

Audience: Supervisors

Business Purpose: Company X has seen an increase in employee turnover and decrease in sales and morale. There is a need for supervisors to be trained how to facilitate resolution of employee conflict and how to manage work relationships once conflict has been resolved.

Video Objectives:

- * Explain five methods to facilitate conflict resolution
- * Explain 4 steps to resolve conflict

Video Description: In this 5 minute video viewers learn about the five conflict resolution methods that is part of the Thomas Kilman Conflict Model and the four steps to resolve conflict and manage workplace relationships.

Color Palette/Fonts/Formatting

	# FFD93B	Use for text box in conflict resolution process
Font	Lato- Regular	Use for headings and subheadings
Font	Patrick Hand	Use for bulleted text for summary/review

Introduction to Conflict Resolution		Scene 1
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] Jim I noticed you have been struggling with your employees and conflicts are increasing. [Jim] Yes. I have been really stressed out and don't know what to do.	Text: Conflict Resolution Strategies for Supervisors Visual: Two characters, Mary and Jim talking in Mary's office. Mary is seated at her desk. John is seated in a chair beside Mary's desk. Mary explains she has noticed Jim is stressed and she will be John's guide as they conquer conflict, using the Thomas Kilman Conflict Model.	Transition: Fade in from black to begin scene Character dress: Mary and Jim are dressed in business attire. Mary is in a dress and Jim is in a business suit.

[Mary] I'm here to help. We will discuss the Thomas Kilman Conflict Model. Meet me at the office tomorrow morning at 8. I'm taking you to climb Conflict Mountain.		Character movement: Jim and Mary speak during their narration and move their hands to explain. Both are seated in a chair in Mary's office.
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Method 1: Avoiding		Scene 2
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] One method of conflict resolution is avoiding. You make the decision not to resolve conflict. Let's say you have two employees arguing over the election results. This conflict is not work related and they will resolve it. Save your energy for other conflicts. [Jim] Ok. What's another method?	Text: Thomas Kilman Conflict Model, white font on black box Method 1: Avoiding, black font, 'avoiding' in red font Supervisor decides not to resolve conflict, black font Visual: Mary and Jim are beginning the mountain climb. Mary explains the scenario. Two employees are arguing over the results of the local election.	Transition: Fade in from black to begin scene Snowcapped mountains and blue sky and white clouds far in the distance. Red flag on top of the highest mountain peak. Characters stand on top of rock cliff in the foreground. Character dress: Mary and Jim are dressed in warm clothes for winter mountain hiking. Each have a backpack, hiking poles, and ice ax. 

		Character movement: Jim and Mary stand on top of rock cliff discussing method 1.
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Method 2: Accommodating		Scene 3
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] The second method is accommodating. You allow the employees to resolve conflict. For example, they hate the theme you picked for the office appreciation party. Ask them to suggest themes and vote. [Jim] That's a great idea. They help with conflict resolution.	Text: Method 2: Accommodating, black font, 'accommodating' in red font Supervisor allows employees to make decisions, black font Visual: Mary and Jim continue on the climb. Mary explains the scenario. Employees don't like Jim's theme for the employee appreciation party. They should propose a different theme. Jim agrees.	Transition: Fade in from black to begin scene Mountains and bright blue sky and white clouds in the distance. Characters are on rock cliff surrounded by evergreen trees. Character movement: Mary is standing with a backpack on her back and a hiking pole in each hand. She is talking to Jim. Jim is seated on a small rock, drinking coffee from a small cup. His backpack and hiking poles are behind him.

