



Conflict Competence and Conflict Resolutions Services

Why care about conflict?

Conflict is inevitable in organization life.

Alarming, employees are **spending over 10% of their work week dealing with conflict which constitutes a 54% increase since 2008** (4.3 hours in 2022 vs 2.8 hours in 2008). This coincides with higher reported rates of toxic behaviors and bullying in the workplace.

Post-Covid, employees are less focused on getting along with others and the quality of their work.

Academics studying the effects of the pandemic have noted the personality-linked levels of conscientious, agreeableness, extraversion and openness decreased in the workplace pre-Covid (May 2014-Feb 2020) vs. Covid (2022). At the same time a statistically significant increase in neuroticism, particular in those 30 years and younger, was found.

It stands to reason that IF employees care less about the quality of their work **AND** getting along with others **AND** they respond more frequently in emotionally counter productive behaviors **THAT conflicts will occur.**

Conflict Competence

Left unchecked, conflict destroys culture, vision and businesses. Conflict drives good employees out of the organization, distracts others from their work leading to lower productivity and occasionally results in violence and lawsuits.

If conflict is inevitable and poorly managed conflict is costly-the only effective answer is for employees, teams and leader to develop Conflict Competence.

Conflict Competence is a two part competency.

- ◆ First we become aware of our emotional triggers and our go-to constructive and destructive behaviors in conflict
- ◆ Second, we develop the capacity to harness our thoughts and emotions during conflict and choose constructive behaviors that move ourself and our conflict partner out of the retaliatory cycle into the conciliatory cycle toward a final resolution

The Business Case: Managing Conflict

Conflict carries a heavy cost. In the US 36% of employees say they deal with conflict on a continual basis and 24% of those involved in a conflict say it culminated in an employee being fired. While only 22% of US managers and 57% of all US employees say they have received some sort of training in conflict management, a whopping 72% say that it helped them find more positive resolutions to conflict.

Unresolved conflict kills productivity in four ways:

- Wasted Time—up to 40% of a manager's time may be spent managing unproductive elements of conflict
- Lower Motivation—motivation directly impacts the quantity, quality and speed of work output
- Increased Turnover—costs associated with conflict driven turnover range from 100%-200% of the departing person's salary
- Disruptive Restructuring—redesigning work, tasks or roles or restricting an area or department to separate the individuals involved in conflict. This drives up costs because learning new roles, tasks, processes and teams takes time and reduces productivity.

"Conflict in the workplace is inevitable. Once we become aware of the solutions available for conflict management, suffering the emotional, physical and financial impacts in, during and after conflict becomes a choice."

Kim Baker
Vivid Performance Group

Building Conflict Competence is a challenge and it's not something the majority of us can do on our own. This is because conflict is complex, and our human condition does not naturally prepare us to address it in modern workplace.

It is possible to improve both individual and organizational Conflict Competence through the conflict related assessments, training, coaching and mediation solutions delivered by Vivid Performance Group

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Mediation

Workplace mediation is a conflict intervention in which a qualified/certified, neutral and independent VPG mediator facilitates a voluntary confidential process with two or more individuals in a conflict.

The role of the mediator is to facilitate and advocate for a structured process, productive conversation and supportive environment; it is not to arbitrate or provide advice.

Conflictees are then capable of addressing the drivers and impacts of their conflict, expressing their wants and needs, generating ideas and solutions and **co-creating a mutually beneficial agreement** that defines the desired outcomes, actions, responsible parties, timelines, and duration.

To learn more about BLIPS, CLASHES and CRISIS go to [Mediation Services](#).

Conflict Coaching

Workplace Conflict Coaching is a confidential, 1:1 structured process in which a trained coach aids an individual in developing their awareness, competence and confidence to effectively manage interpersonal conflict. It serves to stop the cycle of repeating destructive behavior patterns during conflict. Conflict Coaching is not therapy or counseling nor does the coach provide advice.

WHY: Conflict Coaching is helpful

1. As a low risk, early intervention to enhance conflict competence whether it is for general upskilling or to pre-empt a Blip or Clash from escalating to a conflict Crisis
2. To prepare for mediation
3. Post-mediation to foster the burgeoning positive relationship between conflictees.
4. When mediation is not possible or was not successful

HOW: Key success factors in our Conflict Coaching Service are the Conflict Dynamics Profile®-I and the CINERGY® Conflict Coaching Model.

The CDP-I is an assessment which measures an individual's constructive and destructive behaviors during conflict as well as their hot buttons. It aids in understanding how they respond to conflict, what triggers may escalate conflict and how to manage conflict more effectively. The CINERGY® Conflict Coaching Model is a goal-oriented process concentrated on helping an individual in reaching their specific conflict management objectives.

Stages of the model

Clarify the Goal

Inquire About the Situation

Name the Elements:

Explore Choices

Reconstruct the Situation

Ground the Challenges

Yes, the Commitment

The CDP-I and CINERGY® Model provide a powerful tool to create awareness, intention, competence, and confidence which lead to better conflict management outcomes.

