



idXTM - Conflict Management: A DiSC[®]-Based Approach

Prepared exclusively for:

Payton Jones

Saturday, March 20, 2010

This Participant Workbook provided by:

Transpective Diagnostic Tools

Bob Elliott

136 Piscassic Road

Newfields, NH 03856

603-772-6310

belliot@transpective.com

www.transpective.com





Session Goal and Process

Our goal is to help people move productively through conflict so that everyone can contribute and spend their energy doing things that matter.

In this way

- Conflict doesn't linger
- People feel better understood
- Good decisions get made



The **DiSC® Learning Model** will inform each step of today's process. We will

- **Explore** four different approaches to conflict and understand how our natural styles influence those approaches.
- **Discover** the importance of finding common goals in conflict situations.
- **Learn** how to share all perspectives in a productive way.
- **Explore** ways to improve our ability to generate solutions.
- **Discover** how a balanced approach can lead to better decisions that satisfy the needs of all involved.

My personal goals for the session:



Module 1: Introduction to Your Tendencies in Conflict

MODULE GOALS:

- Discover your own natural tendencies in conflict.
- Understand how others' tendencies differ from yours.

Defining Conflict



There are many different ways to look at conflict. But for this session, we'll define conflict as when

- Two or more people are in a disagreement or struggle about something
- There are strong emotions involved, such as
 - anxiety
 - resentment
 - frustration
 - anger
 - hurt feelings

What does conflict look like? What are some of the actions or behaviors we see that alert us to conflict?



Conflict Approach Cards

Activity Instructions:

- You have four cards that describe **approaches to conflict**.
- Select the **one** card that is **least** like you when you are in conflict with someone else. Place it **face down** in front of you.
- **Trade** with others until you have three cards that more accurately describe you when in conflict with others.
- Among the three cards you now have, select the card that is least like you and place it on your table, this time **face up**. Turn over your other card as well.
- Keep your remaining cards and **find** one more card that accurately describes you among the discarded cards.
- **Write** down your final three Conflict Approach cards below.



