



CONFLICT

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Program Objectives

Conflict



Explain the difference between a disagreement and a conflict.



Explain the six causes of conflicts.



Explain the importance of talking out a conflict.



Use two-way and assertive communication skills to level with people, to accept feedback from them, and to discuss/resolve problems.

A CHALLENGE



Please write a
One Sentence Definition
of
CONFLICT.

Conflict

Definition

(1 of 2)

A situation in which someone believes that his or her own needs have been denied.



Conflict

Definition

(2 of 2)

“The goal of organizational leadership is not to eliminate conflict, but to use it.”

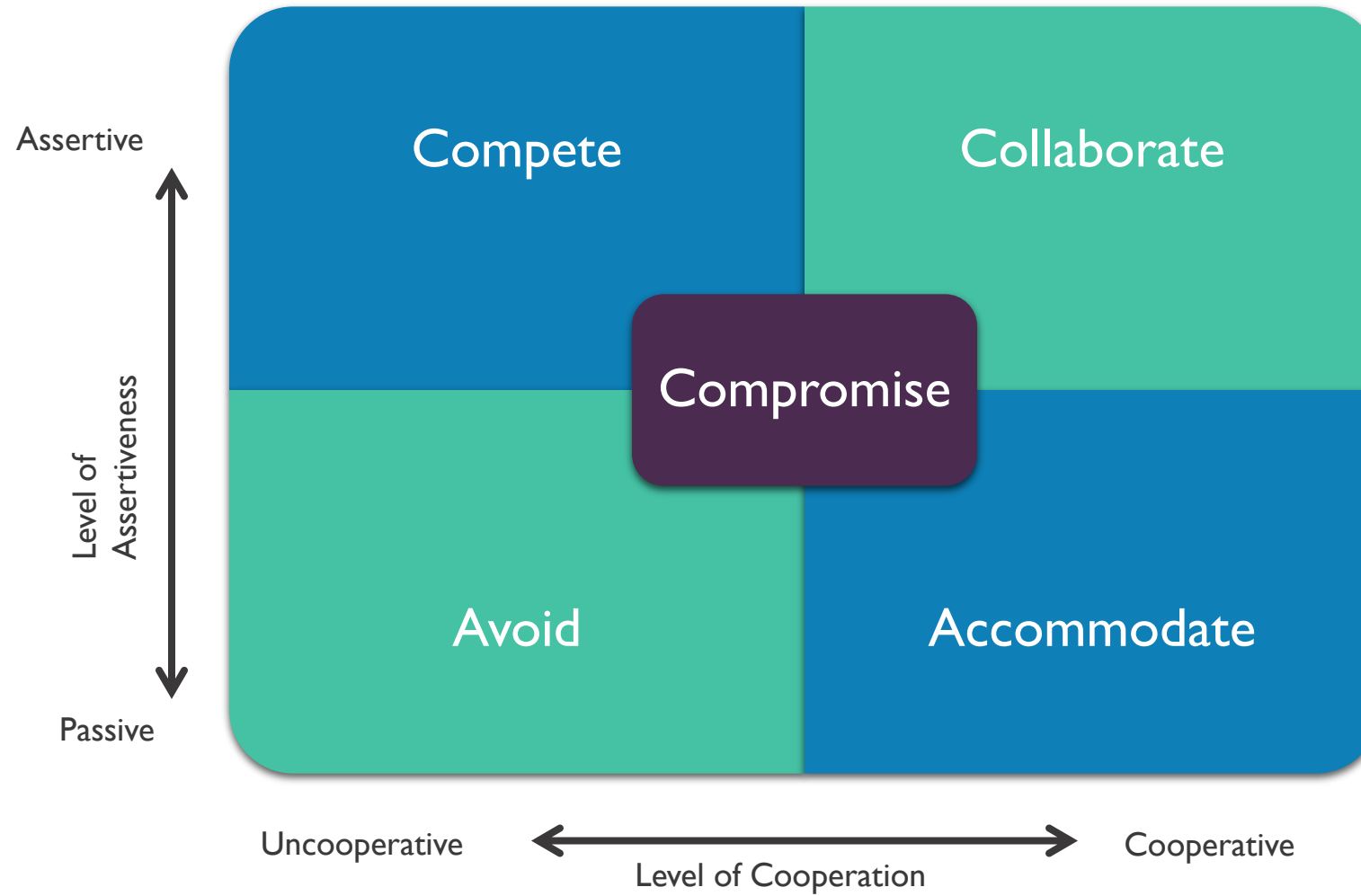


“Conflict is a predictable social phenomenon and needs to be channeled to useful purposes.”



- The word “conflict” came from the Latin word, “Conflictus,” which is a form of the word, “confligere.”
- The word “confligere” came from the combination of “com,” as in “together,” and “fligere,” as in “to strike.”
- The noun and verb both came from the early 15th century.

Conflict Model



What Do You Think?

When you hear the word ...

CONFLICT

What do you think, and what images come to you ...

Conflict Theory

Conflict
(1 of 5)

Conflict theory is the theory that conflict is the natural order.

It came from the Marxist belief that conflict is caused by competition for resources.

Conflict theory was originally limited to economics, yet has expanded.

The theory has continued to develop for many years.

Conflict Theory

(2 of 5)



Karl Marx, the author of *The Communist Manifesto*, developed the theory of Marxism.

Marxism states that conflict is due to the constant economic struggle between the haves and have-nots.

Marx limited his theory to economics.

Conflict Theory

Conflict
(3 of 5)

In Marxism, society had two classes:

The Bourgeoisie:
The dominant class
that owns the means
of production.

The Proletariat:
The subordinate class of
workers that depend on the
Bourgeoisie to gain means of
production.

Marx believed that the imbalance of power between the Bourgeoisie and the Proletariat caused conflict.

Conflict

Conflict Theory

(4 of 5)

Max Weber agreed that economics was one cause of conflict, yet also believed in two other causes:



Social Status

Political Influence

Weber believed that the distribution of power caused conflict.

Conflict Theory

Conflict

(5 of 5)

Conflict Theory came to the United States through Lewis Coser and Ralph Dahrendorf.

Coser considered conflict a struggle over values, status, power, and resources.

Coser believed that conflict could be positive because it can lead to social change.

Dahrendorf believed that social order was maintained by force from the top, causing constant tension throughout.

Conflict Theory Summary

Conflict

Conflict is natural and inevitable.



Conflict goes beyond economics into many other areas, such as power, status, resources, political influence, etc.



Conflict can cause social change.

