



Conflict

**Scroll Through the Following Slides
to Learn More About Our
Conflict Materials**

www.brainstormdynamics.com

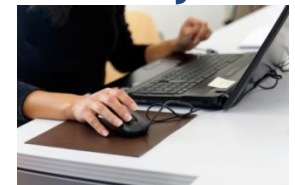
Brief Overview



Our **Conflict Content** Can Change the Way You Create Some of Your Training and Learning Materials



Making it **Simple and Easy** to **Customize** and Publish Workbooks, Leader's Guides, eLearning Content, Handouts, and Other Learning Materials . . .



Saving Both Time and Money



The Participant's Workbook and Leader's Guide

Are Created in Microsoft WORD

CONFLICT

Overview

Conflict is a training program that provides you with the essential information and skills needed to help you deal with conflict in your personal and professional life.

This program will help you respond to anger in others, especially when it's directed personally. You will understand how to manage your own anger, and you will learn to recognize and deal with someone who challenges a value such as fairness, trust, integrity, etc. You will also learn what to do when someone sees the facts differently than you. And finally, you will gain a basic understanding of how to manage conflict in others when you are in a third party role.

Conflict is designed for you to actively participate with your peers in the training workshop. This training program encourages you to improve your knowledge and skills by integrating your work-related situations into the workshop.

Course Objectives

Our goal is to build greater personal skill and confidence in your ability to deal with conflict in the organization by focusing on the areas listed below.

- Working With an Angry Person
- Identifying Poor Responses to Anger
- Managing Your Own Emotions
- Using Key Listening Acknowledgments
- Dealing with Challenges or Values
- Resolving Differences in Facts
- Managing Conflict in a Third Party Role

Personal Objectives

In this section of your workbook, write out one or two personal objectives you would like to accomplish by the end of Conflict. Use these objectives as your measuring tools to help you determine where to focus your energies during the workshop. Try to limit your initial objective to about 10 to 15 words and maybe one or two bullets. As you get into the exercises and talk to other participants, you can modify your objectives.



1

CONFLICT

Using Self-Talk



Identified below and on the following page are several examples of self-talk that other people use when confronted with anger or another negative emotion. Talk out-loud with your small group and see what other phrases or words you can develop. Maybe a few of the words are similar to ones you already use.

1. Take-Charge of Your Emotions

Take-charge statements help you focus on your own emotions and help you avoid getting "hooked" by a person's abuse. Instead of letting the person control your emotions, you de-couple yourself from what the person is saying. You take charge of your own feelings. Once you're in charge of your emotions, you can be at your best during the confrontation.

- "I can manage this situation. I know how to handle my anger."
- "Just roll with the punches. Stay in control."
- "This employee isn't worth getting angry over. I can deal with this."

2. Take-Charge of Your Physical Reactions Through Self-Control

Self-control statements help you manage your angry reactions. They focus your attention on what your body is doing so you can bring it under control.

- "Take it easy, a deep breath will help."
- "Stay calm, look concerned, the employee will talk it out."
- "Keep my voice calm, speak slowly and carefully. Use good words."

4

Sample One-Day Agenda

The times listed below are approximate and should be used only as a basic guideline. It's more important to allow the participants to spend time in the exercises that benefit them the most. You can easily modify these times. Try not to let the clock run your workshop. Observe the participants and make your time decisions accordingly.

Opening the Workshop	20 minutes	8:30 - 8:50
Working With An Angry Person	15 minutes	8:50 - 9:05
Controlling Your Anger	15 minutes	9:05 - 9:20
Using Self-Talk	20 minutes	9:20 - 9:40
Break	15 minutes	9:40 - 9:55
Listening Acknowledgments	15 minutes	9:55 - 10:10
Skill Practice	45 minutes	10:10 - 10:55
Dealing With Challenges to Values	15 minutes	10:55 - 11:10
Value Challenge Exercise	20 minutes	11:10 - 11:30
Skill Practice	30 minutes	11:30 - 12:00
Lunch	60 minutes	12:00 - 1:00
Skill Practice - Continued	30 minutes	1:00 - 1:30
Resolving Differences in Facts	10 minutes	1:30 - 1:40
Resolving Differences in Facts Exercise	15 minutes	1:40 - 1:55
Break	15 minutes	1:55 - 2:10
Skill Practice	60 minutes	2:10 - 3:10
Managing Conflict in a Third Party Role	10 minutes	3:10 - 3:20
Skill Practice	60 minutes	3:20 - 4:20
Identifying Opportunities and Workshop Close	15 minutes	4:20 - 4:35

3

Working With An Angry Person

1) State the following and direct participants to page 2.

