



Clearing the Air: Communicating to Resolve Conflict

Name: _____



ExecComm
What's *your* message to the world?

Your Exec|Comm Experience



Our Services

Founded in 1982, Exec|Comm is a premier communication skills training firm, with offices in New York and San Francisco. We coach professionals around the world to communicate expertly through customized group programs and private one-on-one sessions.

Focus on Others

Our driving philosophy is that professionals most powerfully impact the world by focusing more on others and less on themselves. Take away the technical aspects of any role – competency and knowledge to do the job – and successes come from how well a professional builds relationships and communicates ideas. By better considering the needs, concerns and responses of those with whom we communicate, we can more positively influence our professional world.

Our skill areas include:

Presenting

- Formal and informal talks
- Executive presence
- Personal branding

Leading

- Motivating and delegating
- Coaching and counseling
- Conducting performance appraisals

Meeting

- Communicating with influence
- Leading meetings
- Managing virtual meetings

Selling

- Relationship building
- Consultative selling
- Negotiation skills

Writing

- Business documents
- Speech writing
- Proposals

Responding

- Managing the media
- Community dialoging
- Crisis communication

Role Play Profile

Communicating to Resolve Conflict

1. Select one of the following individuals with whom you find it difficult or challenging to communicate. Do not select someone who is senior to you.

Limit your choice to one of the following:

- ☐ Colleague
- ☐ Subordinate
- ☐ Client or Vendor

2. How would you describe this person's communication manner? Check all that are appropriate:

- ☐ quiet
- ☐ talkative
- ☐ controlling
- ☐ analytical
- ☐ agreeable
- ☐ argumentative
- ☐ defensive
- ☐ other (describe: _____)