Conflict Approach Statement

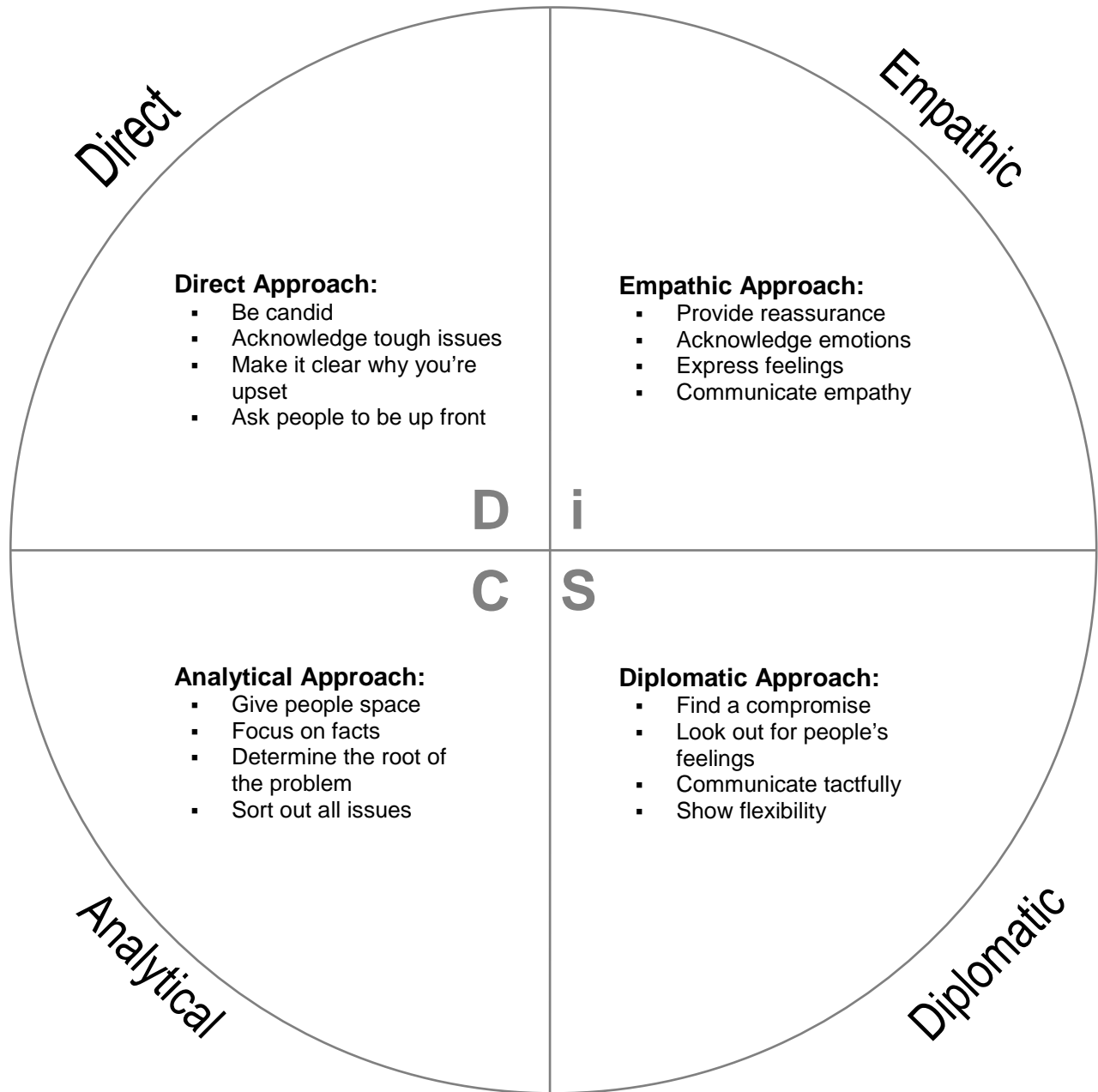
Color

1. _____

2. _____

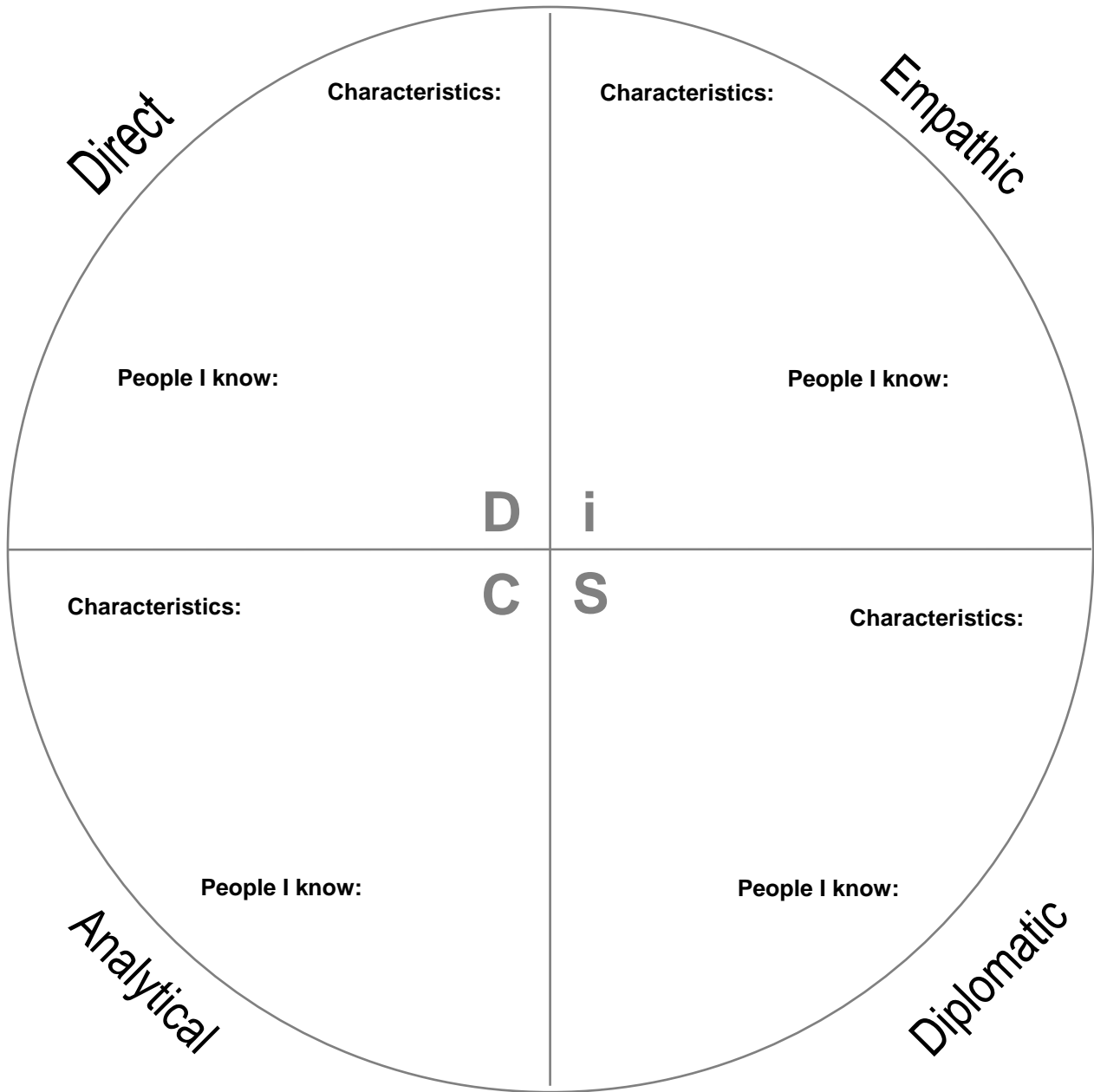
3. _____

Conflict Approaches



DiSC[®] Conflict Approaches

As you watch the video, take notes on the characteristics of each approach.



Mark the approach that seems to be most like you when you are in conflict.

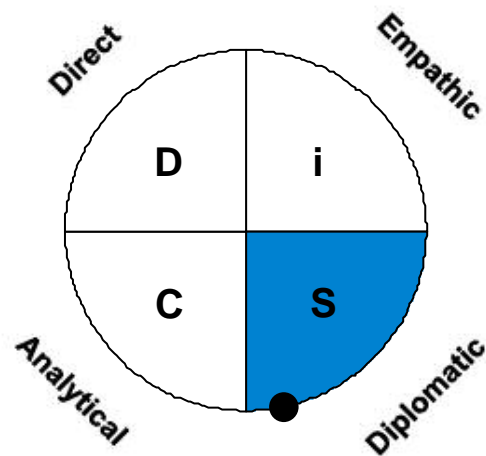
Reflect on people you know who demonstrate the different characteristics you saw in the video. Write their names in the section of the circle that you feels best describes them.

