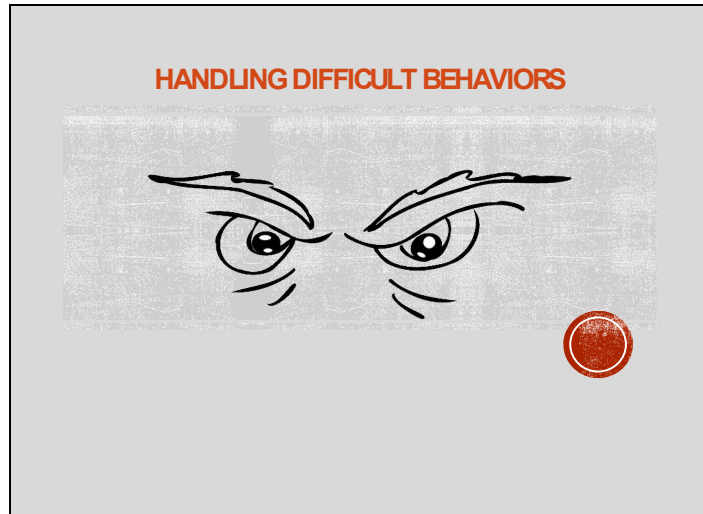


Slide 1





Slide 2




Same Process as for Conflicts


RESOLVING CONFLICTS					
Conflict With: _____			Date: _____		
GET YOURSELF READY					
AM I READY?			MY NEEDS		
Calm & Open	<input type="checkbox"/>	Think Win-Win	<input type="checkbox"/>	What are my Needs?	<input type="checkbox"/>
Ready to Listen	<input type="checkbox"/>	No Judgement	<input type="checkbox"/>	What are my Priorities?	<input type="checkbox"/>
UNDERSTAND THE OTHER PERSON/PEOPLE					
PERSONALITY	CORE NEED	DESIRE	BUILDING RAPPORT	LEVEL OF DETAIL	PREFERRED APPROACH
EARTH	Certainty/Safety	To do it Right	Direct/Discuss facts	Detailed	Straightforward
WIND	Variety/Change	To be Noticed	Indirect/Discuss feelings	Strategic	Courteous
FIRE	Recognition/To the Point	To Get it Done			
WATER	Closeness/Connection	To Get Along	Define any common ground.		
WHAT QUESTIONS CAN BE HELPFUL?					
Questions I Should Ask					
1	_____				
2	_____				
3	_____				
CLEARLY OPEN THE ISSUE AND IMPACT					
Describe the Conflict (S.W: who, what, where, when, why)					
Describe Impact (on them, on you, on the team, on the company, usefacts, not opinion)					


HELPING LEADERS EXCEL!


Get Yourself Ready!



- Are you under stress?
- Is other person under stress?
- Similar behaviors at least 3X ?
- What story are you telling yourself?
- Remember reframing?


HELPING LEADERS EXCEL!


MINIMIZE DEFENSIVENESS

- Showing Fear
 - Create **SAFETY**
- Us vs Them
 - Help them **BELONG**
- Victim or Taken Advantage
 - Show the **MATTER**

▶ Triggers hijack our emotions.
▶ Use “I” statements.



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TRY EMPATHY & COMPASSION

Defensive? ... Overwhelmed? ... Shutting down?

- ▶ **Acknowledge feelings or thoughts: You don't have to agree.**
"I can see that this situation makes you very frustrated."
- ▶ **Admit your part:**
"It looks like I may have offended you."
- ▶ **Ask questions:**
"How did you interpret what I said?"
"How did this impact you?"
"How can you solve this situation?"
- ▶ **Offer soft counter:**
"I may not have explained myself properly. Let me explain it better"
- ▶ **Validate them for listening**



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ALWAYS ADDRESS THESE



1. Criticizing ➤ Finding Fault
2. Complaining ➤ What's Wrong
3. Comparing ➤ Label for Self Worth
4. Competing ➤ Win/Loose
5. Contending ➤ Looking for a Fight
6. Complacency ➤ Let Negativity Go

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TYPES OF DIFFICULT BEHAVIORS