An important skill for you to master is the ability to work with people in negative emotion. This is hard to do, especially when it gets pretty heated. When a person gets angry, it's easy to forget about collaboration and move into an anger mode. The number-one skill in collaborating is the ability to deal with an angry person without getting angry ourselves. Identified on page 2 are several of the most common responses when confronted with anger.

Review "Return Anger With Anger."

Does matching anger with anger happen around here? Someone give me an example.

Gain responses.

How does that impact the situation?

Gain responses.

How do you respond to a person when you are upset or angry, and the person you're upset or angry at, returns those emotions right back at you?

Create a discussion and model an example.

Getting angry won't usually help solve a problem. It usually damages a relationship, creates resentment, and a whole host of other negative things. Our next poor response is to ignore the person.

Review "Ignore the Person."

It might appear natural many times to focus on the task and ignore the prevailing emotion. How do you respond to someone when you are angry, and the other person you're angry at, focuses only on the situation, and ignores your obvious emotion?

Create a discussion and model an example.

When you ignore the emotion, and focus only on the situation, it gives the impression to the other person his or her anger isn't valid. This tactic usually only intensifies the anger. In fact, one of the best ways to make someone angry is to ignore him or her.

Our third poor response to anger is to patronize the person.

Review "Patronize the Person."

10

Sample Workbook Pages

CONFLICT

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Short-Term Meetings

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Segment 1 - Leadership, and Management With Leadership

• Workbook pages 1 - 10

Segment 2 - Skills of an Effective Leader, and Blocks to Leadership

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LEADERSHIP

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Coaches shouldn't allow the exercise to go longer than 2 minutes. There should be plenty to coach in that time frame. Once the exercise is stopped, the coach provides his or her insight using the Coaching Checklists on the following two pages. Once the person coaching is finished, the person practicing goes again and tries to incorporate the coaching he or she just received. Remember, the repetitions are critical. If you follow the rules, and the coaches provide their insights properly, the exercises will be worthwhile. Outlined below are some basic coaching guidelines and rules for the skill practice.

Skill Practice Coaching

LEADERSHIP

Skill Practice Coaching Checklist

- Does the Person Practicing:
- Continually Recognize the Prevailing Emotion?
 - Use Effective Listening Responses?
 - Prove Full Attention?
 - Clarify and Confirm?
 - Prove Respect?
 - Use Effective Questions?

What Went Well?

What Could Use Improvement?

An Effective Leader Exercise

the leadership skills you believe are necessary to deal with each and on the following page. Write down the ideas your group Also talk about how you would apply the skills in each situation

with your team and you notice that whenever you give an idea, it is the one best way, no matter what you say. How do you

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- *"I can manage this situation. I know how to handle my anger."*
- *"Just roll with the punches. Stay in control."*
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2. Take-Charge of Your Physical Reactions Through Self-Control

Self-control statements help you manage your angry reactions. They focus your attention on what your body is doing so you can bring it under control.

- *"Take it easy, a deep breath will help."*
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- *"Keep my voice calm, speak slowly and carefully. Use good words."*

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Skill Practice Coaching

LEADERSHIP

Skill Practice Coaching Checklist



- Does the Person Practicing:
- Continually Recognize the Prevailing Emotion?
 - Use Effective Listening Responses?
 - Provide Full Attention?
 - Clarify and Confirm?
 - Provide Respect?
 - Use Effective Questions?

What Went Well?

What Could Use Improvement?

