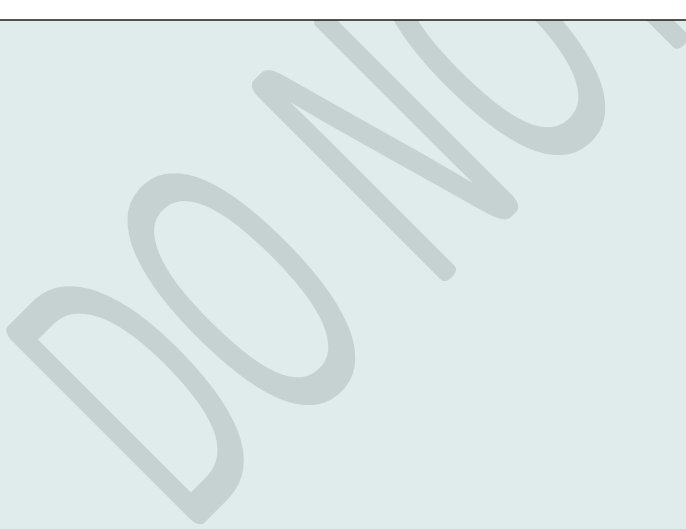




Conflict Management - Participant Workbook



Why Conflict Can Occur?

Conflict often grows out of the differences in needs, beliefs, and values of individuals and how we perceive these differences.

- Perceive Differences as Negative
- Mis-matched Outcomes

SCENARIO #1:

Dee and Chris have worked together in the same office for the past 6 weeks. Dee used to work in an office with people of similar beliefs and values, which is very important to her. Chris has worked with a variety of people and really values working with diverse people and beliefs. Dee and Chris are often at odds with whom to hire because they disagree with what employee values they want in their new employees.

From what you learned about the main reasons for conflict, what is one of the main reasons for their conflict?

- A. Dee and Chris have perceived differences in what they value in the workplace.
- B. Dee and Chris have differences in how they view their role in the company.

SCENARIO #2:

Corey & El have worked two years together. In the past, Corey's assertive personality has overpowered El's relaxed personality which has caused Corey to get their way when an issue arises. Lately, they have been assigned to work on a project and when a problem comes up, Corey asserts control to get their way but El is not backing down this time which is causing conflict that they have not experienced before.

From what you have learned about the reasons for conflict, what is the best reason for their conflict?

- A. Corey and El have different ways of handling conflicts that impact their working relationship.
- B. Corey and El have had mismatched outcomes in the past because Corey has often gotten their way.

Common Conflict Reasons

There are three common types of conflicts in the workplace due to:

- Leadership Styles
- Work Styles
- Cultural issues

Can you identify the most likely reason for conflict?

SCENARIO #3: The New Hire

Finn is a new hire within the organization and works with Eve at the front office. Finn and Eve have been bickering for the past few weeks. Let's see if you can identify the correct reason for Finn and Eve's conflict issues.

- 1.
- 2.
- 3.

Unconscious Threat Response

There are four unconscious threat responses identified in the workplace:

- Fight
- Flight
- Freeze
- Fawn

Can you identify which response is being used for each scenario?

SCENARIO #4: Coffee Calamity

Mia & Pam are having a conflict about who is responsible for making the coffee in the morning. When Pam tells Mia to make the coffee, Mia responds Pam is not helping this situation. Let's see if you can identify the correct threat responses within the scenario.

- 1.
- 2.
- 3.
- 4.

Modes of Conflict

There are five modes of conflict resolution:

- Competing
- Accommodating
- Avoiding
- Compromising
- Collaborating

Can you identify the mode of conflict used for each scenario?

SCENARIO #5

Mia & Pam are having a conflict about who needs to make the coffee in the morning. Because no one has really taken on this role, each person believes it is the other's job. When Mia talks to Pam about this issue, Mia tells Pam that it is her job because they were hired after Mia. Pam ultimately gives into Mia because "everyone in the office wants coffee anyway" and Pam doesn't want to cause more conflict.

Can you identify the likely conflict outcome used in this example?

- A. Collaborating
- B. Accommodating

SCENARIO #6

Jim and Darcy work at the same front desk. Jim has been running the desk for 10 years and Darcy has just started. Jim will often leave the front desk to talk to coworkers in the back leaving Darcy to handle the stress of answering phones and greeting all the clients. When Darcy brings up her frustrations to Jim, he just walks away to steer clear of having a confrontation.

Can you identify the likely conflict outcome used in this example?

- A. Avoiding
- B. Collaboration

SCENARIO #7

Tom & Ron have recently been hired at the same time. Tom has had previous experience at a law firm, but this is Ron's first real job. During office meetings, Tom makes sure to bring up the fact that he has more experience than Ron in front of others. Tom and Ron are having conflicts throughout the week because Tom demands that he gets the higher paying clients due to his experience and insists that he can find another firm unless he gets those jobs and that usually ends the conflict temporarily.

Can you identify the likely conflict outcome used in this example?

- A. Competing
- B. Accommodating

Conflict Management Process

There are six steps of the conflict management process:

1. Identify the problem
2. Brainstorm all possible solutions
3. Evaluate solutions
4. Implement the Action Plan
5. Begin Evaluation process
6. Explore reactions and feelings

PRACTICE QUESTION #1:

Jordan and Taylor have had issues communicating about their ongoing projects. They have tried to resolve their communication issues on their own, but the issue keeps coming up.

What is the first step to the win-win conflict management plan that needs to occur before resolution can begin?

PRACTICE QUESTION #2:

Jacky and Alex have continued issues with their working styles, and their professional interactions are often tenuous when they must work on the same project.

During the conflict management process, they both have identified the exact problem when they work together, so what is the next step that they need to work towards?

PRACTICE QUESTION #3:

Jacky and Alex are in the process of conflict management with their identified issue. They have evaluated all their brainstorming solutions and came up with one solution that they mutually agreed upon.

What is the next step that needs to happen?

PRACTICE QUESTION #4:

Jacky and Alex have implemented their mutual action plan and both individuals are dedicated to this process.

What needs to begin happening after the action plan to ensure all parties stay committed? *Remember the 2nd B in the acronym.*

PRACTICE QUESTION #5:

Jordan and Taylor have implemented the action plan and during this time, they paid attention to their interactions and made this a conscious process to evaluate the plan by taking notes to help with this process.

What is the final step and most important to maintain solutions in the conflict management process?