

CONFLICT RESOLUTION



THE SKILL THAT MAKES THE DIFFERENCE

Participant Coursebook

EDGETraining

systems inc.

By Tony Iyob

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AGENDA

I. Welcome & Introduction

II. Identifying Conflicts

III. Opportunities With Conflict

IV. Process of Conflict Resolution

V. Resolving Conflict With Others

VI. Summary/Debrief

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DEALING WITH OUR EMOTIONS

<i>A Self-Assessment</i>	<i>Never</i>	<i>Seldom</i>	<i>Usually</i>	<i>Often</i>	<i>Always</i>
1. When I observe two coworkers arguing or in a conflict, I get uncomfortable and want to leave.					
2. When I hear others complaining about a problem, I tell them to ignore it and deal with it.					
3. When asked to do something I don't think I should have to do, it's easier for me to go ahead and complete it.					
4. When someone approaches me with a conflict situation, I just agree with them or apologize if I need to.					
5. When I have to approach someone about a conflict issue, I tend to back down or compromise.					
6. When I see others in a disagreement, I help determine a compromise that will satisfy both parties so they will stop arguing.					
7. When I confront someone in a conflict situation, I have every intention of winning the argument or disagreement.					
8. When I observe a conflict situation, I immediately determine who is right and who is wrong.					
9. When I observe a conflict between others, I intervene in hopes of helping them reach a win-win solution.					
10. When I am faced with an issue, my goal is to work to find an agreeable solution for all involved.					

YOUR CONFLICT SITUATIONS

Think about conflict situations you are currently facing.

These should be real life scenarios which you are currently facing. We will use these throughout the workshop in order to apply what we learned to your real life scenarios.

What Are Your Conflict Situations?	How Will You Respond to the Conflict?	What Will be the Outcome?

THE SKILL THAT MAKES THE DIFFERENCE

As you watch the video please take note of the steps involved in resolving conflict -

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THE PROCESS OF CONFLICT RESOLUTION

Encourage Others to Explain Their Side

If we encourage others to explain their side first, they will be more apt to listen to our side.

Listen to Understand, Not Respond

It may be difficult to listen to someone without feeling the overwhelming desire to jump in with objections. Resist the urge. Let them get it all out. Listening to understand, not respond" means listening without thinking about your response or your position or how you feel about the other person

State Your Understanding

It's important to respond to an employee's negative feelings without becoming defensive. Ask questions to help them be specific in describing a complaint. When the person is finished, state what your understanding is through questions or tentative statements.

Build on the Other Person's Position

Once you've listened to the other person's point of view, if possible, find a way to build on the person's position versus introducing a completely different perspective.

You can't be disingenuous about this process...It's important to have compassion and the ability to demonstrate real empathy. It is necessary not only to understand, but for the other person to feel understood.

Explain Your Own Position

Only now can we begin to explain our own perspective and expect to be fully listened to. Once we have laid out our concerns, we can focus on a creative solution.

Focus on Creative Solutions

It's never simple, but by demonstrating your interest in really listening and understanding the other person's position, and then calmly relating your own feelings, you will have gone a long way towards defusing the conflict.

RESOLVING CONFLICT PRACTICE #1

After beginning your shift, you notice you are short two people on your shift. When you investigate this further, you find that these two employees called in sick to the previous shift supervisor but he made no attempt to replace them or fill you in on the situation. When you approach him on this he defensively says it's not his responsibility.

Encourage Others To Explain Their Side

Listen To Understand, Not Respond

State Your Understanding

Build On The Other Person's Position

Explain Your Own Position

Focus On Creative Solutions

RESOLVING CONFLICT PRACTICE #2

Imagine that a peer supervisor from a different department who has been recently acting somewhat bitterly walks toward you. You greet him cordially and ask him how things are going. He responds by saying, “you have a lot of nerve asking me that after you stabbed me in the back.” He starts to storm off, but you stop him. Draft your responses using the guidelines below.

