

## Resolve a Conflict

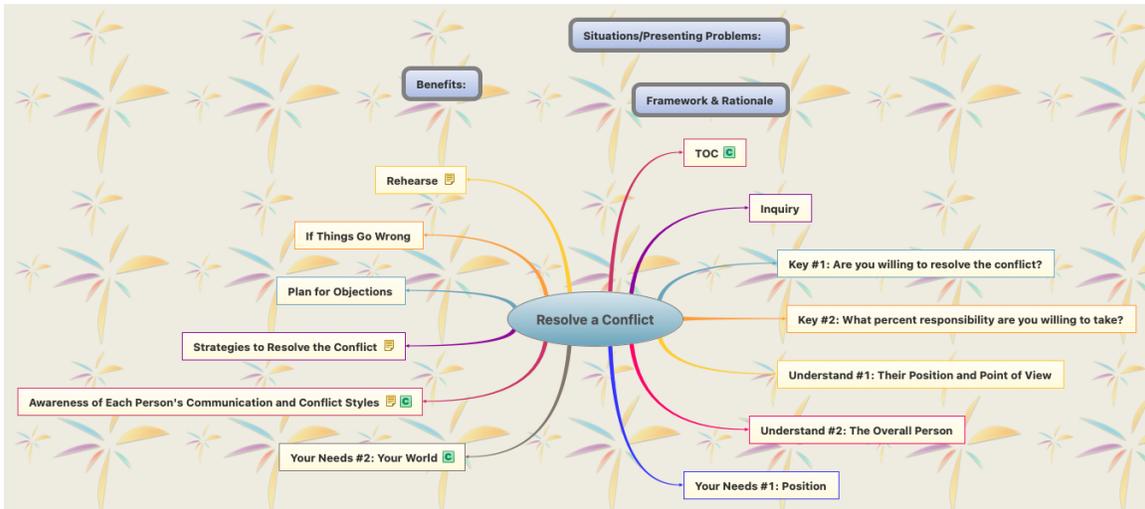
Resolve a Conflict.....	1
1. TOC.....	6
2. Inquiry.....	6
2.1. Describe the conflict. ....	6
2.2. What are the costs of the conflict to?.....	6
2.2.1. The Organization.....	7
2.2.2. Specific Results.....	7
2.2.3. Your Team .....	7
2.2.4. Your Career.....	7
2.2.5. Your Other Business Relationships .....	7
2.2.6. You Personally .....	7
2.2.7. The Other Person.....	7
2.3. What becomes possible if the conflict is resolved for: .....	7
2.3.1. The Organization.....	8
2.3.2. Specific Results.....	8
2.3.3. Your Team .....	8
2.3.4. Your Career.....	8
2.3.5. Your Other Business Relationships .....	8
2.3.6. You Personally .....	8
2.3.7. The Other Person.....	8
2.4. What would it look like if the conflict were resolved?.....	8
2.5. Who else is involved in the conflict, and how do they need to be involved in its resolution, if at all? .....	8
2.6. What might be systemic or structural issues in the organization that contribute to the conflict? Are those constraints that are always there or is there a way to address those during this process? .....	9
2.7. What have you tried?.....	9
2.8. What, if anything, has worked?.....	9

