



CONFLICT RESOLUTION TRAINING FOR SUPERVISORS

Facilitator Guide: Virtual Instructor-Led Training

Abstract

This training will provide supervisors with the knowledge to recognize causes of workplace conflict, methods to use to resolve conflict, and steps to take to manage work relationships.

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Producer: Pre-work	• There is a breakout room activity scheduled for this session on Slide 26 (page 15 of this guide.) Collaborate with the Facilitator to decide if participants should be put into specific groups or if the groups can be chosen at random. There will be 5 groups of participants placed into 5 different rooms. Before each breakout session starts, share the link to the appropriate document (containing instructions, notes, and the scenario) in the chat pod so participants can open it before moving into the breakout room. • Scenario 1 [link redacted] • Scenario 2 [link redacted] • Scenario 3 [link redacted] • Scenario 4 [link redacted] • Scenario 5 [link redacted] Set a timer for each component of the breakout session and broadcast the following messages to all breakout groups: Set a timer for 10 minutes. Once the 10 minutes is up, broadcast this message to each breakout group “There are 10 minutes remaining. Make sure your group is deciding which conflict resolution method or methods to use to resolve the conflict. Then write down each action step needed to resolve the conflict.” Set a timer for 5 minutes. Once the 5 minutes is up, broadcast this message to each breakout group “You have five minutes remaining.” Set a timer for 4 minutes. Once the 4 minutes is up, broadcast this message to each breakout group “You have one minute remaining. You will automatically return to the main group when time ends. Be prepared for one or two people from your group to share” Set a timer for 1 minute. Once the 1 minute is up, return all participants to the main session, broadcast this message to each breakout group “The role play scenario has ended. It’s time to share with all other participants.” Set up breakout rooms so participants automatically return to the main session when the allocated time ends.
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	There are three polls that need to be set up in advance: 1. Slide 6: a. Poll Text: Conflicts can help build relationships. b. Poll options: True False 2. Slide 19: a. Poll Text: What are the five methods to resolve conflict? b. Poll options: A. Competing, Collaborating, Negotiating, Avoiding, Accommodating B. Competing, Collaborating, Compromising, Avoiding, Accommodating C. Competing, Compromising, Negotiating, Avoiding, Accommodating 3. Slide 25: a. Poll Text: What is step 3? b. Poll options: A. Assume Responsibilities B. Decide Next Steps C. Propose Resolution
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Facilitator Pre-Work:	This guide was developed for the purposes of delivering this course via Zoom.
	This session contains breakout room activities on slides 26-31, where participants will need to be divided into groups. Collaborate with the Producer about whether you feel those groups should be formed a certain way or if the Producer can make them at random.
	Open the PowerPoint file associated with this guide.
	Share your screen with the PowerPoint application in present view. Ensure that the Zoom <i>Chat</i> panel is visible.
	Key talking points and questions are included in this guide but be prepared to add your own commentary and questions as needed, especially when responding to comments in chat or poll answers.

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Training Description

This conflict resolution training takes 90 minutes. It includes several knowledge checks and role-playing activities.

Course Outcomes

1. Recognize causes of workplace conflict
2. Explain why it is important to resolve conflict and manage work relationships
3. Utilize five methods to facilitate conflict resolution

Materials and Equipment Needed

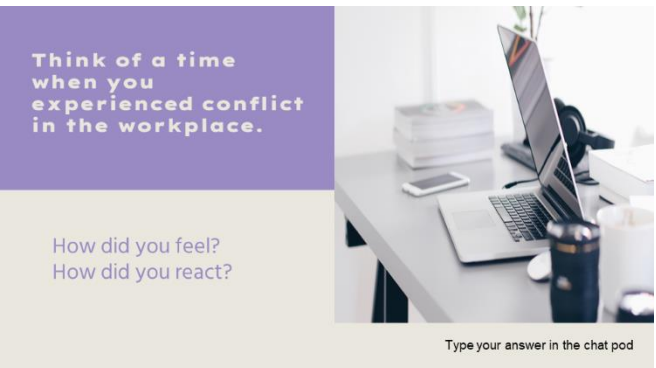
1. Conflict Resolution PowerPoint presentation
2. Computer with Zoom
3. Poll questions set up in advance in Zoom
4. Camera and microphone
5. Handouts for each scenario – have links ready to share
6. Participant Guide

