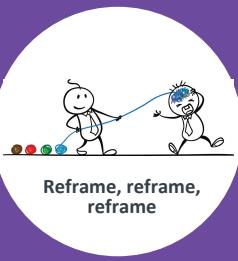


CONFLICT RESOLUTION THAT WORKS

				
<p>FACTS</p> <ul style="list-style-type: none"> • What is your side of the story? • What impact did it have on you? • What was your contribution? <p>FEELINGS</p> <ul style="list-style-type: none"> • Accept that your feelings are OK and write them down. • Be realistic: from eliminating fear and anxiety to reducing them. • Prepare to express your feelings constructively. 	<p>Explore both stories</p> <ul style="list-style-type: none"> • Share your version of the facts and the impact the conflict has had on you. • Ask the other person about their intentions. • Ask them to share their story. • Listen and try to understand the other person's perspective. • If appropriate, acknowledge your contribution. 	<p>Acknowledge each other's feelings</p> <ul style="list-style-type: none"> • Express your feelings without judging or blaming. Use the "I" statements. • Ask your counterpart to share theirs. If your counterpart struggles to express how they feel, gently label their emotions: <ul style="list-style-type: none"> + <i>It sounds like you were disappointed in what I did.</i> + <i>It sounds like you were worried that we wouldn't make the deadline.</i> + <i>It seems like you were reluctant to discuss it in the room.</i> 	<p>Reframe, reframe, reframe</p> <ul style="list-style-type: none"> • Reframing is a technique you can use if the other person becomes combative. • Take the essence of what they are saying and translate it into concepts that are more helpful. <ul style="list-style-type: none"> + <i>You obviously feel very strongly about it. I'd also like to share my perspective on the situation.</i> + <i>Rather than focus on whose fault it is, I'd like to discuss what we each contributed to the situation.</i> 	<p>Find a way forward</p> <ul style="list-style-type: none"> • Invent options that will work for both of you. • Discuss more than one option. • Choose an option that works for you both, even if it involves some compromise. • Decide who is responsible for what part of the solution. • Agree how you will communicate about the issue. • Affirm the relationship.

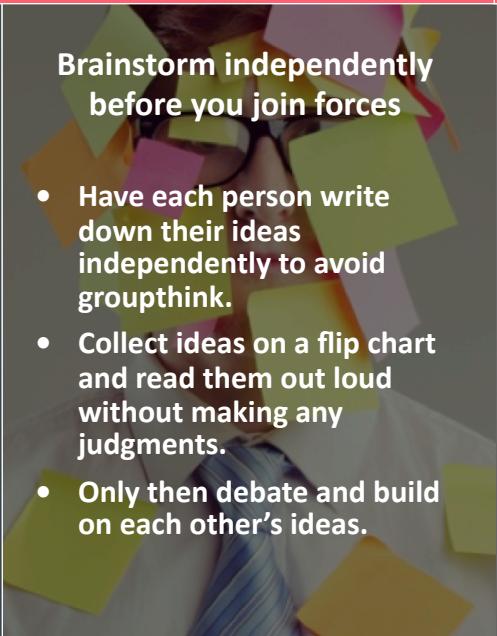
MEDIATING CONFLICT RESOLUTION

- | | |
|---|---|
| <ul style="list-style-type: none"> • Set ground rules. • Establish your role as a mediator. • Facilitate the conversation. | <ul style="list-style-type: none"> • Ask both parties to write down the facts, the impact, the feelings, and their contribution. • Ask each party to share with no interruption. • Reframe, reframe, reframe. • Help the parties to find a way forward. |
|---|---|

ENCOURAGING HEALTHY CONFLICT

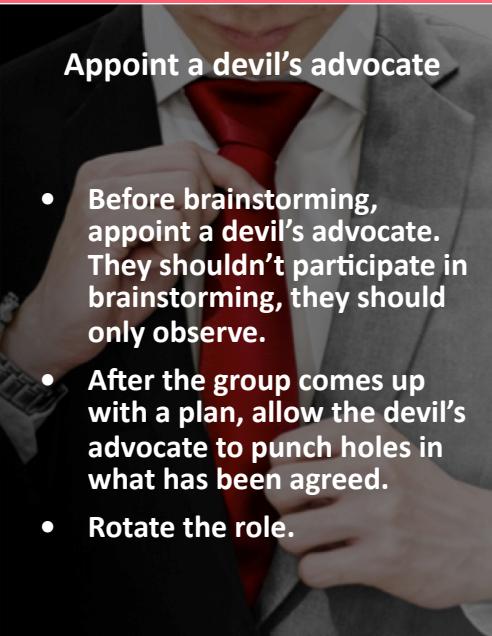
Brainstorm independently before you join forces

- Have each person write down their ideas independently to avoid groupthink.
- Collect ideas on a flip chart and read them out loud without making any judgments.
- Only then debate and build on each other's ideas.



Appoint a devil's advocate

- Before brainstorming, appoint a devil's advocate. They shouldn't participate in brainstorming, they should only observe.
- After the group comes up with a plan, allow the devil's advocate to punch holes in what has been agreed.
- Rotate the role.



Conduct a pre-mortem

- After your team comes up with a plan, envision all the ways things could go wrong. *It's a year from now. Our project failed. Why?*
- Agree the three most likely reasons why the project might fail.
- Put together a plan to mitigate things going wrong or revisit your plan.