- 3. Key #1: Are you willing to resolve the conflict?.....9
  - 3.1. On a scale of 1 to 10, how willing are you to see this conflict resolved? ..9
  - 3.2. What are you willing to give up in order to have the conflict be resolved (e.g., being right, looking good, being self-righteous, staying invulnerable)? ....9
- 4. Key #2: What percent responsibility are you willing to take?.....9
  - 4.1. How much responsibility are you willing to take for the conflict?.....9
  - 4.2. How much responsibility are you willing to take for your impact on the other person? .....9
  - 4.3. How much responsibility are you willing to take to resolve the conflict? 10
- 5. Understand #1: Their Position and Point of View ..... 10
  - 5.1. What would the other person say about the conflict..... 10
  - 5.2. What are past issues that have happened that, from the other person's perspective, might have caused resentment?..... 10
  - 5.3. What becomes possible for the other person if the conflict is resolved? 10
  - 5.4. What does the other person want?..... 10
  - 5.5. What are approaches that might create an opening?..... 10
    - 5.5.1. Listening..... 10
    - 5.5.2. Asking for their advice and input..... 11
    - 5.5.3. Making amends for a past issue, and even apologizing sincerely ...11
    - 5.5.4. Facts that matter to them ..... 11
    - 5.5.5. Things you can offer..... 11
    - 5.5.6. Common ground between each of you ..... 11
    - 5.5.7. A compelling picture of what's possible going forward.....11
  - 5.6. What else is important to know about the other person's position?..... 11
- 6. Understand #2: The Overall Person ..... 11
  - 6.1. Describe this person's world. What is it like to be this person at work and (if known) at home?..... 11
  - 6.2. What motivates the other person?..... 11
  - 6.3. What are the other person's career and personal goals and aspirations?

6.4.	How does this person process information and make decisions (e.g., logic, emotion, technical, financial, political, social)? .....	12
6.5.	What is this person's relationship to risk?.....	12
6.6.	What are surefire ways to make this person feel successful and worthy? 12	
6.7.	What are surefire ways to make this person feel insecure, angry, or upset?.....	12
6.8.	What is this person's communication style (e.g., bottom line, process-oriented, vision)? .....	12
6.9.	What else is important to know about the whole person? .....	12
7.	Your Needs #1: Position .....	12
7.1.	What do you need from the other person to resolve this conflict?.....	12
7.2.	Where are you willing to be flexible? .....	12
7.3.	Where are you not willing to be flexible? .....	12
7.4.	Where are you willing to stop being right, look good, or hold your position in order to get results and move forward more powerfully? .....	13
7.5.	What requests can you make of the other person to get your needs met - and yet have a positive impact on them?.....	13
7.6.	What else is important to know about your position? .....	13
8.	Your Needs #2: Your World.....	13
9.	Awareness of Each Person's Communication and Conflict Styles .....	13
10.	Strategies to Resolve the Conflict.....	14
10.1.	Approaches .....	14
10.1.1.	Ask for their perspective and build a win-win solution by being flexible. Be willing to listen and authentically include them. ....	14
10.1.2.	Apologize for a past issue and resolve it. Ask to move forward ...	14
10.1.3.	Acknowledge them for their contributions, authentically and without being obsequious or manipulative .....	14
10.1.4.	Tell them that you want to resolve the conflict and ask what it will take	14

10.1.5.	Offer them something(s) they want to create a truce or contract about working well going forward; negotiate a truce .....	15
10.1.6.	Give up the need to be right, look good, get credit, or something else holding back the relationship .....	15
10.1.7.	Make a request of them, and be prepared to offer something in return	15
10.1.8.	Share common ground and develop a sense of common purpose	15
10.1.9.	Get a third party to interview them and bring you both together for a facilitated discussion.....	15
10.2.	How will you open the conversation? .....	15
10.3.	What else will you say? .....	15
10.4.	Where will you hold the meeting? .....	15
11.	Plan for Objections.....	15
11.1.	Possible Objection.....	15
11.2.	Most Effective Response.....	16
11.3.	What Not to Say .....	16
12.	If Things Go Wrong.....	16
12.1.	Sometimes things go wrong. Don't let a meeting spiral out of control. Find a way to excuse yourself and come back later. ....	16
12.2.	What not to say to the other person, because you know it will cause damage .....	16
12.3.	How you will respond if the other person says something that causes you to feel upset or angry.....	16
12.4.	What you will say if things get heated or otherwise emotional to take time to cool down and come back together.....	16
13.	Rehearse .....	16
13.1.	What is working .....	17
13.2.	What didn't work .....	17
13.3.	Other observations .....	17
	Situations/Presenting Problems:.....	17