Session Outline		
Slides	Approximate Timing	Topic
1-7	10 minutes	Course Overview (trainer introductions, agenda, norms and outcomes)
8-12	10 minutes	Conflict Defined, Employee Negative Behavior Conflict Types, Healthy vs Unhealthy Conflict
13-19	10 minutes	Five Conflict Resolution Methods
20-25	10 minutes	Conflict Resolution Process Steps
26-31	40 minutes	Scenario Role Play
32-33	10 minutes	Closure
Total:	90 minutes	

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Slide# Duration	Slide	Facilitator Notes	Producer Notes
1 – Welcome and Trainer Introduction (<2 minutes)		DO: Display slide as participants arrive. Turn on your camera and Welcome participants to the training. Introduce yourself by providing your: • Name • Position • Experience	DO: Assign the facilitator as a co-host for Zoom. Enable the share screen function to display presentation to all participants. Share computer sound and play welcoming music.
2 – Participation Norms (1 minute)		DO: Read the participation norms. Ask if there are any questions about the norms.	

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3- Agenda (<1 minute)	 Agenda 1 Course Overview 2 Conflict Resolution Methods and Processes 3 Practice and Feedback 4 Closure	DO: Direct participants to the Participant Guide. Describe the session agenda, emphasizing that most of the time will be spent practicing and providing feedback.	
4 – Personal Connection to the Topic (5-6 minutes)	 Think of a time when you experienced conflict in the workplace. How did you feel? How did you react? Type your answer in the chat pod	DO: Read the sentence and first question. Ask participants to think about the answer to the first question. Provide 30 seconds of think time. Ask all participants to share their answer to the first question using the chat feature. Recap several comments. Ask all participants to think about the answer to the second question. Provide 30 seconds of think time. Ask all participants to share their answer to second question using the chat feature. Recap several comments.	DO: Assist participants that have questions about where to find the chat feature and how to post a response.

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5 – Learning Objectives (1 minute)	Recognize the causes of workplace conflict and utilize methods to facilitate conflict resolution. You should be able to Facilitate conflict resolution during a role-playing scenario.	SAY: By the end of this training, you should be able to recognize the causes of workplace conflict and utilize methods to facilitate conflict resolution. [CLICK] You should also be able to facilitate conflict resolution during a role-playing scenario.	
6 – Elicit Understanding of Conflict (1 minute)	Conflicts can help build relationships. 	DO: Ask participants to silently decide if the statement on the slide is true or false. Pause for 10 seconds then launch the first poll. Wait 30-50 seconds for participants to complete the poll.	DO: Launch the first poll. When prompted, end the poll.
7– Elicit Understanding of Conflict Discussion (2 minutes)	Conflicts can help build relationships. True  An effective supervisor can facilitate conflict resolution using methods and processes to help employees work together to turn conflict into productivity.	DO: Ask the producer to share the poll results. Ask for one or two volunteers to share their reasoning. Provide 60-90 seconds for the discussion. Explain that conflict can be resolved if supervisor knows how to facilitate resolution. SAY: An effective supervisor can use methods to facilitate conflict resolution or turn conflict into productivity and opportunities for collaboration.	When prompted, show the results. Stop sharing the poll before moving to the next slide.

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8 – Conflict Definition (1 minute)	Conflict any situation in which your concerns or desires differ from those of another person	DO: Define that conflict is. SAY: Conflict is simply defined as any situation in which your concerns or desires differ from those of another person.	
9 – Conflict Causes (1 minute)	Conflict Causes Diversity cultures, age, gender, language, socio economic status, etc. Differences personality, point of view, opinions, communication style, perceptions Work Stress spend much time together, unclear expectations, co-dependence to get the job done, power inequity, limited resources 	DO: Explain that conflict has many causes. SAY: There are many different causes of conflict. People are diverse and work requires them to spend long hours together. They depend on each other to accomplish tasks. These factors are all ingredients for conflict. Direct participants to Page 1 of the Participant Guide to fill in the blanks for causes of conflict.	
10 – Conflict Consequences (1 minute)	Conflict Consequences  Employee Passive Behaviors sending email instead of talking, withholding information, crying, avoiding others, fear of speaking up Employee Aggressive Behaviors encouraging others to take sides, shouting, threatening, rumors, fighting, name calling, personal attacks Organization workplace violence, lawsuits, objectives and mission not met, profits decrease, low morale, decreased productivity	SAY: Consequences can be negative for both people and the organization. DO: Explain consequences can result in people acting passively or aggressively to conflicts. These behaviors result in negative consequences for the entire organization. SAY: However, an effective supervisor determines what to do to resolve conflicts to avoid these consequences, if at all possible.	

