

Back-to-Basics Conflict Handling

Your personal workbook!



INNARCHIVE.COM - BACK TO BASICS

CONFLICT HANDLING




1. Some information on the Workbooks

As part of the Back-to-Basics – Conflict Handling Training, this workbook should help you take your own personal comments and notes. You should keep this workbook in your own file and whenever needed, refer back to the workbook and its content.

The workbook includes some of the information covered on the PowerPoint slides; here you will find that in some cases information has been deliberately left out, here it is important that you complete these missing pieces of information from the detail on the PowerPoint used by the Trainer.






Space has also been left for you to take your own notes – This is important as you will experience many discussions and feedback sessions in the course of the training which will deliver you important information that you will be able to use back at your workplace – The added advantage.... It has been proven that if you write something down you will tend to remember it!

Finally, at the end you will find your own personal action plan, your Trainer will give you time at the end of the session to think about a personal call of action – what are the key points of the training you intend to put into practice when you return back to work... remember in the wise words of an old Chinese saying:

 I hear	I forget
 I see	I remember
 I do	I understand

The action plan is all about doing. Your Trainer can assist you here if you have questions!

2. Objectives – By the end of the training

-  Describe at least 4 conflict behaviours including passive-aggressive
-  Discuss the impact of unresolved conflict on Task, Team & Individual
-  Explain how one's personal reactions and behaviour style can create a 'Conflict Cycle'
-  Clearly demonstrate the 5 Fighting Fair steps in a role play
-  Propose the steps to follow if a conflict is not resolved through the Fighting Fair framework



Space for your own notes:

3. My conflict story

4. What is conflict?

Space for your own notes:

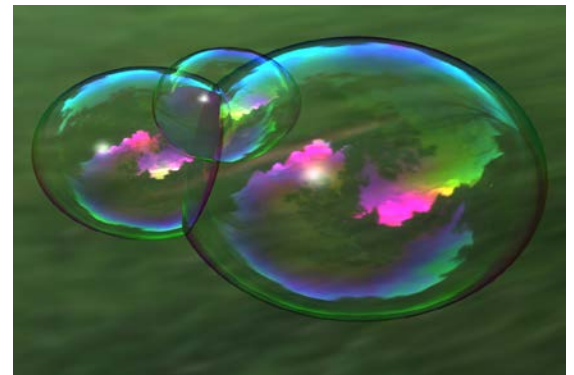


5. Passive-Aggressive Behaviour

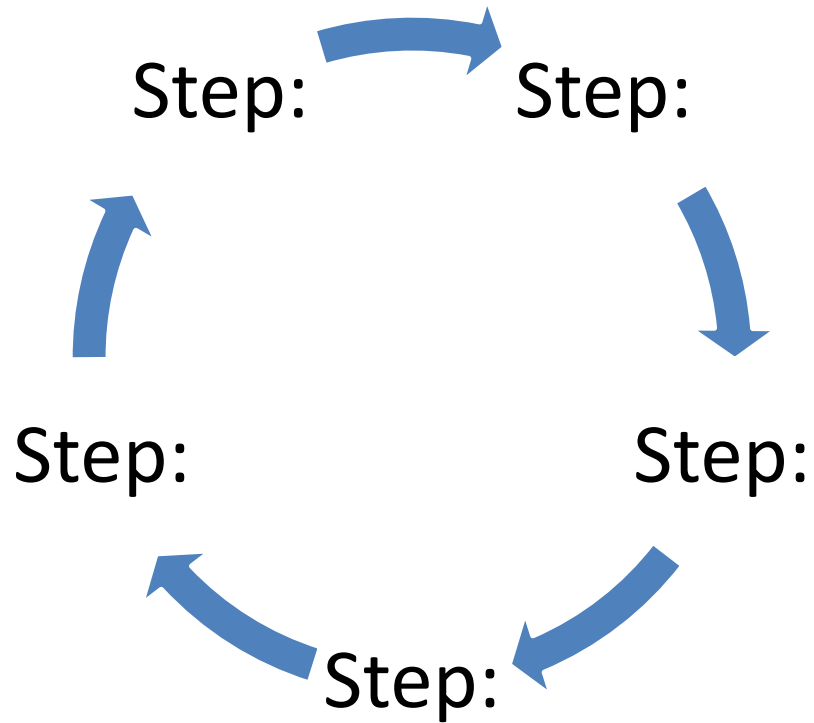
Space for your own notes:

6. Impact of conflicts

Space for your own notes:



7. The conflict cycle 



8. Two to Tango? 

Space for your own notes:



9. Merrill-Reid Model

"People have one thing in common, they are all different."

