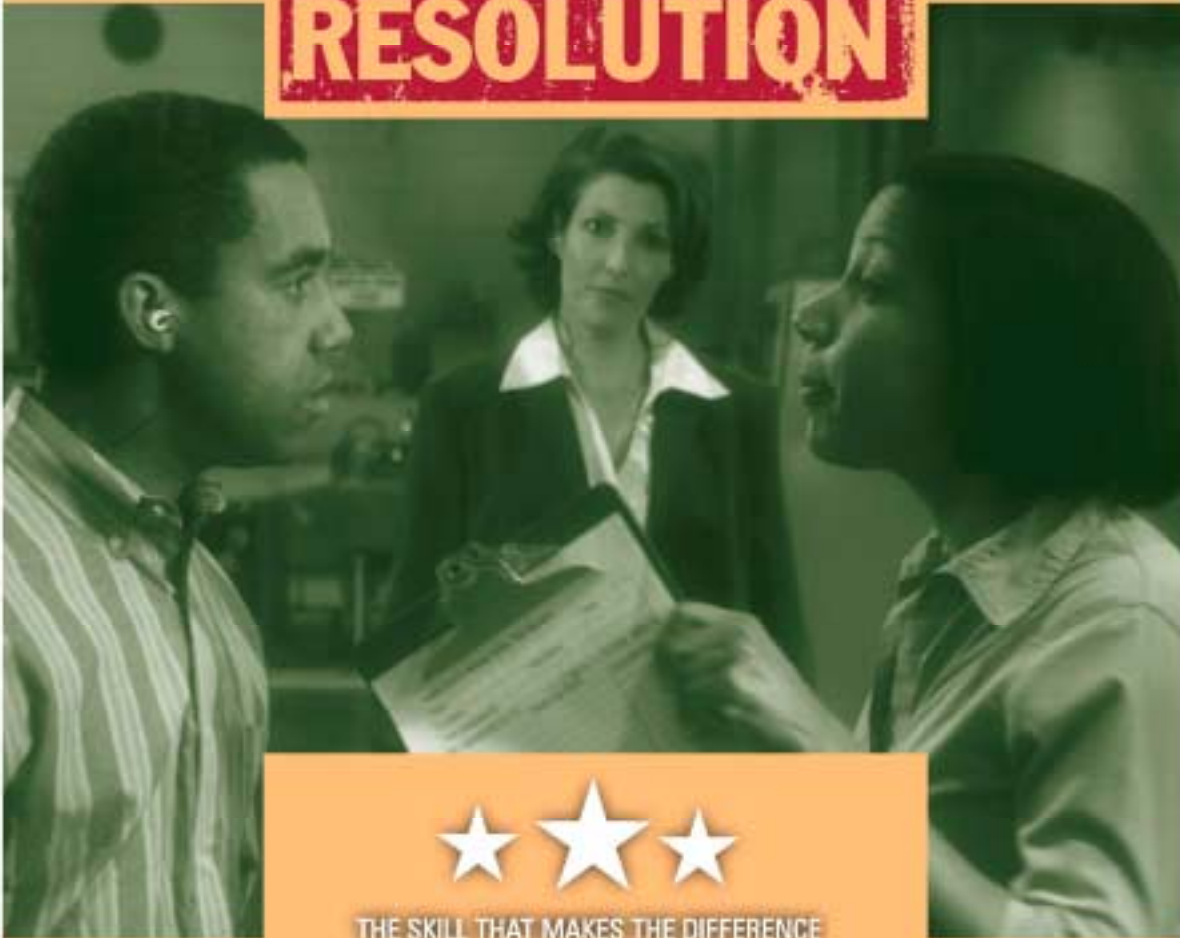


# CONFLICT RESOLUTION



THE SKILL THAT MAKES THE DIFFERENCE

**Instructor's Guide**

**EDGE**Training  
*systems inc.*

By Tony Iyob

Copyright © 2007, Edge Training Systems, Inc.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior permission of the publisher.




