



### **Our Conviction & Commitment**

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.



# MODULE

# 8

## CONFLICT RESOLUTION

### Objectives

- Understand conflict resolution and barriers to conflict resolution.
- Learn approaches and tools to help you resolve conflict in a win-win way.
- Learn how to apply your conflict resolution skills to your role as a leader.



# LESSON 1

## WHAT IS CONFLICT?

By the end of this lesson, you will:

- Have an understanding of what conflict is.
- Understand why conflict is an important part of everyday interaction.



## What is Conflict?

*“Conflict is inevitable, but combat is optional.”*

Conflict is defined as: Struggle to resist or overcome; a contest of opposing forces; strife; a battle; a state or condition of opposition; antagonism; discord; clash; collision

## Conflict Experience

- Fight
- Flight
- Freeze
- Physical and emotional discomfort

Which one do you experience when dealing with conflict?

## Effective Conflict Management

- Encourages authentic communication.
- Provides opportunity to voice problems.
- Stimulates creativity and innovation.
- Can build camaraderie and/or team cohesiveness.
- Helps individuals grow.
- Creates highly effective teams = business success.



## Self-Reflection

1. What is conflict?
2. Why is conflict inevitable?
3. When effectively managed, what can conflict provide?



## LESSON 2



### WHAT IS CONFLICT RESOLUTION

By the end of this lesson, you will be able to:

- Define conflict resolution.
- Identify potential barriers to conflict resolution.



## Conflict Resolution

Is the deliberate choice to:

1. \_\_\_\_\_ *Conflict* not as a confrontation to overcome, but as a problem to be solved.
2. \_\_\_\_\_ *Conflict* is as an opportunity – it identifies areas for change and improvement.
3. \_\_\_\_\_ *Conflict* to a win-win resolution.

## Conflict Resolution Goals

- \_\_\_\_\_ the conflict, opportunity area.
- Objectively vs. Subjectively \_\_\_\_\_ the conflict.
- \_\_\_\_\_ find a win-win solution.
- Drive \_\_\_\_\_.



## Barriers to Managing Conflict

- \_\_\_\_\_
- \_\_\_\_\_ of the organization
- Personal \_\_\_\_\_
- \_\_\_\_\_ position
- \_\_\_\_\_ /Skill
- Listening & \_\_\_\_\_
- \_\_\_\_\_ Style

## Self-Reflection

- What is the goal of conflict resolution?
- What barriers resonate with you when you deal with conflict?
- What is one action you could take to improve your ability to resolve conflict?



## LESSON 3



### WHAT ARE THE BARRIERS TO CONFLICT RESOLUTION

**By the end of this lesson, you will be able to:**

- Understand your style better.
- Clarify what needs to change so you can be more effective at conflict resolution.



## Your Conflict Management Style

According to Dr. Benoliel of Walden University, there are 5 conflict management styles<sup>1</sup>:

- Competing
- Collaborating
- Compromising
- Accommodating
- Avoiding

<sup>1</sup>Benoliel, B. (2017, May 30). What's Your Conflict Management Style?  
<https://www.waldenu.edu/news-and-events/walden-news/2017/0530-whats-your-conflict-management-style#:~:text=According%20to%20the%20Thomas%2DKilman,avoiding%2C%20accommodating%2C%20and%20compromising>



## Conflict Management Style Review

Style	Looks Like	Appropriate Use
<b>Avoiding</b>	<ul style="list-style-type: none"> <li>Withdrawn from the situation or issue</li> <li>Steps aside</li> <li>No involvement at any cost</li> </ul>	<ul style="list-style-type: none"> <li>When later is better</li> <li>The conflict is not a big concern</li> </ul>
<b>Accommodating</b>	<ul style="list-style-type: none"> <li>Self-sacrificing</li> <li>People pleasing</li> </ul>	<ul style="list-style-type: none"> <li>When you are not married to the outcome</li> </ul>
<b>Compromising</b>	<ul style="list-style-type: none"> <li>Mutual acceptance</li> <li>Feelings of being heard and understood</li> </ul>	<ul style="list-style-type: none"> <li>When time is of the essence</li> <li>When you are willing to give a little to get a little</li> </ul>
<b>Competing</b>	<ul style="list-style-type: none"> <li>Only concerned with self-interest at the expense of others</li> <li>Feels like "bullying"</li> <li>Assertive and uncooperative</li> </ul>	<ul style="list-style-type: none"> <li>The relationship is not important</li> <li>Really Never!</li> </ul>
<b>Collaborating</b>	<ul style="list-style-type: none"> <li>Working for solutions that meets everyone's need</li> <li>Feelings of being heard and understood</li> <li>Resistance turns into creativity</li> </ul>	<ul style="list-style-type: none"> <li>The decision has long term impacts</li> <li>The relationship is ongoing</li> </ul>