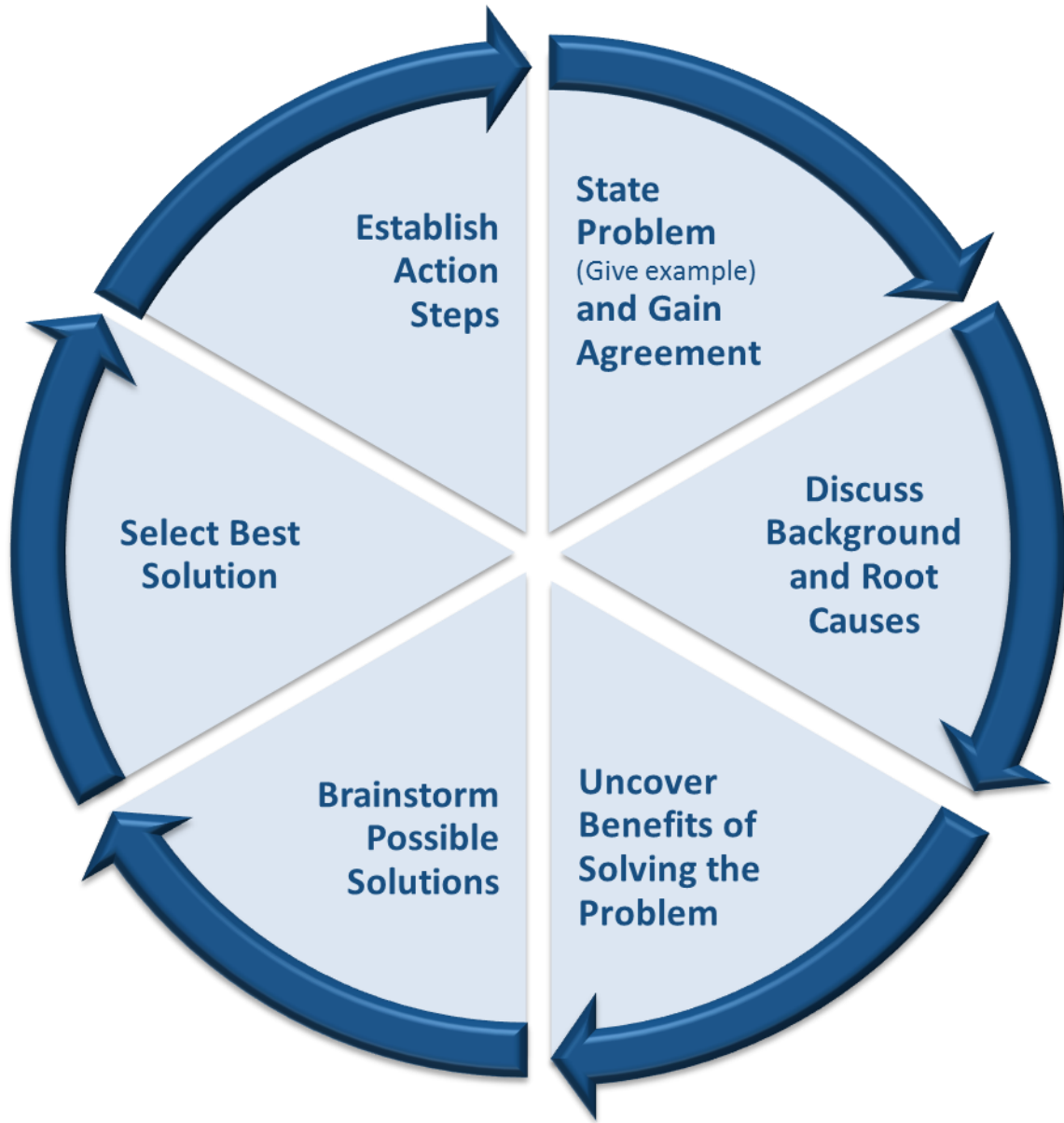
Role Play Profile – Continued

Communicating to Resolve Conflict

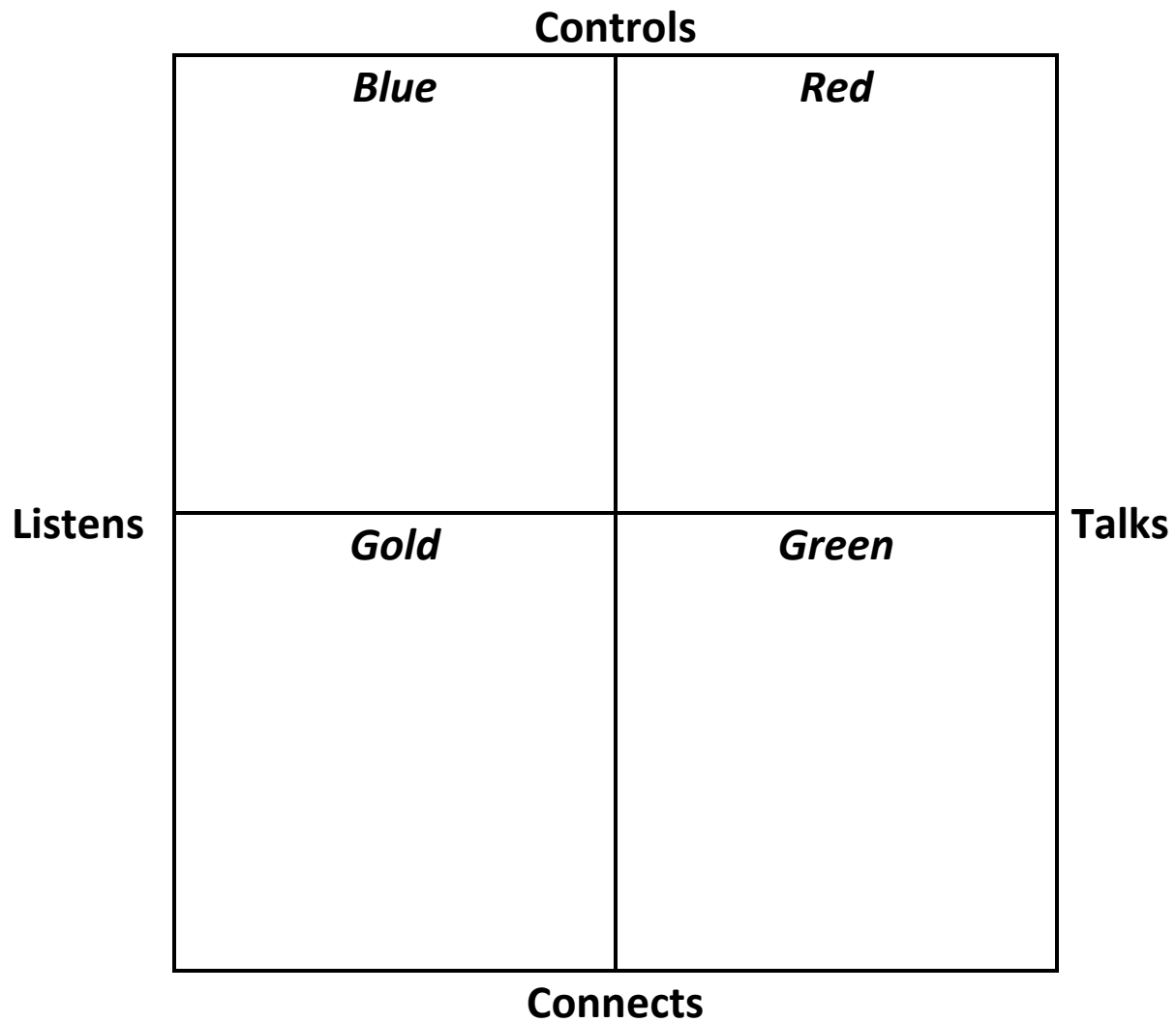
3. Briefly describe a professional problem you need to discuss with this person.