Sample Workbook Pages

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CONFLICT

Value Challenge Exercise



Your strategy in dealing with a person who challenges your values is to eventually prove to that person you are not what he or she is suggesting. If you are unable to do that, then in his or her eyes, and maybe others, you are what's being suggested. The other thing to consider is maybe the person is right. Maybe you have inadvertently done what he or she has indicated to you. Keep an open-mind, and remember to ask for clarification and examples.

The way to prove to the person challenging you that you're not what he or she is suggesting is to endorse the value. Endorsing values is really fairly easy. It requires listening to the other person's concerns, and then answering the concern.

Endorsing a person's values works because we all share most basic values. We can truthfully endorse the value and put the other person's concerns to rest.

Statements That Endorse Values

Listed below are a few examples of statements that endorse values. These statements begin the critical process of proving to the other person that you are not what he or she is suggesting by his or her value challenge.

- "I really appreciate the effort you've put in . . ."
- "I'm committed to working with you . . ."
- "I'm committed to being fair . . ."
- "I share your concern about this . . ."

In your small group, decide what you might say to a person who challenges one of more of the values indicated in the words below and on the following page. This is a two-part exercise. First, agree on the value(s) being challenged. Second, develop the words to endorse the value being challenged so you begin the "proving" process.

For the purpose of the exercise, you can assume the statements are valid, and the person would be able to provide you with vivid examples when you ask for clarification.

1. "You (*name the department*) people think the whole world revolves around you. Well it doesn't. So don't come to me with your special requests."

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to Leadership

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Practice

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Practice Coaching

LEADERSHIP

Practice Coaching Checklist

• Prevailing Emotion? responses?

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CONFLICT



Resolving Differences in Facts Exercise

In your small group, decide what you might say to a person who sees the facts differently as indicated in the situations below. Think about your words carefully.

1. Your manager says you have missed a deadline for the fifth time, you never follow-up as requested, and you always have excuses. Your facts are different. What do you say?

2. You are sitting in a team meeting, and the team has just decided not to do any cross-training because team members say cross-training never works, and it is always a way to overwork the staff. You see the situation differently. What do you say?

3. You are meeting with an employee who indicates that the facts and numbers you have are wrong. She has the right figures, and can't understand why you won't change yours. What do you say?

4. An employee is complaining to you about always getting the wrong numbers and information. Your facts and information doesn't indicate this. What do you say?

Sample Leader's Guide Pages

Sample One-Day Agenda

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Consequences of Hiring Decisions	15 minutes	8:50 - 9:05
Common Selection Problems	20 minutes	9:05 - 9:25
Gathering Information	15 minutes	9:25 - 9:40
Break	15 minutes	9:40 - 9:55
Behavior Examples	30 minutes	9:55 - 10:25
False Behavioral Information	20 minutes	10:25 - 10:45
Identifying Behavior Examples Exercise	45 minutes	10:45 - 11:30
Planned Behavioral Questions	30 minutes	11:30 - 12:00
Lunch	60 minutes	12:00 - 1:00
Planned Behavioral Questions Exercise	35 minutes	1:00 - 1:35
Follow-Up Questions/Exercise	35 minutes	1:35 - 2:10
Listening Acknowledgments	10 minutes	2:10 - 2:20
Break	15 minutes	2:20 - 2:35
Closing the Interview	15 minutes	2:35 - 2:50
Skill Practice	90 minutes	2:50 - 4:20
Reviewing the Application	10 minutes	4:20 - 4:30
Pacing the Interview and Taking Notes	10 minutes	4:30 - 4:40
Identifying Opportunities/Workshop Close	15 minutes	4:40 - 4:55

5

Short-Term Meetings

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Skills of an Effective Leader Exercise

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Sample Leader's Guide Pages

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Identifying Opportunities

Working With An Angry Person

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Review "Return Anger With Anger."

Does matching anger with anger happen around here? Someone give me an example.

Gain responses.

How does that impact the situation?

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How do you respond to a person when you are upset or angry, and the person you're upset or angry at, returns those emotions right back at you?