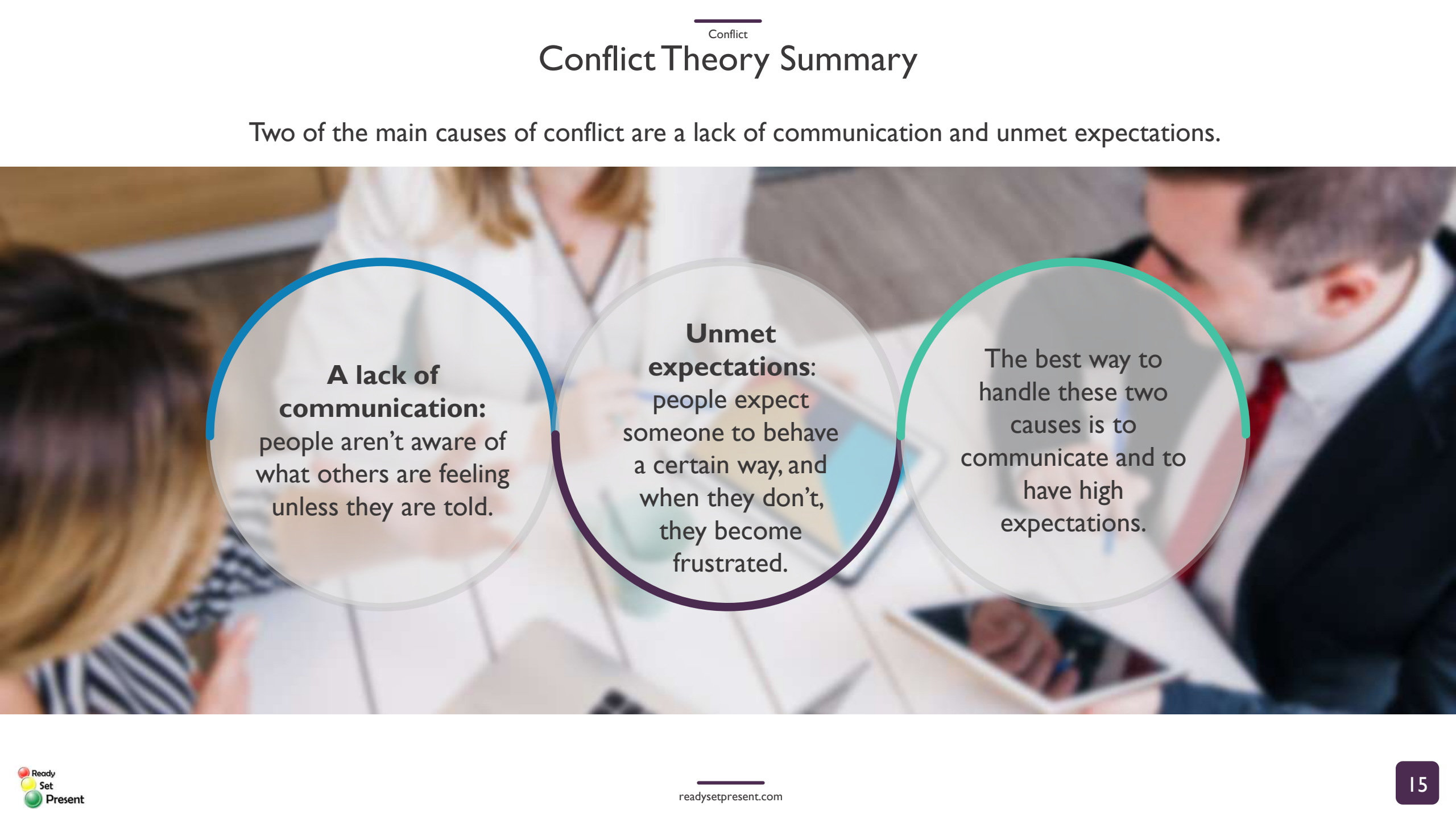


Conflict can be positive and negative.



Conflict Theory Summary

Two of the main causes of conflict are a lack of communication and unmet expectations.



A lack of communication:
people aren't aware of what others are feeling unless they are told.

Unmet expectations:
people expect someone to behave a certain way, and when they don't, they become frustrated.

The best way to handle these two causes is to communicate and to have high expectations.

Symptoms Of Conflict

Conflict

(1 of 4)

Tensions.



No desire to communicate.



Work not done properly.



Disastrous meetings.



Anger occurs quickly and easily.



Symptoms Of Conflict

Conflict

(2 of 4)

Failing productivity



Slipping morale



Absenteeism



Accidents



Escalating costs



Slamming doors



Shouting



Bad times



Symptoms Of Conflict

Conflict

(3 of 4)

The employee (or employees) involved display no desire to communicate.

Bad tempers are evident.

Productivity is falling.

Morale is slipping.

Symptoms Of Conflict

Conflict

(4 of 4)

One or more of those involved frequently calls in sick.

Accidents and errors become more frequent.

Disagreements become more pronounced (shouting, slamming doors, etc.).

Fight or Flight?

When faced with a conflict, the biological response is the Fight or Flight Response.

Some people are more likely to confront the issue (fight), while others are more likely to avoid the issue (flight).

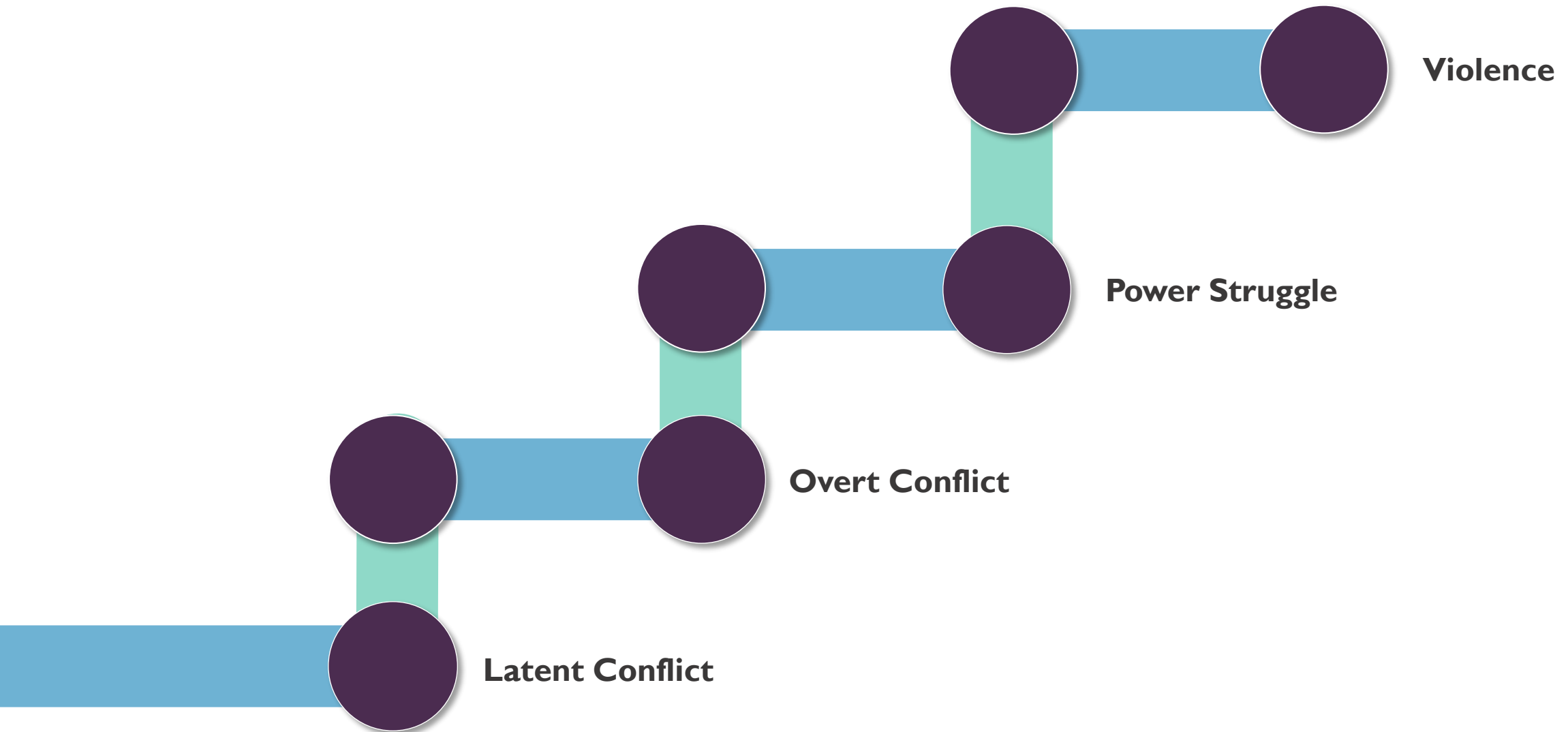
What is your usual response?

Which is more effective? Each response can be effective in different situations.

Conflict

Conflict Escalation

(1 of 3)



Conflict Escalation

Conflict

(2 of 3)