Method 3: Competing		Scene 4
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] The next method is competing. You make the decision. Think about your employees Sara and John. John got the promotion and Sara is angry. [Jim] Oh yes. Stress is very high in the office. [Mary] You had to choose one employee and now conflict has	Text: Method 3: Competing, , black font, 'competing' in red font Supervisor makes decision, black font Visual: Mary and Jim continue on the climb as the elevation gets higher. Mary explains the scenario. Two employees (Sara and John) applied for the same job promotion and Jim has to pick one employee.	Transition: Fade in from black to begin scene Mountains and bright blue sky and white clouds in the distance. Characters are climbing a steep rock cliff. Character movement: Mary and Jim use ice axes to slowly climb up the rock cliff. Each character talks back and forth to each other while they climb.

increased. Let's discuss another strategy.		
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Method 4: Compromising		Screen 5
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] This method is compromising. Employees work together to resolve conflict. Meet with Sara and John to determine what role each plays in resolving conflict and plan how to work together to get work completed. [Jim] Sara and John have worked together for a long time. Sara is organized and meets deadlines. John has good ideas but needs help with time management. For the upcoming audit I will schedule a meeting for us to discuss what each of us can do to work together effectively. [Mary] Great idea! The next method is for when conflict is intense and it is crucial to find a resolution.	Text: Method 4: Compromising, black font, 'compromising' in red font Supervisor and employees make decision, each compromising to come to a resolution, black font Visual: Mary and Jim continue on the climb as the elevation gets higher. Mary explains the scenario. Two employees (Sara and John) have worked together for a long time and Sara is not happy John got promoted. The supervisor helps them find common ground to continue work together.	Transition: Fade in from black to begin scene Mountains and bright blue sky and white clouds in the distance. Mary is on top of a steep rock cliff. She is kneeling and has a hand reached out to help Jim climb up the steep rock cliff. Character movement: Mary is kneeling and extends her hand over the cliff's edge to help pull Jim up. Jim is climbing and reaches up with one hand to grab Mary's hand.

Method 5: Collaborating		Screen 6
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:

[Mary] The last method is collaboration. It takes time because everyone is working together for resolution. [Jim] Tell me more. [Mary] Sales have been down and we paid thousands of dollars to hire employees due to high turn-over. Bring employees together to discuss possible reasons why sales are down and employees are leaving. Be a good listener. Keep an open mind. Feedback helps us improve. [Jim] I will schedule a meeting. Building relationships help us discuss ways to improve and resolve conflicts. [Mary] The view is amazing! Let's camp here. Tomorrow we will discuss steps to resolve conflict and maintain a resolution.	Text: Method 5: Collaboration, black font, 'collaboration' in red font Supervisor and employees make decision, coming together to make decision, black font Visual: Mary and Jim continue on the climb as the elevation gets higher. They finally reach the top of the mountain. Mary explains the scenario. Sales are down, employee turn-over is high. Everyone needs to come together to figure out how to increase sales and stop turn-over. Jim comes up with a plan.	Transition: Fade in from black to begin scene Mountain peak with red flag waving in the wind and bright blue sky and white clouds. Character movement: Mary and Jim continue to climb to mountain peak while they talk. Mary leads the way and walks past the red flag to stand and talk to Jim.
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Conflict Resolution Process		Screen 7
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
Screen #1: [Mary] Conflict is inevitable but if you use the methods we discussed you can manage it. Let's discuss steps to decrease	Screen #1: Text: Conflict Resolution Process, white font in black box Step 1: Determine Conflict, black font, 'determine conflict' in red font Bright yellow box #1 with black text:	Transition: Fade in from black to begin scene Mountains and bright blue sky and white clouds in the distance. Red flag on