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11 – Employee Negative Conflict Behavior Types (5 minute)	NEGATIVE EMPLOYEE BEHAVIOR TYPES 01 FIRE CRACKER Quickly reacts with anger, wants quick resolution 02 COLD SHOULDER Avoids talking, postpones resolving conflict 03 BACK STABBING Says nice words to your face, bad words behind your back 04 SOCIAL ZINGER Likes to embarrass people in a crowd, pretends to joke 05 TRIVIAL FIGHTS Fights over small details, no focus on real conflict 06 HAVE THE LAST WORD Must have the last word, wants conflict to never end	SAY: Let’s look at the different negative conflict behavior types employees may demonstrate in the workplace. Later in our session, you will work in breakout rooms to discuss how to resolve conflict between two of these behavior types. Label each type on page 1 of your Participant Guide, while I explain each one. DO: Explain each behavior type. Direct participants to Page 1 of the Participant Guide to fill in the blanks for each type.	
12- Healthy vs Unhealthy Conflict (1 minute)	Healthy Conflict - Disagreements are communicated in a supportive environment - New ideas or solutions are generated, creativity increases - Creates awareness or sheds light on workplace problem - Employees collaborate to work toward solution, appreciate differences and diversity Unhealthy Conflict - Hampers productivity - Lowers morale - Causes more conflict - Produces inappropriate employee behavior - Can lead to violence	SAY: Think back to our poll question. Remember conflict is not always bad. Conflict can sometimes be healthy. DO: Explain the differences between healthy and unhealthy conflict. SAY: Effective supervisors know how to manage conflict and collaborate with employees to turn disagreements into productivity.	
13 – Overview of the Five Methods of Resolving Conflict (1 minute)	METHODS FOR RESOLVING CONFLICT COMPETING COLLABORATING COMPROMISING AVOIDIING ACCOMMODATING 	SAY: Conflict resolution can be resolved in many ways. We will discuss five methods, using the Thomas Kilmann Conflict Model. DO: Read each method. Direct participants to Page 2 of the Participant Guide. SAY: On page 2 of your Participant Guide capture notes as we learn about each method.	

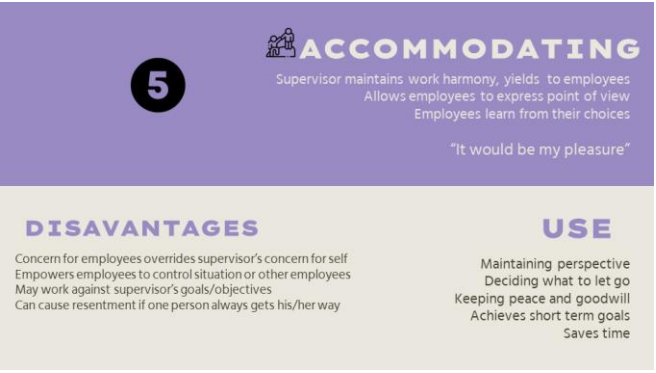
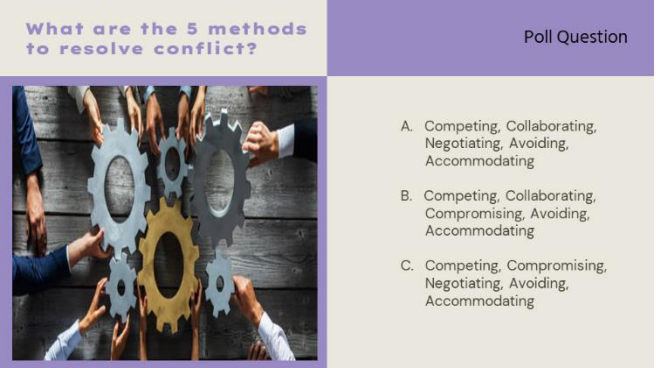
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14 – Competing Method (1 minute)	 1 COMPETING Supervisor makes decisions without employee input Supervisor uses influence to make decisions May create environment of "yes" people "My way or the highway" DISADVANTAGES May create tension (employee and supervisor) May contribute to employee turn over Lack of employee feedback Low employee empowerment USE Need quick action No compromise or debate is possible Hard or unpopular decision is required	SAY: The competing method involves handling the conflict through unilateral decision making. It is used by managers and leaders to make decisions without the input of employees. [CLICK] SAY: This method is used for: * situations that involve quick action * compromise or debate is not an option * hard or unpopular decision is required Be aware of the disadvantages	
15 – Collaborating Method (1 minute)	 2 COLLABORATING Supervisor and employees make decisions Supervisor must listen, understand and empathize Identify underlying concern/problem "Two heads are better than one" DISADVANTAGES Takes time Mutually satisfactory resolution not always possible USE If all parties want resolution Need support from the team Improve collaboration Explore different perspectives	SAY: The collaborating method involves handling conflict through team input. It is useful if all parties want to find a solution but can't agree on resolution. [CLICK] SAY: This method is used for: * gaining support from the team * using different perspectives to learn * improving collaboration Be aware of the disadvantages	