- Robert Zend

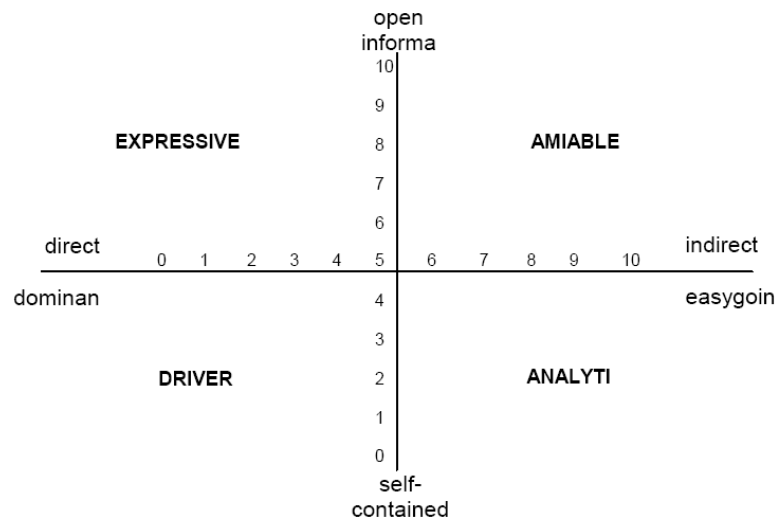
Think of your normal work-life behaviour. Read the statement pairs below and ask yourself: "If I were forced to choose, I would say "My behaviour is more ... ". Pick the one that applies 51 % of the time or more and tick beside it. Answer all questions.

A		B
more animated ____	OR	more passive ____
more take charge ____	OR	more go along ____
more assertive ____	OR	more hesitant ____
more challenging ____	OR	more accepting ____
more active ____	OR	more thoughtful ____
more confronting ____	OR	more supporting ____
more talkative ____	OR	more quiet ____
more bold ____	OR	more retiring ____
more intense ____	OR	more relaxed ____
more forceful ____	OR	more subtle ____
		TOTAL B ____

Add the ticks in column B and put that score beside **TOTAL B**. Find the **TOTAL B** number on **horizontal line** on the graph below and circle it.

