be leveraged rather than “managed” or “controlled.”
- Can be handled with compassion. Taking a compassionate approach could mean more—but healthier—conflict

Be more open. Empathize with others. Understand their motives, emotions and responses.

Ask “How are you doing with this transition?” Avoid “How did that make you feel?” as if others control their emotions. Take time to listen and then validate their feelings.

Be more resourceful. Avoid sharing your ideas first. Instead, ask others for their thoughts.

Disagree while respecting others' intentions

Be persistent. See things through with integrity and respect. Be clear about your expectations. Hold yourself and others accountable. Acknowledge when you make mistakes, and try to make it right




Task 2: In what ways does your LTO gather feedback?

How useful are these ways of getting feedback?



Do we reflect on and act on feedback?



Task 3: How do you give
feedback?

How do you like to receive
feedback?

**"ASKING STUDENTS
TO THINK ABOUT THEIR WORK
BEFORE RECEIVING FEEDBACK, SCRATCHES
UP THE 'SOIL' IN THEIR BRAIN
SO THE FEEDBACK
SEEDS HAVE A PLACE TO
SETTLE IN AND GROW. "**

- JAN CHAPPUIS -



How do we give feedback on Initial Teacher Training Courses?



Conflict can be GOOD?

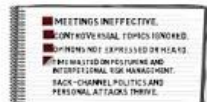
CONFLICT CAN BE A GOOD THING IF WE APPROPRIATELY ENGAGE IN IT.



THROUGH TACTFUL INTERVENTION IT CAN STRENGTHEN RELATIONSHIPS AND ADVANCE THE PURPOSES OF ORGANIZATIONS.



A CRASH COURSE ON EMBRACING HEALTHY CONFLICT
EXPLORE HEALTHY AND UNHEALTHY CONFLICT, VALUES OF ENGAGING UNHEALTHY CONFLICT, AND OUR TOOLS AND TECHNIQUES TO EFFECTIVELY



- PATRICK LENCIONI -

< The Five Dysfunctions of a Team >



FEAR OF CONFLICT



THIS IS NOT GOOD!!!
LEAD TO NO DECISION OR NO BUY-IN

NO WONDER WE AVOID THESE!

Conflict Avoidance

RESULT IN GREATER PROBLEMS AND COMPLICATIONS IN RELATIONSHIPS, PROCESSES, AND OUTCOMES. CAN CAUSE UNINTENDED CONSEQUENCES.

IT CARRIES A HIGH COST!



EVERY CONFLICT HAS WITHIN IT THE OPPORTUNITY FOR POSITIVE CHANGE!

Federal Viewpoint Survey:

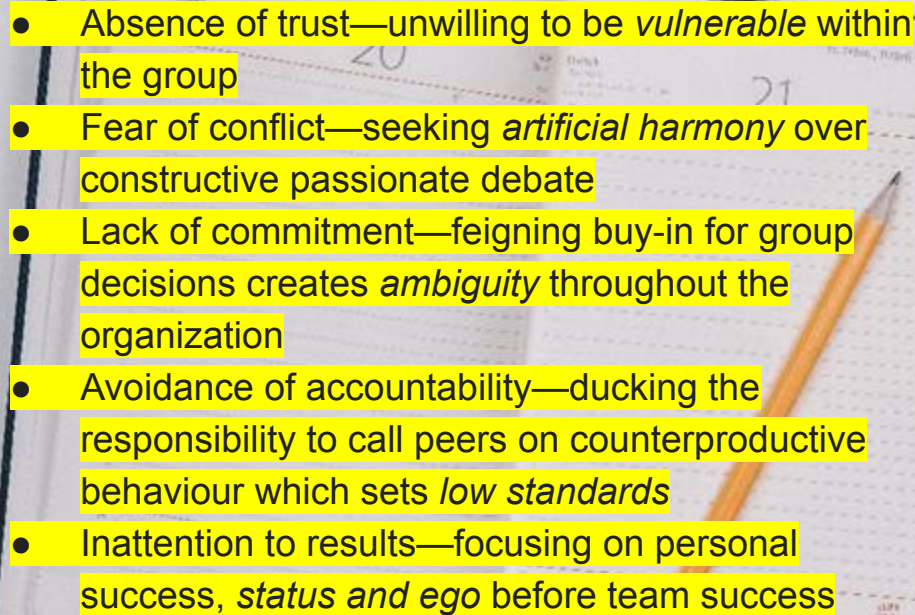
"...A CHALLENGE OF THE CONFLICT..."

ALL SIDES FOCUS ON THE ISSUES, NOT PERSONALITY STYLES OR OTHER PERSONAL ATTRIBUTES. CAREFULLY LISTEN AND ENGAGE IN ACTIVE DEBATE BASED ON FACTS.

Healthy Conflict can be good.

EMBRACING HEALTHY CONFLICT

LET'S LEARN AND PRACTICE IN THIS SAFE ENVIRONMENT!

- 
- Absence of trust—unwilling to be *vulnerable* within the group
 - Fear of conflict—seeking *artificial harmony* over constructive passionate debate
 - Lack of commitment—feigning buy-in for group decisions creates *ambiguity* throughout the organization
 - Avoidance of accountability—ducking the responsibility to call peers on counterproductive behaviour which sets *low standards*
 - Inattention to results—focusing on personal success, *status and ego* before team success

Patrick Lencioni - *The five dysfunctions of a team*



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How to put this into practice!

Healthy Debate vs. Unhealthy Conflict



Debate is HEALTHY

- 🌱 Opens up discussion
- 🌱 Clarifies problems or issues
- 🌱 Results in innovative ideas or solutions to problems
- 🌱 Builds cohesiveness once things have settled
- 🌱 Helps people develop & apply what has been learned

LEADS TO DISCOVERY!

Conflict is UNHEALTHY

- 💢 Gets personal
- 💢 Diverts focus from more important issues
- 💢 Divides people
- 💢 Destroys morale
- 💢 Produces irresponsible behavior

LEADS TO DAMAGE!





channelate.com

URL---

><http://www.channelate.com/2017/01/09/last-slice/> Bonus

Panel---

><http://www.channelate.com/ext/100170109/>

Task 4: Revisit a conflict that never happened:

- Why did you avoid it?
- What, if any, were the negative outcomes of avoidance?
- What could have been the positive outcomes of engaging in the conflict?



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CELT Teacher Training Course

Why are Initial Teacher Training
Courses structured the way they
are?

CELT TEACHER TRAINING COURSE (initial qualification) + **UNIVERSITY of CAMBRIDGE TKT CLIL** and **TKT YL** certification (NEW) & seasonal job placement following the course

**I FINISHED MY ONLINE
TRAINING !!!**

WHAT YEAR IS IT???

Why is there
no
structured
follow up?



Why is there an emphasis on watching your Peers teach?



Preparing for Conflict!

- 1. Rehearse & Script*
- 2. Do not apologise for your point of view*
- 3. Acknowledge you can't control other people's behaviour*
- 4. Escalate (slowly!)*
- 5. Choose your battles*
- 6. Superhero pose*

<https://www.youtube.com/watch?v=nPH1xRn03oQ>

Become part of the discussion about some of these issues

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