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16 – Compromising Method (1 minute)	3 COMPROMISING Supervisor and employees make decisions Supervisor must help negotiate, find middle ground Don't compromise if collaboration is better method "Let's make a deal" DISADVANTAGES Each party sacrifices something to reach agreement Each party may seek self interest to get best result May create lack of trust among employees Creates inability to negotiate USE Resolving conflicts of moderate/high importance Resolution needs equal power and commitment Backing up competing or collaboration method Temporary fix may be needed Limited time to make decision	SAY: The compromising method involves handling conflict by reaching a resolution that involves a win on both sides. [CLICK] SAY: This method is used for: * resolving issues of moderate to high importance * finding a solution of equal power and commitment from both sides * temporary fix is needed * backing up a decision using the competing or collaboration method Be aware of the disadvantages	
17 – Avoiding Method (1 minute)	4 AVOIDING Supervisor makes decision not to handle conflict Supervisor provides no conflict resolution Recognizes conflict is symptom of larger issue "I'll think about it tomorrow" DISADVANTAGES Not a good long-term strategy Supervisor may appear weak or incompetent Can cause long term damage to employee relationships Conflict continues USE Situations are not work related Conflict could be solved another way Additional time is needed Both parties need time to cool off Conflict is minor	SAY: The avoiding method involves handling conflict by making an active decision to not handle the conflict. No one resolves the conflict. [CLICK] SAY: This method is used for: * situations not work related * conflict that can be solved through other means * buying time until a resolution can be reached Be aware of the disadvantages	

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18 – Accommodating Method (1 minute)		SAY: The accommodating method involves handling conflict by allowing the other side to win. The supervisor allows the employees to make decisions. [CLICK] SAY: This method is used for: * maintaining perspective in a conflict situation * deciding what to let go and what needs another method * keeping peace and creating goodwill Be aware of the disadvantages	
19 – Knowledge Check (2 minutes)		SAY: You just learned about the five methods for resolving conflict. How many do you remember? DO: Pause for 30 seconds then launch the second poll. Wait 30-60 seconds for participants to complete the poll. Ask the producer to share the poll results. Review the responses. B is the correct choice. Based on answers, you may need to explain why other answers are incorrect. A. Negotiating should be compromising C. Negotiating should be collaborating	DO: Launch the second poll. When prompted, end the poll and show the results. Stop sharing the poll before moving to the next slide.

