

Self-Teach Workbook

Conflict Resolution

Resolving Conflict & Managing Challenging Behaviour

Conflict Resolution - Watch the Self-Teach Video

Durham University Leadership Programme

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How To Use This Workbook

This workbook is intended to support the 'Self-Teach' modules and will provide additional activities, explanations and resources you can use in your leadership role.

Work through the self-teach video and, where directed, or as you feel appropriate, pause the video and refer to the workbook. In the video there will be opportunities for you to take a '60 second thought capture,' (indicated by a 🕒 symbol). Feel free to use the space provided in this workbook to jot down your thoughts. Alternatively, you can pause the video at any point to allow more time to consider the questions.

Take away resources (i.e. those that you can use separately as a 'tool' or resource in your leadership role) will also be highlighted by a 📁 symbol. This will prompt you to copy the resource for later use if you wish.

What to expect from the Module (video and workbook)

- Models, Tools & Tips - 🔧
- Reflective Questions - 🕒
- Post-session Resources and Exercises 📁

How to Use the Self-Teach Module

- Block out the time (sufficient time to watch and complete the activities)
- Download the PDF workbook
- Complete the exercises
- Pause/ rewind/ revisit any time
- Complete the post session activities
- Drop into the Q&A sessions planned

Workbook Contents

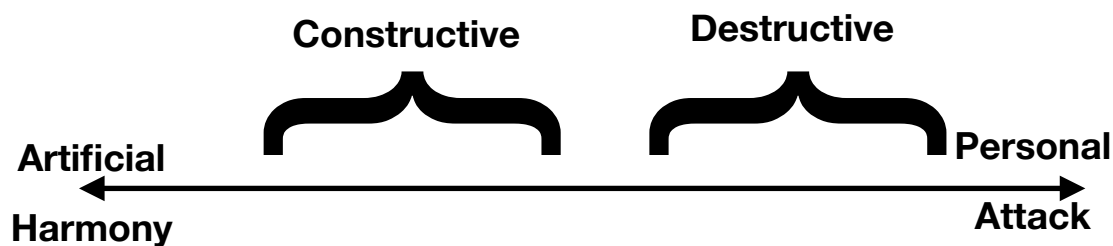
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Understanding Conflict

In this section, you will learn that conflict need not always be negative.

Conflict is in essence where two or more parties have some form of disagreement. These parties can come into conflict when engaging with one another over the matter(s) about which they disagree. There could be disagreement in opinion, over differing values or beliefs, or misunderstanding. The first question to consider is whether all conflict is negative.

Lencioni's Conflict Continuum (*1)



As we can see from the model, conflict can be destructive. However, maintaining an artificial sense of harmony can also be harmful to the team. Individuals may feel resentful towards others whom they feel are not having behaviour or performance issues addressed. Performance can deteriorate and over time, smaller conflicts can fester and grow.

Consider whether you tend to be more avoidant when it comes to confronting conflict. Do you work hard to foster 'artificial harmony' in a bid to keep the team running smoothly? What are or could be the consequences of that?

Understanding Conflict *(continued)*

Thought Capture Exercise



How comfortable are you in handling difficult interactions? What do you think are the reasons for this?

Take 60 seconds now to jot down your thoughts. Feel free to pause the video if you need longer than the 60 seconds provided

Jot down your thoughts here:

Understanding Conflict (continued)

You may have identified a number of different factors ranging from a previous bad experience or believing you may just make things worse. Whatever you have identified the good news is that you can develop your skills and raise your confidence levels.

For now, it is important to consider what place healthy conflict has within an effective team:

Lencioni's Five Elements of an Effective Team (*1)



Patrick Lencioni - 'The Five Dysfunctions of a Team'

Watch the self-teach video to understand more about each level.



Thought Capture Exercise

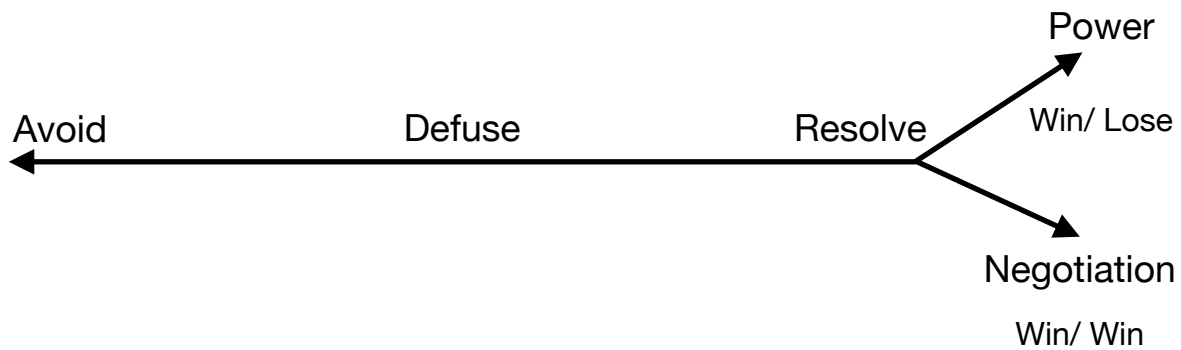
What area do you feel you need to develop or focus on with your team? Take 60 seconds now to jot down your thoughts. Feel free to pause the video if you need longer than the 60 seconds provided