Published by: Edge Training Systems, Inc., 491 Southlake Boulevard, Richmond, VA 23236  
800-476-1405, [www.edgetraining.com](http://www.edgetraining.com)


---


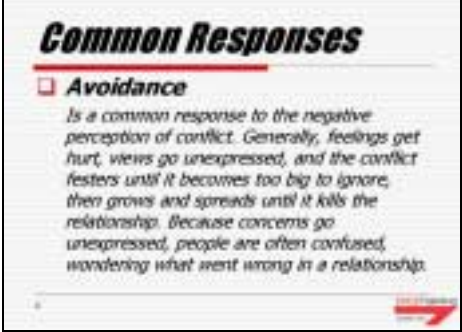

*Conflict Resolution*  
*The Skill That Makes The Difference*  
*Instructor's Guide*

---

<b>Purpose:</b>	This course is designed to help participants become better managers of conflict so that they can build productive relationships in the workplace. Participants have an opportunity to learn and develop their conflict resolution skills in a variety of different ways. Participants will have the opportunity to experience effective conflict resolution skills through a variety of learning models, including theory, practice and experiential learning activities.
<b>Audience:</b>	This class is designed for employees at all levels of development.
<b>Class Size:</b>	Approximately 8 to 24 participants.
<b>Prerequisite Material:</b>	None.
<b>Materials/ Equipment:</b>	The following materials are recommended for this course: <ul style="list-style-type: none"><li>♦ Video: Edge "Conflict Resolution"</li><li>♦ Flipchart stand and paper or dry erase board</li><li>♦ Notepaper, Pens, Highlighters</li><li>♦ Tent cards or name tags</li><li>♦ Edge Conflict Resolution Participant Materials, PowerPoint &amp; Projector</li></ul>
<b>Organization:</b>	The instructor's guide is designed to be used with the supporting Participant Course Book.
<b>Duration:</b>	3 to 4 hours. The exercises in this Course Book are designed to allow the instructor to tailor the curriculum to fit specific class needs. Some exercises teach the same skills in slightly different ways. Depending on time allotment and participant needs, instructors may wish to omit certain exercises. Additionally, certain exercises can be expanded to include individual, partner, small group or whole class options.




<p><b>Slide 1</b></p>	 <p><b>Conflict Resolution</b></p> <p><i>The Skill That Makes The Difference</i></p>	<p>Welcome the group to the Conflict Resolution Class.</p> <p><b>2 Minutes</b></p>
<p><b>Slide 2</b></p>	 <p><b>Course Agenda</b></p> <ul style="list-style-type: none"> <li>➤ Welcome &amp; Introductions</li> <li>➤ Identifying Conflicts</li> <li>➤ Opportunities With Conflict</li> <li>➤ Process Of Conflict Resolution</li> <li>➤ Resolving Conflict With Others</li> <li>➤ Summary/Debrief</li> </ul>	<p>Cover the agenda, distribute &amp; explain participant workbooks.</p> <p>Link the topic to the prior workshop and elements of the leadership template.</p> <p><b>2 Minutes</b> <b>Page #1</b></p>
<p><b>Slide 3</b></p>	 <p><b>Course Objectives</b></p> <p><i>After Today's Session, You Will Be Able To...</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Discover How To Respond To Conflict</li> <li><input type="checkbox"/> Learn How To Meet Confrontations Head-On</li> <li><input type="checkbox"/> Effectively Respond To Negativity In Others</li> <li><input type="checkbox"/> Turn Differences Into Opportunities</li> <li><input type="checkbox"/> Communicate Your Way To Resolution</li> <li><input type="checkbox"/> Demonstrate The Ability To Resolve Conflict</li> </ul>	<p>Cover the course objectives</p> <p>Explain to participants that this class will require participation from everyone</p> <p><b>2 Minutes</b> <b>Page #2</b></p>

