

COACHING ON CONFLICT: 15 STEPS TOWARD RESOLUTION

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4 MODELS THAT LINK TO CONFLICT RESOLUTION:

1. Myers-Briggs® Personality Type Conflict Pairs: TJ, TP, FJ, FP (Killen & Murphy)
2. Five Conflict Modes (Thomas-Kilmann): based on degrees of assertiveness and cooperation: avoiding, accommodating, competing, compromising, collaborating
3. Conflict Response Categories: active-constructive, active-destructive, passive-constructive, passive-destructive (Conflict Dynamics Profile®/ Dynamic Conflict Model- used with permission)
4. Interactions of Healthy and Toxic Styles: Four Behavioral Combinations - One-up/Toward, One-up/Away, One-down/Away, One-down/Toward; Common Toxic Styles - Injuring & Withdrawing, Demeaning & Appeasing, Bossing & Obeying, Smothering & Depleting (© Relational Dynamics Institute- used with permission)

SEVEN PHASES OF A COACHING CONVERSATION:

Phase 1: Greet Client

Phase 2: Review Actions Taken & Celebrate

Phase 3: Clarify Focus & Desired Takeaway

Phase 4: Coach on Specific Conflict Topic –
15 Steps to Draw From

Phase 5: Determine Actions, Set Timeframes
& Overcome Barriers

Phase 6: Ensure Support & Accountability

Phase 7: Reflect on Learning

COACHING QUESTIONS BY PHASE:

Phase 1: Greet Client

- Hi. How are you?
- How was your week?

Phase 2: Review Actions Taken & Celebrate

- What wins did you have?
- I noticed on your prep form that you did ... Way to go!
- What was the outcome of your actions?
- As you reflected on that experience, what did you learn?

Phase 3: Clarify Focus & Desired Takeaway

- What's most important for you to focus on today?
- What's your desired takeaway from today's session?

Phase 4: Coach on Specific Conflict Topic – 15 Steps

Step 1. Allow client to vent about the conflict and its impact on him/her

- » What's going on?
- » What's it like for you?
- » How's the conflict affecting you?
- » How's the conflict affecting your work?

Step 2. Identify impact of conflict on staff and company

- » What's the impact of this conflict on your staff (or other staff)?
- » What's the impact (or potential) of this conflict on the company?
- » How is the conflict impacting your work?
- » What current or future impact could this conflict have on the business' bottom line?

Step 3. Unearth source(s) of conflict [facts, processes/ methods, values, goals, desires, perceptions, and personality]

- » What key differences are present in this conflict?
- » What do you think is the underlying cause of the conflict?

- » What's the primary source of the conflict?
- » How can you apply your understanding of the conflict to improve this relationship?

Step 4. Discover style differences

4 Conflict Pairs: TJ, TP, FJ, FP (Killen & Murphy); 5 Conflict Modes: avoiding, accommodating, competing, compromising, collaborating (Thomas-Kilmann); Conflict Response Categories: active-constructive, active-destructive, passive-constructive, passive-destructive (Conflict Dynamics Profile®/Dynamic Conflict Model- used with permission)

- » What differences are there between your personality style and the other's?
- » What conflict style are you and the other person using?
- » How might you adjust your style to resolve the conflict?

Step 5. Explore interpersonal dynamics

[Four Behavioral Combinations: One-up/Toward, One-up/Away, One-down/Away, One-down/Toward; Common Toxic Styles: Injuring & Withdrawing, Demeaning & Appeasing, Bossing & Obeying, Smothering & Depleting. © Relational Dynamics Institute- used with permission]

- » Describe the interaction style between you and the other person?
- » How positive or negative are your styles with one another?
- » How does your style with this person differ from your interactions with others?
- » How can you adapt your interaction style with this person to address the conflict?

Step 6. Notice who's involved in and how they're contributing to the conflict [Manager's role: ill-defined roles, unclear performance expectations, organization structure doesn't support attainment of desired goals, inadequate resources and equipment, unreasonable workloads, no clear guiding principles or operational values, mixed-message, unites have conflicting or competing goals, lack of accountability, inadequate training, unclear workflow processes, reward system focuses on individual accomplishments instead of team, not delegating authority to staff to make decisions at the local level.]

- » To what extent are you involved in to the conflict?
- » Which peers are involved in the conflict? And, how?
- » Which direct reports are involved in the conflict? And, how?
- » What managers are involved in the conflict?
- » How is each of them contributing to the conflict?
- » What action is/isn't your manager taking in response to the conflict?
- » What steps does your manager need to take?