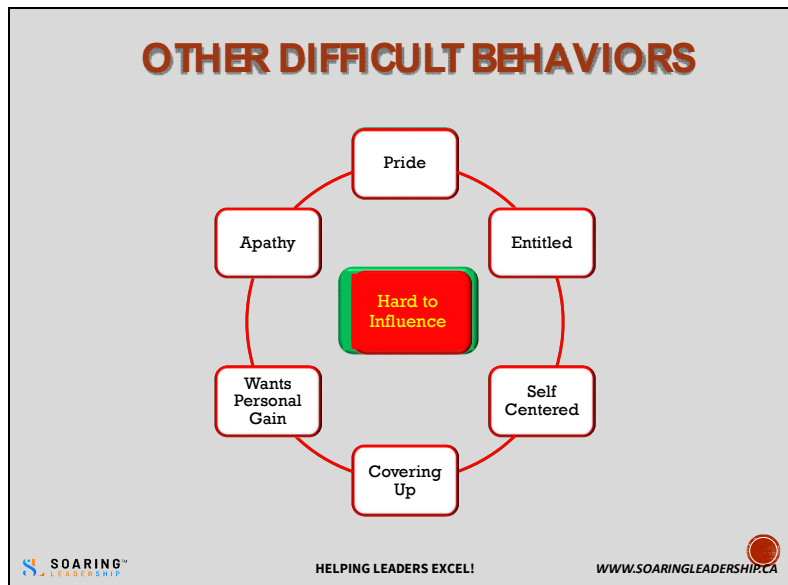


- ✓ Poor attitude
- ✓ Attendance issues
- ✓ Not following directions
- ✓ Feeling entitled
- ✓ Employees doing bare minimum
- ✓ Offended
- ✓ Angry/upset team member
- ✓ Not taking ownership
- ✓ Not working as a team
- ✓ Disgruntled staff

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CONFLICT = VIOLATION OF Value System

- What has affected the core of who the person is?
(respect, happiness, love, honesty, inclusion, etc.)

- NEVER avoid conflict.
- Admit being aware of the conflict.
- Give the team time to calm down.
- Foster independent problem solving.
- If not, gather the facts (emotion trumps logic).

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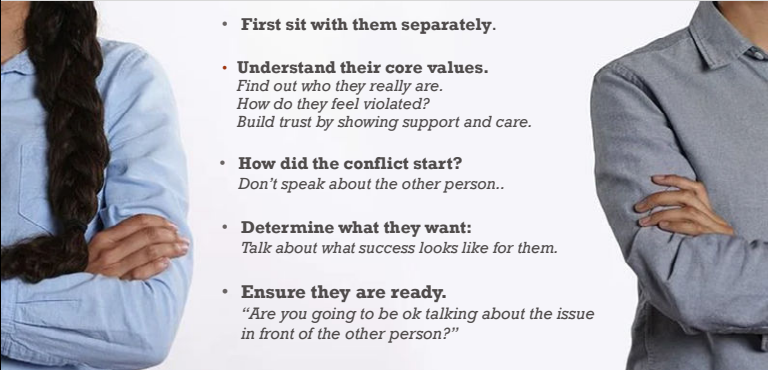
An employee comes to you complaining about a co-worker:





- **Find out if they tried to address it already.**
Ask:
"If the roles were reversed, what would you want the other person to do?"
- **Next ask:**
"Can I help you prepare for this discussion?"
*Challenge their assumptions about the other person.
Give feedback on their approach.*
- **Follow Up:**
Check to see how it went and coach if necessary.

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Two employees with a long-standing disagreement causing conflict.



- **First sit with them separately.**
- **Understand their core values.**
*Find out who they really are.
How do they feel violated?
Build trust by showing support and care.*
- **How did the conflict start?**
Don't speak about the other person..
- **Determine what they want:**
Talk about what success looks like for them.
- **Ensure they are ready.**
*"Are you going to be ok talking about the issue
in front of the other person?"*

 **HELPING LEADERS EXCEL!** 

ch other not to you.
d REPEAT BACK what they heard.

Continued ...



- **Now get them together & set rules.**
*Ensure psychological safety.
Get them to talk to each other not to you.
Encourage listening and paraphrasing.*
- **Let them talk:**
*Let each person talk about the issues.
Encourage use of "I"
When I hear, I feel, It bothers me when...*
- **Help course correct if necessary:**
*"May I give input on what I observe?"
Prevent collateral damage.*
- **Establish the behaviors going forward:**
*Have them agree on the terms going forward.
Discuss the consequences.*



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What if you are involved?



