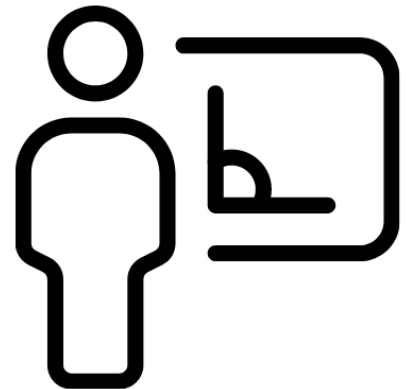


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Great ideas often receive violent opposition from mediocre minds.

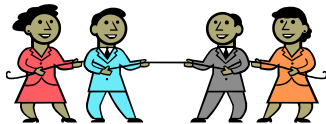
Albert Einstein

Module Two: An Introduction to Conflict Resolution



People often assume that conflict is always negative. This is not true! People are inherently different, and conflict simply happens when those differences come to light. Viewing conflict in this way can help us maximize the possible positive outcomes of the problem at hand. Equipped with a conflict resolution process, people can explore and understand those differences, and use them to interact in a more positive, productive way.

What is Conflict?



The Random House Dictionary defines conflict as, “to come into collision or disagreement; be contradictory, at variance, or in opposition; clash.”

Some examples of conflict can include:

- Two sales representatives are arguing over who gets the latest customer
- A team of employees is upset with their manager over a recent scheduling change
- A group of managers cannot decide who gets the latest project assignment

(Although we are going to focus primarily on workplace conflicts in this workshop, the tools covered can also be used in personal situations as well.)

Conflict can also be healthy. Think about how conflict will increase motivation and competitiveness in these scenarios.

- Two companies vie for the top market share of a particular product
- Several sales teams work to get first place

- Six hockey teams work towards winning a championship

These types of drivers can result in greater success, whether “success” means a better product, better teamwork, better processes, lower prices, trophies, or medals.

Remember, everyone experiences conflict, but how you deal with it, is what matters.

Estimated Time	15 minutes
Topic Objective	To understand what conflict is and how it can be a positive influence.
Topic Summary	The Random House Dictionary defines conflict as, “to come into collision or disagreement; be contradictory, at variance, or in opposition; clash.” Conflict can also be healthy and natural (for example, two teams striving for first place).
Materials Required	One or more stuffed toy(s), depending on the size of your group
Recommended Activity	Ask participants to sit in a circle. Explain that the stuffed toy represents power to speak. As you toss the toy around the circle, each person must say something about today’s topic. It can be a word, idea, saying, or short story... anything related to conflict or conflict resolution. Begin by saying a word or idea yourself, and then toss the toy to a participant.
Delivery Tips	If the group has more than 20 people, divide participants into smaller groups and provide each group with a stuffed toy.

What is Conflict Resolution?



The term “conflict resolution” simply means how you solve conflicts. Although there are many processes available, we have developed one process that you can adapt for any situation. You will even be able to use these tools to prevent conflict and to help others work through conflict.

Some common conflict resolution terms include:

- **Mediation:** It is a process to resolve differences, conducted by an impartial third party.

- **Mediator:** In impartial person who conducts a process to resolve differences.
- **Dispute Resolution:** The name given to any process aimed at resolving differences between two parties.
- **Apparent Conflict:** A situation where the conflict is in the open.
- **Hidden Conflict:** A situation where the conflict is not in the open.

Estimated Time	10 minutes
Topic Objective	To understand what “conflict resolution” and its related terms mean.
Topic Summary	The term “conflict resolution” simply means how you solve conflicts.
Materials Required	<ul style="list-style-type: none"> • Flip chart paper • Markers
Planning Checklist	Make sure you have plenty of flip chart paper and markers.
Recommended Activity	<p>Divide participants into groups of four to six. Give each group flip chart paper and markers. Ask each group to come up with different ways of resolving conflicts, without judging each method’s appropriateness or effectiveness.</p> <p>After a few minutes, bring the class back together and discuss the various methods that teams came up with, and to encourage evaluation during the discussion.</p>
Delivery Tips	You can use the teams from the icebreaker if you like.

Understanding the Conflict Resolution Process



Conflict can come in many forms, and our process will help you in any situation. Below, you can find a brief overview of how we are going to spend most of this workshop.

Although we have outlined the various conflict resolution phases in a particular order and with a particular grouping, that doesn’t mean that you have to use all the phases all the time. Near the end of this workshop, we will look at some of the steps as individual tools.