Client has a conflict with somebody else that is:.....	17
Hurting performance,.....	17
Making client uncomfortable,.....	18
Or making it hard to get things done.....	18
Framework & Rationale .....	18
Behavioral coaching ~ Certain behaviors trigger unproductive conflicts and others make it easier to end them. ....	18
Perceptual coaching ~ Certain perceptions can cause people to be more likely to start conflicts and be unwilling to do what is needed to end them. ....	18
Influence others ~ People good at influence have the tools to end a conflict. .	18
Create a high-performance culture ~ It is hard to have a high-performance culture if the organization has serious, unproductive conflict. ....	18
Communicate simply and powerfully ~ Communication skills can avoid and end unproductive conflicts.....	18
Build high-performing teams ~ Team members must know how to handle conflict. ....	19
Lead significant change ~ Change naturally leads to conflict. A skillful leader can help the organization resolve these conflicts without having them escalate and damage productivity. ....	19
Benefits: .....	19
Improved productivity .....	19
Better teamwork .....	19
Improved morale and more positive environment .....	19
Better relationships.....	19
Less stress .....	19



## 1. [TOC](#)

## 2. Inquiry



### 2.1. Describe the conflict.

### 2.2. What are the costs of the conflict to?



**2.2.1. The Organization**

**2.2.2. Specific Results**

**2.2.3. Your Team**

**2.2.4. Your Career**

**2.2.5. Your Other Business Relationships**

**2.2.6. You Personally**

**2.2.7. The Other Person**

**2.3. What becomes possible if the conflict is resolved for:**



**2.3.1. The Organization**

**2.3.2. Specific Results**

**2.3.3. Your Team**

**2.3.4. Your Career**

**2.3.5. Your Other Business Relationships**

**2.3.6. You Personally**

**2.3.7. The Other Person**

**2.4. What would it look like if the conflict were resolved?**

**2.5. Who else is involved in the conflict, and how do they need to be involved in its resolution, if at all?**

2.6. What might be systemic or structural issues in the organization that contribute to the conflict? Are those constraints that are always there or is there a way to address those during this process?

2.7. What have you tried?

2.8. What, if anything, has worked?

### 3. Key #1: Are you willing to resolve the conflict?



3.1. On a scale of 1 to 10, how willing are you to see this conflict resolved?

3.2. What are you willing to give up in order to have the conflict be resolved (e.g., being right, looking good, being self-righteous, staying invulnerable)?

### 4. Key #2: What percent responsibility are you willing to take?

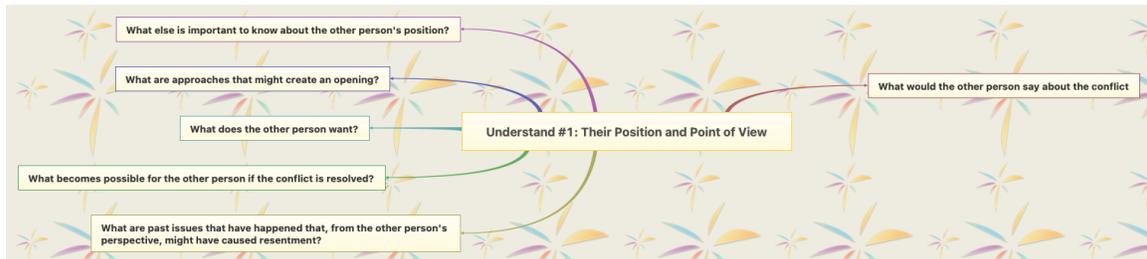


4.1. How much responsibility are you willing to take for the conflict?

4.2. How much responsibility are you willing to take for your impact on the other person?

4.3. How much responsibility are you willing to take to resolve the conflict?

## 5. Understand #1: Their Position and Point of View



5.1. What would the other person say about the conflict

5.2. What are past issues that have happened that, from the other person's perspective, might have caused resentment?

5.3. What becomes possible for the other person if the conflict is resolved?

5.4. What does the other person want?

5.5. What are approaches that might create an opening?



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5.5.2. Asking for their advice and input