Your DiSC[®] Conflict Approach

Read the information below about your DiSC[®] Conflict Approach. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



As the dot on the circle to the right shows, you tend most strongly toward the **S** or **Steadiness** DiSC style, which suggests that you take a fairly **Diplomatic Approach** to conflict. In addition, however, you have some leaning toward the **C** or **Conscientiousness** style, which means that the **Analytical Approach** to conflict is also very natural for you. Like other people with a high-S style, you are likely patient and calm. When a conflict arises, therefore, you usually play the peacemaker and try to resolve the issues quickly. And because you have some high-C tendencies, you may also be uncomfortable with emotionally heated conflict, so you may be willing to give people space if you think it will help the situation cool off. Therefore, you may avoid conflict or work to minimize its effects.



Your Strengths in Conflict

Your Diplomatic Approach to conflict probably means that you consider everyone's interests and look for common ground, even when people seem far apart. This can be a great benefit when a steady, calm presence is needed to find a compromise that appeases everyone. In addition, you likely are tactful and measured in your responses, even under the pressure of conflict, and this can help soothe tensions and reduce stress. Furthermore, your Analytical Approach to conflict means that you probably focus on logical solutions and avoid emotional pleas or personal attacks, which can also help to keep problems from multiplying. In essence, you tend to look for rational solutions that please everyone, and you generally are not concerned with being the winner of an argument.

Your Challenges in Conflict

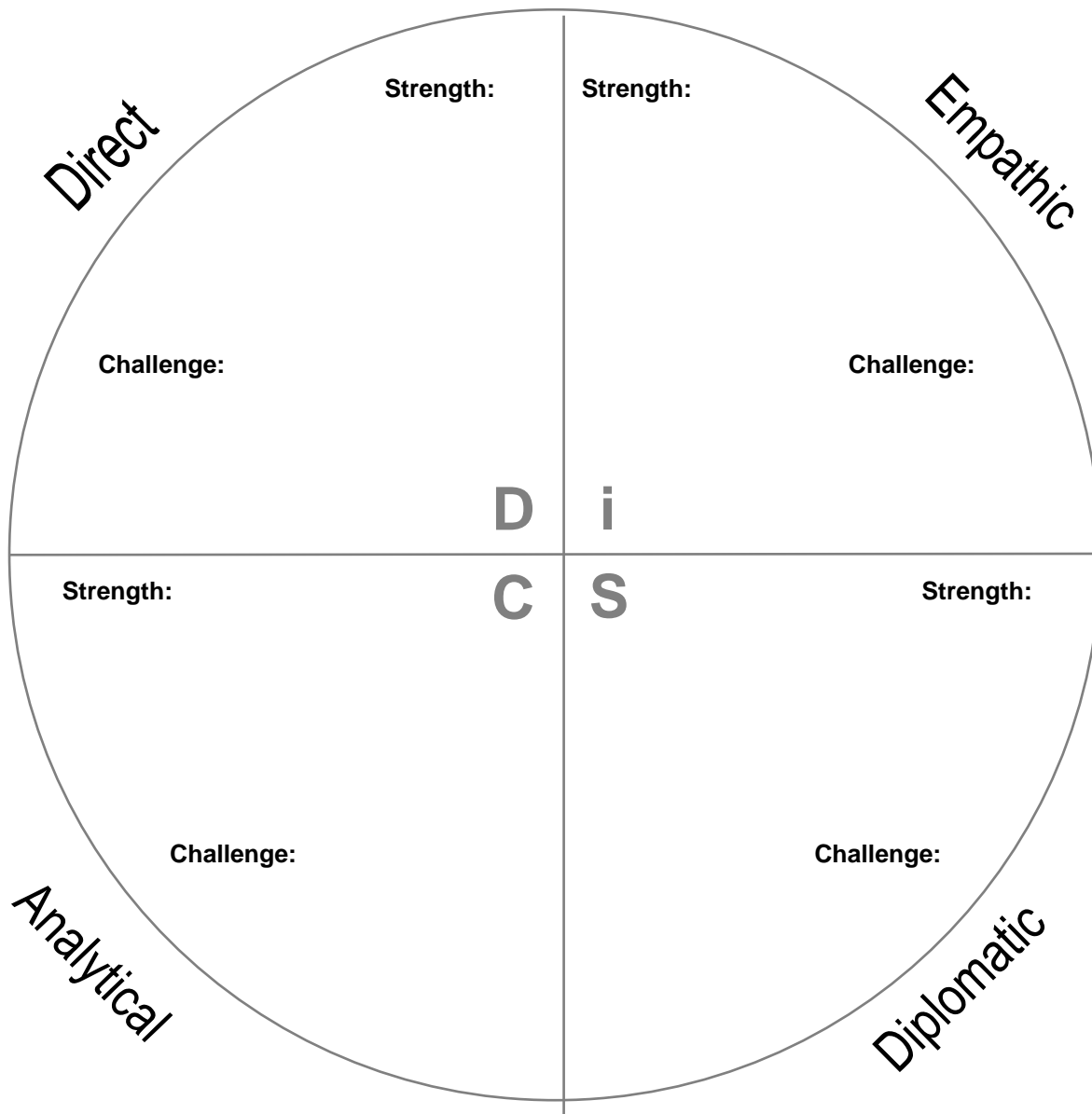
The Diplomatic Approach can also be overused in conflict situations. If you strive for harmony at all costs, you could accept poor solutions in your desire to rapidly end conflict. In a similar way, if you give in too easily, people may believe that you support certain ideas when, in fact, you are unhappy about the proposals, leading to resentment all around. Furthermore, your tendency toward the Analytical Approach means that you may emphasize facts and data, while neglecting the emotional aspects of a solution. In addition, you may remove yourself completely from the situation if it becomes too heated. This may cause the conflict to remain unresolved, or if a resolution is reached, it may not include your perspective or buy-in.

Sharing Conflict Approaches

In your group, share

- Your DiSC® conflict approach
- A statement from your strength feedback that described you well
- A statement from your challenge feedback that described you well
- An example that illustrates one of the statements you shared

As group members share, write their strength and challenge statements down in the section representing their DiSC conflict approach.