- **Create an Effective Atmosphere**
 - Neutralize Emotions
 - Set Ground Rules
 - Set the Time and Place

- **Create a Mutual Understanding**
 - Identify Needs for Me, Them, and Us

- **Focus on Individual and Shared Needs**
 - Find Common Ground
 - Build Positive Energy and Goodwill
 - Strengthen the Partnership

- **Get to the Root Cause**
 - Examine Root Causes
 - Create a Fishbone Diagram (for complex issues)
 - Identify Opportunities for Forgiveness
 - Identify the Benefits of Resolution

- **Generate Options**
 - Generate, Don't Evaluate
 - Create Mutual Gain Options and Multiple Option Solutions
 - Dig Deeper into the Options

- **Build a Solution**
 - Create Criteria
 - Create the Shortlist
 - Choose a Solution
 - Build a Plan

Estimated Time	15 minutes
Topic Objective	To introduce participants to the conflict resolution process that will be the basis of this workshop.
Topic Summary	Understand the conflict resolution process.
Materials Required	<ul style="list-style-type: none"> • Process diagram below
Planning Checklist	If you are not using the PowerPoint slides for this course, make sure you pre-draw the process on flip chart.
Recommended Activity	Provide participants with a high-level overview of the conflict resolution

	process that will be discussed throughout the workshop.
Delivery Tips	Do not get into great detail at this point. This is just an overview so that participants have the big picture before we begin.
Review Questions	What is conflict? What is conflict resolution?

Create an Effective Atmosphere

- Neutralize Emotions
- Set Ground Rules
- Set the Time and Place

Create a Mutual Understanding

- Identify Needs for Me, Them, and Us

Focus on Individual and Shared Needs

- Find Common Ground
- Build Positive Energy and Goodwill
- Strengthen the Partnership

Get to the Root Cause

- Examine Root Causes
- Create a Fishbone Diagram (for complex issues)
- Identify Opportunities for Forgiveness
- Identify the Benefits of Resolution

Generate Options

- Generate, Don't Evaluate
- Create Mutual Gain Options and Multiple Option Solutions
- Dig Deeper into the Options

Build a Solution

- Create Criteria
- Create the Shortlist
- Choose a Solution
- Build a Plan

Practical Illustration



Todd and Jim's supervisor just announced a schedule change that would put them in a time crunch. They both had several projects they had to complete, and felt that with the new schedule, they couldn't complete everything on time. Their supervisor, Joe, got wind of their problem and offered to hear them out. Both Todd and Jim harped on the time constraints. Joe shook his head because clearly they were missing the bigger picture. Joe opened their eyes to the possibilities of working more efficiently and being more productive than ever before. Todd and Jim stopped cold. They hadn't considered that option. All in agreement, they abandoned their problem, happy to have a solution at their fingertips.

Module Two: Review Questions

1.) People often _____ that conflict is always negative.

- a) Assume
- b) Wish
- c) Hope
- d) Like

People often assume that conflict is always negative.

2.) Conflicts happen when _____ come to light?

- a) People
- b) Truth
- c) Differences
- d) Finances

Conflicts happen when differences come to light.

3.) People can explore those differences, if they are equipped with a conflict _____ process.

- a) Idea
- b) Email
- c) Resolution
- d) Revolution

Equipped with a conflict resolution process, people can explore and understand those differences, and use them to interact in a more positive, productive way.

4.) Differences can be used to _____ in a more positive way.

- a) Interact
- b) Connect
- c) Dissect
- d) Reject

Equipped with a conflict resolution process, people can explore and understand those differences, and use them to interact in a more positive, productive way.

5.) Conflict can be defined as coming into a _____ or disagreement.

- a) Contusion
- b) Fruition
- c) Collision
- d) Division

Conflict can be defined as coming into a collision or disagreement.

6.) Two sales representatives arguing over who gets the latest customer is an example of what?

- a) Friendly competition
- b) Playful banter
- c) Conflict
- d) Respect

Some examples of conflict can include: Two sales representatives are arguing over who gets the latest customer

7.) Conflict can also be _____.

- a) Healthy
- b) Happy
- c) Hearty
- d) Hyperbole

Conflict can also be healthy.

8.) The term conflict resolution simply means how you _____ conflicts.

- a) Enjoy
- b) Start
- c) Solve
- d) Translate

The term "conflict resolution" simply means how you solve conflicts.

9.) _____ is a process to resolve differences, conducted by an impartial third party.