## Managing Your Style

Style	Driven By	Increase Effectiveness By
<b>Avoiding</b>	<ul style="list-style-type: none"> <li>• Fear of rejection</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify the importance of resolution</li> <li>• Role rehearse with someone to get comfortable stating your case</li> <li>• Be open to receiving the other person's view</li> <li>• Be open to the possibilities of resolution</li> </ul>
<b>Accommodating</b>	<ul style="list-style-type: none"> <li>• Fear of rejection/lack of security</li> </ul>	<ul style="list-style-type: none"> <li>• Balance the cost of your needs not being met</li> <li>• Clarify the importance of the decision</li> </ul>
<b>Compromising</b>	<ul style="list-style-type: none"> <li>• Fear of security</li> </ul>	<ul style="list-style-type: none"> <li>• Be open about your desired outcome</li> <li>• Be creative in solutions</li> </ul>
<b>Competing</b>	<ul style="list-style-type: none"> <li>• Fear of being taken advantage of</li> </ul>	<ul style="list-style-type: none"> <li>• Listening and clarifying</li> <li>• Release the outcome you want</li> <li>• Consider the importance to the person</li> <li>• Consider the impact on the relationship</li> </ul>
<b>Collaborating</b>	<ul style="list-style-type: none"> <li>• Fear of conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain, continue to be creative and releasing your desired outcome</li> </ul>



## Self-Reflection

1. What is your preferred style of conflict management?
2. What can you do differently to be more effective in conflict management?



## LESSON 4



### CONFLICT MANAGEMENT STYLES AND APPROACHES

By the end of this lesson, you will be able to:

- Improve your conflict resolution skills to utilize more effective collaboration skills.
- Understand what skills are critical and how to apply those skills.

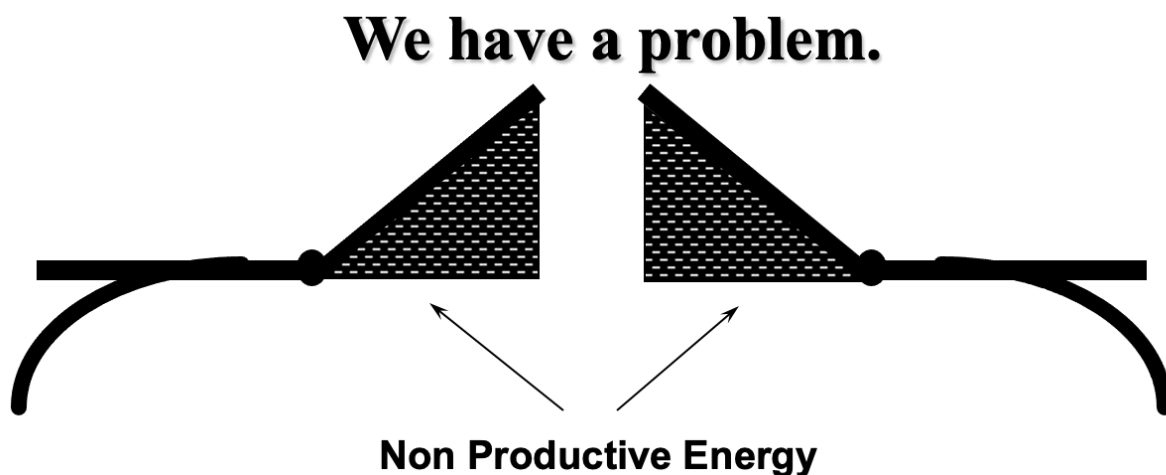


## Collaboration: Win-Win

- Solution-oriented
- Oriented to meeting the needs of both individuals
- Facilitates ongoing work relationships
- The most complex and time consuming

### Three key skills for win-win conflict resolution

- 1.
- 2.
- 3.