5.5.3. Making amends for a past issue, and even apologizing sincerely

5.5.4. Facts that matter to them

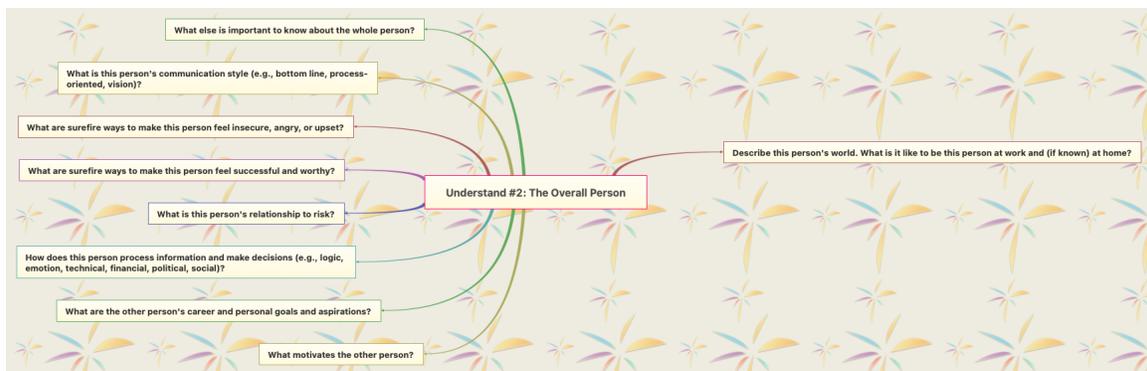
5.5.5. Things you can offer

5.5.6. Common ground between each of you

5.5.7. A compelling picture of what's possible going forward

5.6. What else is important to know about the other person's position?

## 6. Understand #2: The Overall Person



6.1. Describe this person's world. What is it like to be this person at work and (if known) at home?

6.2. What motivates the other person?

6.3. What are the other person's career and personal goals and aspirations?

- 6.4. How does this person process information and make decisions (e.g., logic, emotion, technical, financial, political, social)?
- 6.5. What is this person's relationship to risk?
- 6.6. What are surefire ways to make this person feel successful and worthy?
- 6.7. What are surefire ways to make this person feel insecure, angry, or upset?
- 6.8. What is this person's communication style (e.g., bottom line, process-oriented, vision)?
- 6.9. What else is important to know about the whole person?

## 7. Your Needs #1: Position



- 7.1. What do you need from the other person to resolve this conflict?
- 7.2. Where are you willing to be flexible?
- 7.3. Where are you not willing to be flexible?

7.4. Where are you willing to stop being right, look good, or hold your position in order to get results and move forward more powerfully?

7.5. What requests can you make of the other person to get your needs met -- and yet have a positive impact on them?

7.6. What else is important to know about your position?

## 8. [Your Needs #2: Your World](#)

## 9. [Awareness of Each Person's Communication and Conflict Styles](#)

Gallup:

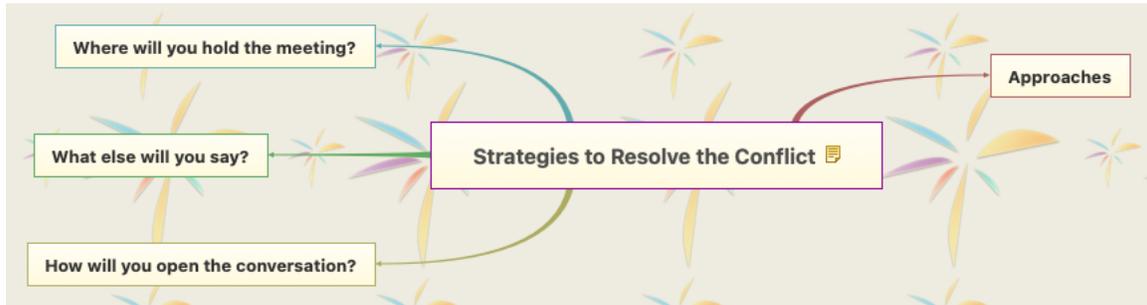
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Center for Conflict Dynamics: <http://www.conflictdynamics.org/products/conflictdynamics.php>