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20 –Dos and Don'ts of Resolving Conflict (2 minutes)	Do when resolving conflict - Understand conflict is unavoidable - Address conflict quickly - Focus on the problem - Be open to solutions from all employees - Acknowledge how employees feel - Listen actively Don't when resolving conflict - Focus on personality traits - Interrupt employees talking - Disregard employees' feelings - Allow emotions to take over conflict - Impose your personal values or beliefs on employees	DO: Explain there are things to do and not do when resolving conflict. SAY: We have already discussed that conflict in the workplace will always exist. However, there are things an effective supervisor does and does not do when resolving conflict. SAY: Let's take a look at things to do. [CLICK] SAY: Let's take a look at things not to do. DO: Direct participants to Page 3 of the Participant Guide. SAY: On page 3 of your Participant Guide put a check mark next to each item of what to do. Add a note of other things you can do.					
21- Conflict Resolution Process Step 1 (1 minute)	<table><tr><th>Step 1</th><th>Supervisor</th></tr><tr><td>Determine conflict</td><td> Decide what needs are not being met on both sides "Tell me what you feel is wrong" "When do you think this problem first arose?" Act quickly to resolve conflict, but wait until both parties have cooled off before meeting to discuss conflict Actively listen to both parties to get a good understanding, ask questions to clarify, try to understand their perspective Seek to understand, be open-minded </td></tr></table>	Step 1	Supervisor	Determine conflict	Decide what needs are not being met on both sides "Tell me what you feel is wrong" "When do you think this problem first arose?" Act quickly to resolve conflict, but wait until both parties have cooled off before meeting to discuss conflict Actively listen to both parties to get a good understanding, ask questions to clarify, try to understand their perspective Seek to understand, be open-minded	DO: Explain there are steps supervisors and employees can take to resolve conflict. SAY: One we are aware of the conflict and different methods to resolve conflict, we must take action. Let's look at steps in the conflict resolution process. Supervisors and employees should work together to complete these steps to resolve conflict. [CLICK] SAY: The first step is determine what the conflict is. DO:	
Step 1	Supervisor						
Determine conflict	Decide what needs are not being met on both sides "Tell me what you feel is wrong" "When do you think this problem first arose?" Act quickly to resolve conflict, but wait until both parties have cooled off before meeting to discuss conflict Actively listen to both parties to get a good understanding, ask questions to clarify, try to understand their perspective Seek to understand, be open-minded						

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			Explain this step is completed by the supervisor to clearly define the conflict. The supervisor then facilitates an environment where employees and supervisor work together toward resolution. The supervisor might ask employees questions like those highlighted in yellow.	
22- Conflict Resolution Process Step 2 (1 minute)	Step 2 Supervisor & Employees Discuss conflict and possible solutions Both parties discuss what he/she wants or needs to resolve the conflict, acknowledge reasons conflict began, brainstorm different approaches to resolving conflict Supervisor helps parties find common ground and creates an atmosphere for resolution "If you could have the outcome you both wanted, how would that look?" Discuss challenges: what can and cannot be changed, what solutions are not possible		SAY: The second step is discuss the conflict and brainstorm solutions. DO: Explain this step is when the supervisor and employees come together to discuss the conflict and brainstorm ideas for a resolution. The supervisor's role is to facilitate discussion and help employees find common ground. The supervisor might ask employees a question like the one highlighted in yellow.	
23- Conflict Resolution Process Step 3 (1 minute)	Step 3 Supervisor & Employees Propose resolution Both parties propose a resolution and come to agreement Discuss each party's responsibility in reaching and maintaining the resolution "I agree to" Create a plan for ensuring the conflict does not happen again "I acknowledge I have responsibility for"		SAY: The third step is propose a resolution. DO: Explain this step is when the supervisor and employees create a plan for resolving the conflict. Each person clearly understands his/her role and responsibilities in the plan to resolve conflict and put the plan into action. Employees might use phrases during discussion like those highlighted in yellow.	