<p><b>Slide 4</b></p>	<p><b><u>Definition Of Conflict</u></b></p> <p><i>Simply Put</i></p> <p><i>Conflict Is Two Or More Differing Points Of View</i></p> 	<p>Ask the group what their definition of conflict is, then show this slide. Cover points such as, conflict is never easy, learning to disagree and working through conflict is an important interpersonal skill.</p> <p><b>4 Minutes</b> <b>Page #3</b></p>
<p><b>Slide 5</b></p>	<p><b><u>What Causes Conflict?</u></b></p> <p><i>Split Into Two Groups</i></p> <p><i>At Your Flip Charts</i></p> <p><i>List The Causes Of Conflict</i></p> <p><i>Be Prepared To Report Out Your Responses To The Group</i></p>	<p>Split the group into 2 groups, and assign each group a flip chart.</p> <p>Have participant's flip chart their responses to the causes of conflict. When complete, debrief by covering each point.</p> <p>Some responses may include, miscommunication, inability to change, too competitive, differing points of view, etc.</p> <p><b>10 Minutes</b></p>
<p><b>Slide 6</b></p>	<p><b><u>Self Assessment</u></b></p> <p><i>Dealing With Our Emotions</i></p> <p><i>A Self-Assessment</i></p> <p><i>Take A Moment To Complete The Self-Assessment On Page #4</i></p>	<p>Direct participants to complete the self-assessment, dealing with our emotions.</p> <p><b>10 Minutes</b> <b>Page #4</b></p>

<p>Slide 7</p>		<p>Explain that you will be discussing 5 common responses to Conflict</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>
<p>Slide 8</p>		<p>Explain Avoidance</p> <p>self-assessment page 4 items #1 &amp; #2 are linked to the avoidance response</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>
<p>Slide 9</p>		<p>Explain Accommodate</p> <p>self-assessment page 4 items #3 &amp; #4 are linked to the accommodate response</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>






<p>Slide 10</p>	<p><b>Common Responses</b></p> <p><input type="checkbox"/> <b>Compromise</b></p> <p><i>Is an approach which people gain and give in a series of tradeoffs. While suitable, compromise is generally not satisfying. We each remain shaped by our individual perceptions and don't necessarily understand the other side very well. We often retain a lack of trust and avoid risk-taking involved in more collaborative behaviors.</i></p>	<p>Explain Compromise</p> <p>self-assessment page 4 items #5 &amp; #6 are linked to the compromise response</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>
<p>Slide 11</p>	<p><b>Common Responses</b></p> <p><input type="checkbox"/> <b>Competition</b></p> <p><i>Is a style in which one's own needs are advocated over the needs of others. It's an aggressive style of communication, with low regard for future relationships, and the exercise of coercive power. This style tend to seek control over a discussion. They fear that loss of such control will result in solutions that fail to meet their needs.</i></p>	<p>Explain Competition</p> <p>self-assessment page 4 items #7 &amp; #8 are linked to the competition response</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>
<p>Slide 12</p>	<p><b>Common Responses</b></p> <p><input type="checkbox"/> <b>Collaboration</b></p> <p><i>Is the combining of individual needs and goals toward a common goal. Often called "win-win," collaboration requires communication and cooperation in order to achieve a better solution than either individual could have achieved alone. It offers the chance for consensus, and the potential to exceed "possibilities".</i></p>	<p>Explain Collaboration</p> <p>self-assessment page 4 items #9 &amp; #10 are linked to the collaboration response</p> <p>Discuss core values / what happens to us when someone moves your core values?</p>




<p><b>Slide 13</b></p>	<p><b><u>Your Conflict Situations</u></b>  <i>Think About Conflict Situations That You Are Currently Facing</i>  <b>Break Into Groups</b>  <b>Flip Chart Your Responses</b></p> 	<p>Have participants flip chart their current conflict situations, and keep them posted on the wall.</p> <p>Explain we will be using these later in the workshop to resolve real life conflict scenarios.</p> <p><b>10 Minutes</b>  <b>Page #5</b></p> <p><i>Option for facilitator to ask;</i>  <i>What ? ( ... ) really “sets me off at work”</i>  <i>What ? ( ... ) really “sets me off at home”</i></p>
<p><b>Slide 14</b></p>	<p><b><u>Your Conflict Situations</u></b>  <i>Using Your Conflict Situations Choose One To Solve</i>  <b>How Will You Respond?</b>  <b>What Will Be The Outcome?</b>  <i>Be Prepared To Report Out To The Group</i></p> 	<p>Pair up participants and have them pick one situation from the list they just created. As a pair, have them work to solve the conflict.</p> <p>Have them enter their responses on page #5.</p> <p><b>10 Minutes</b>  <b>Page #5</b></p>
<p><b>Slide 15</b></p>	<p><b><u>Conflict Resolution</u></b>  <i>As You Watch The Video</i>  <i>Take Note Of The Guidelines For Resolving Conflict</i></p> 	<p>Introduce the video, “Conflict Resolution”. Have participants take notes on page #6.</p> <p><b>16 Minutes</b>  <b>Page #6</b></p>