Thomas-Kilmann Conflict Mode Instrument (TKI): <https://www.cpp.com/en/tkiproducts.aspx?pc=142>

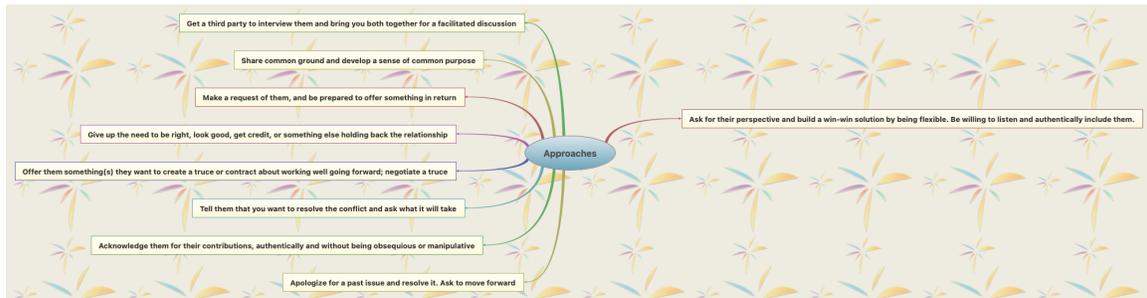
Watch: <http://www.kilmanniagnostics.com/catalog/thomas-kilmann-conflict-mode-instrument>

## 10. Strategies to Resolve the Conflict



Given your work so far, what is the best approach, or approaches, to resolve the conflict? Rate the following.

### 10.1. Approaches



**10.1.1. Ask for their perspective and build a win-win solution by being flexible.**

**Be willing to listen and authentically include them.**

**10.1.2. Apologize for a past issue and resolve it. Ask to move forward**

**10.1.3. Acknowledge them for their contributions, authentically and without being obsequious or manipulative**

**10.1.4. Tell them that you want to resolve the conflict and ask what it will take**

10.1.5. Offer them something(s) they want to create a truce or contract about working well going forward; negotiate a truce

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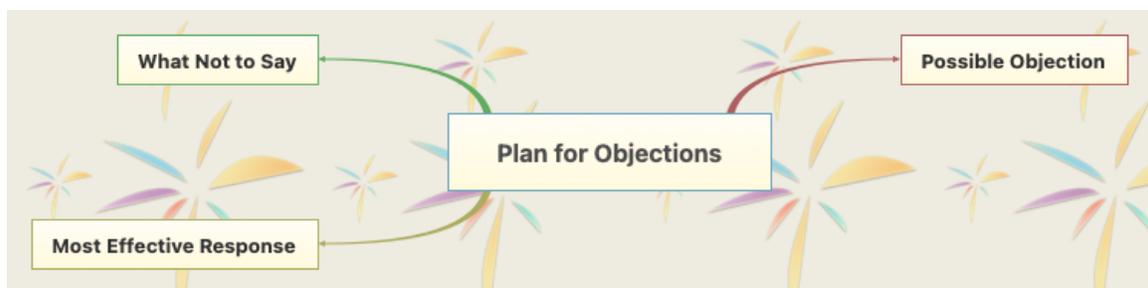
10.1.9. Get a third party to interview them and bring you both together for a facilitated discussion

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10.3. What else will you say?

10.4. Where will you hold the meeting?

## 11. Plan for Objections



### 11.1. Possible Objection

## 11.2. Most Effective Response

## 11.3. What Not to Say

## 12.If Things Go Wrong



12.1. Sometimes things go wrong. Don't let a meeting spiral out of control. Find a way to excuse yourself and come back later.