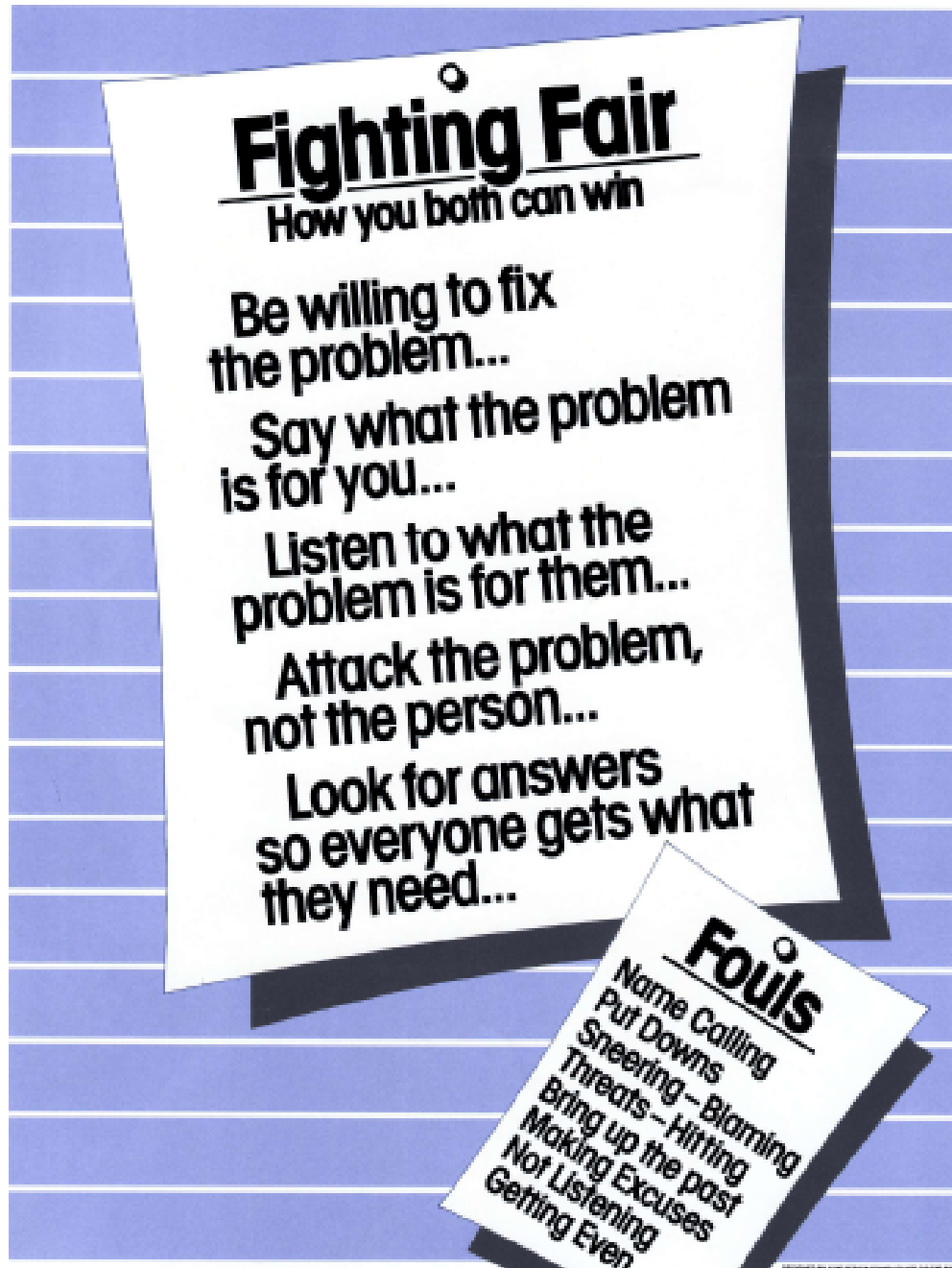
C		D
more flamboyant ____	OR	more proper ____
more spontaneous ____	OR	more disciplined ____
more responsive ____	OR	more self-controlled ____
more impulsive ____	OR	more methodical ____
more close ____	OR	more distant ____
more feeling ____	OR	more thinking ____
more people-oriented ____	OR	more task-oriented ____
more outgoing ____	OR	more reserved ____
more dramatic ____	OR	more matter-of-fact ____
more warm ____	OR	more cool ____
TOTAL C ____		

Add the ticks in column C and put that score beside **TOTAL C**. Then find the **TOTAL C** number on the **vertical line** on the graph below. Find where these lines intersect and check the following table for information about your normal work behaviour.