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Getting angry won't usually help solve a problem. It usually damages a relationship, creates resentment, and a whole host of other negative things. Our next poor response is to ignore the person.

Review "Ignore the Person."

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Review "Patronize the Person."

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Sample Leader's Guide Pages

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Identified on page 2 are some examples of anger.</p> <p>Review "Return Anger With Anger"</p> <p>Does matching anger with anger work?</p> <p>Gain responses.</p> <p>How does that impact the relationship?</p> <p>Gain responses.</p> <p>How do you respond to anger? Do you get angry at, returns those who are angry at, or ignore the person?</p> <p>Create a discussion and make a list of ways to deal with anger.</p> <p>Getting angry won't usually solve the problem, it creates resentment, and it ignores the person.</p> <p>Review "Ignore the Person"</p> <p>It might appear natural to get angry. How do you respond to anger? Do you focus only on the situation or do you focus on the person?</p> <p>Create a discussion and make a list of ways to deal with anger.</p> <p>When you ignore the emotion of another person his or her anger is not going away. In fact, one of the best ways to deal with anger is to ignore it.</p> <p>Our third poor response is to ignore the person's anger.</p> <p>Review "Patronize the Person"</p>	<p>Dealing With Challenges to Values</p> <p>1) State the following and direct participants to page 12.</p> <p>One of the most difficult situations to handle is when someone challenges you by stating that you are clearly violating a common value. In these instances, you may disagree with his or her assessment. However, until the challenge is dealt with, your ability to interact with this person and others in the organization may be difficult.</p> <p>To disagree with someone is to share a different view of the situation. Either you don't share the facts, or you hold different values. To work through disagreements, you must share points of view until both parties share similar facts and values.</p> <p>Your first exercise is to identify some common values that are important for individuals and teams to have in-place. These are the values that will most likely be challenged by others. Talk out-loud in your small groups to come up with a complete list. Don't limit yourself. You want to be prepared to deal with any value challenge that might be thrown at you.</p> <p>Some examples of common values would be respect, trust, honesty, fairness, etc. When you list the value, make sure you agree in your group to the definition and how it would be applied in the organization.</p> <p>Does anyone have any questions?</p> <p>Answer any questions.</p> <p>Walk around and assist as needed.</p> <p>2) State the following to debrief the exercise.</p> <p>What are some examples of common values?</p> <p>Gain responses.</p> <p>These are some of the values you must learn to deal with. When you get into your exercises, use these values as examples to see how you do. Any questions?</p> <p>Answer any questions.</p> <p>3) Direct participants to page 13.</p> <p>Outlined on page 13 is a simple process for dealing with challenges to values. When handling these situations, deal with the anger first, before you move to the value being challenged. Look at number 3. If you are being challenged, have the person clarify with easy</p>	<p>meetings</p> <p>of short-term meetings instead of two-days. Below. Each segment of the program will run</p> <p>Leadership</p> <p>Skills to Leadership</p> <p>LEADERSHIP</p> <p>Skill Practice</p> <p>Use skills in this program. Use any of the previous workshop exercises in groups of these people. The person practicing and keep the conversation alive using their listening and questioning skills for about 2 minutes. That's all practicing is to act as an employee and respond as appropriate in the group is the coach.</p> <p>to go longer than 2 minutes. There should be plenty to exercise is stopped, the coach provides his or her insight following two pages. Once the person coaching is finished and tries to incorporate the coaching he or she just received. If you follow the rules, and the coaches promises will be worthwhile. Outlined below are some basic skill practice.</p> <p>Practice Coaching</p> <p>LEADERSHIP</p> <p>Practice Coaching Checklist</p> <p>the Prevailing Emotion? Responses?</p>
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Sample Leader's Guide Pages

