



## Resolving Conflict

### Strengths

### TIP #1

Someone who is strong in Resolving Conflict is predisposed to constructive mediation of conflicts and differences of opinion and should leverage their talent by working with others who are less skilled in this area. Ask the individual if they would serve as a mentor. In order for the individual to do so effectively, they will benefit from a clear understanding of how *they* resolve conflict successfully. Have them think through a circumstance where they were able to come to resolution of a conflict and reach agreement with both parties. Have the individual complete the table below. This tool can also be used as a coaching tool when the mentor is working with the mentee in describing success. The mentor can have the mentee use it both to plan how to address a current or future conflict and to debrief afterward.

What was the Situation?	<b>Who were the Stakeholders?</b> <i>(Interested in the outcome)</i> How important was this issue to them? 1-high 2-med 3-low	<b>What were the various Stakeholder's Needs &amp; Concerns?</b> What specifically did they want? How important was this issue to them? 1-high 2-med 3-low	<b>What were my Needs and Concerns?</b> What specifically did I want? How important was this issue to me? 1-high 2-med 3-low	<b>What helped us achieve understanding and mutual satisfaction?</b>
	Who: Importance level:	Issue: Importance level:	Issue: Importance level:	
	Who: Importance level:	Issue: Importance level:	Issue: Importance level:	



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#### TIP #2

A person who is strong in Resolving Conflict is likely to demonstrate strength in the interpersonal skills involved in navigating conflict. In order to help them develop these skills further, provide them an opportunity to join a small cross-functional team, where people are coming together to work on a business problem or review a cross-functional business process. These project team members are likely to bring to the project various motives and missions inherent in their functions in the organization. This can create natural tension on the team.

- Coach the individual on the front end to anticipate the various priorities of the various people representing their functions.
- Ask them to describe to you how those differences may become visible on the team.
- Encourage them to accept the responsibility to try to maintain the group's focus on the project mission and common goals, including the benefits to both the organization and represented functional groups.
- Suggest that it may be up to them to surface key issues, challenges and conflicts and then to engage the team in healthy dialogue to prevent them from becoming derailed by these.
- Meet with the individual regularly throughout the project and provide ongoing support as they identify ways they can contribute to the team. Debrief key meetings with them, asking them look for ways they may be able to help prevent conflict and help manage / facilitate addressing differences early in the process.

#### TIP #3

A person who is strong in Resolving Conflict can become frustrated when they are unable to resolve a conflict to their satisfaction. Coach them on how to constructively walk away from a conflict that cannot be solved. Some reasons this may occur include the following. Ask them to identify others.

- The people in the conflict cannot solve the problem due to lack of position power.
- The conflict relates to deeply entrenched core values, beliefs, preferences, etc., which are not likely to be changed.
- Barriers exist which prevent resolution, such as organizational policies, procedures, practices, etc.

Coach the individual to accept that some situations require “walking away,” and “agreeing to disagree”. In this case, there is a need to move on and not hold on to any differences or frustration left unresolved. Have them identify a time in the past when they pushed to resolve a conflict that may have inherently been unable to be resolved. What they might have done to leave the disagreement or conflict unresolved in a constructive way. How could this have been done respectfully, and with the relationship intact?