Module 2: Identifying Common Goals

MODULE GOALS:

- Understand the value of finding common goals when in conflict.
- Learn an approach for finding these common goals.
- Discover how your natural tendencies might affect how you participate in finding common goals.

Priorities and Goals

As you watch the video, focus your attention on Jim, the account manager. Jim had emailed a request for information to Georgia, the research manager, on behalf of one of the company's largest customer accounts. Since the customer needs the information right away, he has decided to personally confirm when she will forward the information.



Jim



What do you see Jim doing? Why do you think he reacts the way he does?

In your groups, discuss the question below and flipchart your answers. Come up with as many realistic answers as possible.

What priorities seem to be driving Jim's actions?

Finding Common Goals

What goals do Jim and Georgia have in common?

	Common Goals	
Jim		Georgia

Personal Experience

Think about a conflict you experienced at work or in your personal life. What happened?

What were your goals? What were you trying to achieve?

What may have been the goals of the other person in the conflict with you?

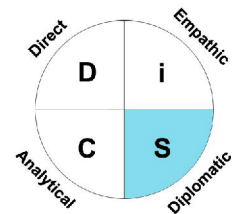
Personal Reflection: Common Goals

Read the information below about your approach to finding common goals. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make your participation in this process more productive.



Your Approach to Identifying Common Goals

Your Diplomatic Approach to conflict may be an advantage when you participate in finding common goals. You likely try to understand other people's viewpoints and work to satisfy everyone, and this willingness to compromise can be valuable when looking for shared interests. Furthermore, you tend to measure your words carefully before speaking and consider other people's reactions, which can help to preserve a stable and harmonious environment. In addition, your Analytical Approach to conflict may also be beneficial in this process. You are likely to give people space to consider their options or, in tense situations, to calm down. Taking time to reflect upon the situation can prove invaluable in the search for commonalities.



However, your Diplomatic Approach might also hinder the process when it's overused. If you bend over backward to meet other people's needs, you might ignore your own preferences, which can undermine the point of looking for common goals. Also, your tendency to avoid confrontation or blunt discussion may keep good ideas from being expressed, which can limit the effectiveness of the process. In addition, your Analytical Approach may also be a drawback if you take so much time to analyze the situation that the process stalls out. Under such circumstances, the search for common goals can slow to a crawl, and as a result, the conflict may drag on longer than necessary.

Suggestions for Participating in Identifying Common Goals

- Speak candidly when necessary to assure that all objectives are considered.
- Respect other people's ideas, but be sure to stand up for your own needs.
- Avoid taking so much time to consider options that the situation escalates.

What one or two things can you keep in mind to improve your effectiveness in finding common goals in conflict?



Module 3: Acknowledging All Sides of an Issue

MODULE GOALS:

- Understand the need for all perspectives to be heard.
- Learn to share your perspectives in a productive way during conflict.
- Discover how your natural tendencies might affect how you share and receive perspectives.

Who Is Responsible?

You have recently started a new job as the manager of a small clothing shop. One day, you go out for a much-needed lunch and leave two assistant managers to run the store.

Right before you get back, the owner of the store comes in for an unexpected visit. She finds that the shop is a mess, with unfolded clothes everywhere. More important, angry customers are backed up at the counter. Dan is ringing up sales, and at first, Susie is nowhere to be found. When Susie shows up, it becomes clear that she and Dan are so angry at each other that they are not even speaking.

When you walk in, the owner pulls you aside. The owner doesn't blame you for the chaos, because you just started and she was responsible for hiring Dan and Susie in the first place. But she does want to know what happened. She orders you to figure out who's responsible for the mess. Here's what you find out:

Shortly after you went to lunch, Dan received a phone call. He told Susie it was a personal matter and that she would have to handle the store by herself until he was done. Susie didn't want to cause problems, so she said fine.

Moments later, customers began streaming in. Susie quickly became overwhelmed, and to make matters worse, she had to use the bathroom. She poked her head into the office once or twice to see if Dan had finished his call, but she didn't say anything to pressure him. In any case, he just ignored her.

Susie figured the call was about Dan's son, who was constantly getting into trouble for fighting at school. While she felt bad for Dan, she didn't like that he felt entitled to just take off and make other people cover for him. She had heard him say more than once that his family is more important than a job, and he implied that people just had to deal with the fact that he was more focused on his life outside of work.

While Dan was on the phone, Susie rushed around the store. She did her best to rearrange the clothes and help the customers, but it was too much. And she still had to use the bathroom. So she went back to the office again to see if Dan had finished what seemed like a lengthy phone call, and she found him there just staring off into space. Susie told Dan that she was frustrated with the situation, but he got defensive, and he accused her of insulting his parenting skills. She pointed out how his personal problems were affecting everyone else at work, but he brushed past her to the shop floor.

Susie followed him and tried to explain why she felt slighted, but he just blew her off like he had so many times in the past. Dan could be very passive-aggressive, and he ignored her attempts to resolve the issue. Finally, she gave up and said that she had to run to the bathroom. Susie was gone for five minutes, during which the owner showed up. By that point, the store was in chaos.

The owner doesn't believe these two people can work together anymore, and she is sick of hearing about their squabbles. She wants to reprimand someone, and she wants your opinion about who's responsible. What would you tell her?

Write the name of the person whom you see as most responsible for the conflict in this box.

Group B



Sharing Perspectives

Listen Without Interruption

When we listen without interruption, we give others our full attention, allowing them to share their perspectives completely.