- Don't assume the worst.
- Control any emotional defensive responses.
- Put yourself in the other person's shoes.
- Use active listening & open-ended questions.
- Don't judge. Let them feel heard.
- Appeal to mutual self interest.




[Conflicts in the Workplace Sources & Solutions](#)


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REALLY DIFFICULT BEHAVIORS


Bullies / Exploders / Aggressive / Snipers / Jerks




The Know it All / Cynics / Scoffers / Suspicious




The Negative / Skeptic / Complainers / Debbie Downer




Super Agreeable / Gossip / Venus Fly Trap / Fraud




Unresponsive 2 / Distracted / Negative / Complainer / Timid / Skeptic 2






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Bullies / Exploders / Aggressive / Snipers / Jerks

	KEY TRAITS	TRY THIS ...
	Egotistical, condescending, loud, abrupt.	Journal when, with who & consistency in behaviors.
	Their ego fills the room.	Stay calm & interrupt using their name.
	Teases others with not-so-subtle digs.	Offer feedback using "What I see is ... & include impact.
	Blames, pushes others around, attacks personally, takes credit.	Help them handle frustration.
	Likes to push buttons.	Hold them accountable & discipline if required.

"Ted ... Ted ... Ted ...
 You seem very frustrated with the current situation. However, when you are talking so loudly, we cannot hear what you have to say. This is making the rest of the team upset and there will be no way to find a solution. I know you understand the process very well. Please offer up your solutions one at a time so we can review together."




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The Know it All / Cynics / Scoffers/Suspicious

	KEY TRAITS	TRY THIS ...
	Sarcastic, conspiracy mindset, does not trust others.	Help them see value in the team.
	Like the center of attention.	Have courage & be patient by taking high road.
	Uses pointed barbs and causes negative feelings in others.	Use their words in soft rebuttal asking questions.
	Uses pointed barbs, endless speeches.	Bring them back to the facts & gather their ideas.
	Think they are right & invent facts to seem important and very persuasive.	Discuss boundaries & consequences.
<p>"Ted, that commend you just made sounds like you are trying to put me down. Am I interpreting your feedback correctly? I find your comments very hurtful, and you know that behavior is not acceptable here. Please be more constructive so we do not need to have a more serious conversation. If you can focus on the facts of the situation, we can find a solution together."</p>		
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	KEY TRAITS	TRY THIS ...
	Negative outlook, complain, find fault, criticizing & may panic.	Listen for main concern & reframe for positive aspects.
	Want others to be unhappy with them.	Give them time to adjust.
	Disagree openly with the team.	Shift to problem solving to find ideas & solutions.
	Nothing is their fault.	Help them manage their stress.
	Feel powerless to change or do anything.	Discuss impact on them.
<p>"I can see that you are unhappy with our current process and may worry that it is too complicated. Am I reading you correctly? When you continually find the negatives, it makes the team uncomfortable with you. Let us brainstorm new solutions to help you relieve your stress."</p>		
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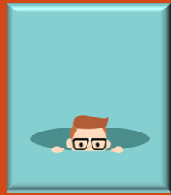
Super Agreeable / Gossip / Venus Fly Trap / Swindler

	KEY TRAITS	TRY THIS ...
	Agreeable to your face, likeable, seductive.	Address situation immediately.
	Put you on a pedestal to draw you in & then undermine behind your back.	Discuss company values & code of conduct.
	Spread gossip about others & try to negatively influence others.	Ask why they do what they are doing.
	Say what you like to hear.	Set expectations.
	Let you down by not doing their part or perform well.	Discuss consequences if they continue.

"I noticed that you were gossiping about Jerry yesterday. You know that behavior does not follow our code of conduct here. Is there a reason for this or an underlying issue that I should be aware of? In the future, please come to me directly so I do not need to resort to discipline in the future."