Jot down your thoughts here:

Assertiveness

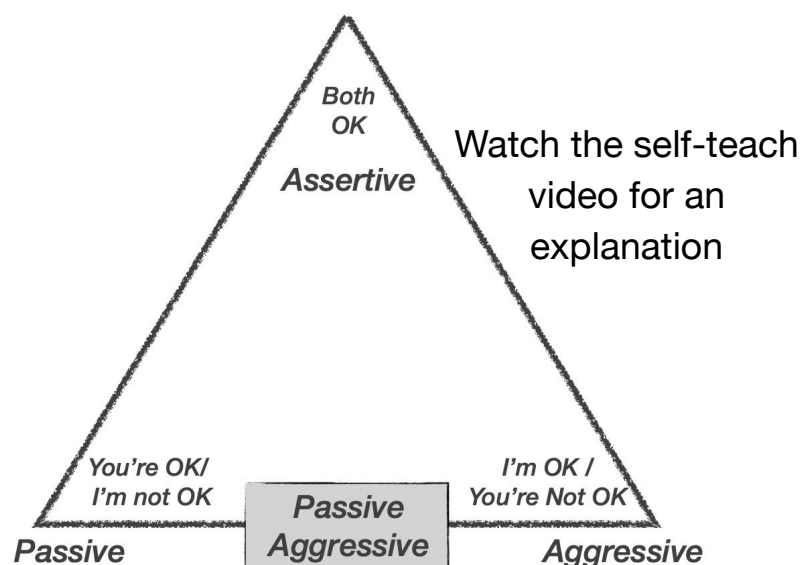
When it comes to communicating effectively, particularly when tackling difficult interactions, developing your ability to be assertive can be incredibly valuable.

Another Continuum (no reference)



Whether seeking to defuse a situation or resolve an issue, acting assertively means we can ensure our own agenda or opinions are not ignored or dismissed. In addition assertiveness communication sets out to respect and acknowledge the opinions or position of another. This can be powerful when seeking a win/ win situation. It can also be an appropriate way of asserting a power position in those instances where you need to be more directive or challenging.

The Assertiveness Triangle



Assertiveness (continued)



Thought Capture Exercise

Where do you tend to fall on the passive-assertive-aggressive range? Take 60 seconds now to jot down your thoughts

Jot down your thoughts here:



Thought Capture Exercise

What could help you be more assertive in a challenging situation? Take 60 seconds now to jot down your thoughts

Jot down your thoughts here:

Assertiveness tips and tools

General Tips *(watch the self-teach video)*

- Prepare yourself if you have the opportunity
- Remember there's no rush - slow down
- If appropriate allow them to vent
- But don't be subjected to poor behaviour
- Apologise - if it's warranted
- Know your environment

Staying Calm



Thought Capture Exercise

How can you keep yourself calm and level-headed in a challenging situation? Take 60 seconds now to jot down your thoughts

Jot down your thoughts here:

Assertiveness tips and tools *(continued)*

Remember the CALM model to recall the key ingredients to staying calm under pressure:

C - Composed: manage your own emotions by slowing yourself down, and breathing effectively - remember the 'Rescue Breath - 2:2:4)

A - Assertive: Using assertiveness techniques as ahead can help you balance the needs of all including your own

L - Look Confident: Maintain a confident posture - chin up, back straight and upright

M - Measured Tone: Moderate your breathing and pace and speak in a slower pace



Thought Capture Exercise

What could you do to encourage the other person to maintain their composure? Take 60 seconds now to jot down your thoughts

Jot down your thoughts here:

Assertiveness tips and tools *(continued)*

Tips to Maintaining A Calm State

- *Actively Listen - check out the 'listening skills module'*
- *Use open body language - avoid pointing or clenched hands*
- *Apologise - if appropriate*
- *Acknowledge their feelings (LEAPS) - learn more in the 'listening skills' module*
- *Know your environment - a familiar and neutral environment for all parties*
- *Allow them to save face - acknowledge valid points and allow them to back down and maintain their dignity*

Assertiveness Tools #1

Disagreeing Tactfully...

This can feel awkward or difficult - how do you manage this without sounding aggressive and how do you ensure you get your view across?

Use statements that indicate you have a differing view without outright disagreeing, and encourage the other person to expand on their thinking:

'I don't see it like that, talk me through/ tell me what makes you think that'

'I hadn't thought of it that way. Perhaps if you explain your thinking I can give it more thought.'

'I'm not clear/ sure on what your thinking is behind that statement/ opinion - could you elaborate?'

