RESOLVING CONFLICT

To provide a team with principles and steps to follow to address and resolve conflict.

THE VALUE OF THIS TOOL

Provides a systematic way to address conflict and manage it in a positive way.

Helps teams clarify principles and approaches to lean on when conflict occurs

Helps facilitate healthy conflict resolution which builds trust and avoids damaging relationships

USE THIS TOOL WHEN

1 There is unresolved conflict within the team

2 Team members are avoiding conflict

ASPIRE
CONSULTING AND TRAINING

THE PRINCIPLES

STOP & BREATHE

*Make sure you schedule **enough time** for everyone to **listen well***

Don't start a conflict resolution process while emotions are running high. Take a break before engaging or schedule a time to deal with it properly that works for everyone.

CHOOSE THE BEST APPROACH

*See the last page for the **Conflict Styles** chart to help you decide*

Conflict resolution isn't a one-size-fits-all process. Understand the context and conflict styles of individuals, and select an approach that most likely to produce the best outcome.

SEEK A WIN–WIN OUTCOME

Conflicting ideas doesn't need to mean conflicting people. In many cases, finding a win-win will result in a superior business outcome and build trust and respect between the people involved.

LEARN AND GROW

Conflict is data, and listening is the key. To discover motives, context and learn about yourself and your team, ask lots of questions and identify what you feel, think and believe in that conflict. Don't accept the easy answer.

THE PROCESS

STEP 1

Tackle the issue, not the person

➤ Separating the problem from the person makes it possible to engage deeply with the conflict without damaging working relationships. Make sure that you treat the other calmly with mutual respect.

STEP 2

Number the issues and identify the stakes

➤ The conversation can get very messy and confusing if multiple issues are bundled into one remark. Pull all the issues apart, and list all the various issues at stake. Discuss the main issue first, and reschedule to discuss additional issues if necessary.

STEP 3

Listen well to truly understand the other person

➤ Don't listen to respond or defend. Listen to understand and empathise. Listen to their (and your) feelings, sort the facts to establish common ground and echo what the other person says to affirm understanding.
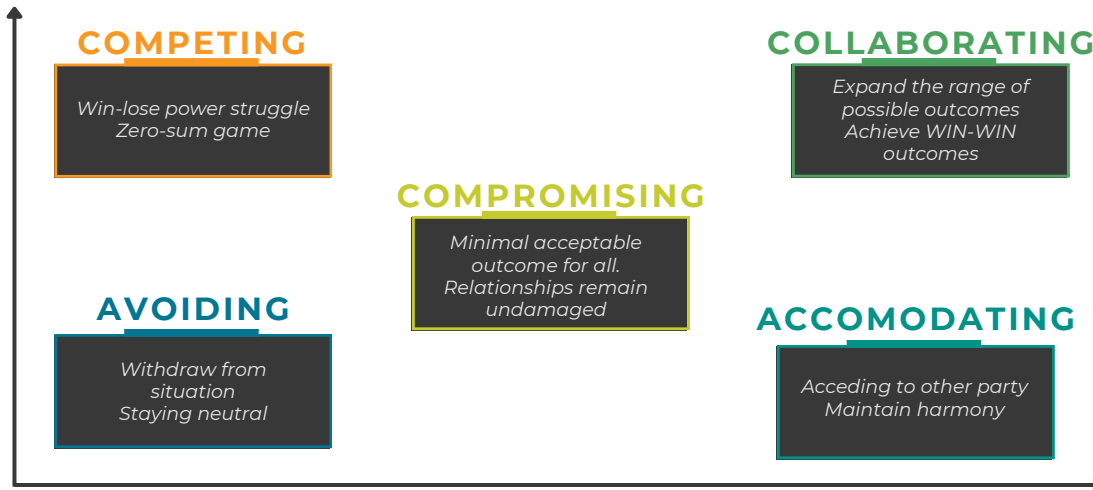
STEP 4

Collaborate to find the best solution together

➤ Explore options together and look for an alternative solution (third path) that leads to a win-win. Get other team members involved if you struggle to find a solution, and ensure all emotions have been aired and there is no residual tension between you at the end.

ASPIRE
CONSULTING AND TRAINING

CONFLICT STYLES

ASSERTIVENESS
Focus on my needs, desired outcomes and agenda

COMPETING
Win-lose power struggle
Zero-sum game

COLLABORATING
Expand the range of possible outcomes
Achieve WIN-WIN outcomes

COMPROMISING
Minimal acceptable outcome for all.
Relationships remain undamaged

AVOIDING
Withdraw from situation
Staying neutral

ACCOMODATING
Acceding to other party
Maintain harmony

COOPERATIVENESS
Focus on others' needs and mutual relationship

COMPETING
The competing style is more assertive and does not focus on mutual decision-making, typically leading to a win-lose situation. **This style is valuable when an outcome is very important, and there is high time pressure to meet a deadline or make an important decision.** When using the competing style the focus is on weighing up the short-term and long-term benefits of the win-lose outcome.

COMPROMISING
With the compromising style, both sides agree to make small or superficial compromises to settle on an outcome to which both parties agree. **This style is valuable when there is ambiguity concerning a desired outcome and further debate will only damage relationships within the team.** When using this style individuals focus on clarifying minimally acceptable outcomes for all the parties involved.

COLLABORATING
The collaborating style strives to meet the underlying needs of both parties, creating a win-win situation. **This style is especially valuable when a team needs to solve a serious problem by coming up with the best potential solution.** High levels of assertiveness and cooperation are needed to end up with the best potential solution. The focus for both parties is to expand the range of possible outcomes.

ACCOMMODATING
When using the accommodating style one side will cooperate with the other side by agreeing to the other side's wants. **This style is valuable when the outcome of the situation is very important to one person but less so to the other.**

AVOIDING
This style is focused on evading or delaying conflict which, at the right time, can be appropriate and constructive. This style requires low assertiveness and low cooperativeness. **This approach can be useful in highly emotional situations where time is needed to gain perspective.** When using this style the focus is on maintaining neutrality and choosing the best time to resolve the conflict.