SESSION DETAILS:

Monthly Two 55-minute zoom sessions

Six session minimum required

Conflict Dynamics Profile® -CDP

The Conflict Dynamics Profile® is an assessment instrument which measures conflict behaviors and emotional triggers.

Unlike other assessment tools, it focuses specifically on conflict behaviors rather than styles. It helps individuals and teams understand how they respond to conflict, what triggers can escalate conflict, and how to better manage conflict.

WHY: Stopping conflict before it starts is a key workplace competence. The capacity to manage our thoughts, emotions and behaviors when triggered is a crucial and yet sorely lacking skill in the workplace.

THE PAYOFF: Workplace conflict is a productivity killer generating wasted time, lower motivation, regrettable turnover and disruptive restructuring.

HOW: A simple online assessment, which takes 20 minutes to complete, is paired with a 45-minute debrief with a certified CDP coach.

AUDIENCE:

Using the CDP

Since conflict is universal, there are numerous ways to use the CDP. From new employee onboarding to leadership development training to individuals and teams and coaching settings, the CDP can identify both strengths as well as problem areas in managing workplace conflict.

Team Conflict

In concert with individual CDP reports, the group report, which outlines team-level behaviors and responses, opens up the door for effective conversations about acceptable responses to conflict and hot button triggers. Teams learn how certain behaviors might inadvertently trigger irritation in colleagues, how to avoid pushing these hot buttons and how to engage in self-cooling measures when hot buttons are triggered.

Coaching

A tool that creates awareness of an individual's triggers and go-to behaviors during conflict. Reveals blind-spots in intent and impact when responding to colleagues during Blips, Clashes or conflict Crisis.

Successful Conflict Conversations –SCC

Resolving Conflict with Others

Learn a practical communication tool for creating Successful Conflict Conversations — a core workplace competency. Empowered with this technique, you will be able to take effective action to resolve most conflicts between yourself and others.

WHY: The hours that employees spend dealing with workplace conflict is up 54% since 2008 (4.3 vs. 2.8). The key to conflict is to stop it before it starts. The next best option is to contain it at its lowest level before a manager or third party mediator is needed to intervene, or even worse, regrettable turnover or a lawsuit have occurred.

THE PAYOFF: In the US, 36% of employees say they experience conflict on a continual basis. On average 50% of employees have received conflict training and 72% report that it helped them find more positive resolutions to conflict.

HOW: A simple four-step process allows a non-adversarial search for common ground to serve the common good. Through a combination of classroom discussion around the necessary knowledge to understand and solve conflict and classroom skills training, participants will have learn and practice a unique communication tool that can be used in all workplaces to stop their own conflict situations before they escalate.

LEARNING OBJECTIVES

What you'll learn about self mediation:

What, When, and Why

- Understand how your own responses to conflict are impacting relationships
- What are Successful Conflict Conversations
- When to use Successful Conflict Conversations
- Preparing the issue statement
- Planning the context of the conversation
- How to talk it out
- How to make a deal and plan for the future

AUDIENCE:

Individual contributors

Teams

High potentials

Emerging Leaders

External facing teams such as sales or business development

WORKSHOP DETAILS:

Session Length: 4 or 8 hour

Format: Zoom or live on-site

Third Party Resolution-TPR

How to Mediate Conflicts Between Others

Learn a powerful communication tool (Third-Party Resolution) to help others resolve workplace conflict. Third-Party Resolution (TPR) is a core competency for every supervisor, manager, team leader, and human resource specialist.

WHY: Managers spend up to 40% of their time managing conflict of subordinates. In the US only 49% of managers believe they deal well with conflict and only 32% of non-managers agree with that. Unresolved conflict wastes time, lowers motivation, increases regrettable turnover and increases disruptive restructuring.

HOW: This course will teach participants how to proactively manage workplace conflict. Through a combination of classroom discussion around the necessary knowledge to understand and solve conflict and classroom skills training, participants will learn and practice a unique communication tool that can be used in all workplaces to intervene and aid parties in conflict before it further escalates. Third-Party Resolution is a unique option because it produces voluntary cooperation versus mandatory compliance. Third-Party Resolution is a template with which you can apply to your current skills, once you understand the tool.

LEARNING OBJECTIVES:

What you'll learn about third party resolution:

- What is Third-Party Resolution
- When to use Third-Party
- Resolution
- Why Third-Party Resolution is so effective in conflict management

AUDIENCE:

Managers

Leaders

HR

Individuals interested in helping others resolve conflicts

WORKSHOP DETAILS:

Session Length: 8 hours

Format: Zoom or live on-site

*Participants will complete a Conflict Dynamics Profile® CDP-I as part of the course work.

Categories: Assessment: CDP

Training: SCC and TPR

Coaching: Conflict Coaching

Mediation for duos and teams

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