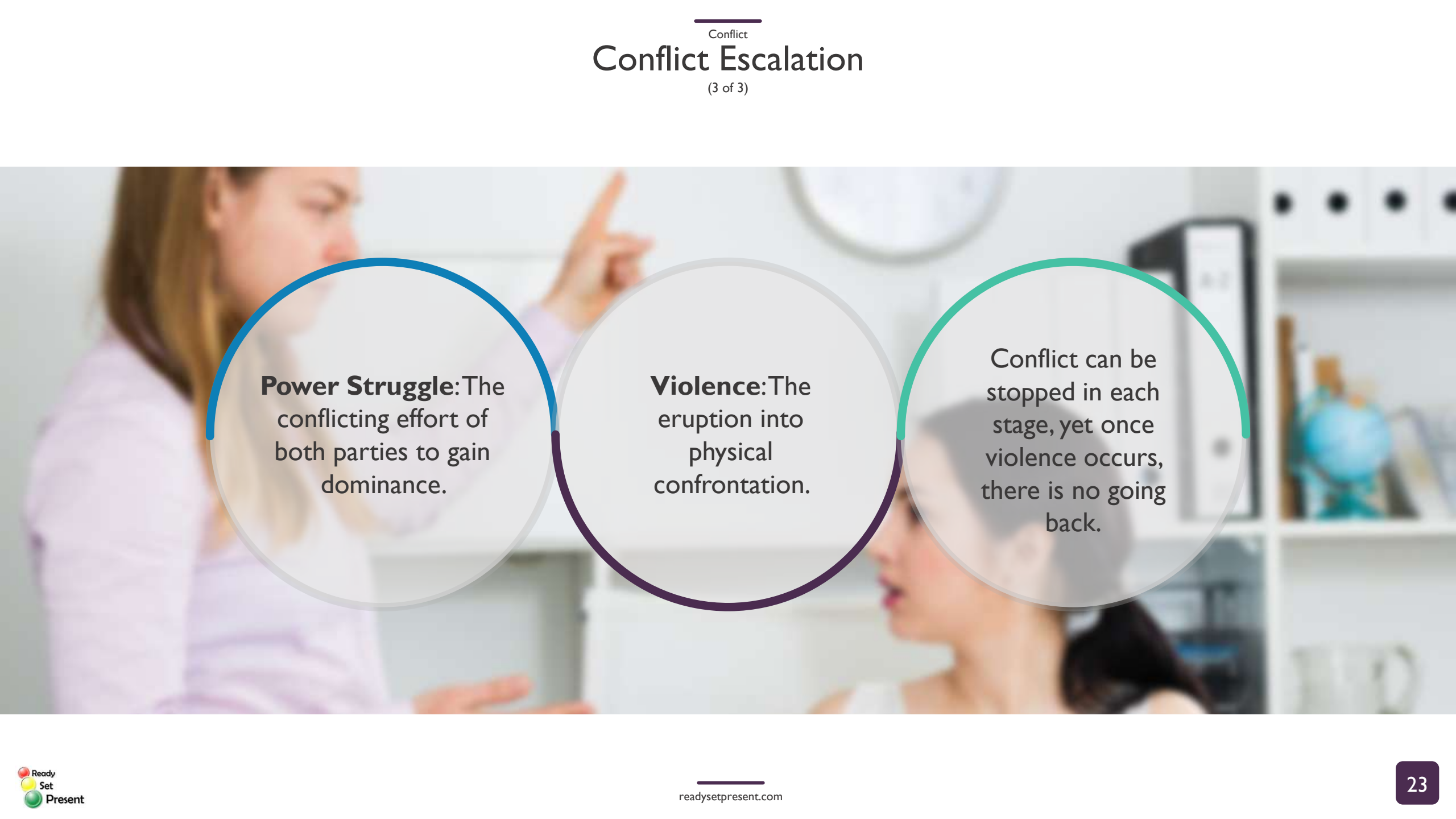
Conflict escalation should be avoided, because once it escalates, it is very difficult to deescalate.

Latent Conflict:
Conflict that is under the surface. It is from tension and frustration, yet has not erupted.

Overt Conflict:
Conflict that has been exposed. It is from disagreements and begins confrontation.

Conflict Escalation

(3 of 3)



Power Struggle: The conflicting effort of both parties to gain dominance.

Violence: The eruption into physical confrontation.

Conflict can be stopped in each stage, yet once violence occurs, there is no going back.

Dealing With Resistance

The Five "A's"

Avoidance

Acceptance

Adaptation

Adamancy

Attack (Push back)

Symptoms ^{Conflict} Versus Causes

Symptoms:

Conditions brought on by other related situations; signs of a basic problem.

Causes:

The basic problems; situations that give rise to symptoms.

CAUSES OF CONFLICT



Causes of Conflict

(1 of 3)

Conflicts of belief:

People have different personal beliefs, and any deviation from those beliefs is bound to cause problems. This type of conflict must not be allowed to erupt in an organization.

I

Causes of Conflict

(2 of 3)

Conflicts of attitudes:

People have different values, goals and lifestyles that may offend or annoy others.
People have different personal beliefs, and any deviation from those beliefs is bound to cause problems.
This type of conflict must not be allowed to erupt in an organization.

2

Causes of Conflict

Conflict

(3 of 3)

Conflicts resulting from Inappropriate management behavior:
Executives are not excluded from causing conflict. Many executives misuse their authority by insulting others. Managers who fail to support employees and follow through on promises and tasks, encourage conflicts between individuals by not taking charge.

3

Conflict

Causes: Two Categories

Conflict falls under two major headings: low cost and high cost.

Low cost conflict can be constructive.

New ideas and improvements often arise out of low cost conflict.

For example, cleaning up the coffee area can easily be solved by organizing a schedule, which is a constructive solution.

High cost conflict is not productive.

Conflict

Competition



The simultaneous pursuit of
the same goals and rewards
by two or more people.

Competition Leads To Conflict

Conflict



Competition leads to conflict when two people pursuing the same goals and/or rewards see each other as adversaries and see it as their right to deny the other person access to those goals and/or rewards.

In-Group Characteristics

Conflict

Goals and objectives.

Values and attitudes.

Prescribed feelings.

Roles.

Functions.

Unique identity.

Allegiances.

Inter-Group Conflict

Conflict



Inter-group conflicts occur when members of one group believe that their group's right to fulfill its needs or interest is denied by members of another group.

Conflict

Perspectives



The points of view different people take toward their experience.

The direction of a person's focus.

Feeling, attitudes, values, and needs generated by training, education, and experience.

Conflict

Common Need



The overriding need for all people working for the same organization: to make the organization profitable!

Conflict

Figure/Ground

(1 of 2)

Figure:

The foreground; the area of an image on which one focuses or the aspect of an experience that one perceives as dominant.

Ground:

The tendency to concentrate on and retain specific patterns within an experience even long after the experience is over.

Conflict

Figure/Ground

(2 of 2)

People's perspectives vary by how they look at situations: by the figure or by the ground.

Some people see the "big picture," while others see small details.

People are capable of perceiving situations in both ways, and their perception may vary depending on the situation.

Both perspectives can be useful.

Backgrounds And Perspectives

Cultural, ethnic, racial, and socio-economic backgrounds affect perspectives.

Values, Attitudes, Needs

Values:

What a person
cares about.



Attitudes:

The manner in which
the person responds to
experience.



Needs:

The drive a person
must attempt to
satisfy.



CONFLICT MANAGEMENT



Conflict Management 4 Steps

1. Define the nature of the conflict

2. Determine the underlying factors of the conflict.

3. Identify the stage of the conflict.

4. Choose the appropriate action to resolve the conflict.

4 Stages Of Conflict Management

(1 of 2)

Nature

- Roles
- Outcomes
- Methods
- Values

Stages

- Unrest
- Disagreement
- Confrontation
- Conflict

4 Stages Of Conflict Management

(2 of 2)