By listening in this way, we

- Show respect
- Are less likely to escalate the conflict by frustrating the speaker
- Collect more complete information
- Model behavior we hope to have reciprocated when it is our turn to speak



As you watch the video, use the questions below to take notes on what you see.

Why do you think Jim kept interrupting?



Jim

How did it make Marvette feel when Jim interrupted her a number of times?



Marvette

What was the result?

Avoid Exaggeration

People are often tempted to embellish facts to make their situation appear extreme, often using statements like

- “You always do that”
- “You never listen to me”

When we exaggerate we

- Risk pulling attention away from the real issues.
- Tend to put others on the defensive.
- Make it more difficult to progress toward a resolution.



As you watch the video, use the questions below to take notes on what you see.

How did Sonja exaggerate the situation?



Sonja

How did it make Emil feel?



Emil

What was the result?



Use “I” Statements

“I” statements give information about us, and they do it in a way that’s far less threatening than “you” statements. “I” statements

- Require accountability and self-disclosure.
- Help other people understand HOW their actions contribute to the issue.
- Make it very difficult to blame others.

“You” statements can

- Sound like accusations or judgments.
- Cause others to shut down, withdraw cooperation, or retaliate in anger or hurt.
- Be disguised as “I” statements by placing “I think that” or “I feel that” in front of the word “you.”



Examples of “I” Statements

- “I’m furious” rather than “You’re infuriating”
- “I’m not able to process claims quickly for customers when you use manual forms” rather than “Your manual forms are slowing down the process”

As you watch the video, use the questions below to take notes on what you see.

What “you” statements did you hear Patrick use?



Patrick

How did they make Jim feel?



Jim

What was the result?

Acknowledging Perspectives

Considering what you have just learned about the three principles for sharing and receiving perspectives, determine which of the three is the most challenging for you and put a ✓ next to it.



Listening without Interrupting



Avoiding Exaggeration



Using "I" Statements

Reflection

Reflect on a specific conflict situation, at work or in your personal life, when you had difficulty with this principle. Describe the situation.

What was the result?

Partner Discussion

Discuss the situation you wrote down and consider what could have been done differently.

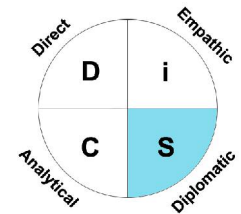
Personal Reflection: Perspectives

Read the information below about your approach to sharing your perspective and receiving others' perspectives. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make your participation in this process more productive.



Your Approach to Sharing and Receiving Perspectives

Your Diplomatic Approach to conflict may be an asset when it's time to share perspectives in conflict situations. You likely choose your words carefully and take great effort to avoid hurting anyone's feelings. When combined with your tendency to strive for compromise, this can help create an environment where people are willing to offer their viewpoints, and everyone's opinion is heard. In addition, your Analytical Approach to conflict may be helpful when sharing perspectives. You likely tell your side of the story in a clear, logical way that avoids emotional pleas or exaggerations that might fuel a conflict. Your objectivity, therefore, may encourage others to discuss their ideas without fear of a personal attack.



However, your Diplomatic Approach might also hinder the process when it's overused. You may hold back on your own ideas because you dread offending anyone, and for this reason, people may receive an incomplete sense of your perspective. Similarly, you might withdraw or become anxious if others are blunt or direct when they offer their opinions, and this could lead to a tense situation. In addition, your Analytical Approach might be problematic at times. Your preference to step back and give others space might cause you to delay the process of sharing perspectives. Under such circumstances, the conflict could drag on longer than necessary.

Suggestions for Sharing and Receiving Perspectives

- Try to give your honest, full opinion without qualifiers and euphemisms.
- Strive for compromise, but respect that some people may offer blunt assessments that make you uncomfortable.
- Avoid giving people so much time and space to report their perspectives that the conflict remains unresolved.

What one or two things can you keep in mind to improve your effectiveness in productively sharing and receiving perspectives?



Module 4: Finding Solutions in Conflict

MODULE GOALS:

- Understand the importance of focusing on solutions, not problems.
- Learn strategies for generating options that resolve conflicts.
- Reflect on how your natural style might affect how you find solutions.

Problem Focused

Take notes on what you see happening in the video segment.



Patrick

Video notes:



Georgia

Why do people get stuck focusing on problems when a solution is needed?

What is it like to work with someone like that when you need to get a solution?

Write about a conflict experience where you or a co-worker focused only on problems. How did it affect your success in finding a solution to the problem or conflict?



Finding Solutions

Note the issues or problems you see and hear about in the video segment.




Aditi



Emil

What solutions did your group come up with?



Brainstorming Solutions

Solution-focused people allow themselves to brainstorm — to think beyond the known parameters or limitations of a situation and come up with ideas that are innovative.

Brainstorming Guidelines:

- Generate, don't evaluate
- Say "Yes, and..." (not "No, but..." or "Yes, but...")
- There are no bad ideas

There will be a time when judgment and refinement will be necessary, but it's not during this early stage of mining for solutions. When we are solution focused, we give ourselves the permission to create without judgment.



What solutions did you discover that you didn't the first time?

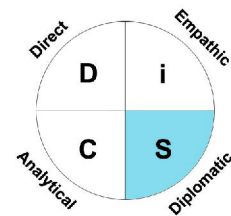
Personal Reflection: Solutions

Read the information below about your approach to generating solutions in conflict. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make your participation in this process more productive.



Your Approach to Finding Solutions

Your Diplomatic Approach to conflict may be an asset when you are focused on finding solutions. You usually strive for compromise and group harmony, and this can help to create an environment where others will feel safe volunteering their ideas. You tend to look for solutions that will keep everyone happy, which can increase the odds that there are no lingering bad feelings after resolving issues. In addition, your Analytical Approach to conflict may also be beneficial when you attempt to solve problems. You likely examine the underlying causes of a conflict to make sure that the real issues are addressed, and this can help to generate workable answers.