- a) Quitting
- b) Forfeiting
- c) **Mediation**
- d) Motivation

Mediation: It is a process to resolve differences, conducted by an impartial third party.

10.) A situation where the conflict is in the open is an example of _____.

- a) Hidden Conflict
- b) **Apparent Conflict**
- c) Dispute Resolution
- d) Transcendence

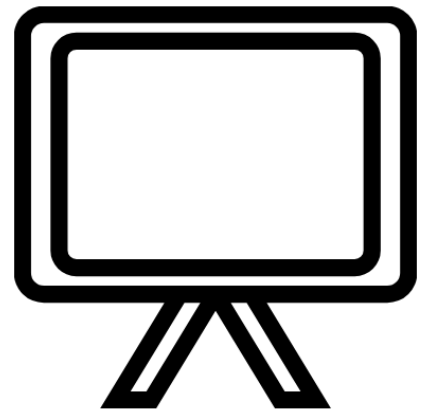
Apparent Conflict: A situation where the conflict is in the open.

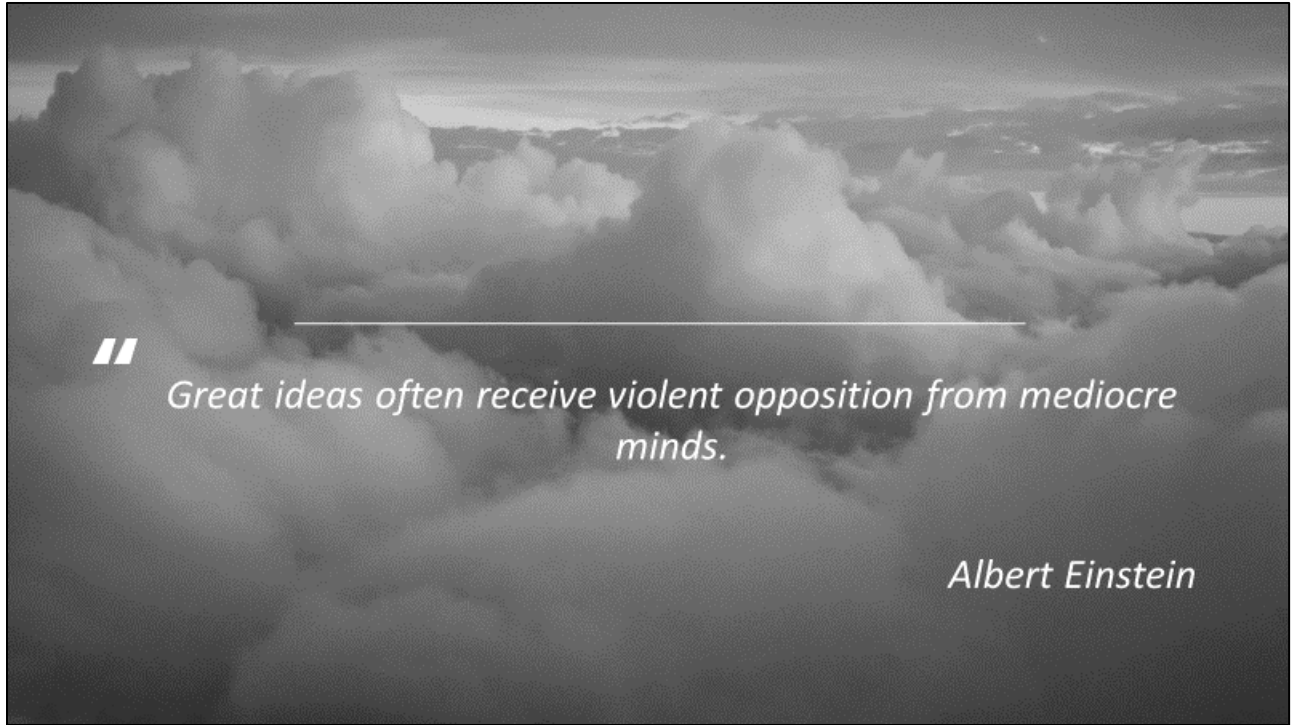
PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





