



ACHIEVE
CENTRE FOR LEADERSHIP

PowerPoint Slides for
On-Demand Webinar

Conflict Resolution Skills

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WE BELIEVE THAT EVERYONE SHOULD BE ABLE TO LIKE WHERE THEY WORK.

WORKSHOP GOALS

- To help you understand conflict in its many layers
- To give you some simple tools for effectively handling conflict

ACHIEVE BELIEVES

- Conflict is inherent within relationships
- Conflict can be constructive
- Conflict can be destructive
- Our “reaction” to conflict is important
- Most people are reasonable people

CONFLICT DEFINITIONS

- Conflict is:
 - A struggle between opposing side(s)
 - Difference + tension

ISSUES THAT INFLAME CONFLICT

- Breach of trust
- Miscommunication
- Lack of clarity in role expectations
- Increase of stress
- Lack of skills
- Different cultural assumptions
- Workplace romance

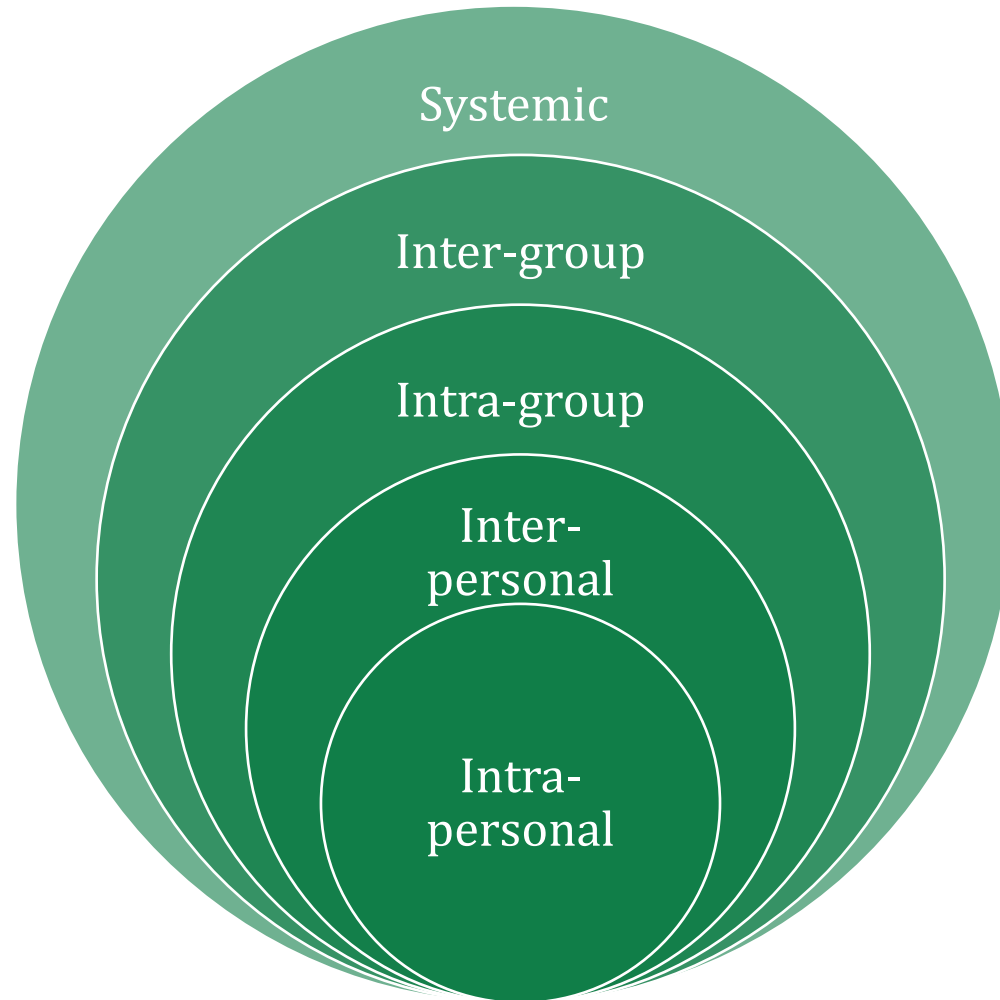
THREE MAJOR SOURCES OF CONFLICT

1. Miscommunication
2. Disagreement
3. Personal conflict resolution styles

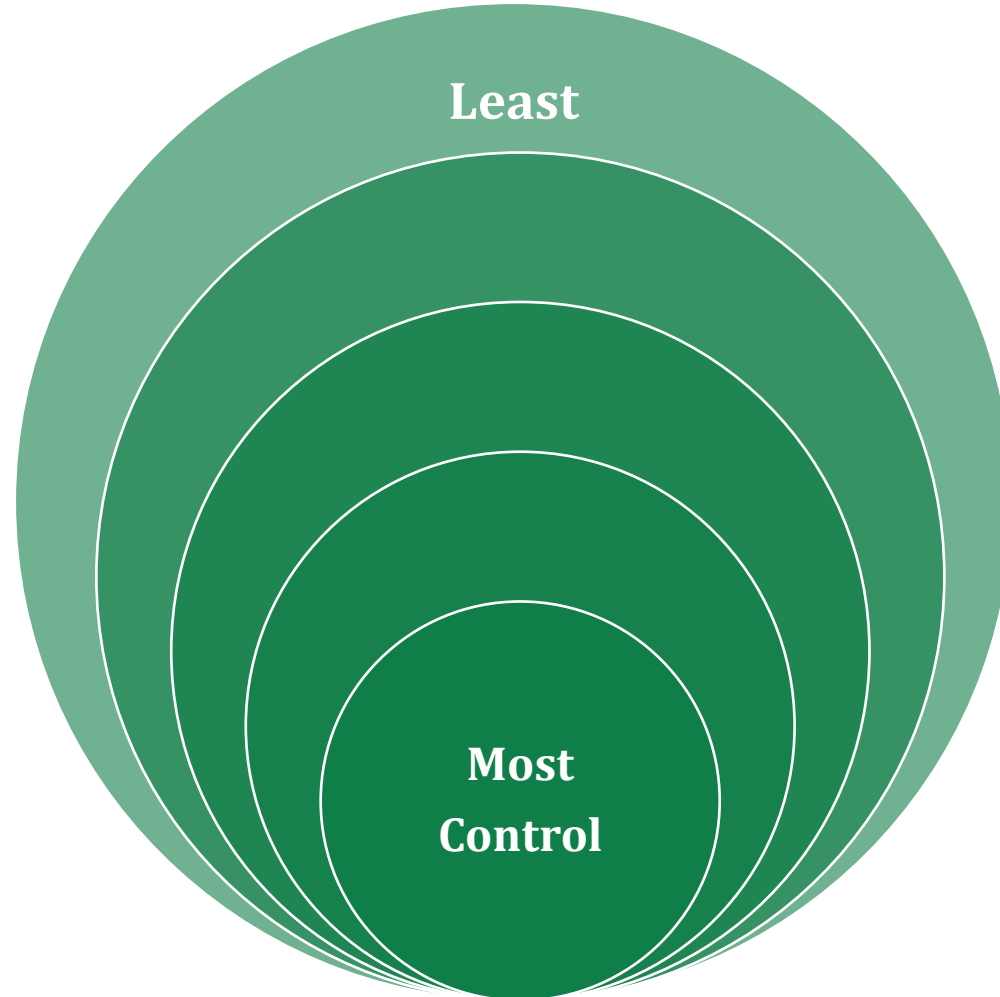
COSTS OF POORLY MANAGED CONFLICT

- Unhappy and unproductive employees
- Frustrated employers
- Increased health care cost
- Increased absenteeism

SPHERES OF CONFLICT



WHERE DO YOU EXPEND YOUR ENERGY?



