

Case Study 3

Finance Director: [avoiding conflict](#)

Professional, tolerant and thoughtful, a Finance Director avoided conflict by not drawing attention to negative opinions or emotions in himself and others. He concentrated on the 'facts' of a situation, even when someone was testing his patience. As a result he was seen as repeatedly avoiding tackling important issues; as time went on, he risked losing the support of the Board.

He needed to find a way to feel more comfortable about dealing with the emotionally-charged situations that he found so unpalatable. He needed to turn his analytical prowess towards the emotional backdrop of situations before he could become more successful at dealing skilfully with conflict.