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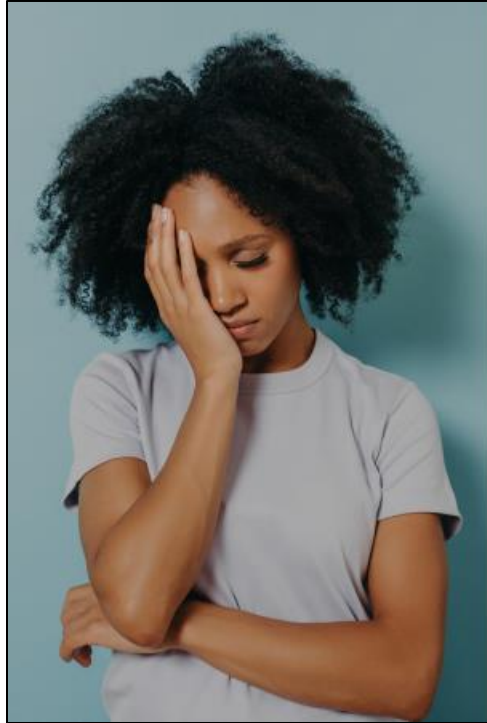
Great ideas often receive violent opposition from mediocre minds.

Albert Einstein

MODULE TWO

An Introduction to Conflict Resolution

People often assume that conflict is always negative. This is not true! People are inherently different, and conflict simply happens when those differences come to light.



What is Conflict?

Everyone experiences conflict, but how you deal with it, is what matters.

What is Conflict Resolution?

- Mediation
- Mediator
- Dispute Resolution





Understanding the Conflict Resolution Process

- Create an Effective Atmosphere
- Create a Mutual Understanding
- Get to the Root Cause

Practical Illustration



- What is Conflict?
- What is Conflict Resolution?
- Understanding the Conflict Resolution Process

Module Two: Review Questions

1. People often _____ that conflict is always negative.

A. Assume

B. Wish

C. Hope

D. Like

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Conflict Resolution

Quick Reference Sheet



Setting Ground Rules

Ground rules provide a framework for people to resolve their conflicts. Ground rules should be set at the beginning of any conflict resolution process. They can be very brief or very detailed – whatever the situation requires.

Ground rules should be:

Developed and agreed upon by both parties.

Positive when possible. (For example, “We will listen to each other’s statements fully,” rather than, “We will not interrupt.”)

Fair to both parties

Enforceable

Adjustable

Written and posted somewhere where both parties can refer to it (for more formal dispute resolution processes). If the parties are using a mediator to help them resolve the conflict, it is important that the ground rules are developed by the parties and not the mediator. The mediator’s role is that of a guide and mentor, not a judge or supreme ruler.

Some examples of ground rules include:

We will listen to each other’s statements fully before responding.

We will work together to achieve a mutually acceptable solution.

We will respect each other as individuals, and therefore not engage in personal insults and attacks.

Participants can use the ground rules throughout the conflict resolution process to monitor and modify their behaviors. Ground rules give participants an objective, logical way of addressing personal attacks and emotional issues.

An example: “Joe, I feel like you have cut off my last several statements. We agreed at the beginning of this that we would listen to each other’s statements fully before answering.”

If the conflict is being mediated, this also gives the mediator a fair way to give participants feedback and help them work with the conflict. Since the same rules are being applied to everyone, it can help the mediator maintain fairness and avoid bias.

Building a Positive Energy

- Have a good attitude. The preparation steps we discussed earlier should help you identify the positive things that will come out of this conflict.
- Try to focus on these things instead of the negative aspects of the conflict.
- Frame things positively.
- Create actionable items.
- Try to keep emotions out of your statements. State feelings and opinions in as objective a manner as possible. Label your thoughts as thoughts by starting sentences with, “I think...”
- Take a break when you need it. If you say, “I see where you’re coming from,” make sure you mean it. If you can’t see where they are coming from, ask them to tell you more. Often, sharing information can break down even the toughest person’s defenses.
- Invite the other person to step into your shoes. Tell them a story, outline consequences, and explain how you feel in an objective manner. Share as much information as you can.



The Agreement Frame

The Agreement Frame takes one of three forms:

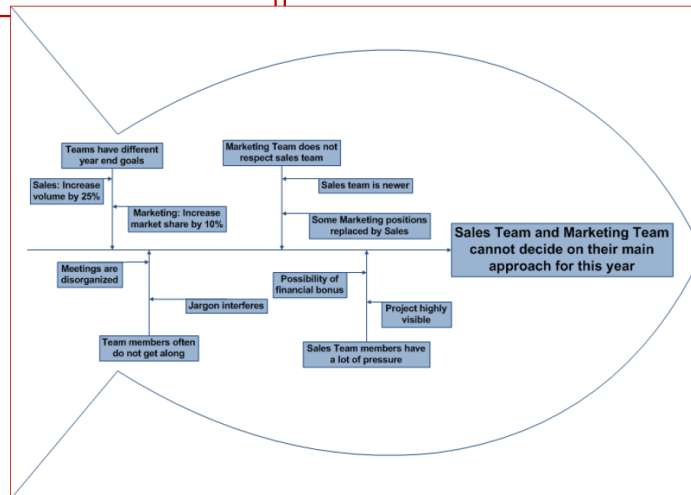
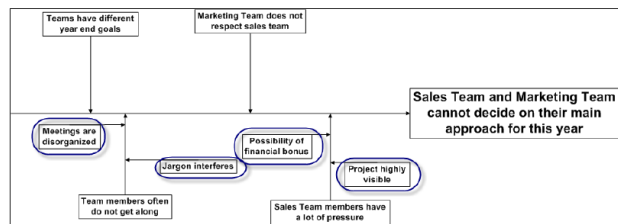
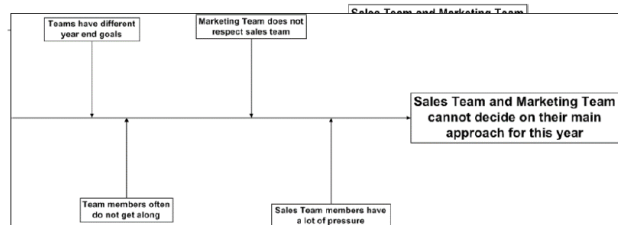
- I appreciate, and...
- I respect, and...
- I agree, and...

Here is an example of the Agreement Frame in use.

PERSON A	PERSON B
The best way to resolve this conflict is for you to resign your position immediately.	I respect your opinion, and I think that there might be some other viable options.
What options were you considering?	I think that if I issued an apology to the team for the misunderstanding, we would be on our way to resolving the conflict.
I think that option is too low-key for this situation.	I agree that it might not be a strong enough statement, and I may need to have team meetings to address the underlying issues.

Creating a Fishbone Diagram

1. To start, draw a horizontal arrow pointing to the right on a large sheet of paper. At the end of the arrow, write down the problem.
2. Now, work together to list possible causes. Group these causes. Draw a line pointing to the large arrow for each cause and write the cause at the top.
3. Now, write each cause on a line pointing to the group arrow. (Sticky notes work well for this.) Now the people in the conflict have a clear map of what is happening.



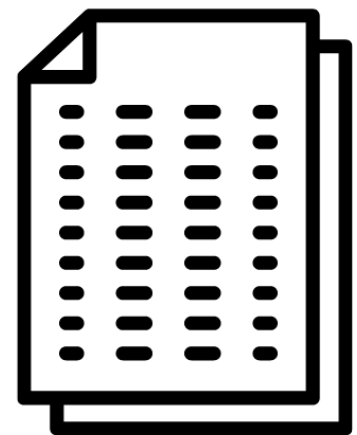
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Icebreaker: Team Trinkets

PURPOSE

Conflict resolution can be a difficult topic, so it is important that participants are as comfortable as possible. This activity will help participants get to know each other while doing a non-conflict laden task.

MATERIALS REQUIRED

- Paper plates
- String
- Single hole punch
- Flip chart or banner paper
- Legal-sized paper (or blank name tents)
- Colored markers
- Craft supplies (scissors, glue, sparkles, yarn, etc.)

ACTIVITY

Ask participants to number off to create groups of six to eight. Their task is to come up with a team name and slogan, preferably based on something that they all have in common. They should then create two of the following items:

1. Name cards for each participant
2. Team sign
3. Team hats
4. Team work area
5. Team song

Give participants about ten minutes for this task.

PRESENTATIONS

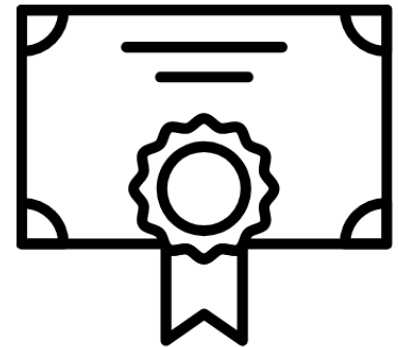
After all groups have completed the task, ask each group to present their team name, slogan, and items, and to explain how they arrived at a decision for each. Ask participants if conflicts arose over choices, and how those conflicts were managed.

Encourage groups to work together throughout the day and strengthen their bond.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Conflict Resolution*

Awarded this _____ day of _____, 20____

Presenter Name and Title
