



Conflict, Coaching, & Challenging Discussions



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Conflict Defined



When differences between two or more people escalate to a level that negatively affects (or is likely to affect) **productivity, quality, safety, service, morale or working relationships.**



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Causes and Costs of Conflict

Causes

- Substandard Performance
- Competition for Limited Resources
- Response to Change
- Personality (Style) Clashes
- Mistrust

Costs

- Lower morale/Motivation
- Higher stress
- More mistakes and rework
- Less creativity and innovation
- Absenteeism

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Common Barriers to Resolution

- Fear of how other person will respond
- Reluctance to 'rock the boat'
- Not recognizing the signs of conflict
- Not having time to address the issues right then
- Not knowing how to approach the person about the situation -- "I don't know what to say."
- Thinking the situation will just clear up and go away on its own
- Thinking it's all in your head and making excuses for the other person



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Conflict Triggers and SCARF

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness



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Conflict and Communication

| | |
|---|---|
| Direct Aggression: Bossy, arrogant, intolerant, overbearing | Indirect Aggression: Sarcastic, deceptive, manipulative |
| Submissive: Complaining, passive, indecisive | Assertive: Direct, honest, accepting, responsive |

Assertive Communication expresses both positive and negative ideas in an open, honest way.

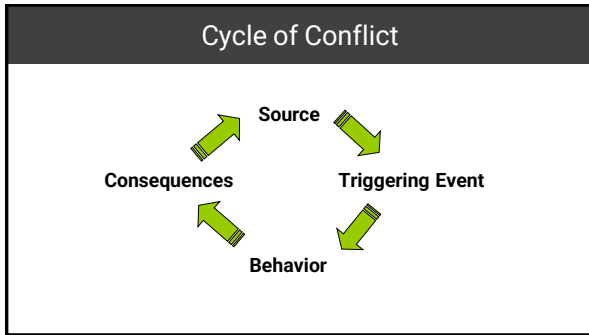
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5 Steps to Resolving Conflict



1. Cope with Your Emotions
2. Control Your Behavior
3. Calm the Situation
4. Seek to Understand
5. Seek Resolution

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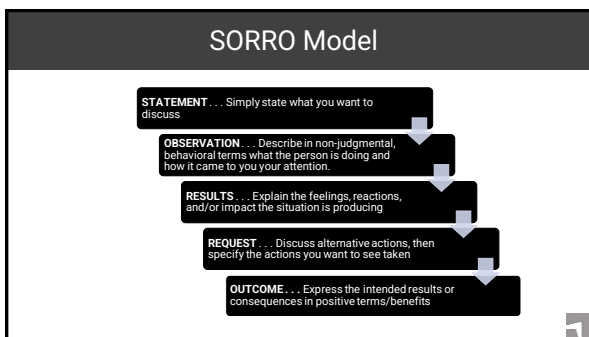


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Empathy and Escalation

| Empathy | Escalation |
|---|---|
| <p>Example: 'I understand that you are frustrated with the project, but it needs to be completed by Friday. Let's come up with a solution together.'</p> | <p>Example: 'The last time we spoke, we agreed on a set time for completion. That due date has passed. If I don't receive your report by the end of today, I will . . .'</p> |
| <p>Empathy in communication is understanding while still being professionally directive.</p> | <p>Escalation is becoming firmer as you follow up to get things completed or resolved.</p> |

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Coaching Quiz

1. T F Demanding results
2. T F Encouraging a new employee through an easy task
3. T F An annual occurrence
4. T F Optional for experienced leadership
5. T F Using thought-provoking questions
6. T F Providing feedback



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Coaching Defined



Coaching is regular two-way conversation, suggestion, and feedback between two individuals (supervisor/employee or mentor/mentee) focused on helping someone develop or improve a **skill**, change a **behavior**, or improve performance **results**.

