

## Strategies to Productively Orchestrate Conflict

Steps to Orchestrate Conflict	Guiding Questions
<b>1. Prepare</b>	<i>Where do we stand? What do people care about most? What do they fear?</i>
<b>2. Establish ground rules</b>	<i>How will we make it safe? How will we frame the issues? What new norms will we employ?</i>
<b>3. Get each view on the table</b>	<i>How will we invite cognitive diversity? What perspectives/angles do we need to consider?</i>
<b>4. Orchestrate the conflict</b>	<i>How can we articulate the competing perspectives? How will we manage the tension?</i>
<b>5. Encourage accepting and managing losses</b>	<i>How will we hold space for the losses we encounter? How will we address the likely rapid changes?</i>
<b>6. Generate and commit to experiments</b>	How will we leverage our successes? When will we showcase those? How will evaluate our experiments?
<b>7. Institute peer consulting</b>	How can we provide peer consulting to learn, analyze, and plan with each other?

Adapted from: Heifetz, R. A., Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard Business Press.