Encourage Others To Explain Their Side

Listen To Understand, Not Respond

State Your Understanding

Build On The Other Person's Position

Explain Your Own Position

Focus On Creative Solutions

RESOLVING CONFLICT PRACTICE #3

Assume that this coworker believes you purposely stood in the way of a project he was heading. He believes that your motives were political, when in fact you delayed a decision because of legitimate concerns about the project's viability. Add any specific details to customize this scenario to circumstances you are familiar with. Role-play your responses to this scenario below while adhering to the following attributes:

Encourage Others To Explain Their Side

Listen To Understand, Not Respond

State Your Understanding

Build On The Other Person's Position

Explain Your Own Position

Focus On Creative Solutions

OPPORTUNITIES WITH CONFLICT

In small groups, discuss past or present conflicts that members have experienced. Each member should volunteer at least one conflict and explain the circumstances, the outcome and identify potential value derived from the conflict.

Conflict Scenario	Value Derived from the Conflict

RESOLVING CONFLICT BETWEEN OTHERS

The same principles apply for resolving a conflict between other people. Sometimes employees aren't going to be able to work out their conflicts on their own. As managers and supervisors we have to sometimes step in. It's a dirty job, but someone's got to do it!

In order to resolve a conflict between others, you need to listen to both employees' viewpoints. You have to distinguish between facts, allegations, assumptions and opinions. You must bring the two sides together and work things out...

There are 4 key principles to effective conflict management between others.

- **Separate the People from the Problem**

In order to separate the people from the problem, do not look at this as if it is one person vs. another person. Focus on the issues or processes, not the individuals

- **Focus on Interests, Not Positions**

When we concentrate on interests or needs, we often find we have more in common than what we had assumed.

- ***Invent Options for Mutual Gain***

What solution can solve the problem and let each party feel satisfied at the same time? Conflict management can never be just about one person changing to accommodate the other. It's important that both parties give something. If one can find something to give, or to change, it may help the other save face.

Remember that when brainstorming options, each party must be heard and that each side should feel like they have received some kind of concession.

- ***Insist on using Objective Criteria***

You cannot use emotion or subjectivity when determining how best to measure your results. Both parties will need to agree on what "good" will look like; what success looks like, and then use that definition as a benchmark.

RESOLVING CONFLICT BETWEEN OTHERS

Imagine that two employees in your department, Maria and Matthew, have come to you separately about a situation between the two. Apparently Maria feels that Matthew is sidestepping a certain procedure that she oversees. Maria feels that Matthew, by breaking the rules, is being disrespectful. You've spoken to Matthew and you know that he feels the procedure impedes his workflow. You understand that Matthew feels as if he is being made to follow arbitrary guidelines because he does not understand Maria's reason for the protocol. Using the following principles, role-play a meeting between the three of you where you work towards resolving this conflict. Add any specific details to customize this scenario to circumstances you are familiar with.

Separate the People from the Problem

Focus on Interests, Not Positions

Invent Options for Mutual Gain

Insist on Using Objective Criteria

GUIDELINES FOR DISCOURAGING DEFENSIVE REACTIONS

When discussing topics that are sensitive or liable to cause a defensive reaction, how you say something is as important as what you say. Learning to avoid triggers will help you avoid escalating a conflict needlessly. The following guidelines will help you discourage defensive reactions and encourage understanding:

• **Give Specific Examples.** Providing specific and recent examples helps clarify the issue. For instance if you simply tell someone, “Your work wasn’t completed last month,” you assume that he or she knows how to correct the problem when in fact there may be a misunderstanding or a training gap that goes unidentified.

• **Describe Behavior – Not the Person.** Calling someone unreliable or using any other label is sure to provoke a defensive response. Describing the behavior instead of the person gives a less personal and a more accurate description.

• **Don’t Exaggerate.** To say, “You’re never on time” is probably untrue. You’re less likely to cause an argument if instead you say “last week you were late three out of five days.”