4. List any other pertinent facts related to this person and his or her communication style.

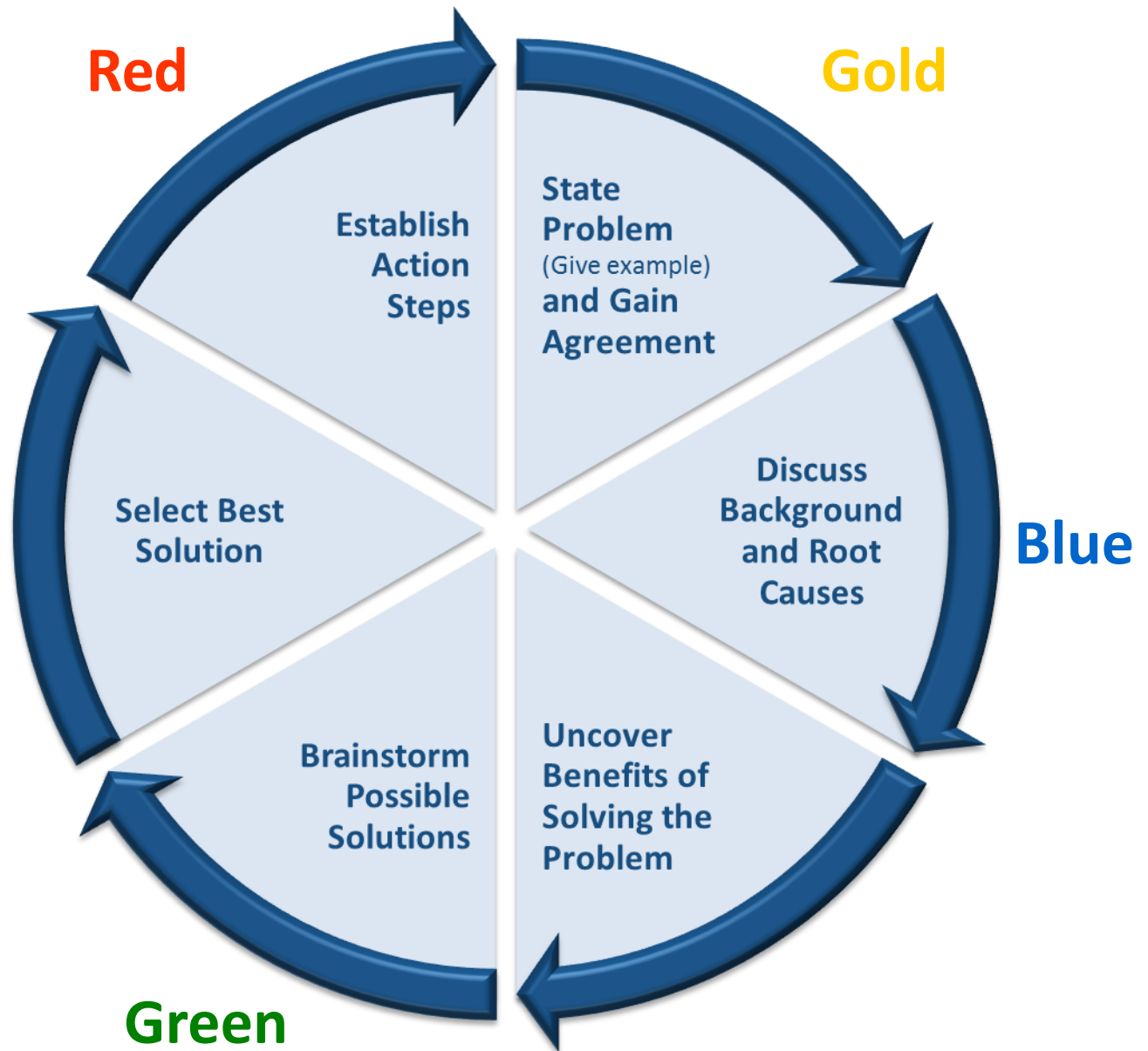
Problem Solution Wheel



Personal Communication Style Tendencies



Problem Solution Wheel Example



Physical Presence – Summary

▪ Eyes

- Shows confidence and credibility, helps you connect with others
- Minimizes filler words like “um,” “uh,” and “you know”

▪ Hands

- Use specific gestures to reinforce your message
- Hold gestures for emphasis

▪ Face

- Match your facial expressions to your message
- Focus your eyes; complete your thought

▪ Voice

- Vary your volume, tone, pitch, and pace to engage the listener
- Pause for emphasis either just before or just after a key point

▪ Posture

- Sit upright with your feet solidly on the floor, avoid twisting or slouching
- Use hands naturally in the gesture zone

Asking Questions Exercise Worksheet

Listener:

Ask only open-ended questions...

