



# MANAGING CONFLICTING VIEWS

## CLUB POLICY DOCUMENT

### Managing Conflicting views

A club is made up of numerous people, each with their own unique viewpoints, beliefs, and attitudes. Ensuring that every member has a say, and that decisions and directions are made with the best interests of all club members in mind is a delicate balancing act. Club decision-making processes might encounter conflict for a variety of reasons. It is critical that we acknowledge that each member brings something unique to the club or decision, and that this can lead to conflict because everyone will contribute in a different way.

To help understand and work with each other, the following are examples of personality types and explains how generally they think and work. It is important to recognise that we may not all work in the same way however we need to work together to get the best results for our members. By understanding where clashes can occur between personality types and how other people may process and work will help with working together.

### Personal Values

*What are personal values?*

The Oxford dictionary defines 'values' as '*principles or standards of behaviour; one's judgement of what is important in life.*'

It's not just about things we might normally think of as 'values' like truth and honesty, but is also about the things we value, our priorities. Although they are generally shaped by parents and/or significant persons in a person's life, these are unique to each individual.

*Why do personal values matter?*

Identifying and understanding our personal values helps us to prioritise what is important to us and what we want to spend our time and energy on (and influence our goals). We will be better motivated to commit to and achieve goals based on or aligned with our personal values. Our values are an important element in providing a yardstick to how we judge the quality of our lives. If we live lives in keeping or alignment with the values we hold dear, then we are likely to be happier than if we don't.

*How personal values can cause conflict within a club?*

We all have our own values; they are who we are and reflect our past. Within a club environment people's dedication or the importance the club plays in their life will differ from one person to the next and this needs to be respected.

*Example:*

- Coach A feels they give 100%, they turn up to sessions 15 minutes early, have prepared their session, have a contingency plan, meet and greet swimmers as they arrive and are the last to leave.
- Coach B feels they give 100%, they turn up at the start of the session, they follow a prepared session and leave straight after the session.
- Coach A's values are very different from coach B's, Coach B does what the club has asked him/her to do they arrive deliver a session and leave they always turn up. Coach A could see this as coach B is not as dedicated as they are and can get frustrated by the fact they are doing more.

The issue is not that coach B is not pulling their weight or are not committed as much as coach A, the issue is they have different values and priorities within their lives. This is why having clear procedures and expectations of volunteers is important in helping reduce conflict it is also about individuals reflecting on their own values and accepting we are all different.



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### Personality Types

There are lots of tests that can be done, but one of the best recognised is the Myers-Briggs Type Indicator. This model presents a possible 16 different personality types that can exist. The table and graphic below use display in basic form the 16 personalities highlighted in the model.

<b>Analysts</b>	INTJ - Architect	INTP - Logician	ENTJ - Commander	ENTP - Debater
<b>Diplomats</b>	INFJ - Advocate	INFP - Mediator	ENFJ - Protagonist	ENFP - Campaigner
<b>Sentinels</b>	ISTJ - Logistician	ISFJ - Defender	ESTJ - Executive	ESFJ - Consul
<b>Explorers</b>	ISTP - Virtuoso	ISFP - Adventurer	ESTP - Entrepreneur	ESFP - Entertainer