• **Start With “I” Statements.** Placing the emphasis on how you perceive the situation is more accurate and makes the feedback easier to accept. For instance, “I get distracted when you arrive after a meeting has already started” is less accusatory than, “You are often late for meetings.”

GUIDELINES FOR DISCOURAGING DEFENSIVE REACTIONS

Read the following statements which state accusations, exaggerations, and generalizations. Revise the statements using the guidelines for discouraging defensive reactions. You may add details about the context of the dialogue as you see fit.

Original Statement	Revised Statement
I see you are still refusing to use the new form that I circulated.	
I keep telling you how important this is, but you refuse to listen.	
You weren't clear on your expectations and you were out of reach yesterday.	
I do expect you to take initiative, but not when it directly contradicts something I've told you to do.	
Well you weren't clear in what you meant by initiative. Obviously, I was confused.	
Fine, but I think the new form is useless. I'm the one who has to process it and it's harder to use than the old one.	
Well I wish you had told me how you felt before I wasted my time on the new design.	

YOUR CONFLICT SITUATIONS

Using your real life conflict situations we listed earlier pair up with a partner and begin to role play and solve the conflict situation of your choosing.

Your Conflict Situation	How Will You Resolve the Conflict?
	<i>Encourage others to explain their side</i>
	<i>Listen to understand, not respond</i>
	<i>State your understanding</i>
	<i>Build on the other person's position</i>
	<i>Explain your own position</i>
	<i>Focus on creative solutions</i>

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QUICK REFERENCE

Consequences of Conflict	Benefits of Conflict
<p><i>Ineffective Communication Tears Down Relationships Stagnant Viewpoints No Win-Win Solutions Gossip, Backbiting, No Trust No Understanding Of Others</i></p>	<p><i>More Effective Communications Build Relationships Can Create Innovative Solutions Bring New Ideas & Ways Of Thinking Allows Important Issues To Be Visible Better Understanding Of Others</i></p>
Guidelines for Conflict with Others	Guidelines for Conflict Resolution
<p><i>Separate The People From The Problem Focus On Interests, Not Positions Invent Options For Mutual Gain Insist On Using Objective Criteria</i></p>	<p><i>Encourage Others to Explain Their Side Listen to Understand, Not Respond State Your Understanding Build On The Other Person's Position Explain Your Position Focus On Creative Solutions</i></p>
Common Responses to Conflict	Common Causes for Conflict
<p><i>Avoidance Accommodate Compromise Competition Collaboration</i></p>	<p><i>Miscommunication Differing Points Of View Reluctance To Change Competitive Natures Unwillingness To Listen</i></p>

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PROGRAM EVALUATION

Class Name:	Date:
Name: (Optional)	Company:

Please circle the number which best reflects your opinion of this training program.

	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Not at all ←————→ Very </div>
1. The objectives of this course were relevant to the knowledge/skill requirements of my job.	1 2 3 4 5
2. The course materials were useful and relevant to my job.	1 2 3 4 5
3. The course content was presented in a clear and understandable manner.	1 2 3 4 5
4. This course has increased my confidence level to apply this training to my job.	1 2 3 4 5
5. The information in this course was informative and helpful.	1 2 3 4 5
6. How would you rate the delivery skills of the instructor(s)?	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Low ←————→ High </div>
Course Presentation/Visuals	1 2 3 4 5
Knowledgeable	1 2 3 4 5
Enthusiastic	1 2 3 4 5
Able to Stay on Topic	1 2 3 4 5
Encouraged Participation	1 2 3 4 5
7. How would you rate the facilities & classroom?	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Low ←————→ High </div>
Comfort	1 2 3 4 5
Service & Friendliness of Staff	1 2 3 4 5
Workshop Supplies	1 2 3 4 5
8. Please list three ideas or skills that you will apply to your job.	_____ _____ _____

**Use the back of the form if you have additional comments or suggestions.
Thank you for your comments and feedback.**

PROGRAM EVALUATION

If you have any additional comments about the program, please feel free to express them in the space below. Thank you for your time and thanks again for joining us at the program.

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