CONFLICT ESCALATION

Stage 1 Problem Solving

Stage 2 Personal Antagonism

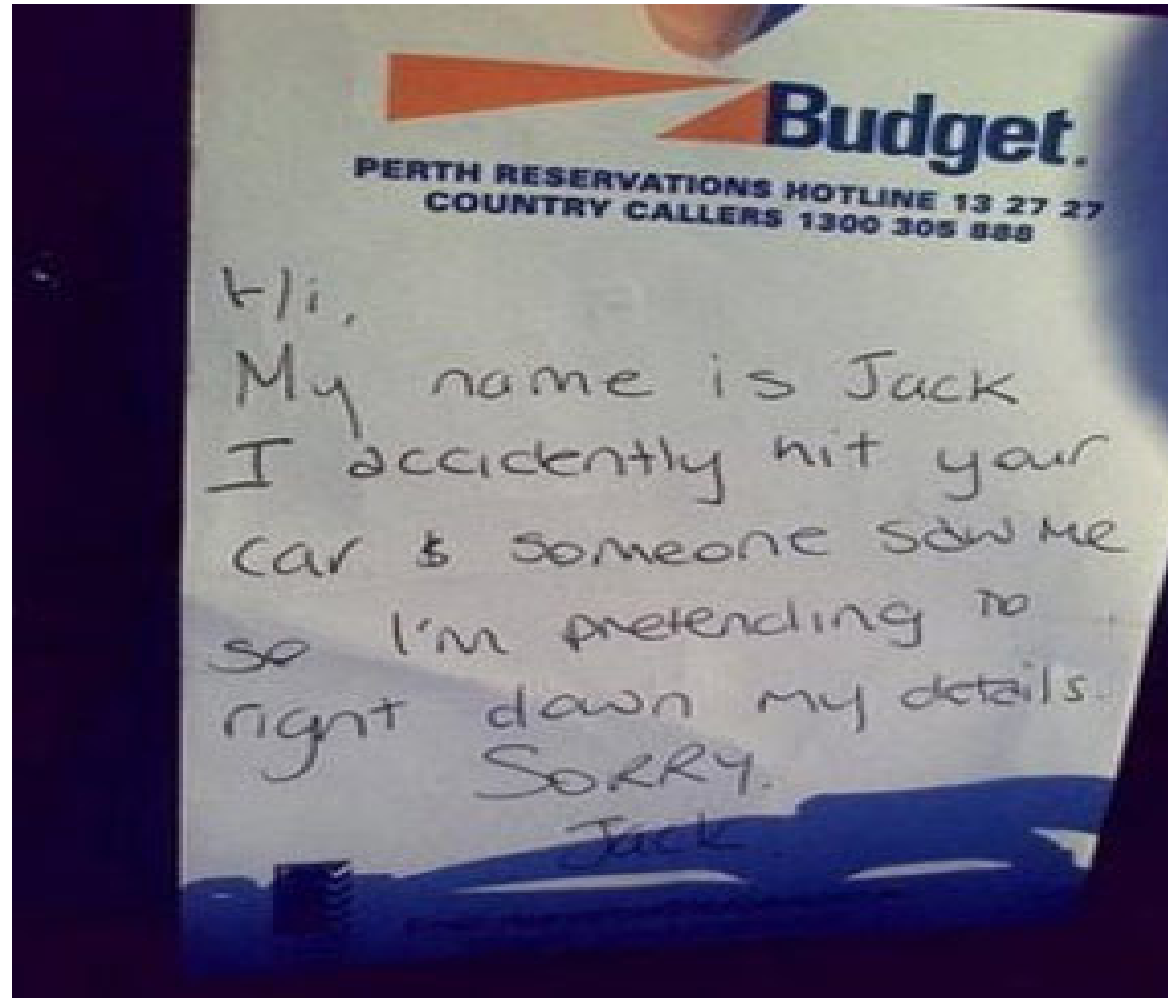
Stage 3 Issue Multiplication

Stage 4 Triangulation

Stage 5 Polarization/Hostility

Stage 6 Change in Structure

THE POWER OF ASSUMPTION



PRIVATE

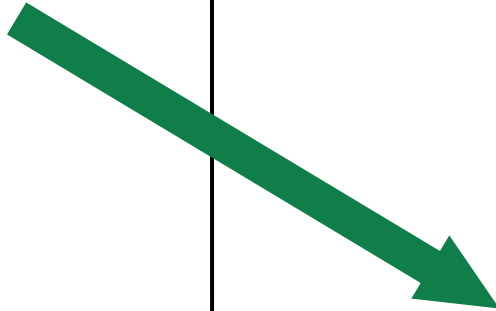
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INTENT