However, your Diplomatic Approach might also hinder the process when it's overused. You may encourage compromise so much that your final solutions satisfy no one. Furthermore, you may actively block those proposals that you fear would undermine group harmony or create even temporary stress. So, while you might minimize discomfort with this approach, it is unlikely that you will find the most innovative and effective solutions. Similarly, your Analytical Approach may have drawbacks as well. You may emphasize logic and facts to the extent that you become uncomfortable if others reveal their passions about a solution. At such times, you may keep your opinions to yourself or even withdraw from the debate. As a result, the solutions that are found may not address your needs. Others might be unaware of your true feelings or left wondering what you really think.

Suggestions for Participating in Finding Solutions

- Look for solutions that will create fresh opportunities or break new ground, rather than focusing on safe ideas that don't rock the boat.
- Strive for compromise, but acknowledge that the best solutions may not always please everyone.
- Don't withdraw from the process when others express their passion or emotional needs more than you do.

What one or two things can you do to improve your effectiveness in generating solutions in conflict?

Module 5: Using a Balanced Approach to Achieve Resolution

MODULE GOALS:

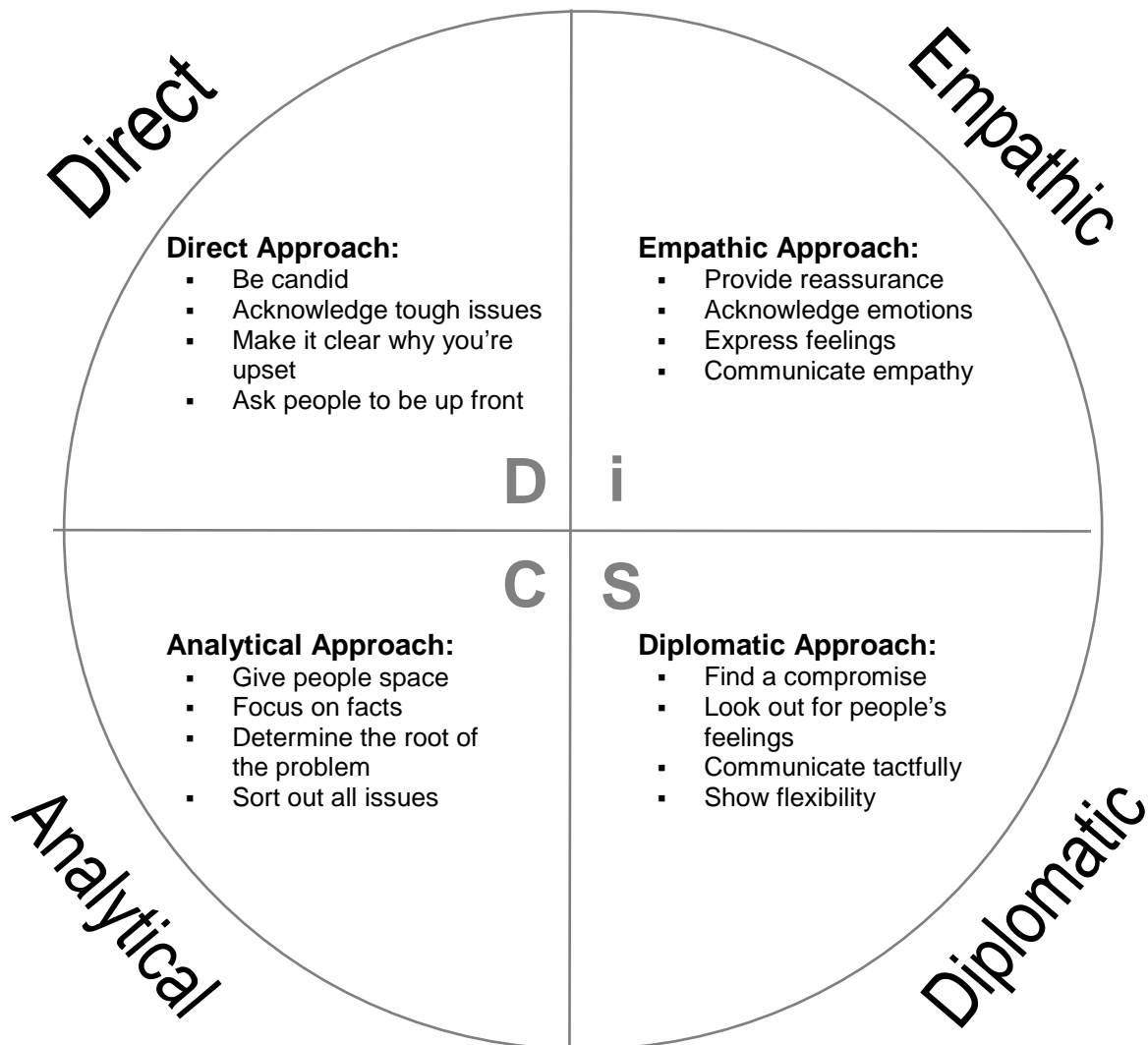
- Get the tools you need to come to better decisions in conflict situations.
- Be able to bring resolution in a way that allows conflict to dissipate, people to feel understood, and good decisions to get made.

Defend Your Approach

Look at the four characteristics of your primary approach, provided below, and consider

- Why these are so important when it's time to bring resolution to conflict?
- What makes your conflict approach the most valuable?

Create a poster that you will use to defend your approach.





Direct Approach

Why is the Direct Approach so valuable when bringing resolution to conflict situations?

