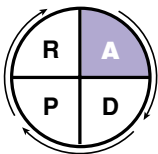


# Conflict Resolution Skills

Conflict is a natural and inevitable part of daily life. Our values, needs, interests, and resources are as different as we are—and sometimes they clash. Conflict, however, is not always negative and destructive: If it is handled appropriately, it can contribute to organizational learning and personal growth, and actually improve working relationships and performance. The secret is to learn how to resolve conflict before it escalates. This One Page Coach® storyboard explains the steps and skills involved in conflict resolution in four stages: ANALYZE, DISCUSS, PROPOSE, and REVIEW.

## 1. ANALYZE



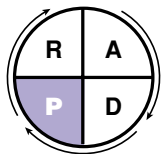
Review the basis for conflict.

## 2. DISCUSS



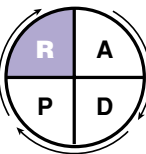
Share information.

## 3. PROPOSE



Provide options and proposals.

## 4. REVIEW



Review the quality of a resolution.



### 1.

### ANALYZE

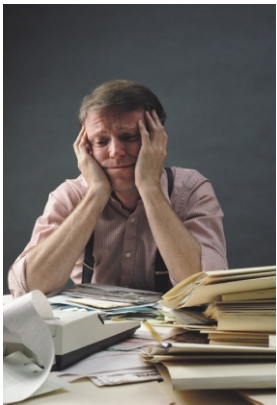
#### ► Diagnose the conflict situation.

- ◆ Differentiate between the symptoms and sources of conflict.
- ◆ Categorize the type of conflict being experienced (i.e. hidden, manifest or displaced).
- ◆ Identify the stakeholders involved in the conflict and the roles that they play (e.g., disputants, advisers, advocates, spectators).



#### ► Assess different conflict responses.

- ◆ Understand the aggressive/submissive approach to conflict and associated responses (e.g., fighting, conceding, avoiding).
- ◆ Recognize the value of an alternative assertive approach, which provides for a balanced collaborative response to conflict.



#### ► Apply the best resolution mode.

- ◆ Determine how easy or difficult it will be to resolve the conflict.
- ◆ Consider which of the following conflict modes should be used (i.e., collaborative, bargaining, mediation).
- ◆ Recognize that power, relationships, and legal obligations may require the use of other modes.



#### ► Prepare for collaborative discussions.

- ◆ Research the Sender, Receiver, Message, Transmission (SRMT) communication theory and determine how it will affect resolution of the conflict.
- ◆ Outline your understanding of the conflict situation (i.e., the issues, your interests, concerns, feelings, expectations).
- ◆ Use scripting to reflect what you will say during discussions and how you will say it.



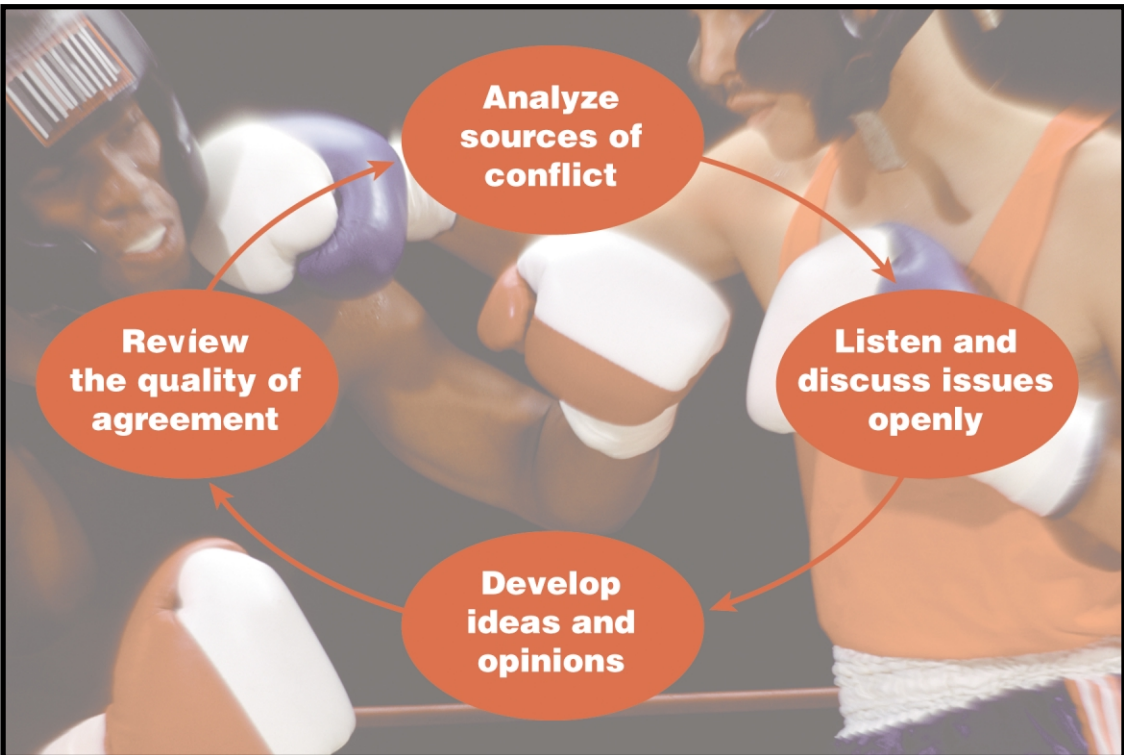
### 2.