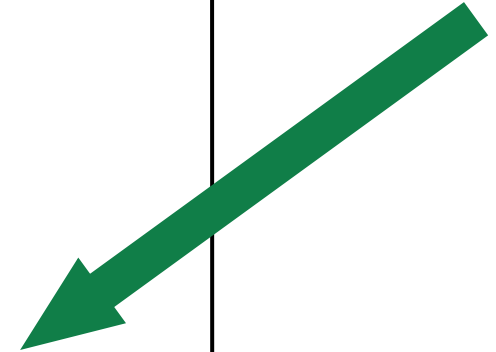


ASSUMPTION

EFFECT



ACTION



INTENTION CHECK

1. Describe the **action**
2. Ask about their **intention**
3. Listen
4. Describe the **effect** (if necessary)

DESCRIBING EFFECT WITH “I” STATEMENTS

- When you _____
- I feel/get _____
- because I _____

- Optional: And what I'd like is _____

POSITIONS AND INTERESTS

Definitions:

- **Issue:** The problem about which we disagree
- **Position:** What will solve the problem
- **Interests:** What motivates us to take our position

QUESTIONS TO FIND INTERESTS

- What do you **hope** will happen if we do it that way?
- What are you **afraid** might go wrong?
- What are your **concerns** about this position?
- What are you **assuming** will happen if we do it that way?
- What is **important** to you about that?

TOP 10 INTERESTS

1. Fairness
2. Respect
3. Safety
4. Efficiency
5. Happiness
6. Justice
7. Learning
8. Professionalism
9. Reputation
10. Being responsible

SUMMARY: POSITIONS AND INTERESTS

- **Positions**

- Focus on differences
- Pull us apart
- Cause us to get stuck




- **Interests**

- Focus on shared goals
- Bring us together
- Allow us to move beyond the conflict

THE INTEREST CHECK

- Name the **issue** you are trying to solve
- Ask about **interests**
- Share your interests, and point out common interests
- Ask, “What possible **solutions** meet as many of our interests as possible?”

THE THREE APPROACHES

- | | | |
|------------|---|--------------|
| I. Drop it |  | Ignore/Avoid |
| II. Later |  | Indirect |
| III. Now |  | Direct |

THE DIAMOND RULE

**“Do unto others as they would
have done unto them.”**

THE STYLE CHECK

Option A

- Explain the three conflict styles and ask about preference
- Share with them your style preference
- Try to communicate in ways that work for the other

THE STYLE CHECK

Option B

- Try to mirror the other person's style
- Seek a constructive path when talking
- Note style differences to the other person, if helpful

SKILLS FOR RESOLUTION

- Validating
- Questioning
- Paraphrasing
- Attending to body language
- Acknowledging your part

VALIDATING

- Communicating that the other person's experience is normal or okay:
 - E.g., "Anger is normal in a situation like this."
- It's **not** saying, "I know how you feel."

QUESTIONING

- Closed Questions start with:
 - Did you, would you, could you, can you, will you
- Open Questions start with:
 - What, how (and why)

PARAPHRASING

- Rule of 4 F's applies:
 - Feelings first, facts follow
- Because if you understand how I feel about something, then I can move on.

ATTENDING TO BODY LANGUAGE

Pay attention to:

- Posture
- Gestures
- Personal space
- Alertness
- Eye contact

ACKNOWLEDGING YOUR PART

- Ask yourself:
 - What is my part to take responsibility for?
 - What can I apologize for?

STAYING CALM IN CONFLICT

- Anger, fear, and anxiety are natural responses in the heat of conflict. Not only do our words and thoughts reflect this, our bodies also react.
- Let us take charge of our responses so we are centred and focused.

RESOLUTION PROCESS

A

- Analyze the Conflict

B

- Build Understanding

C

- Create Solutions

D

- Define Details

A RESOLUTION PROCESS

Analyze the Conflict

Prepare yourself to:

- Acknowledge your part
- Listen
- Seek common ground

A RESOLUTION PROCESS

Build Understanding

- State your positive purpose
- Find a time to talk
- Invite them to share first
- Share your perspective

A RESOLUTION PROCESS

Create Solutions

- Work through issues
- Focus on interests
- Utilize brainstorming
- Summarize progress

A RESOLUTION PROCESS

Define Details

- Work out the details of any agreement
- Discuss the future
- Thank them

ADDITIONAL EVENTS & RESOURCES

- Other Public Workshops
- On-Location Training
- Live and On-Demand Webinars
- Blog Articles
- Free Monthly Webinar

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