<b>INTJ</b> INNOVATIVE, INDEPENDENT, STRATEGIC, LOGICAL, RESERVED, INSIGHTFUL. DRIVEN BY THEIR OWN ORIGINAL IDEAS TO ACHIEVE IMPROVEMENTS.	<b>INTP</b> INTELLECTUAL, LOGICAL, PRECISE, RESERVED, FLEXIBLE, IMAGINATIVE. ORIGINAL THINKERS WHO ENJOY SPECULATION AND CREATIVE PROBLEM SOLVING.	<b>ENTJ</b> STRATEGIC, LOGICAL, EFFICIENT, OUTGOING, AMBITIOUS, INDEPENDENT. EFFECTIVE ORGANIZERS OF PEOPLE AND LONG-RANGE PLANNERS.	<b>ENTP</b> INVENTIVE, ENTHUSIASTIC, STRATEGIC, ENTERPRISING, INQUISITIVE, VERSATILE. ENJOY NEW IDEAS AND CHALLENGES, VALUE INSPIRATION.
<b>INFJ</b> IDEALISTIC, ORGANIZED, INSIGHTFUL, DEPENDABLE, COMPASSIONATE, GENTLE. SEEK HARMONY AND COOPERATION; ENJOY INTELLECTUAL STIMULATION.	<b>INFP</b> SENSITIVE, CREATIVE, IDEALISTIC, PERCEPTIVE, CARING, LOYAL. VALUE INNER HARMONY AND PERSONAL GROWTH, FOCUS ON DREAMS AND POSSIBILITIES.	<b>ENFJ</b> CARING, ENTHUSIASTIC, IDEALISTIC, ORGANIZED, DIPLOMATIC, RESPONSIBLE. SKILLED COMMUNICATORS WHO VALUE CONNECTION WITH PEOPLE.	<b>ENFP</b> ENTHUSIASTIC, CREATIVE, SPONTANEOUS, OPTIMISTIC, SUPPORTIVE, PLAYFUL.. VALUE INSPIRATION, ENJOY STARTING NEW PROJECTS, SEE POTENTIAL IN OTHERS.
<b>ISTJ</b> RESPONSIBLE, SINCERE, ANALYTICAL, RESERVED, REALISTIC, SYSTEMATIC. HARDWORKING AND TRUSTWORTHY WITH SOUND PRACTICAL JUDGEMENT.	<b>ISFJ</b> WARM, CONSIDERATE, GENTLE, RESPONSIBLE, PRAGMATIC, THOROUGH. DEVOTED CARETAKERS WHO ENJOY BEING HELPFUL TO OTHERS.	<b>ESTJ</b> EFFICIENT, OUTGOING, ANALYTICAL, SYSTEMATIC, DEPENDABLE, REALISTIC. LIKE TO RUN THE SHOW AND GET THINGS DONE IN AN ORDERLY FASHION.	<b>ESFJ</b> FRIENDLY, OUTGOING, RELIABLE, CONSCIENTIOUS, ORGANIZED, PRACTICAL. SEEK TO BE HELPFUL AND PLEASE OTHERS, ENJOY BEING ACTIVE AND PRODUCTIVE.
<b>ISTP</b> ACTION-ORIENTED, LOGICAL, ANALYTICAL, SPONTANEOUS, RESERVED, INDEPENDENT. ENJOY ADVENTURE, SKILLED AT UNDERSTANDING THINGS.	<b>ISFP</b> GENTLE, SENSITIVE, NURTURING, HELPFUL, FLEXIBLE, REALISTIC. SEEK TO CREATE A PERSONAL ENVIRONMENT THAT IS BOTH BEAUTIFUL AND PRACTICAL.	<b>ESTP</b> OUTGOING, REALISTIC, ACTION-ORIENTED, CURIOUS, VERSATILE, SPONTANEOUS. PRAGMATIC PROBLEM SOLVERS AND SKILLFUL NEGOTIATORS.	<b>ESFP</b> PLAYFUL, ENTHUSIASTIC, FRIENDLY, SPONTANEOUS, TACTFUL, FLEXIBLE. HAVE A STRONG COMMON SENSE, ENJOY HELPING PEOPLE IN TANGIBLE WAYS.



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### Conflicts during a project

Everyone will operate differently when working on a project with a group of people, so it's critical that we can agree on methods for setting priorities and organising our workloads. This can occur as demonstrated by the scenario that follows, which contrasts the significance of the relationships within the group with the importance of accomplishing the goal.

The work at hand will determine which is more important: the relationship or the result. It does help if people see it from others' point of view. Those who have the relationship as high priority are more likely to agree with others even if they disagree so there is no conflict but is this the best outcome for the club?

