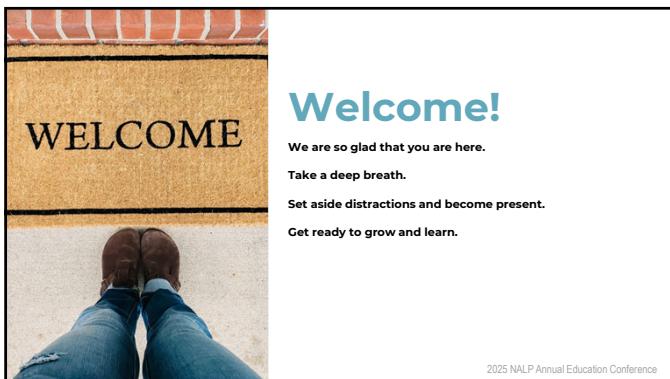




1



2



3



Why Embrace Conflict?

For you, what is a "conflict"?

What are some reasons you *would* want to avoid a conflict when it arises?

What are some reasons you *wouldn't* want to avoid a conflict when it arises?

2025 NALP Annual Education Conference

4

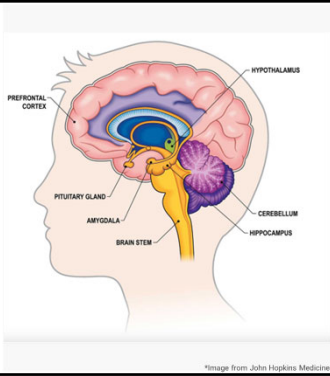
"Knowing yourself is the beginning of all wisdom."

ARISTOTLE

2025 NALP Annual Education Conference

5





*Image from Johns Hopkins Medicine

6

The Fight, Flight, Freeze, Fawn Stress Responses

Response	Description
Fight	Aggressive response
Flight	Running away
Freeze	Remaining still and quiet
Fawn	Attempting to please

2025 NALP Annual Education Conference 7

7

Stress Responses & Conflict

Fight

- Attacking
- Controlling
- Yelling
- Threatening
- Labeling

Flight

- Avoidance
- Gossip
- Tolerate underperformance
- Create workarounds
- Masking through sarcasm, sugar-coating
- Withdrawing



*Social Conversations

2025 NALP Annual Education Conference 8

8



What's your conflict style under stress?

Question 1

In order to get my point across, I sometimes exaggerate my side of the argument.

Question 2

Rather than tell people exactly what I think, I sometimes rely on jokes, sarcasm, or snide remarks to let them know I'm frustrated.

Question 3

When I'm stunned by a comment, sometimes I say things that others might take as forceful or attacking, like "give me a break" or "that's ridiculous!"

Question 4

I have put off returning phone calls or emails because I didn't want to deal with the person who sent them.

*Social Conversations

2025 NALP Annual Education Conference 9

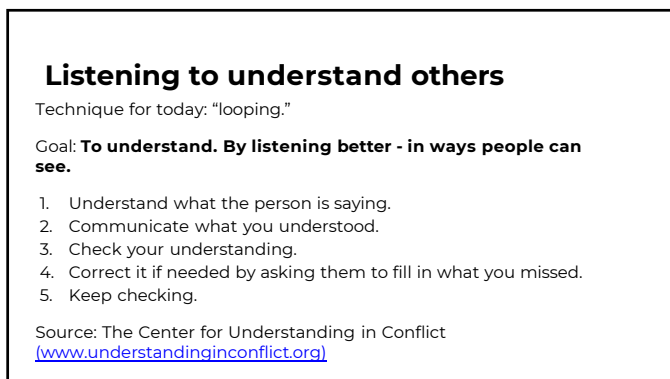
9



10



11



12

Looping steps:

Focus on understanding the speaker. Distill what you heard and repeat it back.

Check your understanding.
["Did I get that?"]

If no: "What did I miss?"

If yes: "Is there anything else?"

Repeat until the speaker feels fully understood.

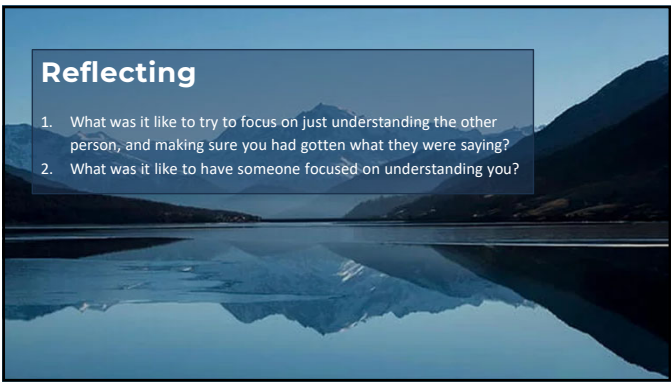
Conversation:

When you are stressed/in conflict, how does that come up in your body?

13

Reflecting

1. What was it like to try to focus on just understanding the other person, and making sure you had gotten what they were saying?
2. What was it like to have someone focused on understanding you?



14



15

Looping steps:

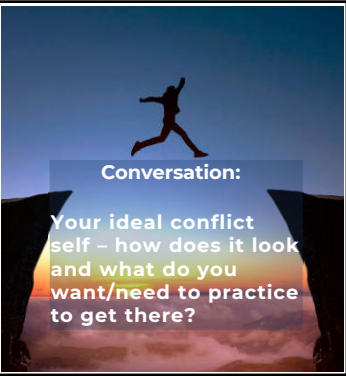
Focus on understanding the speaker. Distill what you heard and repeat it back.

Check your understanding.
["Did I get that?"]

If no: "What did I miss?"

If yes: "Is there anything else?"

Repeat until the speaker feels fully understood.



16

Reflections? Questions?

Takeaways?



2025 NALP Annual Education Conference

17

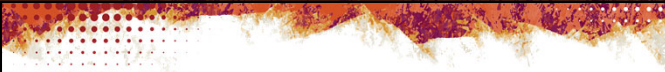
Resources

- Crucial Conversations by Patterson, Grenny, McMillan, Switzler (2012)
- Crucial Conversations Self Assessment
https://cruciallearning.com/blog/under-stand-assessment/?id=CRUCQwle-gHtCOASBAJIDuawCOWWC36y9fE04q2CUL5EOx3d9WwQnKp0K3PGX-15Qq9TaaAnytALw_xeB
- Difficult Conversations, by Stone, Patton, Heen (2010)
- What Does Fight, Flight, Freeze, Fawn Mean?
<https://www.understandmentalhealth.com/what-does-fight-flight-freeze-fawn-mean>

- Keep Your Lizard, Mouse, & Monkey in Mind
<https://cruciallearning.com/blog/keep-your-lizard-mouse-and-monkey-in-mind>
- Center for Understanding in Conflict
<https://centerforunderstanding.org/>
- USIP Conflict Styles Assessment
https://www.usip.org/sites/default/files/2017-04/USIP%20Conflict%20Assessment_01.pdf

2025 NALP Annual Education Conference

18



Contact Information

- **Melanie Rowen**
Legal Talent Manager
Latham & Watkins
Melanie.Rowen@lw.com
- **Andrea Lindemann Gilliam**
Coach & Trainer
Andrea Gilliam Consulting
202-768-7105
andrea@andregilliam.com
www.andregilliam.com
www.linkedin.com/in/andregilliam

2025 NALP Annual Education Conference

19



Thank You



20