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24- Conflict Resolution Process Step 4 (1 minute)	Step 4 Supervisor & Employees Both parties continue work toward resolution Keep lines of communication open Supervisor continues to check in on employee progress by asking: "What action plans have been both put in place to prevent conflicts from arising in the future?" "What will you do if problems arise in the future?" Maintain resolution Keep communicating	SAY: The fourth step is to maintain the resolution and work to prevent the conflict from happening again. DO: Explain this step is when the supervisor and employees continue to communicate with each about progress toward the resolution plan. The supervisor continues to check in on employees and their progress by asking questions, such as those highlighted in yellow.	
25- Knowledge Check (2 minutes)	CONFLICT RESOLUTION PROCESS <pre> graph LR S1((Step 1)) --> S2((Step 2)) S2 --> S3((Step 3)) S3 --> S4((Step 4)) S1 --- L1[Determine Conflict] S2 --- L2[Discuss Solution] S3 --- L3[Propose Resolution] S4 --- L4[Maintain Resolution] </pre> What is step 3? A. Assume Responsibilities B. Decide Next Steps C. Propose Resolution	SAY: Let's take a minute to review the steps in the conflict resolution process. DO: Pause for 30 seconds then launch the second poll. Wait 30-60 seconds for participants to complete the poll. Ask the producer to share the poll results. Review the responses. The correct answer is C. Based on answers, you may need to explain why other answers are incorrect. A. Assume Responsibilities is part of proposing the resolution. B. Decide Next Steps is part of proposing the resolution.	DO: Launch the third poll. When prompted, end the poll and show the results. Stop sharing the poll before moving

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26 – Role Play (20 minutes)



ROLE PLAY DIRECTIONS

3 15 minutes:
All persons
• Decide which conflict resolution method or methods to use
• Write action step to resolve conflict.
• Decide who will share group's notes.

Breakout Rooms Instructions
You will be moved to rooms in groups of 4
Assign each person a number

1 Person 1: Employee A
Person 2: Employee B
Person 3: Supervisor
Person 4: Observer

2 5 minutes:
Person 1, 2, and 3 role play the scenario, while person 4 observes and takes notes.

3 5 minutes:
The supervisor and two employees will act out the scenario for 5 minutes. The observer will take notes on Page 4 of the Participant Guide, deciding which conflict resolution method or methods to use to resolve the conflict. Then write down each action step you will take to resolve the conflict. Once the role play is complete, the group will discuss to decide which conflict resolution method or methods is best to use and which steps should be taken by the supervisor and employees to successfully resolve the conflict. The group will select one person to share in main session.

SAY:

You will be moving into breakout groups with the other people. Once inside your breakout rooms you find a link with instructions to complete a scenario similar to a conflict you might encounter at work. You will choose people to role play the conflict. The remaining group members will be observers.

- Person number 1 in each group will play an **employee** role for this scenario.
 - Person number 2 in each group will play another **employee** role for this scenario.
 - Person number 3 in each group will play the **supervisor** role for this scenario.
- Person number 4 in each group will play the **observer** role for this scenario.

The supervisor and two employees will act out the scenario for 5 minutes. The observer will take notes on Page 4 of the Participant Guide, deciding which conflict resolution method or methods to use to resolve the conflict. Then write down each action step you will take to resolve the conflict. Once the role play is complete, the group will discuss to decide which conflict resolution method or methods is best to use and which steps should be taken by the supervisor and employees to successfully resolve the conflict. The group will select one person to share in main session.

DO:

Refer to page 4 of Participant Guide to take notes and prepare to share with the whole group.

DO:

While the facilitator is explaining this activity, set up five breakout rooms. You can use the automatic option to split participants into rooms. **Send** participants to their breakout rooms.

Paste into chat in each breakout room:
link to the document with the instructions and each scenario

- * Break out room 1 will have link 1
- * Break out room 2 will have link 2
- * Break out room 3 will have link 3
- * Break out room 4 will have link 4
- * Break out room 5 will have link 5

[links redacted]

Set a timer for 10 minutes. Once the 10 minutes is up, **broadcast** this message to each breakout group
“There are 10 minutes remaining. Make sure your group is deciding which conflict resolution method or methods to use to resolve the conflict. Then write down each action

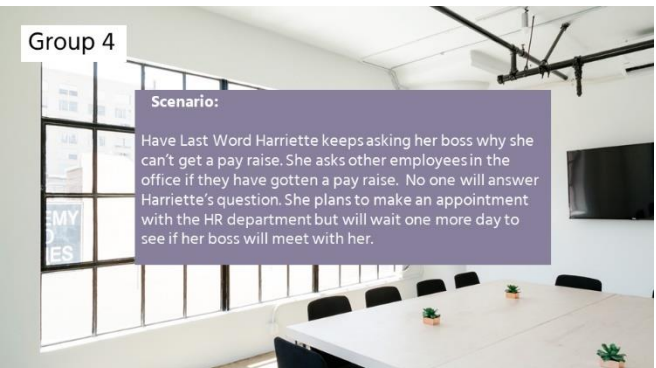
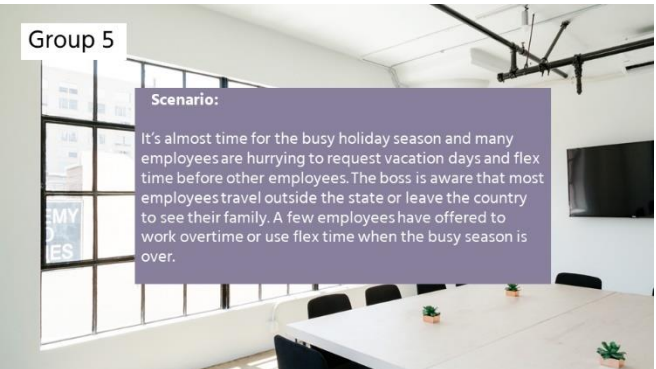
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		Once participants return to the main session, ask one or two observers to share.	step needed to resolve the conflict.” Set a timer for 5 minutes. Once the 5 minutes is up, broadcast this message to each breakout group “You have five minutes remaining.” Set a timer for 4 minutes. Once the 4 minutes is up, broadcast this message to each breakout group “You have one minute remaining. You will automatically return to the main group when time ends. Be prepared for one or two people from your group to share” Set a timer for 1 minute. Once the 1 minute is up, return all participants to the main session, broadcast this message to each breakout group “The role play scenario has ended. It’s time to share with all other participants.”
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27 – Role Play Discussion Method 1: Competing (3 minutes)	Group 1  Scenario: Trivial Tim and Cold Shoulder Candice are arguing over which template to use for the upcoming audit. They also can't agree on a deadline to submit the audit. Tim is focused on the small details like the font to use on the template and Candice won't respond to his calls or emails about possible dates for the submission deadline.	DO: Explain that each group will provide a summary of their scenario so everyone gets a better understanding of different scenarios supervisors might encounter at work. SAY: Now that you have role played scenarios with your group, let's share with everyone. Read the scenario 1. Ask group one to share the method or methods they chose, and the steps taken to resolve the conflict. DO: Start the timer for two minutes. When the time has ended, summarize key points. Recap why the correct choice was competing method.	
28 – Role Play Discussion Method 2: Collaborating (2 minutes)	Group 2  Scenario: Backstabbing Billy and Social Zinger Sam have been assigned to work together to create a new form for purchase orders. Billy has been in the department for 15 years, is very productive, organized, and well liked because he is always telling people what they want to hear. Sam is a new hire and is smart, has IT experience, and eager to make a name for herself, even if she must resort to teasing others during meetings. They must create the new form together, each having assigned tasks and meet the boss's one week turn around time.	Read the scenario 2. Ask group two to share the method or methods they chose, and the steps taken to resolve the conflict. DO: Start the timer for two minutes. When the time has ended, summarize key points. Recap why the correct choice was collaborating method.	

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29 – Role Play Discussion Method 3: Compromising (2 minutes)	Group 3  Scenario: Firecracker Frank was passed over for a promotion. Everyone in the office knows he stays angry and has heard him talking bad about Backstabbing Billy because he got the job. Billy pretends to like Frank to his face but tells everyone Frank lacks the qualifications to be promoted. Frank confronts Billy. Billy says he has no idea why Frank didn't get promoted.	Read the scenario 3. Ask group three to share the method or methods they chose, and the steps taken to resolve the conflict. DO: Start the timer for two minutes. When the time has ended, summarize key points. Recap why the correct choice was compromising method.	
30 – Role Play Discussion Method 4: Avoiding (2 minutes)	Group 4  Scenario: Have Last Word Harriette keeps asking her boss why she can't get a pay raise. She asks other employees in the office if they have gotten a pay raise. No one will answer Harriette's question. She plans to make an appointment with the HR department but will wait one more day to see if her boss will meet with her.	Read the scenario 4. Ask group four to share the method or methods they chose, and the steps taken to resolve the conflict. DO: Start the timer for two minutes. When the time has ended, summarize key points. Recap why the correct choice was avoiding method.	
31 – Role Play Discussion Method 5: Accommodating (2 minutes)	Group 5  Scenario: It's almost time for the busy holiday season and many employees are hurrying to request vacation days and flex time before other employees. The boss is aware that most employees travel outside the state or leave the country to see their family. A few employees have offered to work overtime or use flex time when the busy season is over.	Read the scenario 5. Ask group five to share the method or methods they chose, and the steps taken to resolve the conflict. DO: Start the timer for two minutes. When the time has ended, summarize key points. Recap why the correct choice was accommodating method.	