This can elicit a reciprocal response allowing you to express your own view. In addition you may receive information that could change your own view, or, by encouraging the other person to talk through their thinking, they may come to realise they haven't given it as much thought as they possibly could - remember - allow them to save face if this is the case.

Assertiveness tips and tools *(continued)***Thought Capture Exercise**

Think about the elements of those phrases - how would YOU express this in your own words? Take 60 seconds to jot down your thoughts

Jot down your thoughts here:

Assertiveness Tools #2

The Three Part-Sentence is a useful way to structure your responses when aiming to balance the needs of both you and the other party whilst also offering a way forward (or directing how things will be)

Acknowledge their position/ feelings

I understand you are against this idea

State Yours

I feel that this is the right thing to do

State a desired outcome/ way forward

So let's explore how we can make this work

Assertiveness tips and tools *(continued)*

Assertiveness Tools #3

Being heard amidst high emotion can be really challenging. If you feel you need to make a point or be heard (as opposed to allowing the other to vent), the following technique can be really useful. Note, however, that it can also, if applied incorrectly, inflame a situation - so practice it and consider how you can vary your initial statement, the words, tone and pitch to ensure you do not come across as provocative or patronising:

The Broken record technique:

Re-stating (not repeating) your point several times in different ways

- Really useful with the '3 part-sentence'

This technique, can be very powerful so long as its used responsibly.



Thought Capture Exercise

Which tool could you see yourself trying out first? In what situation/ with whom? How can you prepare yourself? Take 60 seconds now to jot down your thoughts. Feel free to pause the video if you need longer.

Jot down your thoughts here:

Challenging behaviour - BOFF

Tackling inappropriate performance or behaviour

This can be an uncomfortable and tricky thing to do. Watch the self-teach video and consider how the BOFF model could assist you in taking on these conversations in an assertive and confident manner.

B - Behaviour: Stick to the words, behaviour or actions - don't personalise

O - Outcome: identify the tangible impact of the behaviour

F - Feelings: How did it affect you or others involved? How would you feel if?

F - Future: Layout the future expectation - stick to the behaviour or words - avoid personalising.



Thought Capture Exercise

Have you any opportunities in mind right now for a 'BOFF' conversation? How could you prepare for it?

Jot down your thoughts here:

Challenging behaviour - BOFF (continued)



BOFF - Resource

Use this sheet to help you both prepare for a challenging conversation and as a means of navigating your way through to a positive conclusion.

Behaviour

What was it they said or didn't say? What did they do or not do? How does that compare to the expected standard? Avoid personalising.

Outcome

Identify a tangible outcome - missed deadline, disrupted meeting, unhappy colleague or customer?

Feelings

What feelings/emotions were evoked? Did it affect you? How? How can you encourage them to reflect on how they would have felt if...?

Future?

What is the future expectation? Be specific and bite-sized - stick with the behaviour or the words and don't personalise.

Case Study

Work through the following case study and answer the reflective questions. Feel free to review the workbook material or revisit the video self-teach to refresh when considering your answers.

A Durham sports club has just won a major match. Afterwards, they decide to go out to celebrate their well-earned victory. However, on the way back from the match, one of the senior members of the exec starts inciting those on the coach to drink and be rowdy. Not only does the coach driver become irritated, but this isn't compliant with the University's rules on drinking and good behaviour.

As the coach driver threatens to kick them off the bus and report them to the University, the team captain realises that he needs to control the situation whilst still maintaining good team spirit brought on by their win.

The captain is keen to adopt a win/win approach to this conflict. What skills would be helpful to them in analysing the conflict? What attitudes might assist them?

Explore some options the captain could consider, to move towards a win/win outcome. Identify the major issues, the steps they could take and the skills they would need.

Jot down your thoughts here:

How could you use the BOFF model to challenge the behaviour in a tactful but clear way (keeping in mind you might decide to apply the BOFF model when those concerned are not intoxicated).

Jot down your thoughts here:

Behaviour

Outcome

Feelings

Future?

Action Planning

Now take some time to identify:

- 1. How you could raise your own confidence levels in tackling these conversations?*
- 2. Where can you learn more or find opportunities to safely try out the tips and techniques?*
- 3. What low level challenge could you use to practice using the BOFF tool*

Consider dropping into one of the planned online (or in-person) Q&A sessions where you will have the opportunity to explore specific questions or issues.

Jot down your thoughts here:

References

1. Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.

Further resources

Consider the following self-teach modules to support your development:

- Mediation - Resolving Disagreement
- Listening Skills
- Time Management - Delegation and Manager as Coach

Check out these videos:

- Lencioni's Five Dysfunctions of a Team: <https://tinyurl.com/yz7c3lkp>
- Why is conflict so important? <https://tinyurl.com/yjwqh88s>

Further Reading:

- Rosenberg, M. B. (1999). Nonviolent communication: A language of compassion. Del Mar, CA: PuddleDancer Press.
- Burgan, Kimberly V. and Hebenstreit, Samantha J., "Doing the Verbal De-Escalation Dance" (2014). Georgia Association for Positive Behavior Support Conference. 73.