



BRIDGING THE GAP 2025:

Conflict:

How to Make it Work for the
Mission

*Lisa Pinto, SPHR, SHRM-SCP
Senior Director of Human Resources
Archdiocese of Miami*



TOPICS FOR EXPLORATION

- 1. What does the Church say about Conflict?**
- 2. Occasions of Conflict**
- 3. Stages of Conflict**
- 4. Addressing Conflict**
- 5. Leadership's Role in Conflict**
- 6. Establishing a Path Forward**



THE CHURCH ON CONFLICT

“ Do not think that I have come to bring peace upon the earth. I have come to bring not peace but the sword.

For I have come to set / a man 'against his father, / a daughter against her mother, / and a daughter-in-law against her mother-in-law; / and one's enemies will be those of his household.' ”

-- Matthew 10:34-36

The Reality

Where do the wars and where do the conflicts among you come from? Is it not from your passions* that make war within your members?^a ...

“God resists the proud,
but gives grace to the humble.”*

-- James 4: 1,6

The Necessary Disposition

“The ecclesial method for resolving conflict is based on dialogue made of careful and patient listening and on discernment undertaken in the light of the Holy Spirit.”

-- Pope Francis during his General Audience on Wednesday morning of October 23, 2019.

The Methodology

The image shows the coat of arms of the University of the South Pacific on the left side. It features a shield with a palm tree, a cross, and wavy lines representing water. Above the shield is a crest with a cross and a crown. The text 'OCCASIONS OF CONFLICT' is written in large, blue, bold letters at the top, with a reflection effect below it.

OCCASIONS OF CONFLICT

Differences not understood or appreciated

Misunderstandings not addressed, simmering

Actions by one party that offend another party

Jealousies (ref. James 4)

What else?



STAGES OF CONFLICT

- 1. Differences become apparent and begin to escalate**
- 2. Escalation leads one party to consult, seek assistance**
- 3. Escalation leads to hardening; factions form around the parties**
- 4. Parties harden and refuse to take a step toward resolution and reconciliation**

The image features a partial view of the United Arab Emirates coat of arms on the left side. It includes the golden crown (kumma) with a cross, a hand holding a sword, a palm tree, and a yellow cross on a blue background. The main title 'ADDRESSING CONFLICT' is centered at the top in a large, blue, sans-serif font with a reflection effect below it.

ADDRESSING CONFLICT

- 1. Differences become apparent and begin to escalate**
→→→ *Leader Response: Monitor, redirect*
- 2. Escalation leads one party to consult, seek assistance**
→→→ *Leader Response: Coach party on how to address*
- 3. Escalation leads to hardening; factions form around the parties**
→→→ *Leader Response: 3rd –Party Mediation*
- 4. Parties harden and refuse to take a step toward resolution and reconciliation**
→→→ *Leader Response: Take the decision and act to resolve the conflict*



ADDRESSING CONFLICT

Dispositions to cultivate and adopt:

- † *Humility (Sir. 3:17-20)*
- † *Intellectual honesty*
- † *What am I not seeing? (Identify the source(s))*
- † *Good will toward opposing party (Who is my neighbor?)*
- † *Repentance (Expression of sorrow and determination to make amends; Confession)*
- † *Willingness to give up something (Sacrificial)*



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Humility (Sir. 3:17-20) ?*

†

†

†

†

†



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Intellectual honesty ?*

†

†

†

†

†



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *What am I not seeing? (Identify the source(s)) ?*

†

†

†

†

†

ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Good will toward opposing party (Who is my neighbor?)*

†

†

†

†

†



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express

...

† *Repentance (Expression of sorrow and determination to make amends) ?*

†

†

†

†

†



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Willingness to give up something (Sacrificial) ?*

†

†

†

†

†

ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Willingness to give up something (Sacrificial) ?*

†

†

†

†

†



ADDRESSING CONFLICT: DIALOGUE

Communication Skills to Express and Reinforce each disposition: How do I express ...

† *Willingness to give up something (Sacrificial) ?*

†

†

†

†

†

The image features a partial view of the United Arab Emirates coat of arms on the left side. It includes the golden crown (kumma) with a cross, a palm tree, and a yellow cross on a blue background. The main title is in large, blue, bold, sans-serif font with a reflection effect below it.

LEADER'S ROLE IN MANAGING OR RESOLVING CONFLICT

- 1. Differences become apparent and begin to escalate**
→→→ *Leader Response: Monitor, redirect*
- 2. Escalation leads one party to consult, seek assistance**
→→→ *Leader Response: Coach party on how to address*
- 3. Escalation leads to hardening; factions form around the parties**
→→→ *Leader Response: 3rd -Party Mediation*
- 4. Parties harden and refuse to take a step toward resolution and reconciliation**
→→→ *Leader Response: Take the decision and act to resolve the conflict*



ESTABLISHING A PATH FORWARD

“The ecclesial method for resolving conflict is based on dialogue made of careful and patient listening and on discernment undertaken in the light of the Holy Spirit.”

-- *Pope Francis during his General Audience on Wednesday morning of October 23, 2019.*

Regular Meetings / Touchpoints

1. Structured
2. Agenda submit issues to Meeting Leader
3. Prayer to open and close
4. Minutes (tactful)
5. Celebrations



CONFLICT: HOW TO MAKE IT WORK FOR THE MISSION

QUESTIONS?