	DRIVER	AMIABLE	ANALYTICAL	EXPRESSIVE
BEHAVIOR:	takes control, achieves outcomes,	agreeable, personable, caring, helpful	attentive to details, systematic	optimistic, warm, charismatic, energetic
UNDER PRESSURE:	yell, blow-up, bully, dictates	submit, accommodate, passive-aggressive	become silent, flee or withdraw, autocratic	talk louder and faster, comply
PAYOFF:	they feel superior, other people submit	illusion of harmony, never have to take risks	maintain consistency, keep order by	center of attention, influential
STRENGTH:	decisive, get things done, self-confident,	likeable, loyal, team player, peace-keeper	precise, fact finder, organized and timely	energizer, persuasive, people oriented, creative
WEAKNESS:	can intimidate and alienate people	indecisive, wastes time, gullible	stubborn, aloof, unimaginative	egotistical, lacks follow up, often late
NEEDS:	control, power, to be right	security and belonging, to please others,	controlled work, status quo, security, order	popularity, warmth, social recognition
POSSIBLE CONFLICT STYLE:	open and direct, can be aggressive	denial there is a problem, leading to resentment	lack of tact or empathy, facts not feeling	dominate the conversation, may concede too soon
WHEN RESOLVING CONFLICT:	strongly clarify their point of view, be business-like, reaffirm your need to be listened to as well, keep calm and request the same	be sincere, listen, slow down, affirm how they feel and impact of the conflict on team, set goals	go step by step, use facts, logic, and structure, strongly clarify the facts as they/you see it. make an action plan for resolution	show flexibility, let them talk, use demonstrations, strongly affirm their feelings, ensure your perspective is understood

10. The Fighting Fair Framework



11. Fighting Fair – dialogue examples

Fighting Fair Step	Abdul's Attitude	Chandra's Conflict	Maria's Melancholy
<p>Step 1: Be willing to fix the problem</p> <p>Needs to be genuinely open hearted</p>	<p>Hi Abdul, do you have a few minutes? I'd really like to talk with you about these issues we're having.</p>	<p>Chandras, could we chat about the fight we had yesterday – I'd really like to sort it out if you have a moment</p>	<p>Hi Maria, I'm a bit uncomfortable with the dramas we've been having lately – could we have a coffee this afternoon and talk about it?</p>
<p>Step 2: Say what the problem is for you</p> <p>Use "I statements"</p>	<p>Abdul, I feel frustrated when you leave the cleaning cupboard untidy each day. I have to spend 5 minutes at the start of my shift every day cleaning up after you and it's driving me nuts.</p>	<p>Chandras, I think our arguing is starting to impact the team and I'd like to find a better way to communicate with each other when it gets busy in the kitchen.</p>	<p>Maria, when you interrupted me the other day I felt really embarrassed – that's why I snapped at you. Sorry. I feel that you don't respect my point of view when you interrupt me.</p>
<p>Step 3: Listen to what the problem is for them</p> <p>Use <i>reflective listening</i> and put yourself into their shoes</p>	<p>So what you're saying is that you don't feel you have enough time each shift to finish your jobs <i>and</i> clean the organize the cupboard?</p>	<p>Chandras, just let me see if I've heard you OK – you don't like it when I put the orders behind the door - Is that the issue?</p>	<p>Maria, so what I'm hearing is that most of the time you don't realize you're interrupting?</p>
<p>Step 4: Attack the problem, not the person</p>	<p>I know you work hard Abdul – it's just the messy cupboard each day that drives me nuts.</p>	<p>Chandras, I can see that would annoy you but the way you speak to me when you're angry is not OK.</p>	<p>Maria, I'm sorry I shouted at you yesterday – I should have explained what the issue was earlier</p>
<p>Step 5: Look for answers so everyone gets what they need</p>	<p>Abdul, maybe we could go and talk to Mr. Mohamed about your task list each day so you don't feel so rushed and will have time to get the cupboard sorted before I start my shift.</p>	<p>Chandras, so this would all be cool if I put the orders on the board and you agree to bite your tongue when you feel like yelling?</p>	<p>Maria, I do want to hear your ideas – what can we do that will stop the interruptions but still let you say what you think?</p>

12. Fighting Fair Role Play

Briefly describe your scenario:

Fight Fair step	Write your ideas for the dialogue
<p>Step 1: Be willing to fix the problem</p> <p>Needs to be genuinely open hearted</p>	
<p>Step 2: Say what the problem is for you</p> <p>Use “I statements”</p>	
<p>Step 3: Listen to what the problem is for them</p> <p>Use <i>reflective listening</i> and put yourself into their shoes</p>	
<p>Step 4: Attack the problem, not the person</p> <p>You may feel frustrated during the conversation but don't make it personal</p>	
<p>Step 5: Look for answers so everyone gets what they need</p> <p>...because you don't want to have to have the same conversation again next week 😊</p>	