conflict and maintain a resolution. The first step is determine what the conflict is. Act quickly and ask questions to get a good understanding of all employees. [Jim] So I could say “Tell me what you feel is wrong” or “When do you think this problem first arose?” [Mary] Yes that would be a great way to determine how they think conflict started and what or who is making it worse. Screen #2: [Mary] The second step is to discuss conflict and help employees find common ground to work toward a resolution. [Jim] So I ask “If you could have the outcome you both wanted, how would that look?” or “What compromises might you make to find a resolution?” [Mary] Yes those are great questions to find a solution and help employees understand each other’s perspective. Screen #3:	“Tell me what you feel is wrong” “When do you think this problem first arose?” Visual: Mary and Jim descend the mountain discussing step 1. Screen #2: Text: Step 2: Discuss Conflict and Possible Resolution, black font, ‘Discuss Conflict and Possible Resolution’ in red font Bright yellow box #2 with black text: “If you could have the outcome you both wanted, how would that look?” “What compromises might you have to make to find a resolution?” Visual: Mary and Jim continue to descend the mountain discussing step 2. Screen #3: Text: Step 3: Propose Resolution, black font, ‘propose resolution’ in red font Bright yellow box #3 with black text: “What are you responsible for” “What did you agree to do” Visual: Mary and Jim continue to descend the mountain discussing step 3. Screen #4: Text: Step 4: Maintain Resolution, Keep Communicating, black font, ‘Maintain Resolution, Keep Communicating’ in red font	mountain peak is seen far in the distance. Character movement: Mary and Jim walk down the mountain talking. Each have a hiking pole in each hand. The yellow box #1 with black text appears on the screen when Jim begins talking, and remains until screen #1 ends. Transition: Fade in from black to begin screen #2 Character movement: Mary and Jim continue walking down the mountain talking. Each have a hiking pole in each hand. The elevation is decreasing. The yellow box #2 with black text appears on the screen when Jim begins talking, and remains until screen #2 ends. Transition: Fade in from black to begin screen #3 Character movement: Mary and Jim continue walking down the mountain talking. Each have a hiking pole in each hand. The elevation is decreasing. The yellow box #3 with black text appears on the screen when Jim begins
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[Mary] The third step propose a resolution. Employees create a plan and assign responsibilities each person will complete to resolve conflict. [Jim] After they create a plan, I ask: “What are you responsible for” and “What did you agree to do”? [Mary] Yes that would help you understand if each person’s role in the resolution is clearly defined and if they are sharing responsibility in the resolution. Screen #4: [Mary] The fourth step is maintain the resolution and keep communicating. Check in with employees frequently to see if conflict is resolved and if any new conflicts have begun. [Jim] I ask: “What action plans are in place to prevent conflicts from arising in the future?” and “What will you do if problems arise in the future?” [Mary] Yes. Good questions to see if they are thinking about how to decrease conflict. Also ask	Bright yellow box #4 with black text: “What action plans are in place to prevent conflicts from arising in the future?” “What will you do if problems arise in the future?” Visual: Mary and Jim are at the foot of the mountain discussing step 4.	talking, and remains until screen #3 ends. Transition: Fade in from black to begin screen #4 Character movement: Mary and Jim continue walking down the mountain talking. Each have a hiking pole in each hand. The elevation decreases and they are at the foot of the mountain on flat ground. The yellow box #4 with black text appears on the screen when Jim begins talking, and remains until screen #4 ends.
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how they feel about progress made toward resolution of the current conflict.		
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Summary/Review		Screen 8
Audio/Narration:	On Screen Text and Visuals:	Developer Notes:
[Mary] Thanks for climbing Conflict Mountain with me. Use these methods and steps to resolve conflict and keep lines of communication open to avoid conflicts if possible. [Jim] Thanks! I will implement what I learned to make our workplace more productive and increase morale.	Text on top of white arrows, black font, bullets for each method is an image of a rock: Conflict Resolution, red font Avoiding Accommodating Competing Compromising Collaborating Text: black font in white speech bubble Resolution Steps, red font 1. Determine Conflict 2. Brainstorm Solutions 3. Propose Resolution 4. Keep Communicating Text: black font in white box Conflict Resolution Review Visual: Mary and Jim are back on flat ground at the foot of the mountain reviewing conflict resolution methods and steps. Jim has learned methods and steps he can use at work to be a more effective supervisor.	Transition: Fade in from black to begin scene Mountains and bright blue sky and white clouds in the far distance. Characters stand on flat ground, surrounded by green grass. Character movement: Mary dances and taps her foot while talking. Jim points a finger at the conflict resolution methods while talking.