

# Chapter 10

## ENFORCER

How to Minimize and Manage Team  
Conflict

# Conflict is Inevitable: Deal with it!

- 3 Most likely situations you will have to deal with:
  - Confronting teammates who are not working as hard as they should be.
  - Confronting teammates who break team policies
  - Confronting teammates who are in conflict with coaches and/or other athletes

# Having the courage to confront

- "Confrontation is good. It simply means meeting the truth head-on."
  - Mike Krzyzewski , USA Basketball & Duke University Head Coach
- "You're never going to be the most popular guy on the team- especially since part of your job will be to deliver the occasional unpleasant message- so don't even bother to try. **It's respect you need, not popularity.**"
  - Joe Montana, San Francisco 49ers Quarterback

# Two Questions

- 1.) How important is it that I get what I want?
- 2.) How important is my relationship with the other person?

# What Type are You?

- Turtle = Avoiding
- Teddy Bear = Smoothing
- Shark = Competing
- Fox = Compromising
- Owl = Collaborating

# Six Steps for Resolving Conflict

- 1.) Define the problem
- 2.) Brainstorm possible solutions
- 3.) Evaluate possible solutions
- 4.) Decide on a solution
- 5.) Implement the solution
- 6.) Evaluate the success of the solution

# More Encouraging leads to less Enforcing

- 1.) Start by encouraging
- 2.) Move to reminding and refocusing
- 3.) Drawing the line - This is unacceptable
- 4.) Involve your coach

- Janssen, Jeff. *The Team Captain's Leadership Manual: The Complete Guide to Developing Team Leaders Whom Coaches Respect and Teammates Trust*. Cary, NC: Winning the Mental Game, 2004. Print.