

# Conflict management

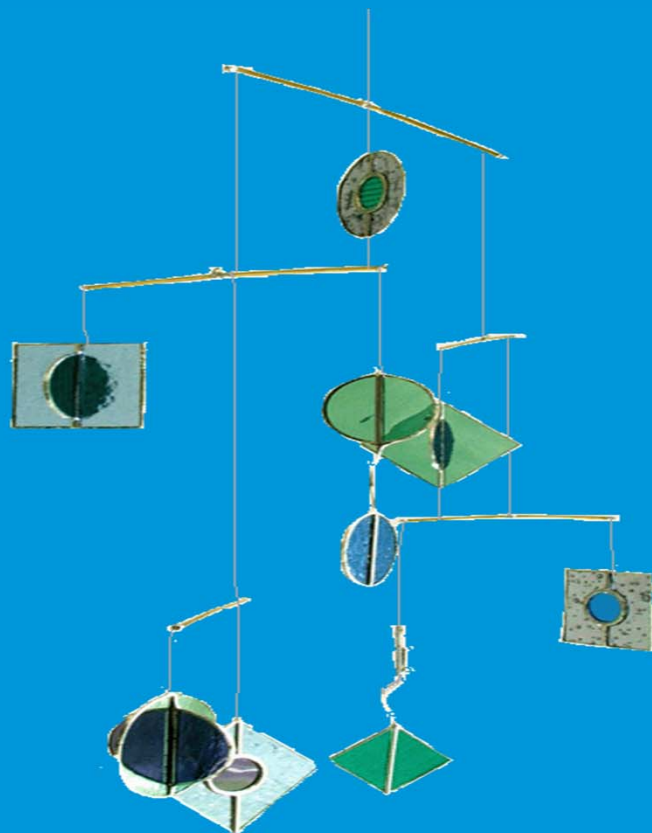


Jóhann Ingi Gunnarsson,  
psychologist



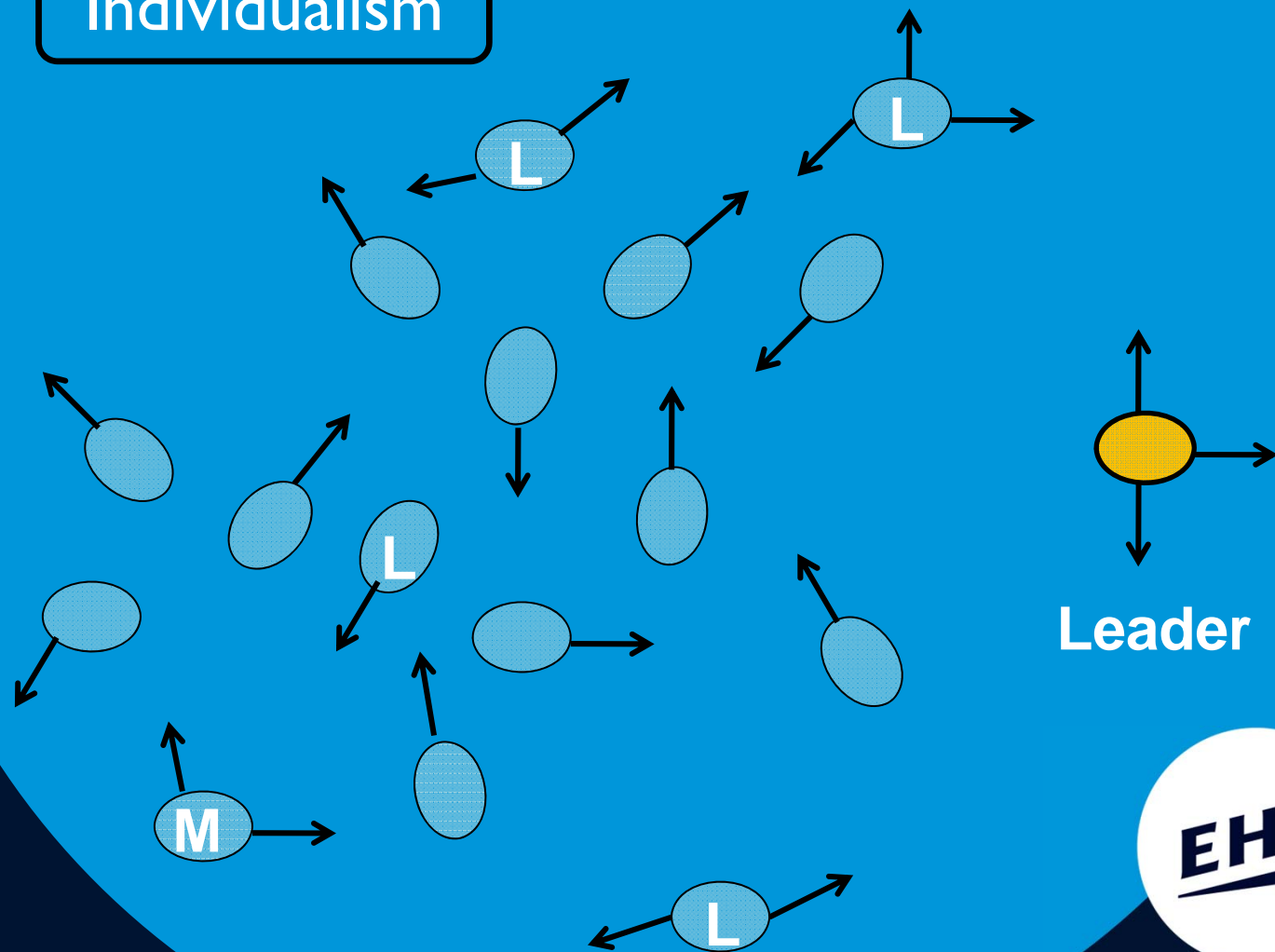
EUROPEAN HANDBALL  
FEDERATION

# Mobile



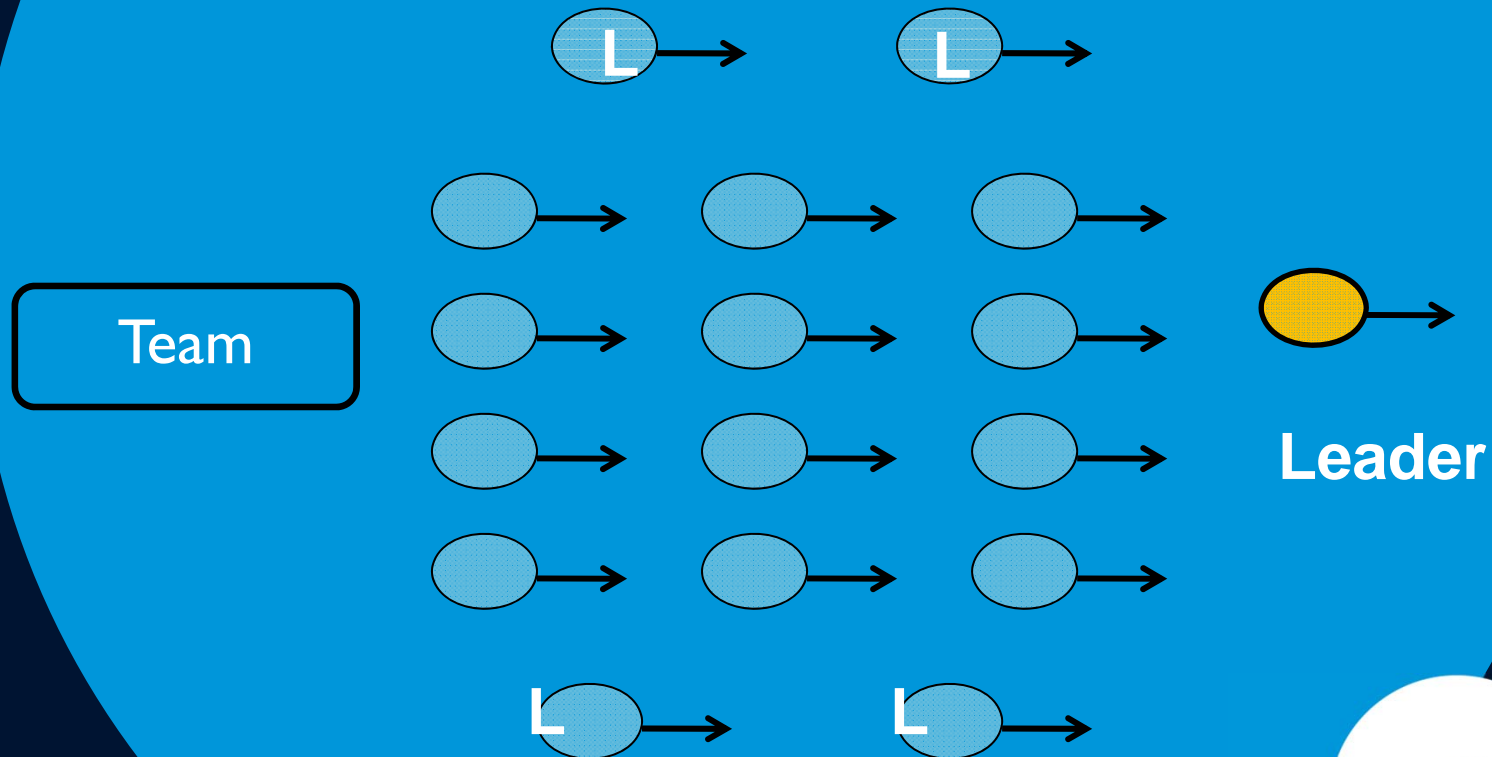
EUROPEAN HANDBALL  
FEDERATION

Individualism



EUROPEAN HANDBALL  
FEDERATION

# Unity is very important



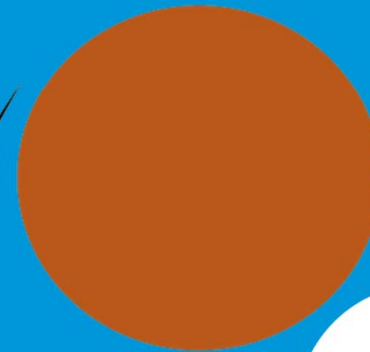
Two are better than one  
if they work as one!



EUROPEAN HANDBALL  
FEDERATION



**Attack  
the issue  
(not the person)**



**EUROPEAN HANDBALL  
FEDERATION**

# Conflict

- Conflict is an unavoidable part of sports and life
  - Conflict can be useful
- Working through conflict is an important step towards excellence
- Conflict needs to be managed



EUROPEAN HANDBALL  
FEDERATION

# Possible conflicts in a team

- Too little playing time
- Displeasure with role in the team
- Coping with hierarchy in the team
  - Prima donnas
- Groups within the team



EUROPEAN HANDBALL  
FEDERATION

# Eng and Chang



EUROPEAN HANDBALL  
FEDERATION

# Members of trusting teams

- Admit weaknesses and mistakes
  - Ask for help
  - Take risks in offering feedback and assistance



EUROPEAN HANDBALL  
FEDERATION

# Teams that engage in constructive conflict

- Extract and exploit ideas of all team members
- Solve real problems quickly
- Put critical topics on the table for discussion



EUROPEAN HANDBALL  
FEDERATION

# Full individual commitment

- Create clarity around direction and priorities