**We are in conflict and both bridges are up.**



## Problem Solving Process

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

### Active Listening

- Listen to what the person is saying to you.
- \_\_\_\_\_ what you heard to the person (in your own words).
  - *“What I hear you saying is \_\_\_\_\_ (fill in the blank).”*
- \_\_\_\_\_ with the listener.
  - *“Am I understanding you correctly?”*
- \_\_\_\_\_ for understanding:
  - *“Help me understand what you mean by \_\_\_\_\_ (fill in the blank).”*
- Reserve \_\_\_\_\_.
- Don’t be quick to \_\_\_\_\_.
- Respond when the person has \_\_\_\_\_.



## Assertion Skills

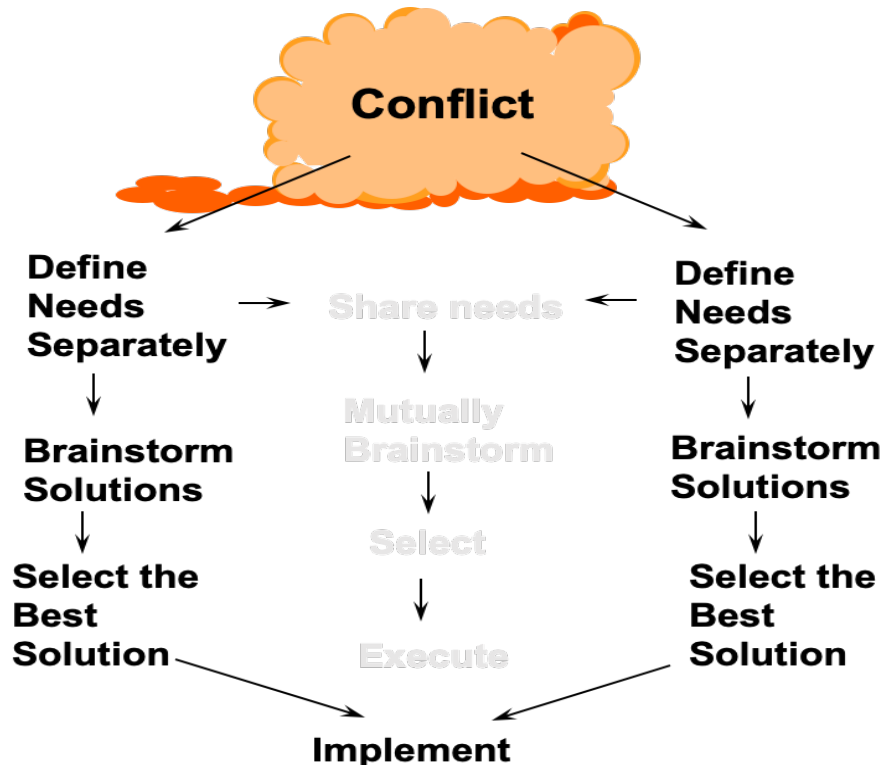
- Assertion is a declaration made \_\_\_\_\_.
- Assertion in conflict is framed like this:
  - Behavior....What did the person do?
  - Feeling.... How did it make you feel?
  - Impact....Why? or So What?
- Assertion Delivery
  - **WHEN YOU** \_\_\_\_\_ **Behavior** \_\_\_\_\_,
  - **I FEEL/FELT** \_\_\_\_\_ **Feelings** \_\_\_\_\_
  - **BECAUSE** \_\_\_\_\_ **Impact** \_\_\_\_\_

### Skills and Tools to Use:

**1. Active Listening**

**2. Assertion Messages**

**3. Use Problem Solving Process**





## Module 8 Personal Thought Summary

1. What is conflict?
2. What happens when conflict is not managed?
3. What skills are needed to manage conflict?
4. What are some barriers to conflict?
5. Where do I need to improve in my ability to manage conflict?

## Weekly Debrief Questions or Comments

- 1.
- 2.
- 3.