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12.3. How you will respond if the other person says something that causes you to feel upset or angry

12.4. What you will say if things get heated or otherwise emotional to take time to cool down and come back together

## 13.Rehearse



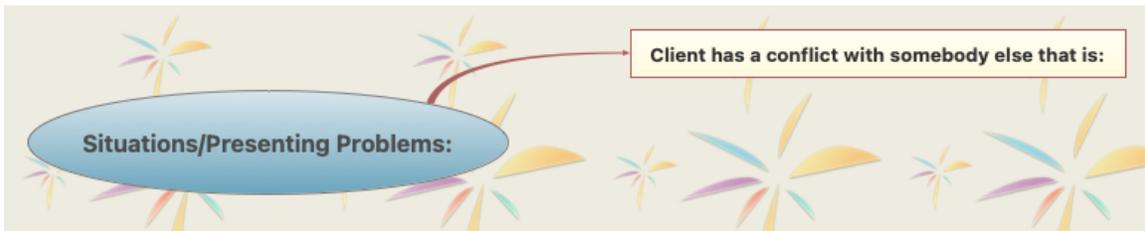
Take time to rehearse the initial meeting with a coach. Videotape it if you can.

### 13.1. What is working

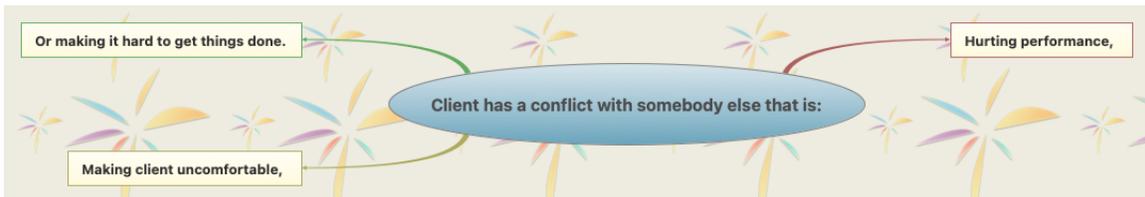
### 13.2. What didn't work

### 13.3. Other observations

## Situations/Presenting Problems:



### Client has a conflict with somebody else that is:

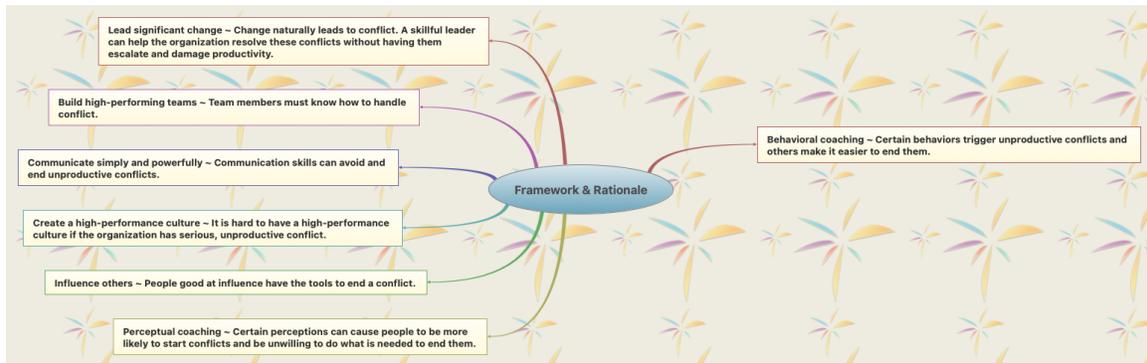


Hurting performance,

**Making client uncomfortable,**

**Or making it hard to get things done.**

## **Framework & Rationale**



**Behavioral coaching ~ Certain behaviors trigger unproductive conflicts and others make it easier to end them.**

**Perceptual coaching ~ Certain perceptions can cause people to be more likely to start conflicts and be unwilling to do what is needed to end them.**

**Influence others ~ People good at influence have the tools to end a conflict.**

**Create a high-performance culture ~ It is hard to have a high-performance culture if the organization has serious, unproductive conflict.**

**Communicate simply and powerfully ~ Communication skills can avoid and end unproductive conflicts.**

Build high-performing teams ~ Team members must know how to handle conflict.

Lead significant change ~ Change naturally leads to conflict. A skillful leader can help the organization resolve these conflicts without having them escalate and damage productivity.

### Benefits:



Improved productivity

Better teamwork

Improved morale and more positive environment

Better relationships

Less stress