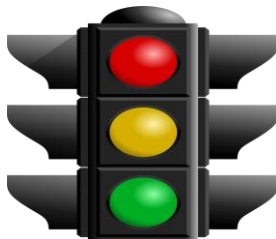


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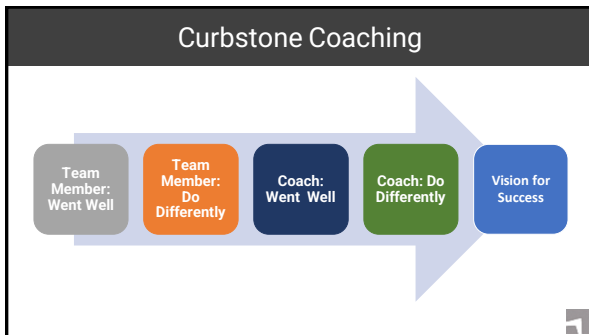
Coaching Targets

Red Targets are skills, behaviors, and results that someone should either stop doing or do differently.

Green Goals are skills, behaviors, and results that someone should keep doing or do even more often.



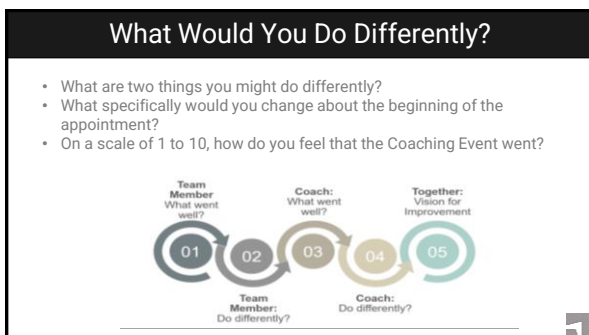
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Provide Specific, Positive Feedback

- Take notes during the event for coaching later
- Catch Them Doing Something Good
- Be Specific
- Ensure the Coaching is Changeable

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Provide Specific Feedback on Areas of Improvement

| Key Principles | Sentence Starters |
|---|--|
| <ul style="list-style-type: none">• Don't Overwhelm• Be Specific• Be Positive• Targeted Comments | <ul style="list-style-type: none">• Can I make a suggestion?• Here's what I have seen work well previously• What if you tried... |

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Vision for Improvement

As you consider
what we have discussed,
what 2 things will
you apply in your Coaching Event?


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Clear Expectations

Matthew, hired 3 weeks ago as a machine operator, is part of your work team. He asks you how you think he's doing.

Here's your notes on him...

- ☒ Operates machinery according to procedures.
- ☒ Daily production output expected to be 20% higher.
- ☒ Pitches in to help coworkers.
- ☒ Follows safety rules.




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Challenging Discussion Principles

| | | |
|------------------|-------------|-----------------|
| Get to the Truth | Be Honest | No Distractions |
| Resolve Quickly | Remain Calm | Listen |

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Challenging Meeting Prep



- **Simple Summary:**
In two or three sentences, explain the challenge
- **Relevance:**
Why does it really matter? Who is it hurting?
- **Result:**
What specific results do you want?
- **Story:**
Summary of what has happened
- **Resources:**
What do I need from others before the meeting?

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Anatomy of Challenging Discussions


Before you start, set guidelines and expectations for the meeting



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Challenging Discussions Opening

| Set Meeting Guidelines | Two Sentence Summary | Relevance Application |
|---|--|---|
| <ul style="list-style-type: none">• Thank You• Important Meeting• Answer Questions• Two Way Conversation | <p>The reason we are meeting today is because...</p> | <p>You are probably wondering why that matters. It's important because...</p> |



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Get Them Talking

- What are your thoughts?
- What am I missing?
- What can I do to help?
- What are your concerns?
- Tell me more about the situation



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Closing the Challenging Discussion

| | |
|--------------------|--|
| Success Statement | Where we need to get to is x. We need to get there by y... |
| Transfer Ownership | I really need you to take ownership of this change. |
| Future Appointment | Let's meet in one week to discuss how things are going... |



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Setting Expectations




- The Critical Few
- Communicate in Multiple Formats
- Paint a Picture of Good
- Have Weekly One on Ones
- Them, Team, Company, Client
- Ask Them to Repeat It Back
- Put It in Writing
- Model It

Be Clear About What Happens if Team Members Don't Meet Expectations

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Feel, Felt, Found



- **Feel:** I understand exactly how you feel.
- **Felt:** I have walked with others who have felt the same way.
- **Found:** I have found the following to be true.