- Develop the ability to learn from mistakes
  - Someone who never makes mistakes often doesn't make anything
- Change direction and move forward without hesitation
  - Keep up the standard



EUROPEAN HANDBALL  
FEDERATION

# Holding each other accountable

- Rule nr. 1 – I start by looking at myself
  - Responsibility – both individually and collectively
  - Ensure that poor performers feel pressure to improve
  - Identify potential problems by questioning one another's approaches



EUROPEAN HANDBALL  
FEDERATION

# Focus on team results

- Retain players with achievement-oriented mindset
- Minimize individualistic behavior
- Love to win and hate to lose
- Avoid distractions



EUROPEAN HANDBALL  
FEDERATION

# The importance of core values

- Unity
- Fighting spirit – never give up!
  - Will to win
- Positiveness
- Trust



EUROPEAN HANDBALL  
FEDERATION



**Successful mentality**

# Preparations for the 2008 Olympics

Players role and performance evaluation:

- Each player opens up about how he sees his role in the team in front of the other players
- The player evaluates (in %) his performance in pre-season and what he intends to improve on



EUROPEAN HANDBALL  
FEDERATION

# Preparations for the 2008 Olympics

## Performance evaluation:

Player 1:

**80%**

**Be more vocal**

**Be more active**

**Improve on defence**

**Be a key player – both  
offensively and defensively**

Player 2:

**70%**

**Keep better focus**

**Be more positive**

**Backtrack more quickly**

**Improve defensively**

**Be able to play multiple  
positions**



**EUROPEAN HANDBALL  
FEDERATION**

# The 3 C's



I'm:

- Cool
- Concentrated
- Confident



EUROPEAN HANDBALL  
FEDERATION

# Conflict management

Getting through adversity (crisis)

is an opportunity to grow

- as an individual and as a team!



EUROPEAN HANDBALL  
FEDERATION

# Conflict management

- Focus on finding the opportunities in every situation (including conflict/crisis)
- Show the face your team needs to see
  - Create an atmosphere of honesty.

Admitting a mistake is not a weakness,  
it's a strength (...and the coach  
leads by example)

- Having fun helps reduce  
pressure



EUROPEAN HANDBALL  
FEDERATION

# Conflict management

*We choose to stick together*  
...or to fall apart



EUROPEAN HANDBALL  
FEDERATION

“ What I enjoy the most about handball is the forgetfulness; forgetting yourself and your worries“



Ólafur Stefánsson



EUROPEAN HANDBALL  
FEDERATION

# Conflict management

- "As a player, if I was not in the mood I could just do my thing 100%. I didn't have to relate to the guys or anything"
- "As a coach you don't have that option. You have to vibrate, you have to be happier than those guys, you have to show passion, show urgency, show that you believe in what you're doing"
- "It's a great thing - it takes you further as a person"



EUROPEAN HANDBALL  
FEDERATION