Read the information below about how naturally you may use the Direct Approach when it's time to bring resolution to conflicts. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make you more effective in achieving balance with this approach.



Your Comfort in Using the Direct Approach When Bringing Resolution

Because you tend toward both a Diplomatic Approach and an Analytical Approach in conflict situations, you might find it difficult to be frank and straightforward when evaluating the options for resolving conflicts. You usually strive for a calm environment where people focus on solving problems in a patient, rational manner. So you may view direct and candid discussions as counterproductive and upsetting. For this reason, you tend to avoid offering blunt assessments of problems, and you may even downplay troublesome issues or adapt to the problem to avoid a full-fledged confrontation. In such a way, you may unintentionally set up future difficulties because of your hesitation to deal with current problems. You probably try to look at the basis for the problem and come up with logical answers, and while this approach can be productive, it may also cause over-analysis and slow down progress toward resolution. Your tendency is to work on practical solutions that don't rock the boat, but they may not be as effective as ideas that candidly address the issue. Thus, you may have to stretch beyond your natural preferences to effectively use the Direct Approach when it is needed.

Suggestions for Using this Approach to Achieve Balance

- Acknowledge problems where they exist, rather than ignore them in the hope they will go away. Serious difficulties rarely resolve themselves, and it is usually better to deal with issues now instead of letting them grow.
- Allow open debate in the pursuit of good ideas. Confrontation can lead to innovation, and a few moments of discomfort may be worth the result if solid answers develop.
- Be open to more daring or adventurous ideas. Always settling for the most basic proposal can lead to stagnation, while the best long-term solution may be the one that, at first, seems impractical or too aggressive.

Choose a challenge area that you would like to develop or a strength area that you would like to build upon. What one or two actions could you take to improve in this area?

Empathic Approach

Why is the Empathic Approach so valuable when bringing resolution to conflict situations?

Read the information below about how naturally you may use the Empathic Approach when it's time to bring resolution to conflicts. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make you more effective in achieving balance with this approach.



Your Comfort in Using the Empathic Approach When Bringing Resolution

Because you tend toward a Diplomatic Approach and an Analytical Approach in conflict situations, you probably value stability and objectivity. You may therefore find it somewhat difficult to express your feelings when the time comes to bring resolution to conflicts. You probably strive for solutions that make everyone happy, and you likely take a calm and reasoned approach to proposals, looking for answers that do not shortchange anyone's emotional needs. You tend to sympathize with people who are upset or frustrated, and you likely display patience when someone comes to you to vent or let off steam. However, you are less likely to express your own feelings, and others might be left guessing about what you are thinking. You may also hesitate to encourage others to express their emotions, since openly acknowledged anger and hurt probably make you uncomfortable. Thus, you may have to stretch beyond your natural preferences to effectively use the Empathic Approach when it is needed.

Suggestions for Using this Approach to Achieve Balance

- Realize that you may have to speak up for your priorities at times. While you may be more comfortable encouraging others to do the talking, there may be times when your emotional needs will go unnoticed unless you make them clear to others.
- Continue to offer comfort to people, but acknowledge that offering unlimited sympathy can inhibit effective resolutions. At a certain point, commiserating becomes complaining, and specific actions will need to be taken to bring true resolution.
- Be sure to let others know when you are unhappy with a proposed solution. If you fail to express your feelings, it may lead to buried resentment and frustration rather than resolution.

Choose a challenge area that you would like to develop or a strength area that you would like to build upon. What one or two actions could you take to improve in this area?

Diplomatic Approach

Why is the Diplomatic Approach so valuable when bringing resolution to conflict situations?

Read the information below about how naturally you may use the Diplomatic Approach when it's time to bring resolution to conflicts. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make you more effective in achieving balance with this approach.



Your Comfort in Using the Diplomatic Approach When Bringing Resolution

Because you tend toward both a Diplomatic Approach and an Analytical Approach in conflict situations, you probably communicate tactfully when the time comes to bring resolution to conflicts. You likely want to resolve issues in a calm and methodical manner, and you probably strive to keep people from turning on each other during times of stress. So you may tend to play the peacemaker, and you are usually willing to let others take the lead if they insist. In this way, you likely encourage the free flow of ideas and provide a non-confrontational environment for working toward resolution. Because you tend to look for logical solutions to complex problems, it is probably important for you to remain focused on the problem rather than the person. Open conflict may upset you, so you likely choose your words carefully and consider other people's thoughts and feelings before you act. This may make it easier to work toward true compromise. Thus, you can probably tap into your natural preferences to effectively use the Diplomatic Approach when it is needed.

Suggestions for Using this Approach to Achieve Balance

- Listen to other people's opinions and allow all ideas to be heard. Be willing to point out, however, that not all options are equally valid when the goal is resolution.
- Remain focused on logical solutions, but don't dismiss ideas that seem less rational or too "out there." Considering even seemingly risky ideas is likely to lead to a more successful resolution.
- Ensure that your opinions get fair consideration. Advocating other people's plans can distract from your own ideas, which may actually contain the best solutions. Make an effort to verify that your opinions are understood and are taken into consideration as you work toward compromise.

Choose a challenge area that you would like to develop or a strength area that you would like to build upon. What one or two actions could you take to improve in this area?

Analytical Approach

Why is the Analytical Approach so valuable when bringing resolution to conflict situations?

Read the information below about how naturally you may use the Analytical Approach when it's time to bring resolution to conflicts. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make you more effective in achieving balance with this approach.