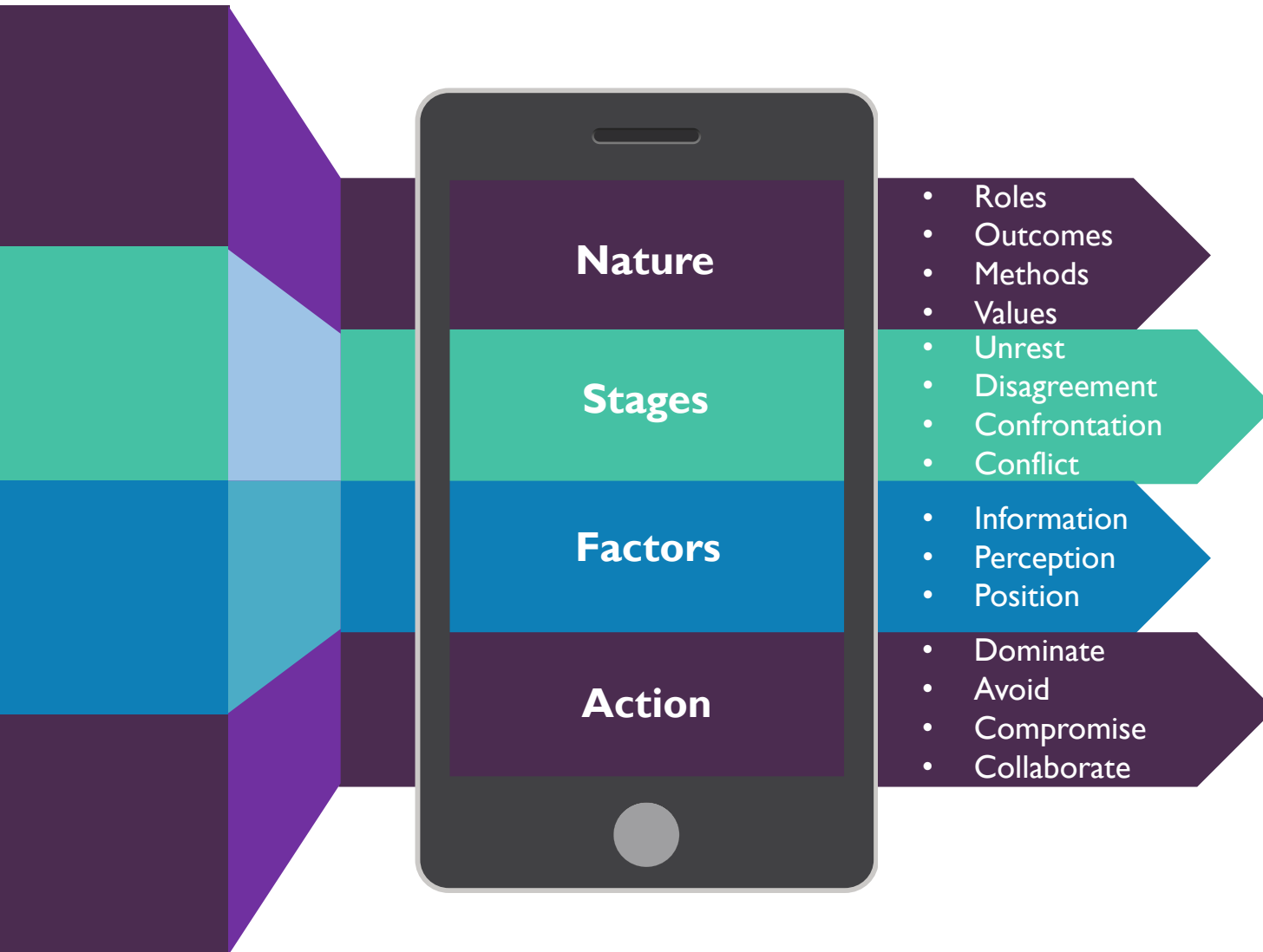
Factors

- Information
- Perception
- Position

Action

- Dominate
- Avoid
- Compromise
- Collaborate

4 Stages Of Conflict Diagram



METHODS TO HANDLE CONFLICT



5 Methods To Handle Conflict

(1 of 6)



1

Avoidance

2

Accommodation

3

Competition

4

Compromise

5

Collaboration

5 Methods To Handle Conflict

Conflict

(2 of 6)

Avoidance

Avoiding pending conflicts can sometimes squash a potential outburst.

A sudden difference of opinion can immediately result in conflict. If a manager can justify avoidance (on the basis that it is a conflict of belief, attitude or the like) and can change the subject before the situation gets out of hand, the situation may be perceived as unimportant, and the parties often forget the problem.

I

5 Methods To Handle Conflict

Conflict

(3 of 6)

Accommodation

The manager combines the issues and
Resolves the problem with the quickest solution.
Differences are downplayed in order to reach an agreement.

2

5 Methods To Handle Conflict

(4 of 6)

Competition

The manager solves the problem by choosing the person most likely to achieve the best results (not necessarily the best idea) and works with the employee to help them reach the set goal.

3

5 Methods To Handle Conflict

Conflict

(5 of 6)

Compromise

The manager speaks to each employee about his or her feelings on the situation and then steers the negotiations in such a way that the employees compromise part of their own objectives in order to reach a satisfactory agreement.

4

5 Methods To Handle Conflict

Conflict

(6 of 6)

Collaboration

The manager works along with the employees to find the best possible solution. The manager teaches the team members to accept one another's ideas and work together to achieve mutual benefits for each party. Trust is increased through the process because both parties are equally concerned with the outcome.

5

A Revelation Image

What do you mean?
"I don't understand
you. Please say it again
in a different way."

Do you understand?
A poor way of
asking for feedback.

Taking responsibility
for the message:
"In order for me to
know if I have made
myself clear, I need to
know what you've
understood me to
have said."

Goals

Something I want to do, have, be, or go to.

Three Ways Of ^{Conflict} Addressing Conflict

Ignore or deny a
conflict exists.

1

Suppress or stifle
the conflict.

2

Properly manage
the conflict.

3

Conflict

Ignoring A Conflict

Ignoring a conflict creates resentment and frustration between the parties involved, eventually leading to an explosion.

However, there is a difference between ignoring and avoiding conflict.

Stifling A Conflict

Conflict
(1 of 2)


Aggressive words or
actions against the
other party.

Segregation.

Inhibiting
communication
through ambiguities
and generalizations.

Stifling A Conflict

Conflict
(2 of 2)




Creates feeling of
incompetence within
the other party.

Decreases
possibility of good
work relations.

Limits level of
performance.

Stifling A Conflict

Conflict
(2 of 2)



Properly managing a conflict is always the best option, yet it is not always possible, and it is not always clear what the best way to do so is.

Ignoring or stifling a problem are not good options, yet properly managing a conflict or choosing to avoid the conflict, can be effective.

DEFUSE A CONFLICT



Defuse ^{Conflict} A Conflict

(1 of 5)

Establish an employee assistance program where team members can go to solve problems.

1

Defuse ^{Conflict} A Conflict

(2 of 5)

Help employees recognize that they share a common goal with other employees:
To make the organization successful!
If they keep this goal in sight, any other issues will remain minimal or be perceived as less important.

2

Defuse ^{Conflict} A Conflict

(3 of 5)


Teach employees that when working, their productivity and contribution to the organization is more important than their personal status.

3

Conflict

Defuse A Conflict

(4 of 5)

A background image showing two hands holding wooden puzzle pieces. The puzzle pieces are light-colored and have a silhouette of a person on them. The hands are positioned as if they are about to fit the pieces together. The background is blurred, showing a window with a view of a city and a body of water.

Instill openness between co-workers without asking them to confide too much.

4

Defuse ^{Conflict} A Conflict

(5 of 5)

Distribute tips for handling conflict, and organize a workshop on conflict resolution. Creates feeling of incompetence within the other party.

5

Conflict

Managing Conflict

(1 of 2)



Identify when a conflict is present.

Intervene when necessary.

Monitor the situation when intervention is not necessary.

Conflict

Managing Conflict

(2 of 2)



The key to managing conflict is to recognize it in its beginning stages.

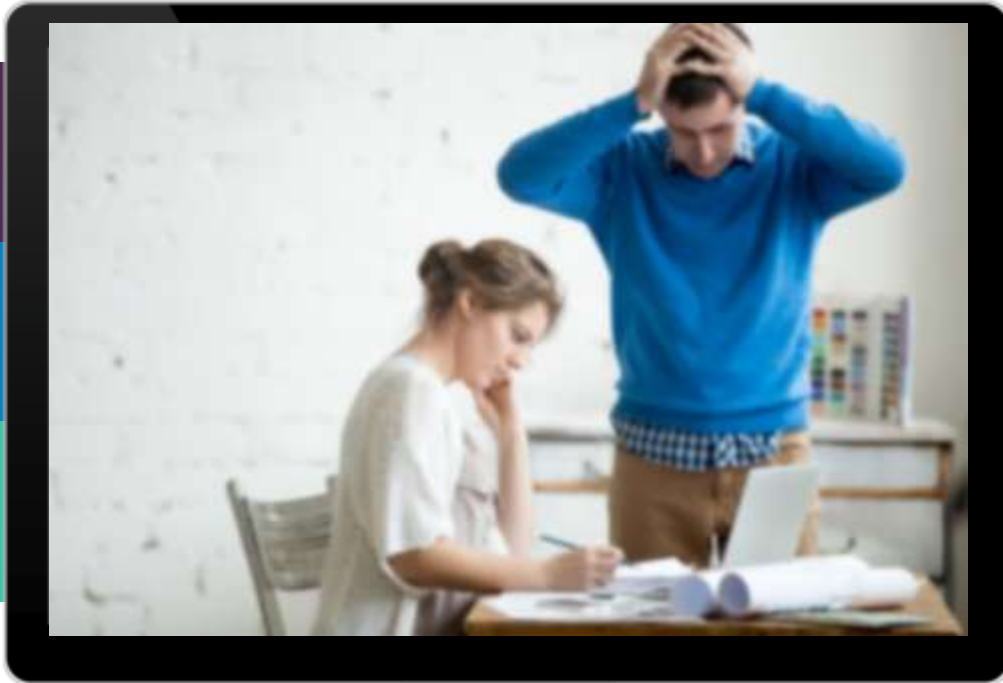
Conflict

Remember

Conflict is not always a negative thing; it can have its positives.

Conflict causes competition, which often leads to increased productivity for all parties involved.

Sources of Conflict



Personal Factors: dependent upon the background and perceptions of the individual.

Interrelative Factors: the communication between two groups.

Structural Factors: organization of people and resources.

REMEMBER



Conflict

Remember

To avoid conflict,
communication must be
clear and efficient.

A lack of common language
and symbolism often results in
conflict.

Organizational Conflict

Conflict

Doomed to Fail:
Organizations that avoid conflict or work on it in ways that destroy relationships are inevitably doomed to fail.

Ensured Success:
Organizations that anticipate conflict and work on it in ways that keep relationships intact are inevitably ensured greater success.

Organizational Conflict: Positive Results

(1 of 2)

Problem addressed/action taken.



Conflict resolved.



Better long-term relationship.



Stimulates creativity.



Personal/professional growth.



Strengthens democracy(Participatory problem-solving).



Organizational Conflict: Positive Results

(2 of 2)

Change for “common good”.



Leadership emerges.



Organization growth.



Incorporation of goals.



Increased motivation.



Organizational Conflict: Negative Results

(1 of 3)

No results.



Little shared problem-solving.



Little creativity.



Destroys relationships.



Destruction of democracy.



No sense of “we”.



Organizational Conflict: Negative Results

(2 of 3)

Someone wins, someone loses.



Unwillingness to work together.



Expensive litigation.



Organization declines.



Leadership declines.



Loss of self-esteem.



Organizational Conflict: Negative Results

Conflict

(3 of 3)

Prize is limited.



The best solution is to divide the prize.

Win-win is not possible.



Win-lose has too many negatives.



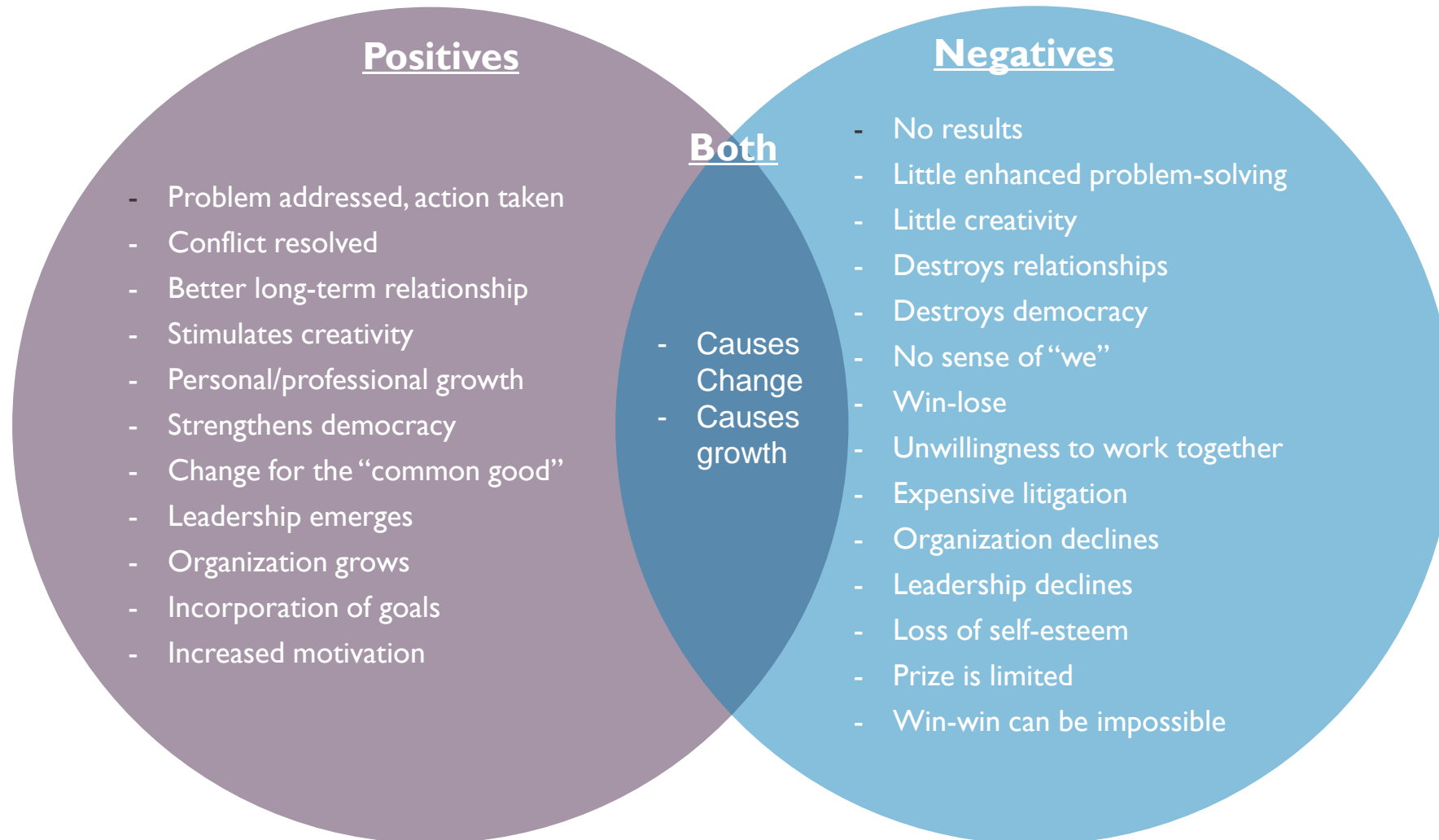
Everyone wins something.



Everyone loses something.



Positives and Negatives Venn Diagram



Conflict - Positions

(1 of 2)

Positions are...

Something one has decided on as a way to settle a conflict or a difference.

A predetermined solution.

Conflict - Positions

(2 of 2)

A predetermined way
to solve problem.

Limit creative
options.

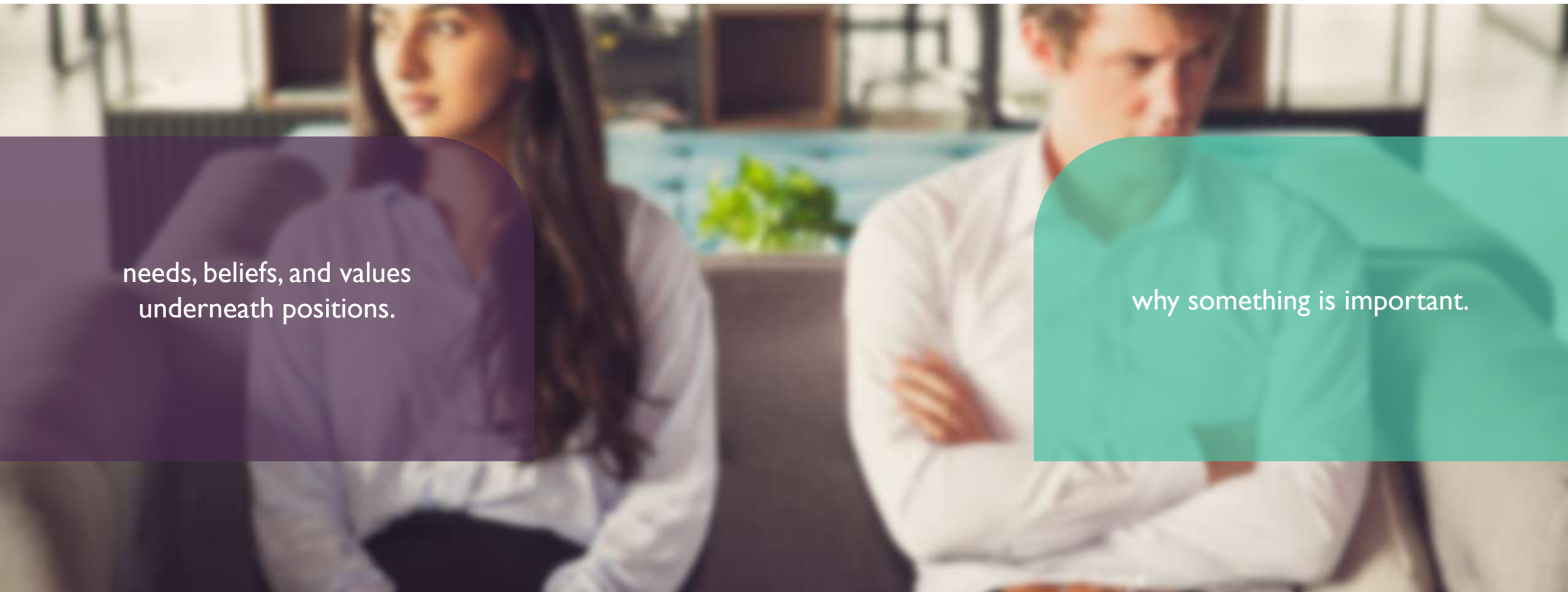
Do not understand
real interest of parties
in dispute.

Do not always
satisfy everyone.

Conflict

Conflict – Interests

Interests are...



needs, beliefs, and values
underneath positions.

why something is important.

Why Focus on Interests

Gets to heart of issue.



Moves people beyond polarized positions.



Sets stage for mutual understanding.



Leads to group cooperation.



Sets stage for issue reframing.



Sets stage for generating creative options.



ACTIVE LISTENING



Why Focus on Interests

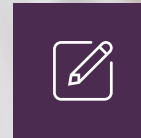
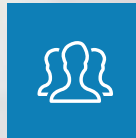
Active listening is accomplished by...

Concentrating on the message you hear.



Getting the main ideas (content).


Identifying feelings.



Providing appropriate feedback.

Why Bother To Actively Listen?

(1 of 2)



It helps people relax
and develop trust.

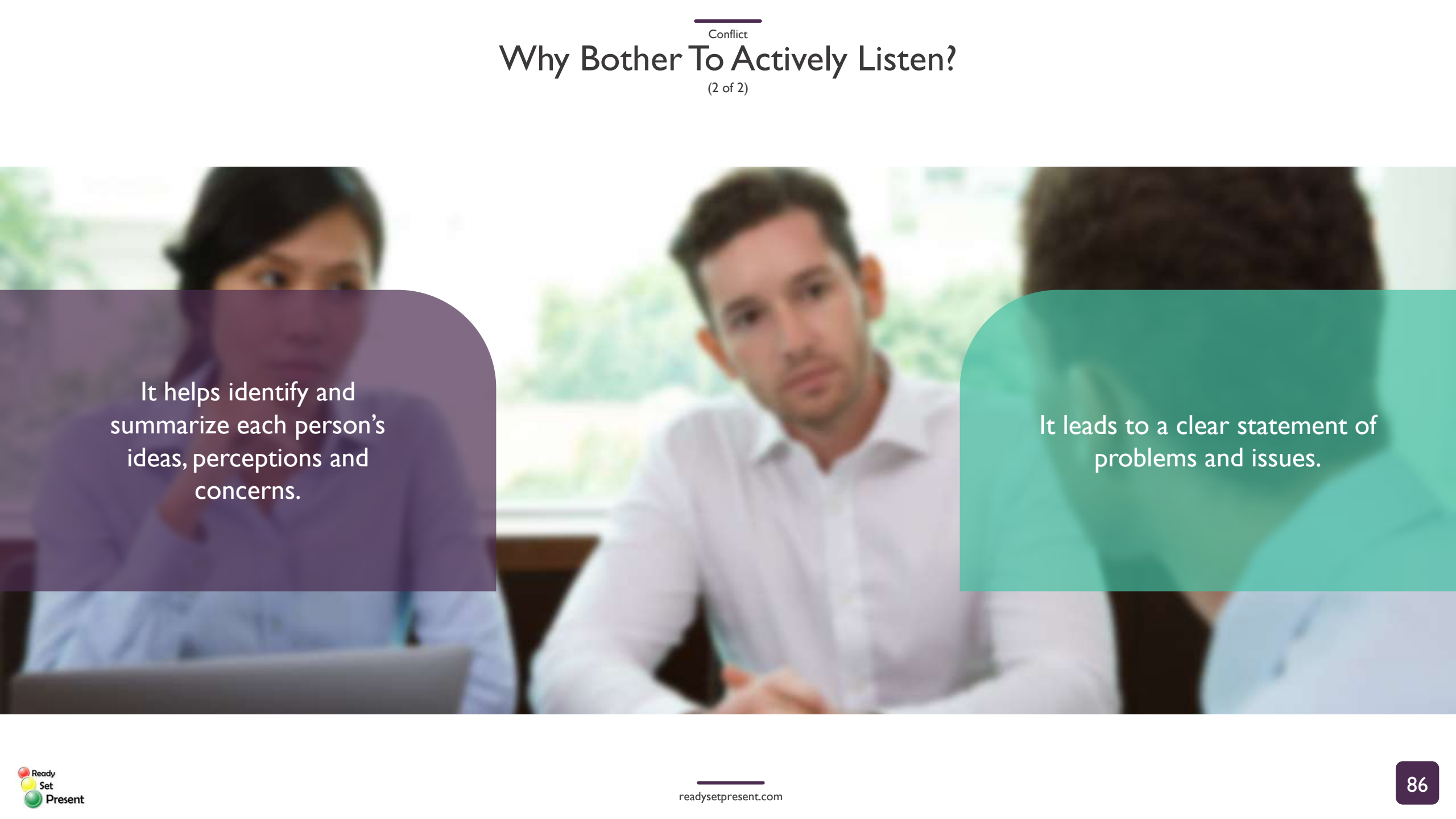
It facilitates focus on
the relevant issues.

It conveys empathy,
respect and acceptance
for people.

Why Bother To Actively Listen?

Conflict

(2 of 2)



It helps identify and summarize each person's ideas, perceptions and concerns.

It leads to a clear statement of problems and issues.

HOW TO OVERCOME DEADLOCKS



How To Overcome Deadlocks

(1 of 3)

Use facts.



Use doubts.



Appeal to commonly held standards.



Identify priorities.



Identify constraints on others.



Make trade-offs.



How To Overcome Deadlocks

(2 of 3)

Compromise – don't give up key interests.



Use integrative solutions.



Stroke the parties.



Use humor.



Use role reversal.



Use peer pressure.



How To Overcome Deadlocks

(3 of 3)

Focus on the future.



Remind parties what happens if agreement is not reached.



Be an agent of reality.



Break issues into parts.



Legitimize feelings.



Keep talking, and try again.



Conflict: End Results/Decisions

(1 of 4)



Win-Win

If a potential solution is available that meets everyone's interests, it will be a mutually beneficial and agreeable solution.

Conflict: End Results/Decisions

(2 of 4)



Both /And

It is often possible to select two leading options (both) and combine them (and) into one acceptable solution.

Conflict: End Results/Decisions

(3 of 4)

Negative/Voting
Members of the group vote out options that are completely unacceptable.

This can be used to narrow a large list of potential options to a manageable size.

Conflict: End Results/Decisions

(4 of 4)



Straw/Vote

Group members make a tentative, non-binding vote on their preference to get a quick sense of where each is leaning.

HOW TO EVALUATE OPTIONS



Conflict

How To Evaluate Options

(1 of 2)

Categorize/prioritize.

Rank order.

Advantages/disadvantages.

What I like about...

Criteria checkerboard.



How To Evaluate Options

(2 of 2)

Test or use pilot projects.

Examine what others have done.

Ask an expert.

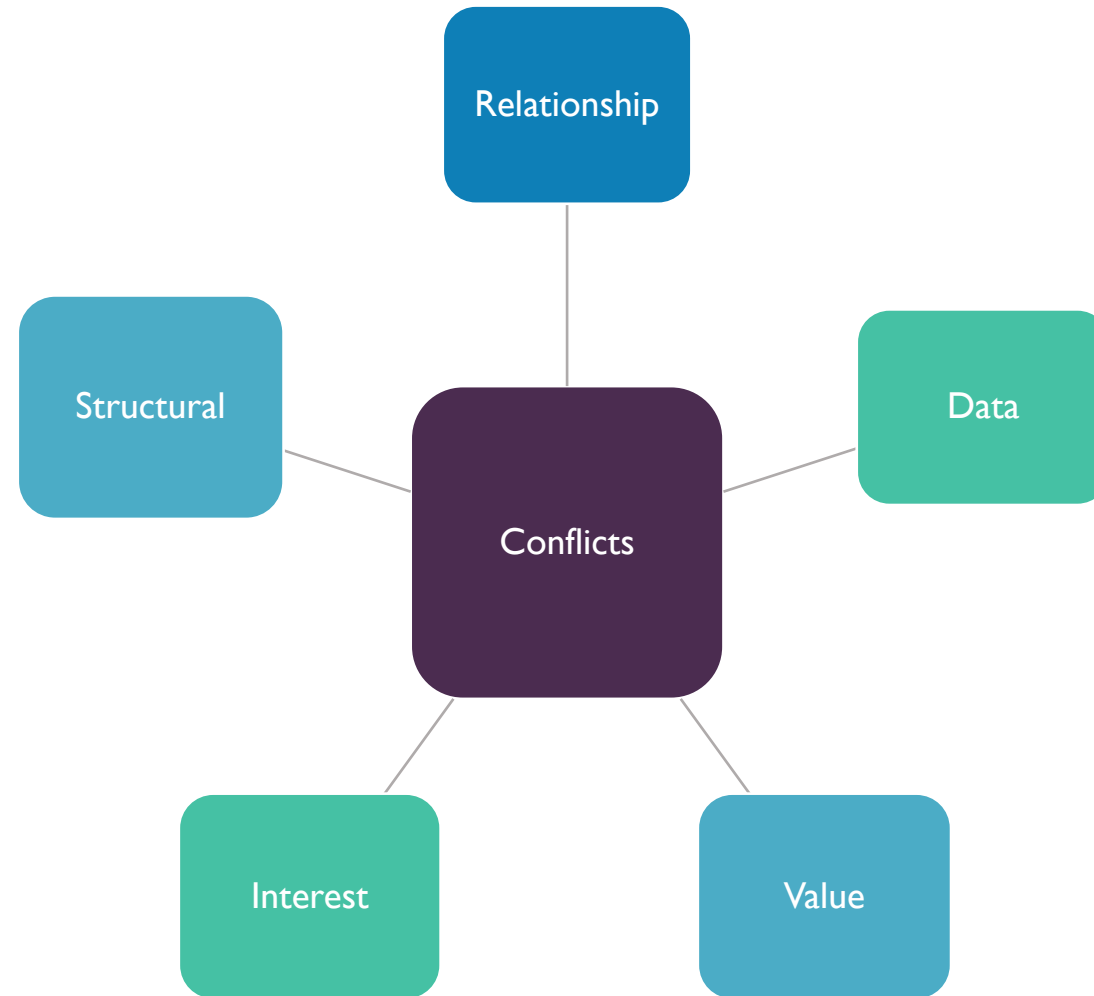
Build a joint map.



CONFLICT DEADLOCKS



Five Types of Conflict Deadlocks



Causes of Conflict Deadlocks

(1 of 5)

Strong emotions.



Misperceptions/stereotypes.



Poor communication.



Miscommunication.



Repetitive negative behavior.



Time constraints.



Causes of Conflict Deadlocks

(2 of 5)

Lack of information.



Misinformation.



Differing views on what's relevant.



Different interpretations of data.



Different assessment procedures.



Causes of Conflict Deadlocks

(3 of 5)



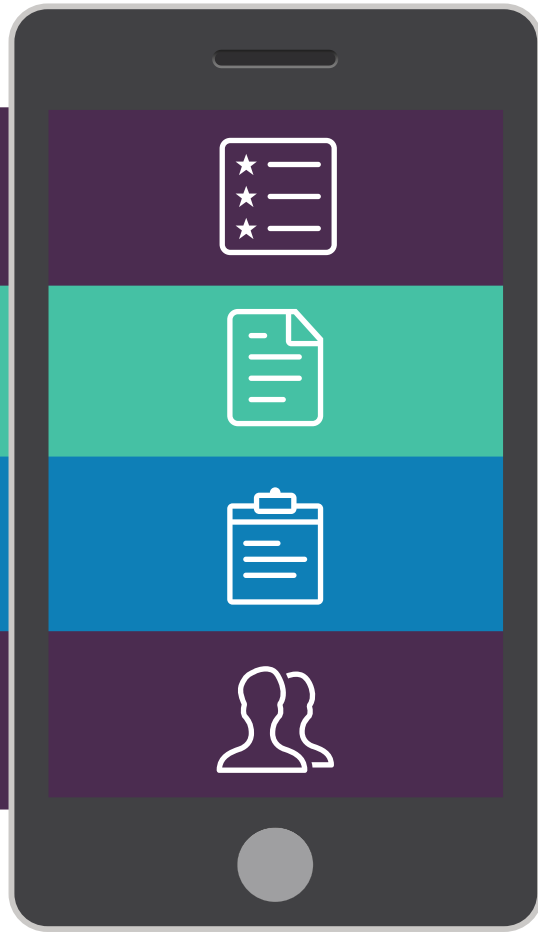
Different criteria for evaluating ideas or behavior.

Exclusive intrinsically valuable goals.

Different ways of life, ideology and religion.

Causes of Conflict Deadlocks

(4 of 5)



Perceived or actual competitive positions/interests

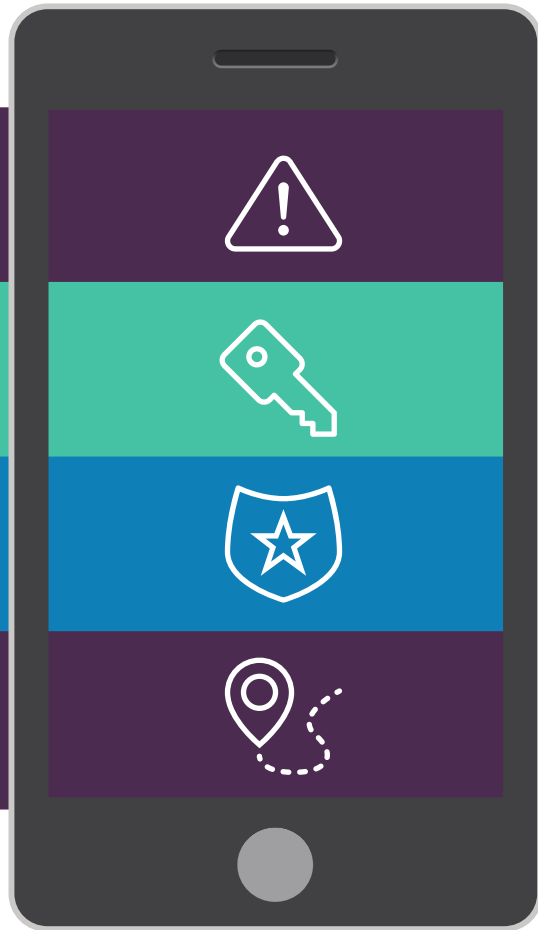
Content differences

Different procedures

Psychological interest

Causes of Conflict Deadlocks

(5 of 5)



Destructive patterns of behavior or interaction

Unequal control, ownership and/or distribution of resources

Unequal power and authority

Geographical, physical or environmental factors that hinder cooperation

Dealing with Deadlocks

(1 of 7)

Control negative expressions through procedures and ground rules.

Promote a process that legitimizes feelings.

Clarify perceptions, and build positive perceptions.

Improve the quality and quantity of communication.

Dealing with Deadlocks

Conflict

(2 of 7)

Block negative repetitive behavior by changing structure.

Encourage positive problem-solving attitudes.

Reach an agreement on what data are important.

Agree on a process to collect data.

Dealing with Deadlocks

Conflict

(3 of 7)

Develop common criteria to assess data.



Use third party experts to get an outside opinion or break a deadlock.



Avoid defining problem in terms of values.



Allow parties to agree and disagree.



Dealing with Deadlocks

Conflict

(4 of 7)

Create a sphere of influence in which one set of values dominates.



Search for a superordinate goal that all parties can agree to.



Focus on interests, not positions.



Look for objective criteria.



Dealing with Deadlocks

Conflict

(5 of 7)

Look for solutions that meet needs of all parties.


Search for ways to expand options/resources.

Develop trade-offs to satisfy interests and different strengths.

Clearly define and change roles.

Dealing with Deadlocks

(6 of 7)



Replace destructive
behavior patterns.

Reallocate ownership
or control of
resources.

Establish a fair and
mutually acceptable
decision-making
process.

Dealing with Deadlocks

(6 of 7)

Change negotiations
from positional to
interest-based
bargaining.

Modify means of
parties.
(Use less coercion and
more persuasion.)

Change physical and
environmental
relations.

Conflict Mediation

Conflict



Sometimes, a conflict needs a third party mediator to help with the resolution

A mediator can facilitate communication to help the parties understand what is really being said.

The mediator works as a neutral party in order to provide an outside perspective on the problem.

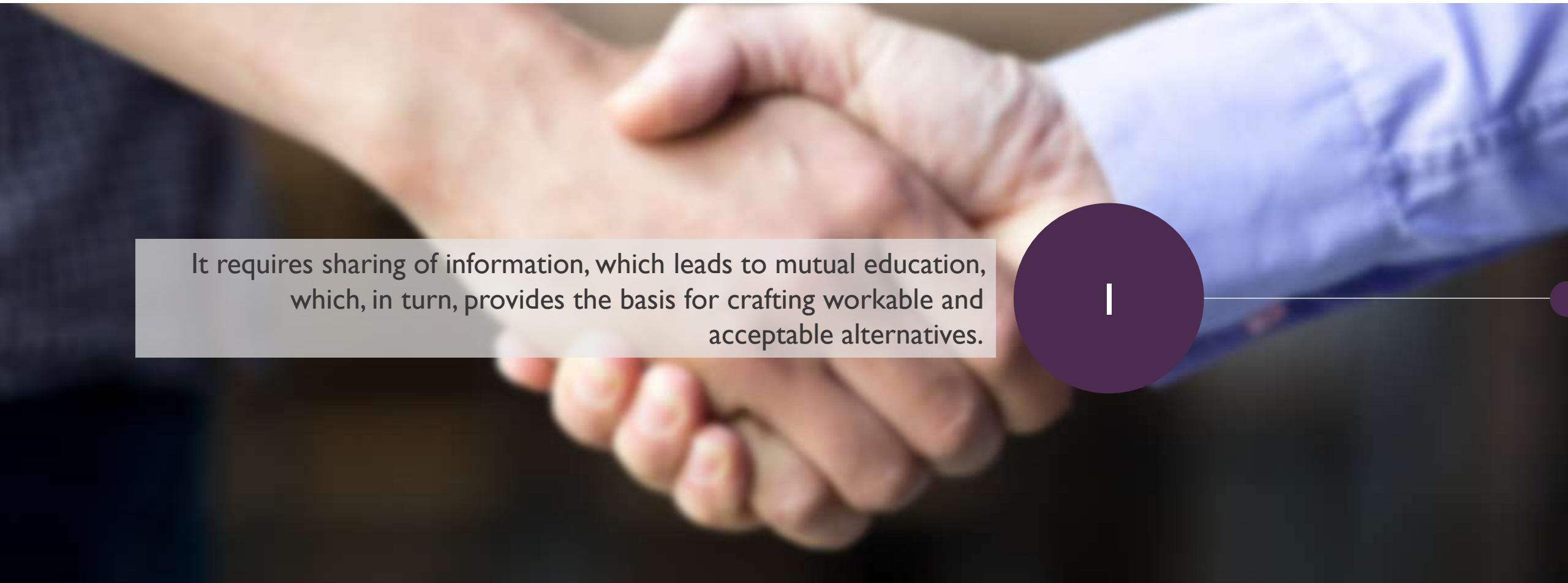
CONSENSUS



Conflict

Consensus: Advantages

(1 of 3)




It requires sharing of information, which leads to mutual education, which, in turn, provides the basis for crafting workable and acceptable alternatives.

I

Conflict

Consensus: Advantages

(2 of 3)




It promotes joint thinking of a diverse group, which leads to creative solutions.

2

Conflict

Consensus: Advantages

(3 of 3)




Because parties participate in the deliberation, they understand the reasoning behind the chosen solution and are willing to support its implementation.

3

Consensus Principles

(1 of 2)



To achieve consensus, everyone in the group must actively participate.


To participate fully and freely, all group members must have a common base of information and keep up to date on the progress of the group.

The group must create and maintain an atmosphere in which everyone feels free to state his or her views and to disagree.

Conflict

Consensus Principles

(2 of 2)



Disagreements must be respected; they can illuminate unrecognized problems and serve as a catalyst for improving the decision.

When someone objects or disagrees, the goal of the group is to discover the unmet need that has produced the objection and to find a way to meet that need in a revised agreement, rather than to suppress the objection.

Nature of Interpersonal Conflict

(1 of 2)



Interpersonal conflict refers to a disagreement between or among connected individuals.

Nature of Interpersonal Conflict

(2 of 2)

Types of interpersonal conflicts:

Goals to be pursued.



Allocation of resources.



Decisions to be made.



Appropriate or inappropriate behaviors.



Culture and Conflict

Conflict



Types of conflict depend on the cultural orientation of the individuals involved.

Conflicts are more likely to occur when individual norms are violated.

Techniques for dealing with interpersonal conflict is viewed differently by different cultures.

Gender And Conflict

Conflict

Men are more apt to withdraw from a conflict situation than women.

Women want to get closer, talk about it and resolve it.

Typically, men are more logical, and women are more emotional.

Conflicts arise because men and women don't understand each other's "language".

Conflict

Content and Relationship Conflicts

(1 of 2)

Content conflict:



Centers on objects, events, and persons, usually external to the parties involved in the conflict.

Conflict

Content and Relationship Conflicts

(2 of 2)

Relationship conflict:



Centers on the relationship of individuals to each other.

Conflict Negatives & Positives

Negative Aspect:

Conflict often leads to increased negative regard for the opponent.

Positive Aspect:

Forces an examination of a problem.

Works toward a potential solution.

Person often emerges stronger, healthier, and more satisfied



IDEAS

Before And After Conflict

(1 of 2)

Before the Conflict:



Importance of privacy.

Willingness to deal with the conflict at an appropriate time for both parties.

Know the real reason for the fight.

Attempt to resolve problems you have the potential to influence.

Before And After Conflict

Conflict
(2 of 2)

After the Conflict:



Learn from the conflict.

Keep the conflict in perspective.

Deal with negative feelings.

A CONFLICT MODEL



Conflict

A Conflict Model

(1 of 4)

Define the Conflict

Define both the content
and the relationship issues.

Define the problem in specific
terms.

Conflict

A Conflict Model

(2 of 4)

Examine Possible Solutions

Look for win-win solutions.

Avoid win-lose solutions.

Conflict

A Conflict Model

(3 of 4)

Evaluate the Solution

Is the conflict resolved?



A Conflict Model

(4 of 4)

Accept or Reject the Solution

Make the solution permanent, try another solution, or re-enter the conflict-resolution process.



A Conflict Model Review

Define the Conflict

Examine possible solutions

Evaluate the solution

Accept or reject the solution

Conflict Management Strategies

(1 of 3)

Avoidance

Actual physical flight (fight or flight)

Emotional or psychological avoidance

Conflict Management Strategies

(2 of 3)

Non-negotiation

Refuse to discuss the
conflict

“Steamrolling”

Conflict Management Strategies

(3 of 3)

Participating in Conflict Resolution



Be an active speaker and listener.

Be willing to communicate as a sender and a receiver.

Take responsibility for your own thoughts and feelings.

Avoid statements that deny personal responsibility.

Defense/Lose – Offense/Win

(1 of 6)

Evaluative:
“You – Messages”.

Or you can ...
Use “I – Messages”.

Defense/Lose – Offense/Win

(2 of 6)

Controlling:
Behavior, Decisions

Or you can ...
Focus on the problem at hand.

Defense/Lose – Offense/Win

(3 of 6)

Strategy:

Manipulate, Conceal Real
Purpose

Or you can ...
Act spontaneously and openly.

Defense/Lose – Offense/Win

(4 of 6)

Neutrality:
Indifference Or Lack Of
Caring

Or you can ...
Demonstrate empathy.

Defense/Lose – Offense/Win

(5 of 6)

Superiority:
Other Person In Inferior
Position

Or you can ...
Achieve equal status.

Defense/Lose – Offense/Win

(6 of 6)

Certainty:
Knows All

Or you can ...
Explore issue together.

WHAT IS YOUR NEXT STEP



Conflict Action Plan

What are you going to
take action on?

Start with the three
easiest items.

Conflict

Action Steps

(1 of 4)

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Conflict

Action Steps

(2 of 4)

Begin with the least difficult behavior.



Advance to a more difficult behavior.



Break difficult behavior down into several smaller behaviors.



Attach time limits to each behavior.



Conflict

Action Steps

(3 of 4)

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

Conflict

Action Steps

(4 of 4)



Reinforce through reward and punishment.



Use visual reminders (pictures, charts, etc.)



Remember: "A small goal is enough!"



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