



## Luxury of Unresolved Conflict

By Dr. Stacy Feiner

Published in Crain's Cleveland Business March 2020

Joe called on Monday, the 1st day his company enforced the remote work guidelines. He explained that he and his CFO had had a low-grade conflict for months leading up to the crisis, and now with this crisis, it's just not working: "Stacy, he said, "I need you to get me back on good footing with my CFO. He's short with me and none of our conversations are productive."

Here is what we accomplished in five sessions: we **resolved** the conflict, **rallied** the team, and **moved** forward with a plan:

**Session 1:** I discovered the hurt feelings beneath the conflict that, by now, the CFO was too embarrassed to admit. Because the original misunderstanding was never resolved, it snowballed into something too big for the him to fix on his own.

**Session 2:** I coached the CEO and CFO through a tough conversation that got right into the crux of where the relationship had broken down by helping both men find the precise words to express their feelings and their professional expectations. I brought their relationship back together by allowing both men to acknowledge and forgive. Here, they agreed there were no more hurt feelings!

**Session 3:** We hammered out the hundreds of smaller conflicts that had accumulated in the meantime, and now in a state of crisis, were preventing the whole team from rallying together. The insights that came to light here allowed the men to take responsibility together which reaffirmed their relationship. Here, they agreed to have each other's back.



**STACY FEINER, PsyD**

CEO of Feiner Enterprises

Business Psychologist

216-315-3155

[stacy@stacyfeiner.com](mailto:stacy@stacyfeiner.com)

[www.stacyfeiner.com](http://www.stacyfeiner.com)

**Session 4:** The CEO and CFO came with a ton of energy and ready to move forward with a plan for the team. But first I coached them to realize that the team was harboring hurt feeling of their own, as their ability to be effective all this time had been compromised. Here, we planned a team meeting.

**Session 5:** I facilitated a team meeting where the CEO and CFO acknowledged the negative impact their conflict had on the team. In the team discussion that ensued everyone agreed to move forward together. We promptly created the agenda for their next team meeting: (1) leader updates per department, (2) identify and prioritize mission-critical functions; (3) prioritize people issues to tackle, and (4) review financial reserves. My next step was to assemble a Virtual Board with elite specialists for high level problem-solving.

Right now, is a great time to resolve lingering conflict. Everyone is motivated to power through this crisis together. A business psychologist is uniquely equipped to coach team to achieve goals faster with better results. I will strengthen the interpersonal dynamics of your management team, families in business, partnerships, boards, investor groups. The stakes are high and the luxury of unresolved conflict is no longer.



## ABOUT THE AUTHOR

*“When you start a conversation with Stacy, prepare to be engaged.”*

Dr. Stacy Feiner is CEO of Feiner Enterprises and a business psychologist. Stacy’s distinctive coaching method brings psychology and the responsibilities of leadership to the forefront of business, so owners get the results they want faster. Her approach improves complex dynamics within owner-operated companies, family businesses, management teams, and boards. Stacy’s latest book is *Talent Mindset: The Business Owner’s Guide to Building Bench Strength*.