



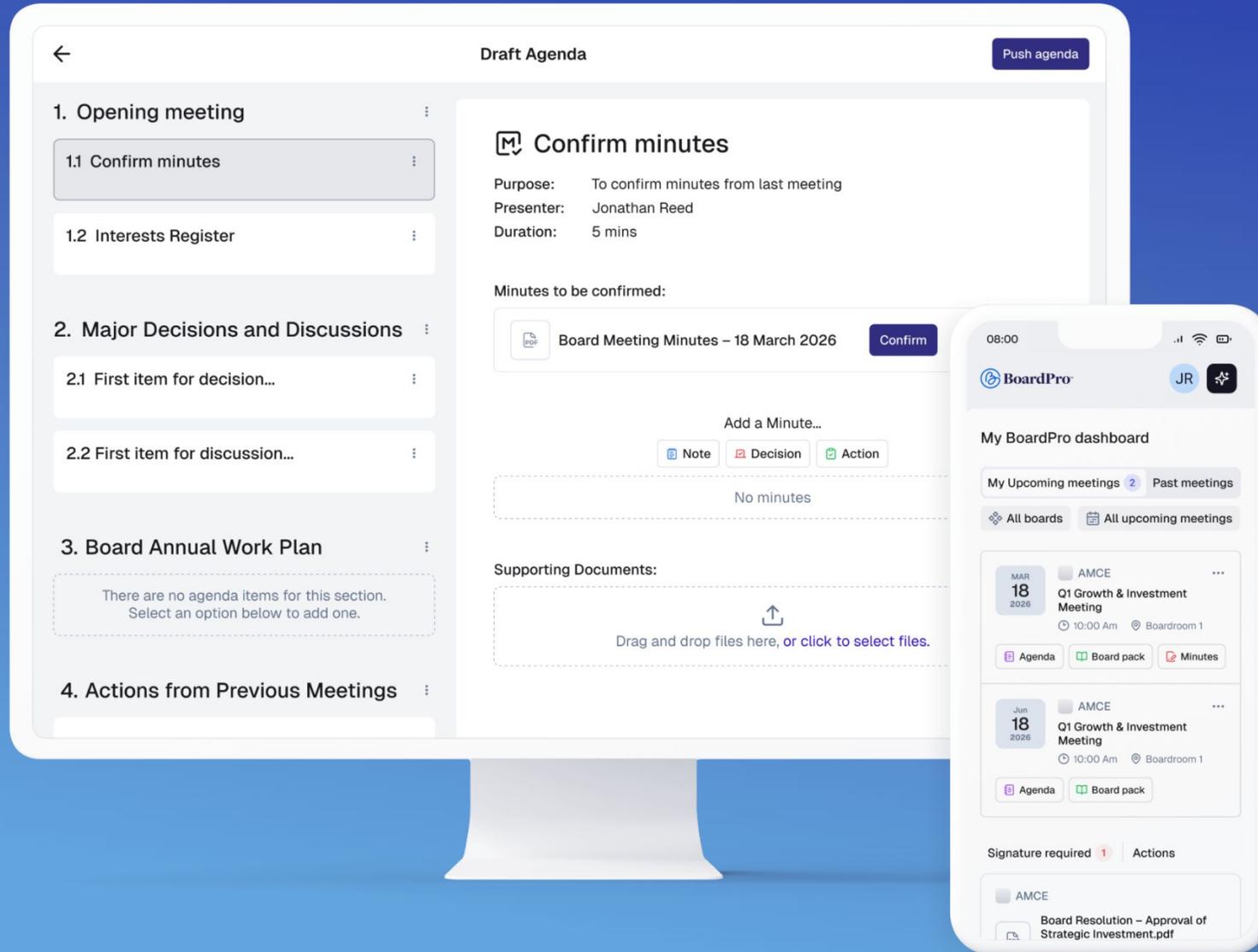
Webinar

Managing conflict in the boardroom

With Fiona McKenzie









**Making the fundamentals of
governance free and
easy to implement**



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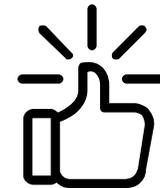
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Conflict on Boards

01

Conflict is essential for good governance.

It surfaces risks, tests assumptions and leads to better decisions.

02

Conflict becomes harmful when it turns personal.

When voices are drowned out, healthy challenge becomes toxic.

03

The goal isn't more or less conflict

It is the right kind of conflict, expressed in the right way, at the right time.



Conflict: Good or Bad?

We need LESS conflict when:

- ✓ We are speaking over each other
- ✓ It becomes personal
- ✓ We pressure others to give in
- ✓ It's about winning, not understanding
- ✓ We are re-litigating old grievances

We need MORE conflict when:

- ✓ We are not speaking up
- ✓ We are avoiding tension
- ✓ Assumptions need testing
- ✓ We are aligned too quickly
- ✓ The stakes are high

Boards **need more conflict** when the work requires deeper thinking.

Boards **need less conflict** when the people are getting in the way of the work.



Types of Conflicts





General Tips for Managing Unhealthy Conflict

Manage your own emotions

- ✓ Take your emotional temperature
- ✓ Pause before reacting
- ✓ Go to the balcony

01

De-escalate other people's emotions

- ✓ Listen "actively"
- ✓ Use mirroring
- ✓ Ask the right questions

02

Practical techniques in the moment

- ✓ Reframe from positions to interests
- ✓ Use curiosity as a disruptor
- ✓ Name the dynamic, not the person

03



Tips for the Governance Context

Task Conflict

Examples

- ✓ Timing and sequencing
- ✓ Risk appetite
- ✓ Process disagreements

Tips

- ✓ Clarify the decision and surface the underlying interests
- ✓ Slow the pace and separate facts from assumptions
- ✓ Structure the debate so all voices contribute





Tips for the Governance Context

Relationship Conflict

Examples

- ✓ Dominant personalities
- ✓ Perceived disrespect
- ✓ Defensive reactions

Tips

- ✓ Regulate your own emotional triggers before responding
- ✓ Acknowledge emotion and redirect from person to problem
- ✓ Name the dynamic early and reset the tone





Tips for the Governance Context

Values Conflict

Examples

- ✓ Mission vs commercial priorities
- ✓ Short-term vs long-term orientation
- ✓ Ethical thresholds

Tips

- ✓ Surface the values driving the disagreement
- ✓ Look for shared purpose or higher-order goals
- ✓ Distinguish what must be aligned from what can coexist





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273.	Product Webinar: New BoardPro feature - AI Search and Summarise	April 8
274.	The Importance of the Board Consent Agenda	April 9
275.	Your New Board Director Journey - Where do you start	April 16
276.	To pay or not to pay your directors	April 23



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