

ACHIEVE

TRAINING CENTRE

TRANSFORMATIONAL CONFLICT – MASTERING THE ART OF RESOLVING DISAGREEMENTS

Trainer: Michael Bevan

COMMON CAUSES OF CONFLICT

- Lack of clarity in role expectations
- Too many demands
- Disagreements
- Personality styles
- Cultural differences
- Lack of skills
- Workplace romance
- Laziness / work ethic
- _____
- _____
- _____
- _____
- etc

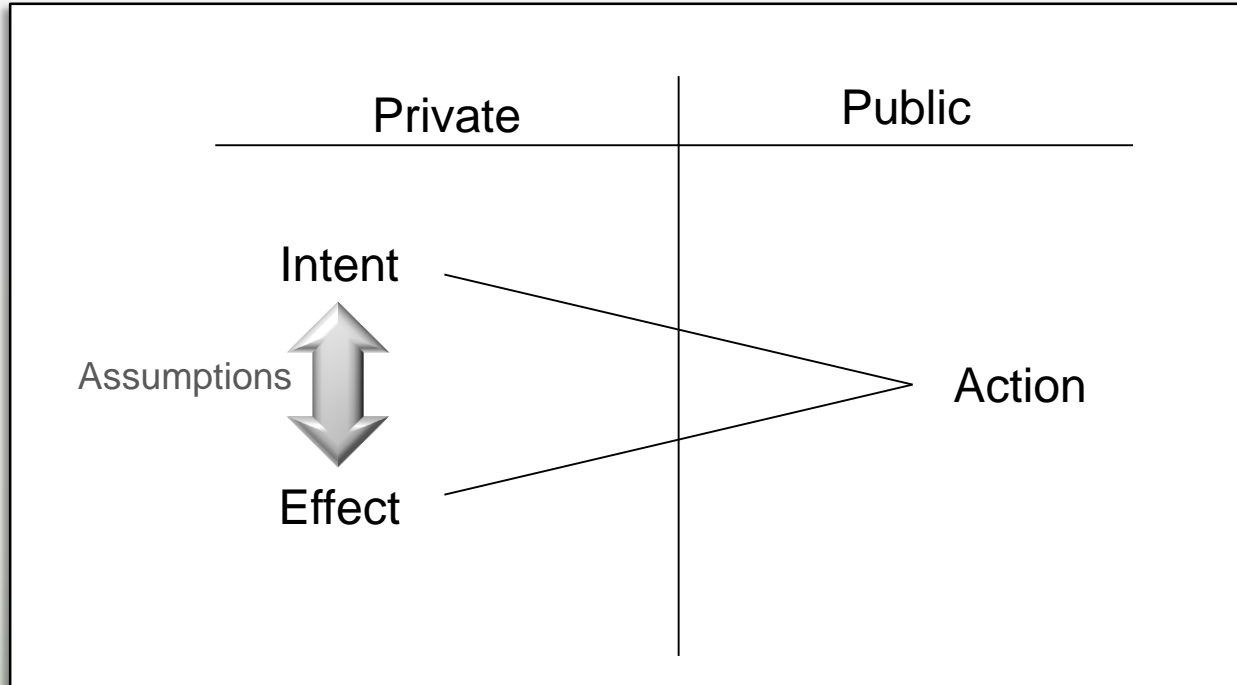
POORLY MANAGED CONFLICT

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

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

INTENT/ACTION/EFFECT



INTENTION CHECK

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

I STATEMENTS

- When (situation occurs)
- I feel/get _____
- because I _____

- *Optional:* And what I'd like is _____

POSITIONS AND INTEREST

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?

POSITIONS AND INTEREST

Interests

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

Positions

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

SKILLS FOR RESOLUTION

- Validating
- Questioning
- Paraphrasing
- Body language
- First Person Language

VALIDATING

- is communicating that the other person's experience is normal or okay
- is **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

BODY LANGUAGE

Pay attention to:

- Posture
- Gestures
- Personal space
- Alertness
- Eye Contact

FIRST PERSON LANGUAGE

- Avoid “You” statements, which convey blame
 - Avoid: *“I feel that...”*
- Focus on using “I” language, which conveys impact

PRACTICAL TIPS

- Anger and fear are two natural responses in the heat of conflict. Not only do our words and thoughts reflect this, our bodies also react.
- It is important for us to take charge of our responses and make sure we stay centered and focused.
- Awareness and self control are key.