<p>S</p> <p>The times listed below are important to allow the participants to easily modify these times and make your time</p> <p>Opening the Workshop</p> <p>Consequences of Hiring Decisions</p> <p>Common Selection Problems</p> <p>Gathering Information</p> <p>Break</p> <p>Behavior Examples</p> <p>False Behavioral Information</p> <p>Identifying Behavior Examples</p> <p>Planned Behavioral Questions</p> <p>Lunch</p> <p>Planned Behavioral Questions</p> <p>Follow-Up Questions/Examples</p> <p>Listening Acknowledgment</p> <p>Break</p> <p>Closing the Interview</p> <p>Skill Practice</p> <p>Reviewing the Application</p> <p>Pacing the Interview and Timing</p> <p>Identifying Opportunities/</p>	<p>Words</p> <p>1) State the following and discuss</p> <p>An important skill for you is to manage anger. This is hard to do, especially when collaborating is the ability. Identified on page 2 are some examples of anger.</p> <p>Review "Return Anger With Anger"</p> <p>Does matching anger with anger work?</p> <p>Gain responses.</p> <p>How does that impact the relationship?</p> <p>Gain responses.</p> <p>How do you respond to a person who is angry at, returns those anger at, returns those anger at?</p> <p>Create a discussion and make a plan.</p> <p>Getting angry won't usually solve the problem. It creates resentment, and it ignores the person.</p> <p>Review "Ignore the Person"</p> <p>It might appear natural to ignore the person. How do you respond to someone who focuses only on the situation?</p> <p>Create a discussion and make a plan.</p> <p>When you ignore the emotion of another person his or her anger is not the best way to handle it. In fact, one of the best ways to handle anger is to ignore it.</p> <p>Our third poor response is to ignore the person.</p> <p>Review "Patronize the Person"</p>	<p>Dealing with Anger</p> <p>1) State the following and discuss</p> <p>One of the most difficult things to do is to deal with a person who challenges your values. How do you deal with this person and other people who challenge your values?</p> <p>To disagree with someone you must share the facts, or you both share points of view until you agree.</p> <p>Your first exercise is to identify your values and teams to have in-pla others. Talk out-loud in your own words. You want to be clear at you.</p> <p>Some examples of common values you list the value, make a plan, and apply in the organization.</p> <p>Does anyone have any questions?</p> <p>Answer any questions.</p> <p>Walk around and assist as needed.</p> <p>2) State the following to debrief the exercise.</p> <p>What are some examples of values?</p> <p>Gain responses.</p> <p>These are some of the values, use these values as a guide.</p> <p>Answer any questions.</p> <p>3) Direct participants to page 13.</p> <p>Outlined on page 13 is a list of situations, dealing with these situations, deal with them. Look at number 1.</p>	<p>Value Challenge Exercise</p> <p>1) State the following and direct participants to page 14.</p> <p>Your strategy in dealing with a person who challenges your values is to eventually prove to that person you are not what he or she is suggesting. If you are unable to do that, then in his or her eyes, and maybe others, you are what's being suggested. The other thing to consider is maybe the person is right. Maybe you have inadvertently done what he or she has indicated to you. Keep an open-mind, and remember to ask for clarification and examples.</p> <p>The way to prove to the person challenging you that you're not what he or she is suggesting is to endorse the value. Endorsing values is really fairly easy. It requires listening to the other person's concerns, and then answering the concern.</p> <p>Endorsing a person's values works because we all share most basic values. We can truthfully endorse the value and put the other person's concerns to rest.</p> <p>Listed on page 14 are a few examples of statements that endorse values. These statements begin the critical process of proving to the other person that you are not what he or she is suggesting by his or her value challenge.</p> <p>In your small group, decide what you might say to a person who challenges one of more of the values indicated in the words on pages 14 and 15. This is a two-part exercise. First, agree on the value(s) being challenged. Second, develop the words to endorse the value being challenged so you begin the "proving" process.</p> <p>For the purpose of the exercise, you can assume the statements are valid, and the person would be able to provide you with vivid examples when you ask for clarification.</p> <p>Does anyone have any questions?</p> <p>Answer any questions.</p> <p>Walk around and assist as needed.</p> <p>2) State the following to debrief the exercise.</p> <p>Let's go through each example to see first, what values you believe are being challenged, and second, the words you would use to handle each situation.</p>
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