Step 7. Identify what's changes are contributing to conflict

- » What relevant changes are occurring in your unit, department, or company?
- » What internal changes are occurring?
- » What external changes are occurring now?
- » What else is contributing to the conflict?

Step 8. Explore limiting beliefs

- » What thoughts do you have about the conflict?
- » What's the truth about this?
- » What beliefs do you need to say "goodbye" to?
- » What beliefs do you need to say "hello" to?
- » What emotions are present for you?
- » What's the basis of those emotions?
- » What emotions will serve you best?

Step 9. Be more proactive and positive

- » How can you switch your language to be proactive?
- » What pieces of this can you control?
- » Instead of "have to," what do you "choose" to be?
- » What power can you exert in this situation?
- » You seem to be focusing a lot of attention on things beyond your control. --- What aspects of this situation do you have control over?
- » What's the silver lining in this situation?
- » What risks do you need to take?

Step 10. Consider other perspectives

- » If you were standing in the other person's shoes, what does that look like?
- » What's a 180-degree different way to look at the conflict?
- » What would the greatest mentor suggest you do about the conflict?

- » What perspectives might others have about the conflict?

Step 11. Clarify desired future

- » What is your desired outcome?
- » What benefits will that outcome bring you and others?
- » How will this outcome benefit the department, organization, and customers?
- » What prompt could you use to keep this vision in the forefront?

Step 12. Assess/Identify areas of strength and development opportunities

- » What strengths could you bring to this situation?
- » In the past, what has worked best for you to successfully resolve conflict? How can you apply that learning to the present situation?
- » Think of a person who is skillful in handling conflict. How could you apply those skills to your conflict?

Step 13. Identify development opportunities

- » What skills do you need to develop to handle this conflict situation?
- » What skills would enable you to avoid future conflicts?
- » How can you best learn these skills?
- » What relevant training or resources does your organization (or other organization) provide?
- » Who could mentor you in developing these skills?
- » How could you practice using these skills?

Step 14. Brainstorm possible strategies

- » What are some potential strategies to address the conflict?
- » What constructive things could you do now to start addressing the situation?
- » What conversations do you need to have, and with whom?
- » What other strategies might be beneficial to this situation?

Step 15. Discuss emotional support, self-care, and boundaries that need to be established

- » Who can provide you with emotional support?
- » Who can you rely on during difficult times?
- » What are you doing to take care of yourself?
- » How can you best manage stress associated with the conflict?
- » What temporary boundaries do you need to establish to protect yourself? And, what's the best way to do that?

Note: If your client is having a difficult time dealing with serious stressors, consider making a referral to an appropriate professional.

Phase 5: Determine Actions, Set Timeframes & Overcome Barriers

- What course of action do you want to take?
- Would you like to brainstorm some possible actions? You first?
- What's the best action to take now? And, when?
- Which of those actions do you choose to take? And, when?
- Who do you need to talk with? And, when?
- What's your hoped for outcome for these actions?
- What could get in the way of your accomplishing these actions?
- What could get in the way of a successful outcome?
- What are some steps you could take to avoid these barriers?
- How could you overcome these barriers?
- Who could help you get over this hurdle?

Phase 6: Ensure Support & Accountability

- So, we're both clear, could you summarize the actions you'll be taking and when?
- What support do you need to carry out these actions?
- What works best for you in terms of accountability?
- Who can hold you accountable?
- On a scale of 1-10, how likely is it that you'll accomplish all the actions between now and your next session?

Phase 7: Reflect on Learning

- What are the key things you've learned?
- What insights have you gained?

CONFLICT/ STRESS MANAGEMENT TOOLS:

- Thomas-Kilmann Conflict Mode Instrument- www.cpp.com
- Conflict Dynamics Profile- www.conflictdynamics.org/cdp
- FREE Hot Buttons Assessment- www.conflictdynamics.org/dfp/hotbuttons/index.php
- MBTI Work Styles Report- www.cpp.com
- Stress Resiliency Profile – www.cpp.com
- EI Appraisal- www.talentsmart.com

CONFLICT/ STRESS MANAGEMENT RESOURCES:

- Introduction to Conflict Management at cpp.com
- Introduction to Type and Conflict at cpp.com
- Seven Habits of Highly Effective People by Steven Covey
- Learned Optimism by M. Seligman
- The Stress of Life by H. Selye
- Dear Job Stressed by Mary H. Dempcy
- Coping with Difficult People by R. M. Bransom
- In the Grip: Understanding Type, Stress, and the Inferior Function by N. Quenk

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