RESOLUTION PROCESS

A

- Analyze the Conflict

B

- Build Understanding

C

- Create Solutions

D

- Define Details

A RESOLUTION PROCESS - ABCD

1: Analyze the Conflict

- When possible analyze the conflict
- Prepare yourself to:
 - acknowledge your contributions to the conflict
 - listen
 - seek common ground

2: Build Understanding

- Clearly state your purpose and hope for a positive outcome
- Establish a good time to talk
- Invite them to share first (Remember Intent/Action/Effect)
- Ask questions and listen (use skills for resolution)
- Share your perspective

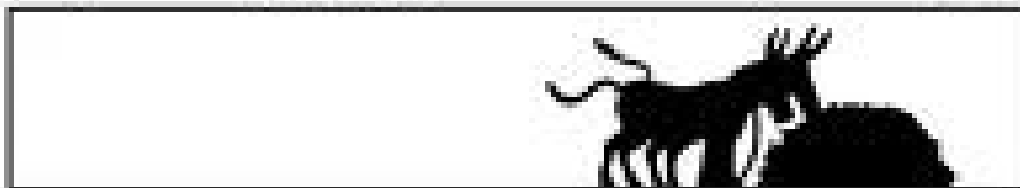
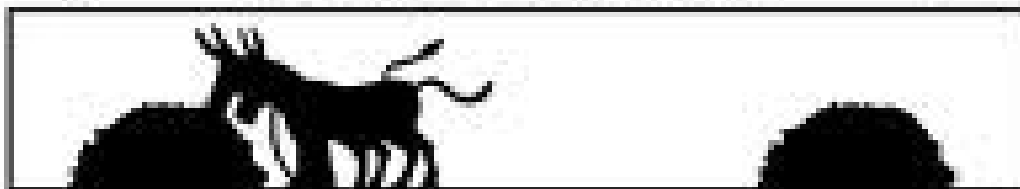
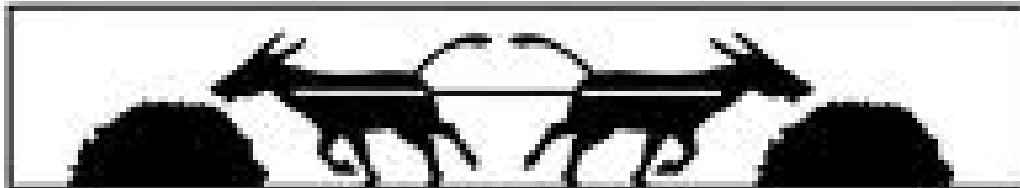
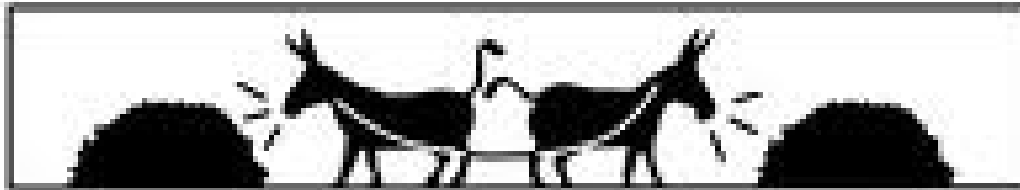
A RESOLUTION PROCESS - ABCD

3: Create Solutions

- If there are multiple issues, work through them one at a time
- Focus on understanding their interests and sharing yours
- Utilize brainstorming
- Summarize progress

4: Define Details

- Work out the details of any agreement or acknowledge disagreement
- Discuss how you will handle any future problems
- Thank the other person



FOR MORE TRY OUR OTHER COURSES

- Management – The Crucial Skills
- Coaching Strategies for Leaders
- Conflict Resolution Skills
- Managing Personalities: Myers Briggs for Leaders
- Emotional Intelligence: Value in the Workplace
- Intergenerational Communication in the Workplace
- Mediation – Facilitating Difficult Conversations
- Dealing with Difficult People

ADDITIONAL EVENTS AND RESOURCES

- Other Public Workshops
 - On-site Training
 - Live and Pre-recorded Webinars

 - Blog Articles
 - Free Monthly Webinar
- * Follow-us on Linked In and Facebook
to receive notices*