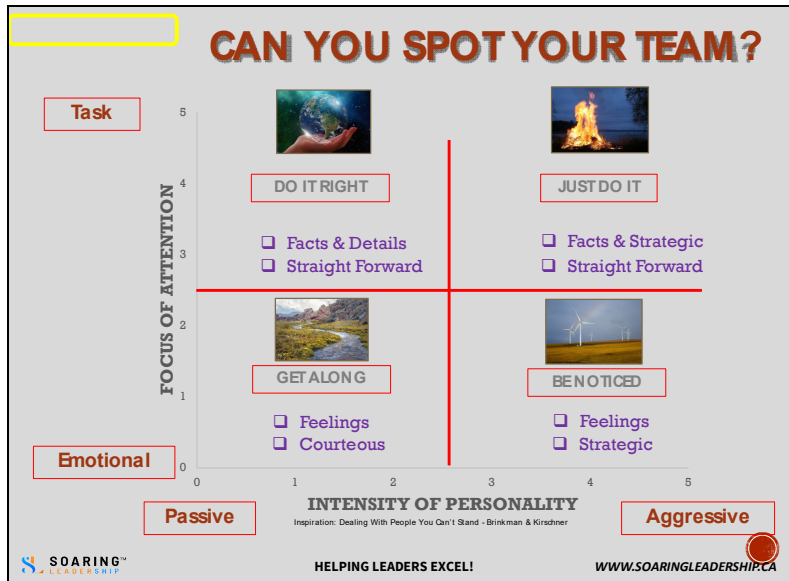
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Unresponsive / Indecisive / Distracted / Timid / Bean Counter

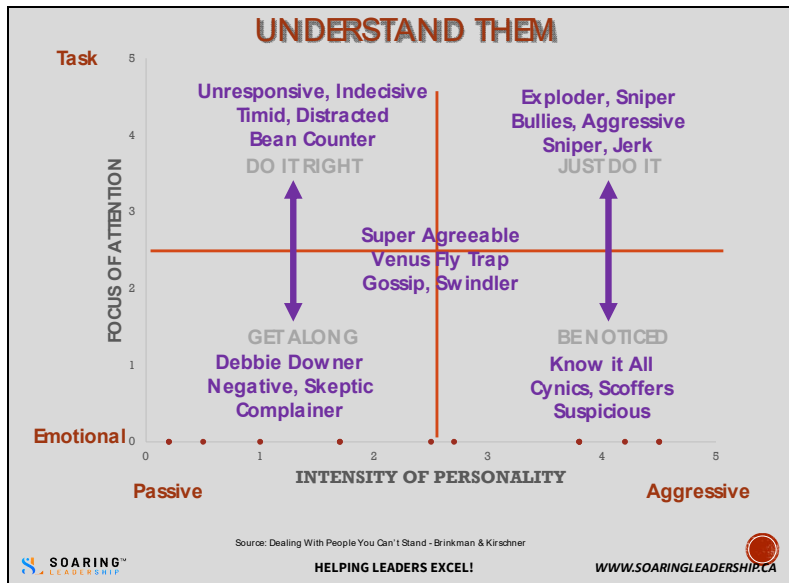
	KEY TRAITS	TRY THIS ...
	Perfectionist, obsessive, controlling, procrastinator, frustrated.	Create trust by relating to them personally.
	Stuck in details, low confidence, they can't make decisions.	Help them feel understood & give clear options.
	Struggles to communicate well.	If withdrawing, reassure them & build relationship.
	Distrusts others & hides from conflict.	Set clear expectations & deadlines.
	Uses silence to mask fear or to be spiteful.	Discuss consequences.

"I can see that you may need more time to respond to this situation. I know it is not an easy problem to solve however this is part of your job and we need you to feel comfortable to make a decision. What can I do to help you find a solution? Of these 3 potential options from the team, which one do you think could work?"

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Slide 23

LET'S PRACTICE

RESOLVING CONFLICTS					
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Describe Impact (on them, on you, on the team, on the company, use facts, not opinion)					

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BEST PRACTICE SUMMARY

- BREATHE.**
 - ▶ most people don't set out to be disruptive. Why is it bothering you?
- SLOW DOWN**
 - ▶ Use curiosity to slow down your reaction
- MEET THEIR NEEDS**
 - ▶ Understand their "Needs" & Use their Language.
- BE CLEAR**
 - ▶ Call out poor behavior early; clear about values & code of conduct.

[How to Deal With Difficult People](#)