Use Feel, Felt, Found to manage conflict in Setting Expectations.

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Follow Up Options


Resolution

No Change

Problem Worsens

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Resolution



- Thank Them
- Be Specific
- Express Value
- Keep Conversation Open


Thank you for your focus on proactively communicating with Marketing this week. You are obviously important to the success of this team. Please let me know how I can help with our relationship with Marketing.

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No Change


1. Restate Simple Summary and Relevance Application
2. Ask Probing Questions to resolve Underlying Challenges
3. Reset expectations for Resolution
4. Set a Second Follow Up Meeting

Make sure to actively communicate with Human Resources as needed.



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Problem Worsens




1. Restate Simple Summary and Relevance Application
2. Ask Probing Questions to resolve Underlying Challenges
3. Reset expectations for Resolution
4. Involve others as needed (Subject Matter Expert or Human Resources, for example)
5. Set a Second Follow Up Meeting (Potentially sooner than a week)

It's important to accelerate your Communication Process and be clear about Next Steps.

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Items Covered Today

- Conflict
- Coaching
- Challenging Discussion
- Follow Up



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Thank You For Attending

Conflict, Coaching, and Challenging Discussions



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|---------------------------------------|---|--|
| What Went Well? | <ul style="list-style-type: none"> • What do you think specifically went well? • During your Introduction, what went well? • What did your Client like most? | |
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| What Would You Do Differently? | <ul style="list-style-type: none"> • What are two things you might do differently? • On a scale of 1 to 10, how do you think the Training Event went? | |
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| Coaching Feedback | <ul style="list-style-type: none"> • Can I make a suggestion? • Have you tried this process previously? • What if you tried. . .? | |
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SORRO Coaching Model Template

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| <p>Statement: State the conflict.</p> <p>Example: _____ (their name), I would like to talk to you about</p> |
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| <p>Observation: Describe issues and concerns in non-judgmental terms) as you see it. Share the impact. Ask their perspective and any clarification.</p> <p>Example: Here's the problem as I see it (state the problem). The impact is as follows. How does the situation look to you?</p> |
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| <p>Results: Collaborate on possible solutions to resolve the conflict.</p> <p>Example: What do you think can be done to resolve this challenge? What I think should be done is ...</p> |
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| <p>Request: Ask for their help to evaluate ideas. Next discuss specific actions both of you can take that leads to a mutually agreeable situation.</p> <p>Example: Which is the best approach? If we agree to this solution, are you willing to?</p> |
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| <p>Outcome: Thank the other person for discussing the conflict and reaching a mutually satisfactory solution. Express confidence with your new plan.</p> <p>Example: Going forward, the steps taken will be X. I am confident that this plan is realistic.</p> |
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Challenging Discussions Template

| Reminders |
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| Before you start, set guidelines for the meeting: |
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| Meeting Structure |
| 1. Simple Summary: The reason we are meeting today is because |
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| 2. Relevance Application: You are probably wondering why that matters. It's important because . . . |
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| 3. Get Them Talking: What are your thoughts? What am I missing? |
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| 4. Success Statement: Where we need to get to is x. We need to get there by y. |
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| 5. Transfer Ownership: I really need you to take ownership of this change. |
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| 6. Set Future Appointment: Let's meet in one week to discuss how things are going. |
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Follow Up Meeting Template

Resolution

Follow Up Meeting: Thank them for partnering with you to resolve the conflict and ask if you can help going forward.

No Change

Follow Up Meeting:

1. Restate Simple Summary and Relevance Application
2. Ask Probing Questions to resolve Underlying Challenges
3. Reset expectations for Resolution
4. Set a Second Follow Up Meeting

Problem Worsens

Follow Up Meeting:

1. Restate Simple Summary and Relevance Application
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Corporate Membership

Compensation

Compliance

Background Screening

Recruiting & Talent Acquisition

HR Consulting

Training

Leadership Development



Missouri

12851 Manchester Road
Suite 150
St. Louis, MO 63131

Indiana

450 E. 96th Street
Suite 500
Indianapolis, IN 46240

Florida

43 Skyline Drive
Suite 1001
Lake Mary, FL 32746

Illinois

300 Hamilton Blvd
Suite L110
Peoria, IL 61602