<p><b>Slide 16</b></p>	<p><b>Video Debrief</b></p> <p><b>Guidelines For Conflict Resolution</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Encourage Others to Explain Their Side</li> <li><input type="checkbox"/> Listen To Understand, Not Respond</li> <li><input type="checkbox"/> State Your Understanding</li> <li><input type="checkbox"/> Build On The Other Person's Position</li> <li><input type="checkbox"/> Explain Your Own Position</li> <li><input type="checkbox"/> Focus On Creative Solutions</li> </ul>	<p>Debrief the video by recapping the guidelines for conflict resolution.</p> <p>Have participants report out what they learned from the video.</p> <p><b>5 Minutes</b> <b>Page #7</b></p> <p><i>Option for facilitator to talk about core values How do conflict situations really make you feel? Can you describe the vision or outcome you would like to see happen? How would you describe that to a person you are having a conflict with?</i></p>
<p><b>Slide 17</b></p>	<p><b>Time For A Break</b></p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;"> <p><small>Separate The People From The Problem Focus On Interests, Not Positions Invent Options For Mutual Gain Start By Using Objective Criteria</small></p> </div> <div style="border: 1px solid black; padding: 2px;"> <p><small>Encourage Others to Explain Their Side Listen To Understand, Not Respond Build On The Other Person's Position Explain Your Own Position Focus On Creative Solutions</small></p> </div> </div>	<p><b>Break</b> <b>15 Minutes</b></p>
<p><b>Slide 18</b></p>	<p><b>Conflict Scenario Practice</b></p> <p><b>Pair Up With A Partner</b></p> <p><b>Read The Scenarios And Draft Your Responses Using The Guidelines On Page #7</b></p> <div style="border: 1px solid black; padding: 2px;"> <p><small>Encourage Others to Explain Their Side Listen To Understand, Not Respond Build On The Other Person's Position Explain Your Own Position Focus On Creative Solutions</small></p> </div>	<p>After reviewing the guidelines for resolving conflict, direct participants to the practice scenarios on page #8, #9 and #10.</p> <p>Have participants pair up with a partner, discuss and role play the scenarios using the guidelines for conflict resolution.</p> <p>After the role plays, have participants report out to the group and debrief each resolution.</p> <p><b>15 Minutes</b> <b>Page #8, #9 &amp; #10</b></p>