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32 – Personal Reflection (5 minutes)	REFLECT Answer in chat pod How will take what you have learned to use with your employees to resolve conflict? 	DO: Ask participants to write on page 5 of the Participant Guide to reflect on what they will start to do, stop doing, and continuing doing, using what they have learned today about conflict resolution. Provide 1-2 minutes for participants to write their reflections. SAY: How will take what you have learned and use with your employees? Ask all participants to share their answer to the question using the chat pod. Recap several comments.	
33- Thanks for participating (3 minutes)	THANKS for your participation 	DO: Ask participants for any closing thoughts or questions. Thank participants and close the course. SAY: Thanks for your participation in this course. I hope you take what you have learned to facilitate conflict resolution with your employees to improve morale and productivity.	End the meeting for all.

Participant Guide

Answer Key

Participant Guide

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Fill in the blanks with the correct information.

1. **Causes** of conflict are diversity, differences, and work stress.

2. Negative Employee Behavior types:

<u>Firecracker</u>	Quickly reacts with anger but later apologizes, wants quick resolution
<u>Cold Shoulder</u>	Avoids talking, postpones resolving conflict as long as possible
<u>Backstabbing</u>	Says nice words to your face, bad words behind your back
<u>Social Zinger</u>	Likes to embarrass people in a crowd, pretends to joke when teasing others
<u>Trivial Fights</u>	Fight over small details, but never focuses on real conflict
<u>Have Last Word</u>	Must have the last word, wants conflict to never end

Fill in each box with the correct information.

Thomas Kilmann Conflict Model – Conflict Resolution Methods

Method	Person Making Decision	Use When
Competing	supervisor	Need quick action No compromise or debate is possible Hard or unpopular decision is required
Collaborating	supervisor and employees	All parties want resolution Need support from the team Improve collaboration Explore different perspectives
Compromising	supervisor and employees	Resolving conflicts of moderate/high importance Resolution needs equal power and commitment Backing up competing or collaboration method Temporary fix may be needed Limited time to make decision
Avoiding	no one	Situations are not work related Conflict could be solved another way Additional time is needed Both parties need time to cool off Conflict is minor
Accommodating	supervisor allows employees to drive decision making	Maintaining perspective Deciding what to let go Keeping peace and goodwill Achieves short term goals Saves time

Put a check mark next to the correct item.

3. What should you do when resolving conflict?

- ✓ Understand conflict is unavoidable
 - Focus on personality traits
 - Interrupt employees talking
- ✓ Address conflict quickly
 - Disregard employees' feelings
- ✓ Focus on the problem
- ✓ Be open to solutions from all employees
 - Allow emotions to take over conflict
- ✓ Acknowledge how employees feel
 - Impose your personal values or beliefs on employees
- ✓ Listen actively

What other things can you do to resolve conflict? (answers vary)

4. Breakout Room Discussion

Work within your group to discuss and answer the questions below. When finished, chose one or two people to share with the whole group.

1. Which conflict resolution method or methods was used?
2. What are the action steps needed to resolved the conflict?

Include:

- ✓ people involved
- ✓ specific steps each will complete
- ✓ timeline for completion
- ✓ plans for maintaining resolution

Notes

Answers vary, but each group should choose the resolution method based on the assigned scenario: Group 1: Competing, Group 2: Collaborating, Group 3: Compromising, Group 4: Avoiding, Group 5: Accommodating

5. Summary

Based on what you learned today about conflict resolution, complete the statements below:

I will start to ...

(answers vary)

I will stop ...

(answers vary)

I will continue to ...

(answers vary)