Your Comfort in Using the Analytical Approach When Bringing Resolution

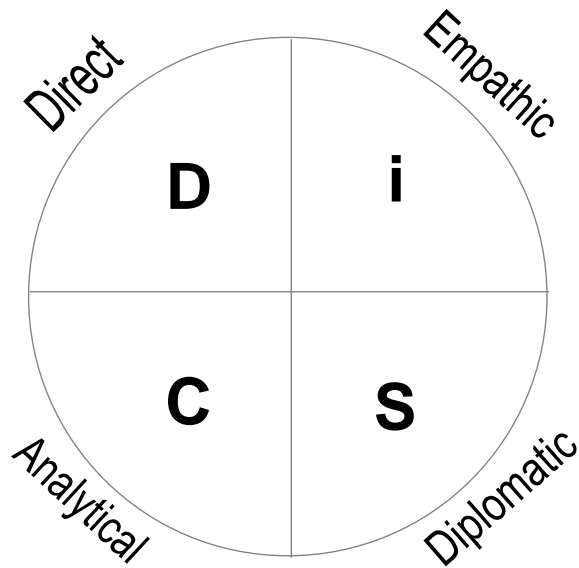
Because you tend toward both a Diplomatic Approach and an Analytical Approach in conflict situations, you are probably able to maintain an objective viewpoint when the time comes to bring resolution to conflicts. You likely use logic to promote the value of compromise, and you tend to focus on well-crafted solutions that will resolve difficulties without alienating anyone. At times, however, this desire to make sure that others feel good about a proposed solution may clash with your emphasis on data and facts. Under such circumstances, you may pinpoint the answer that makes the most sense logically, but you may be hesitant to present it if it might hurt people's feelings by digging up unpleasant or uncomfortable issues. On the other hand, you are likely to give people the space they need to reflect after emotional outbursts. So you probably provide a fairly calm, objective perspective when it's time for resolution. Thus, you are probably able to frequently tap into your natural preferences to effectively use the Analytical Approach when it is needed.

Suggestions for Using this Approach to Achieve Balance

- Emphasize the logical benefits of compromise that go beyond alleviating immediate stress. The best group decisions do more than just end conflict. They create long-term solutions or permanent improvements.
- Avoid trying to appease people so much that you omit facts that you know to be true. While unpleasant truths may sting at first, it does no one any favors to hide negative information, and it may in fact stall progress toward resolution.
- Address the logical gaps in ambitious plans rather than try to dismiss the whole idea outright. A bold decision may be the correct answer, and helping it to become as sound as possible could be a better strategy than withdrawing from the idea.

Choose a challenge area that you would like to develop or a strength area that you would like to build upon. What one or two actions could you take to improve in this area?

Using a Balanced Approach



All four DiSC® conflict approaches — Direct, Empathic, Diplomatic, and Analytical — are important when working toward resolution because they each bring unique perspectives.

- The **Direct** Approach is **candid** and **straightforward**.
- The **Empathic** Approach is **reassuring** and **expressive**.
- The **Diplomatic** Approach is **tactful** and **flexible**.
- The **Analytical** Approach is **objective** and **reflective**.

Agreements and solutions rarely happen unless each person involved finds a way to balance all four approaches.

As you watch the video segment, use the questions below to note how **Emil** and **Aditi** work toward a resolution.

What did you see that showed the Direct Approach?



Emil

What did you see that showed the Empathic Approach?



Aditi

What did you see that showed the Diplomatic Approach?

What did you see that showed the Analytical Approach?



Action Plan

Create an action plan for improving your ability in one of your challenge areas.

My challenge area: _____

- Use the Conflict Resolution Guide, your individualized feedback, and your insights from today's session to guide you.
- Consider the questions below to help you create your plan.

What will you do to improve your skill in this area?

What are your resources?

How and when can you practice?

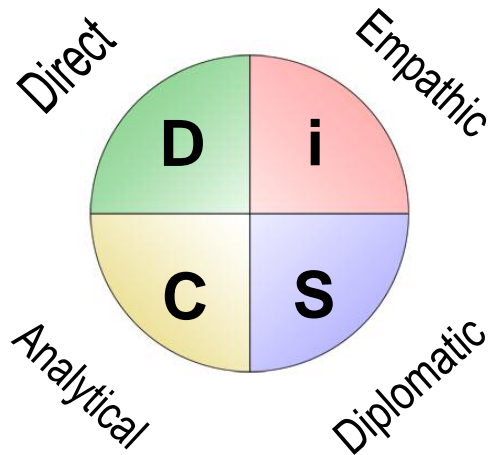
Who can support or mentor you?

What will be the timing for implementing this plan?

Review

Program Goal:

Learn how to move productively through conflict so that everyone can spend more energy on things that really matter.



- There are **four unique approaches** to conflict:
 - **Direct Approach:** candid, acknowledges tough issues, up front and asks others to be the same
 - **Empathic Approach:** Reassures, acknowledges emotions, expresses feelings, shows empathy
 - **Diplomatic Approach:** finds compromises, looks out for feelings, tactful, and flexible
 - **Analytical Approach:** Gives people enough space, fact-focused, determines the root of the problem, thorough
- Our DiSC[®] styles influence which approaches seem most natural.
- We are capable of **using all four conflict approaches**.

DiSC-Based Conflict Management

Identify common goals

Stepping back to identify common goals provides a solid starting point for resolving conflict.

Share perspectives

Acknowledging all sides of the issue helps to prevent misunderstandings and buried resentments.

Generate potential solutions

Being solution focused allows for brainstorming that is not limited by current ways of thinking.

Balance all conflict approaches when seeking resolutions

All approaches have value in the conflict-resolution process. Our natural approach affects our ability to successfully move through these conflict-management stages.

Our Challenge:

Recognize when other approaches are needed and stretch ourselves to adapt to these needs.



Thank you!

What I Want to Remember:

