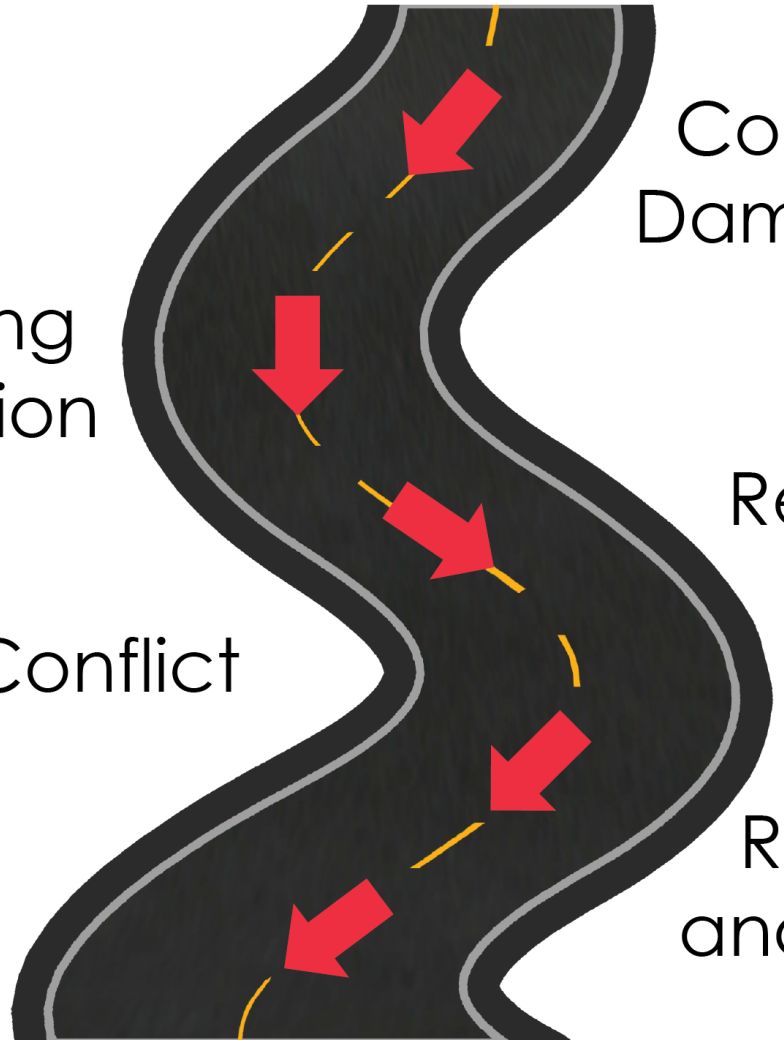
Navigating Beyond Conflict



File Name: NBC-Slides-V4

DDI

Agenda



Conflict's Destination—
Damage or Discovery

Preventing
Escalation

Resolving Conflict
Work It Out

Applying Your Conflict
Resolution Skills

Removing Roadblocks
and Setting Next Steps

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Share in the chat…

What brought you to today's session?

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Definition of Conflict

Conflict is when two or more people's differences escalate to a significant level that negatively affects (or is likely to affect) productivity, quality, safety, service, morale, or working relationships.



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Reflect -

Think about a time when a difference of opinion or perspective began to affect the way people worked together.

What changed, and who or what was ultimately impacted?

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Stages of Conflict

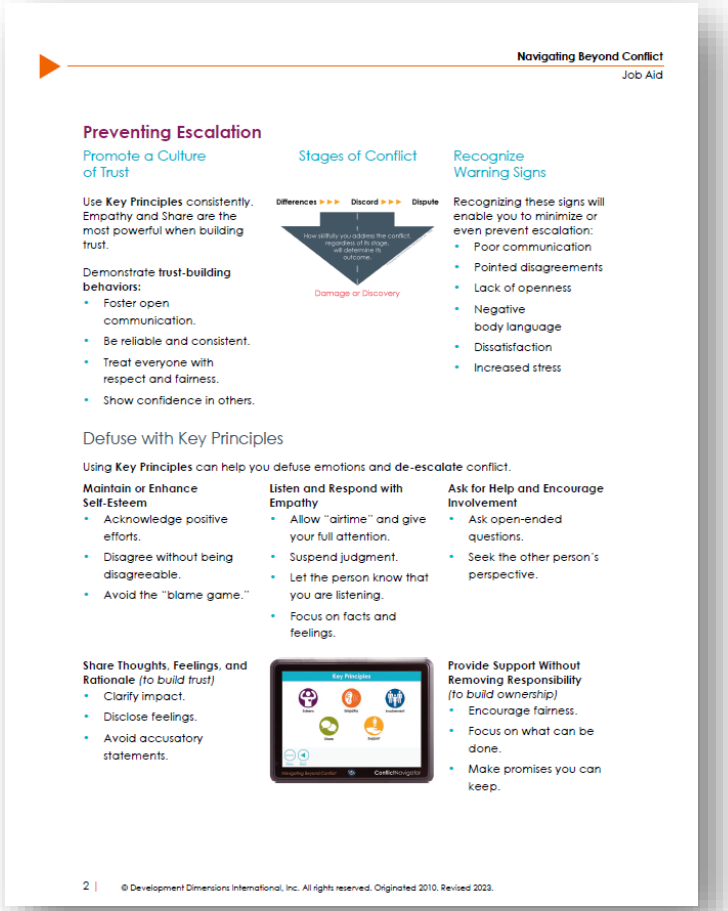


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Conflict Navigator Job Aid



Navigating Beyond Conflict
Job Aid

Preventing Escalation

Promote a Culture of Trust

Use **Key Principles** consistently. Empathy and Share are the most powerful when building trust.

Demonstrate **trust-building behaviors:**

- Foster open communication.
- Be reliable and consistent.
- Treat everyone with respect and fairness.
- Show confidence in others.

Stages of Conflict

Differences ▶▶▶ Discord ▶▶▶ Dispute

How skillfully you address the conflict, regardless of its stage, will determine its outcome.

Damage or Discovery

Recognize Warning Signs

Recognizing these signs will enable you to minimize or even prevent escalation:

- Poor communication
- Pointed disagreements
- Lack of openness
- Negative body language
- Dissatisfaction
- Increased stress

Defuse with Key Principles

Using **Key Principles** can help you defuse emotions and **de-escalate** conflict.

Maintain or Enhance Self-Esteem

- Acknowledge positive efforts.
- Disagree without being disagreeable.
- Avoid the "blame game."

Listen and Respond with Empathy

- Allow "airtime" and give your full attention.
- Suspend judgment.
- Let the person know that you are listening.
- Focus on facts and feelings.

Ask for Help and Encourage Involvement

- Ask open-ended questions.
- Seek the other person's perspective.

Share Thoughts, Feelings, and Rationale *(to build trust)*

- Clarify impact.
- Disclose feelings.
- Avoid accusatory statements.

Provide Support Without Removing Responsibility *(to build ownership)*

- Encourage fairness.
- Focus on what can be done.
- Make promises you can keep.

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Conversation Planner



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Activity: Case Study

A team meets to discuss an upcoming change to a routine process. Everyone leaves the meeting feeling that the discussion went well and that there is a shared understanding of the plan. But as the work gets underway, it becomes clear that people walked away with different interpretations.

- One team member thought they were responsible for completing a task, while another assumed they were only being asked to provide input.
- Someone understood that a deadline was flexible, while another believed it was firm.
- One person thought a decision had been finalized, while others believed the team was still considering options.
- A team member expected an update from a colleague but never clearly communicated that expectation.

As the work progresses, frustration begins to build. One person feels they are having to follow up repeatedly to keep things moving. Another feels blindsided by expectations they didn't know existed. Others become frustrated because they believe the team already discussed and agreed on the plan.

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Activity: Case Study

1. The causes of conflict in the scenario
2. The costs of unresolved and escalating conflict to the team and the organization
3. The benefits that come when conflict, once resolved, leads to discovery.

But how do we get to discovery?

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Signs of Escalating Conflict

- Poor communication
- Pointed disagreements
- Lack of openness
- Negative body language
- Dissatisfaction
- Increased stress



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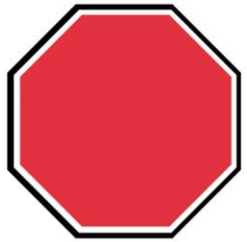
Work It Out



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Work It Out



Take a Stand



Yield

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Analyzing a Conflict Situation

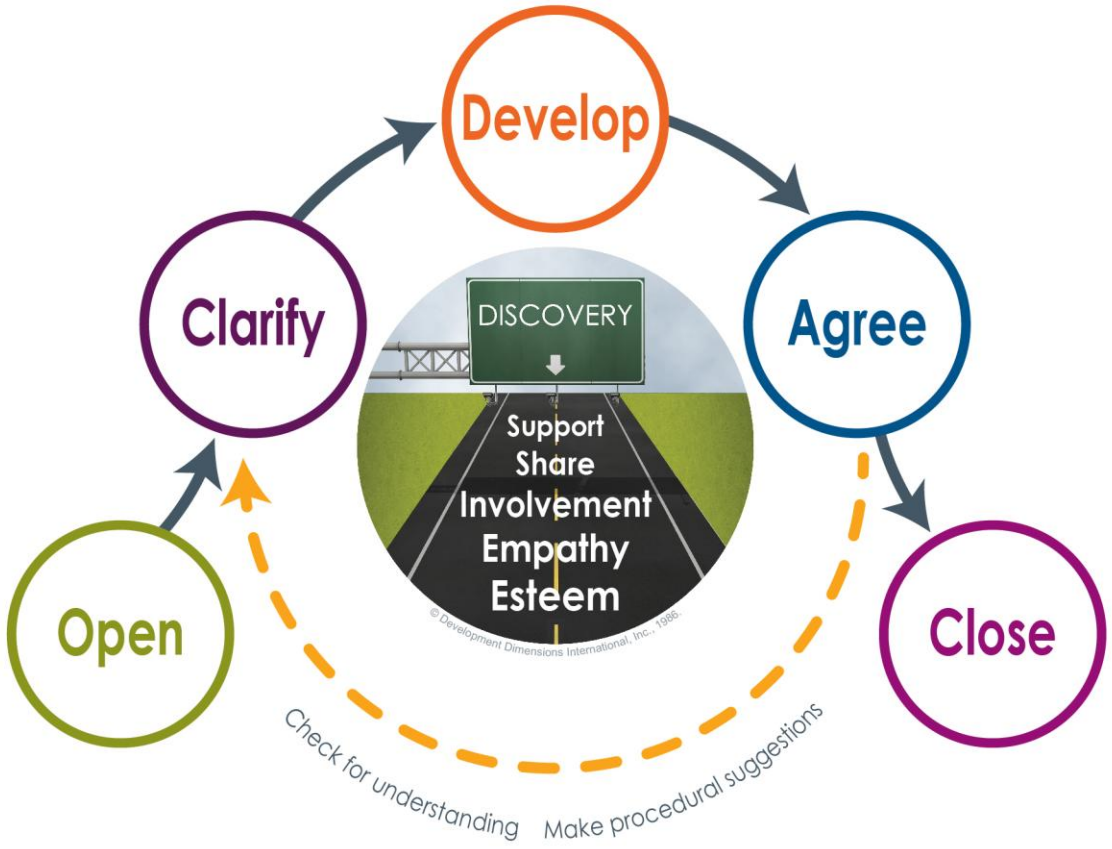


Think about:

- The issues involved.
- What you want to get out of the situation.
- How the other person might respond.

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Interaction Essentials℠ Road Map

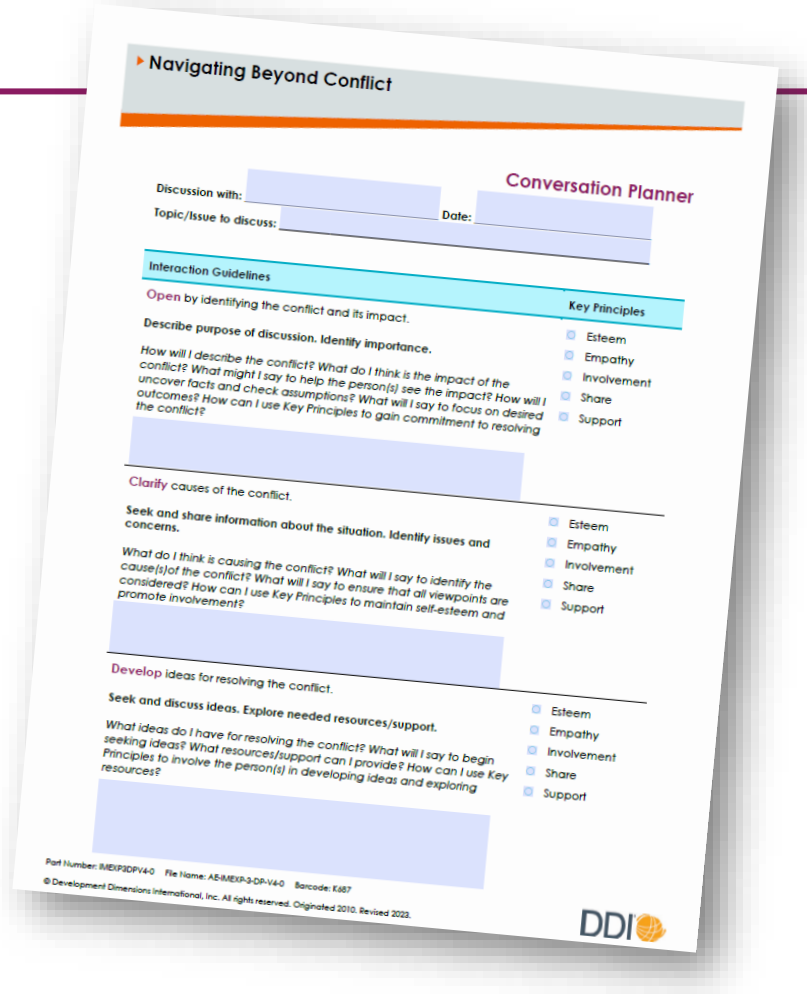


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Skill Practice

Take a few minutes to complete your conversation planner with either the case study shared today or a current conflict you're trying to navigate.

We'll share in a few minutes.



Navigating Beyond Conflict

Conversation Planner

Discussion with: Date:

Topic/Issue to discuss:

Interaction Guidelines | Key Principles

Open by identifying the conflict and its impact.

Describe purpose of discussion. Identify importance.

How will I describe the conflict? What do I think is the impact of the conflict? What might I say to help the person(s) see the impact? How will I uncover facts and check assumptions? What will I say to focus on desired outcomes? How can I use Key Principles to gain commitment to resolving the conflict?

Esteem
Empathy
Involvement
Share
Support

Clarify causes of the conflict.

Seek and share information about the situation. Identify issues and concerns.

What do I think is causing the conflict? What will I say to identify the cause(s)of the conflict? What will I say to ensure that all viewpoints are considered? How can I use Key Principles to maintain self-esteem and promote involvement?

Esteem
Empathy
Involvement
Share
Support

Develop ideas for resolving the conflict.

Seek and discuss ideas. Explore needed resources/support.

What ideas do I have for resolving the conflict? What will I say to begin seeking ideas? What resources/support can I provide? How can I use Key Principles to involve the person(s) in developing ideas and exploring resources?

Esteem
Empathy
Involvement
Share
Support

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Activity: Case Study

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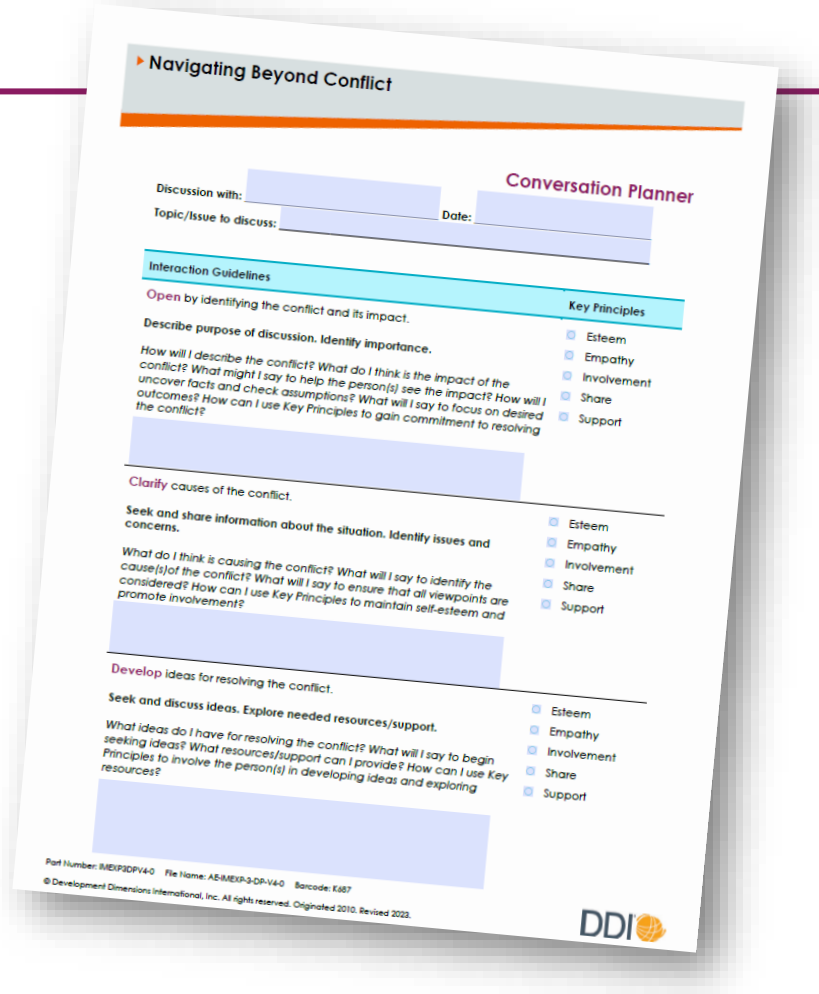
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Skill Practice

Let's walk through the conversation planner together →



Navigating Beyond Conflict

Conversation Planner

Discussion with: Date:

Topic/Issue to discuss:

Interaction Guidelines	Key Principles
Open by identifying the conflict and its impact. **Describe purpose of discussion. Identify importance.** How will I describe the conflict? What do I think is the impact of the conflict? What might I say to help the person(s) see the impact? How will I uncover facts and check assumptions? What will I say to focus on desired outcomes? How can I use Key Principles to gain commitment to resolving the conflict?	☐ Esteem ☐ Empathy ☐ Involvement ☐ Share ☐ Support
Clarify causes of the conflict. **Seek and share information about the situation. Identify issues and concerns.** What do I think is causing the conflict? What will I say to identify the cause(s)of the conflict? What will I say to ensure that all viewpoints are considered? How can I use Key Principles to maintain self-esteem and promote involvement?	☐ Esteem ☐ Empathy ☐ Involvement ☐ Share ☐ Support
Develop ideas for resolving the conflict. **Seek and discuss ideas. Explore needed resources/support.** What ideas do I have for resolving the conflict? What will I say to begin seeking ideas? What resources/support can I provide? How can I use Key Principles to involve the person(s) in developing ideas and exploring resources?	☐ Esteem ☐ Empathy ☐ Involvement ☐ Share ☐ Support

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UK HealthCare + Campus Resources for Support

Organizational Development + Enterprise Learning

- Explore the use of assessment to support team understanding or consult on an area in which you need support

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