### DISCUSS

#### ► Establish genuine dialogue and discussion.



- ◆ Use clear and open verbal communication to convey your views on the conflict situation.
- ◆ Keep your focus on issues—not on personalities.
- ◆ Use positive/affirming body language.
- ◆ Use active listening skills (e.g., clarifying, reflecting, paraphrasing, summarizing).



#### ► Build rapport and respect between parties.



- ◆ Manage the emotional content of the conflict.
- ◆ Recognize the importance of empathy to conflict resolution, and use techniques such as role play and case studies.
- ◆ Practice dealing with communication-blocking behavior, such as denial, projection, diversion, fixation, and withdrawal.

### 3.

### PROPOSE

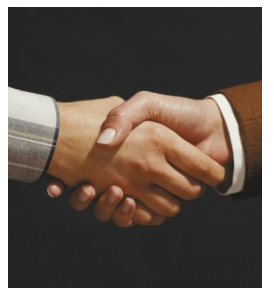
#### ► Propose potential solutions.

- ◆ Use conflict-mapping techniques to clarify your understanding.
- ◆ Use this "map" to identify areas of major and minor interest, and any potential differences.
- ◆ Explore and evaluate options for resolving areas of difference or for achieving synergy.



#### ► Move toward agreement.

- ◆ Agree on the best option for genuine resolution that satisfies the needs and concerns of both parties.
- ◆ Decide whether the agreement reached should be verbal or written.
- ◆ Identify what is required for implementation of the agreement, and act on these things.
- ◆ Determine how the agreement will be monitored.



### 4.

### REVIEW

#### ► Review the agreed-on solution.



- ◆ Determine whether the agreement reached between the parties has been satisfactorily implemented.
- ◆ Evaluate how acceptable it is from the perspective of the other party.
- ◆ Evaluate the effectiveness of the agreement.

#### ► Review the resolution process.



- ◆ Evaluate the collaborative, problem-solving conflict-resolution mode that was used.
- ◆ Consider the use of other conflict-resolution modes, if conflict hasn't been completely resolved.

#### ► Progressively establish early-resolution systems.



- ◆ Advocate conflict resolution as a healthy opportunity for learning and growth.
- ◆ Improve conflict resolution skills.
- ◆ Establish formal channels that allow sources of conflict to be heard and addressed.

# Conflict Resolution: Template

Common outcomes
Points of agreement
Need for future review



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Terms  
Overall aims  
Ground rules



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## Conflict Resolution Matrix

## MAJOR ISSUES FOR ME

### MAJOR ISSUES FOR OTHER PARTY

## MINOR ISSUES FOR ME

### MINOR ISSUES FOR OTHER PARTY

## AREAS OF SYNERGY/DIFFERENCE

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Propositions
Offers
Potential outcomes

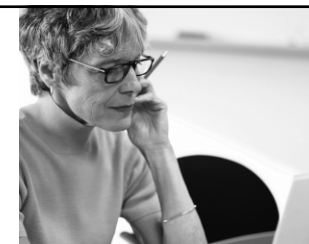


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Ideas  
Options  
Possibilities



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Boundaries
Basis for negotiation
Specific goals



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