<p><b>Slide 19</b></p>	<p><b><u>Benefits Of Conflict</u></b></p> <p><i>Conflict Can Be A Positive Occurrence</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Conflicts can lead to better, more effective, communications and relationships</li> <li><input type="checkbox"/> Conflict can be a catalyst in creating innovative and creative solutions to existing problems</li> <li><input type="checkbox"/> Conflict can bring us new ways of thinking about all that we do and about everyone we work with</li> <li><input type="checkbox"/> Conflict can allow important issues to become more visible so they may be resolved</li> </ul>	<p>Discuss the benefits of conflict. Explain even though we may not like conflict, you can find benefits from conflict.</p> <p><b>5 Minutes</b> <b>Page #11</b></p> <p><i>Option for facilitator to discuss</i> <i>Think of a conflict as an opportunity to coach. Discuss the best coaches you have known – why were they so great?</i> <i>Without the courage to be confronted we do not demonstrate leadership</i></p> <p><i>Without being willing to act and confront others in an effective non-accusatory manner we do not demonstrate effective leadership.</i></p>
<p><b>Slide 20</b></p>	<p><b><u>Conflict Opportunities</u></b></p> <p><i>When Managed Effectively, Conflict Can Be A Positive Occurrence</i></p> <p><i>In Your Table Groups, Discuss Past Conflicts And Describe Opportunities That Created Value In This Conflict</i></p> <p><b>Page #12</b></p>	<p>Have participants break up into groups, each group should discuss past conflict situations and pull out the benefit or value it had in the overall scenario.</p> <p>Debrief as a group and share all findings.</p> <p><b>10 Minutes</b> <b>Page #12</b></p>
<p><b>Slide 21</b></p>	<p><b><u>Conflict With Others</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Separate the People from the Problem</b> <ul style="list-style-type: none"> <li>■ focus on the issues or processes, not the individuals</li> </ul> </li> <li><input type="checkbox"/> <b>Focus on Interests, Not Positions</b> <ul style="list-style-type: none"> <li>■ Concentrate on interests or needs, we have more in common than what we had assumed</li> </ul> </li> <li><input type="checkbox"/> <b>Invent Options for Mutual Gain</b> <ul style="list-style-type: none"> <li>■ It's important that both parties give something</li> </ul> </li> <li><input type="checkbox"/> <b>Insist on using Objective Criteria</b> <ul style="list-style-type: none"> <li>■ You cannot use emotion or subjectivity when determining how best to measure your results</li> </ul> </li> </ul>	<p>Move into the steps for resolving conflict with others, taken from the video. Walk through the steps explaining in more detail as you move down the list.</p> <p><b>10 Minutes</b> <b>Page #13</b></p> <p><i>Option for the facilitator to discuss</i></p> <p><i>Is this a coaching process opportunity?</i> <i>How would you coach a person through conflict? How do you coach yourself through a conflict?</i> <i>What are the dynamics of the situation?</i> <i>What behaviors could you use to be a more effective coach in this situation?</i></p>

<p><b>Slide 22</b></p>		<p>Break participants into small groups and direct them to page # 14. Using the guidelines for resolving conflict with other, have participants discuss and resolve the stated conflict.</p> <p>When they are complete, have them share their resolution with the group and debrief.</p> <p><b>15 Minutes</b> <b>Page #14</b></p>
<p><b>Slide 23</b></p>		<p>Explain the guidelines for avoiding defensive reactions.</p> <p><b>5 Minutes</b> <b>Page #15</b></p> <p><i>Option for facilitator to discuss we learned to use more effective listening skills in the communication workshop. How would these skills help in reducing your defensive reactions?</i></p> <p><i>Can you describe situations/behaviors using non-accusatory terms?</i> <i>"state "When I see you / or / when you are observed ...it makes me feel...?"</i></p>
<p><b>Slide 24</b></p>		<p>Have participants pair up, direct them to page #16 and read and rewrite the statements to have them sound less defensive than as written.</p> <p>Have participants share their rewrites with the class as a whole and discuss.</p> <p><b>15 Minutes</b> <b>Page #16</b></p> <p><i>Did you use non-accusatory language?</i></p>

<p><b>Slide 25</b></p>		<p>Using the real life conflict situations from the class in their earlier activity, have them pair up and begin to role play and solve the conflict situations of their choosing. Be sure to use the conflict resolution guidelines from page #7</p> <p>After they solve a situation have participants share with the group, ask for alternative solutions, and move on to the next one.</p> <p>Continue this as time allows</p> <p><b>40 Minutes</b> <b>Page #17 (Additional note pages #18, #19)</b></p>
<p><b>Slide 26</b></p>		<p>Wrap up the session by reviewing the guidelines listed on the slide.</p>
<p><b>Slide 27</b></p>		<p>Have participants go to pages #21, explain the quick reference sheets on conflict resolution.</p> <p><b>5 Minutes</b> <b>Page #21</b></p>

<p><b>Slide 28</b></p>		<p>Thank participants for attending. Hand out the class evaluation</p>
<p><b>Slide 29</b></p>		<p>Solicit and respond to any questions the group may have. If you do not have an answer, list question with name of person and email or call them with the answer when you have the answer.</p> <p>Have participants complete course evaluations, stand in the back of the room while participants complete course evaluations and thank them for their participation as they exit the room.</p> <p><b>Course Evaluation Pages #23 &amp; #24</b></p>

For Preview Purposes Only