WHAT?

HOW?

WHY?

Write three questions you could ask someone about their toughest meeting:

Notes:

Confirm and Clarify

Draw a conclusion or write an assumption you've made:

Asking Questions Exercise Worksheet

Observer:

Check:

Open	Closed

Feedback

Did listener:

- Nod
- Take notes
- Use encouraging phrases

Observations:

Asking Questions And Listening – Summary

- Ask open-ended questions
 - Use What, Why, and How
 - Avoid options
 - Ask one question at a time
 - Stop talking after asking a question
 - Don't interrupt

- Be a *Focused Listener*
 - Take notes
 - Use encouraging phrases
 - TEDS: tell, explain, describe, share
 - Maintain eye contact
 - Nod to show engagement

- Confirm with “You” Statements
 - Paraphrase speaker's point
 - Draw conclusion

- End with “Is that right?”

Handling Heated Conversations

How have you dealt with these hot buttons?

Stimulus

Identify Your Response

Crying

Attacking

Walking Out

Shutting Down

The ART of Handling Emotion – Summary

Three steps:

Step 1 – **A**cknowledge the emotion and issue:

hear		frustration		timing	
I	understand	your	skepticism	about	resources
	share		concern		fees
	sense		disappointment		support

Step 2 – **R**elate and empathize:

Relate:

Example: “Please help me understand why ‘x’ has become a major concern for you.”

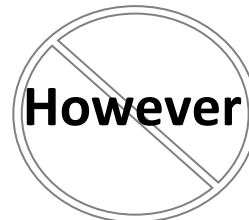
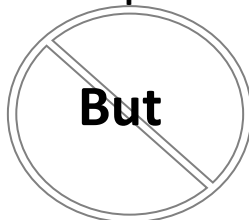
Empathize:

“I too...” “Others too...”

Example: “I felt the same way when I was in a related situation.”

Step 3 – **T**ransition and respond:

Use “and” or pause to transition

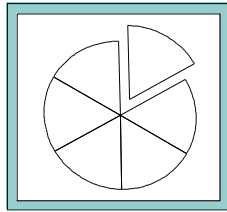


Options:

- **Answer question**
- **Ask permission before explaining**
 - Example: “Would it be helpful to know why we went in that direction?”

Pulling it all Together

Problem (Present)



State the Problem – Present

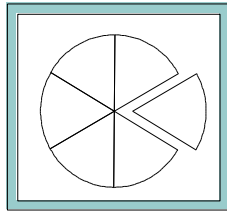
(You)

1. We are here today to solve...
 - What is your experience with this problem?
 - How does this problem affect your area?
 - How do you feel about this situation?

(Together)
(You)

2. Discuss (Gain Agreement)
3. Summarize
4. Closed-ended questions

Background (Past)



Uncover Background & Root Causes – Past

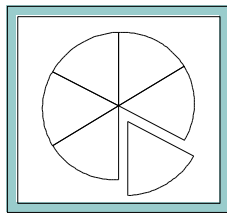
(You)

1. Why did this problem occur?
 - How did we get into this situation?
 - What do you think caused this problem?

(Together)
(You)

2. Discuss
3. Summarize
4. Closed-ended questions

Benefits (Future)



Discuss Benefits – Future

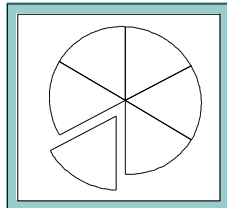
(You)

1. What do we get if we solve this problem?
 - How will solving this problem benefit you or the company?
 - Is this problem worth solving?
(Why? Or why not?)

(Together)
(You)

2. Discuss
3. Summarize
4. Closed-ended questions

Possible Solutions



Brainstorm Possible Solutions

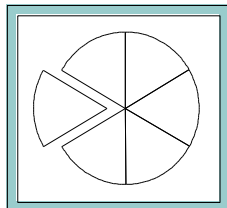
(You)

1. What are some possible solutions?
 - Let's brainstorm some solutions
 - What are some ways to solve this problem?

(Together)
(You)

2. Discuss
3. Summarize
4. Closed-ended questions

Best Solution



Select Best Solution

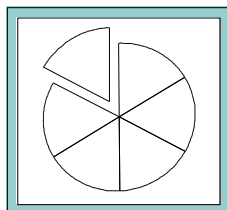
(You)

1. What's the best solution?

(Together)
(You)

2. Discuss
3. Summarize
4. Closed-ended questions

Action Steps



Establish Action Steps

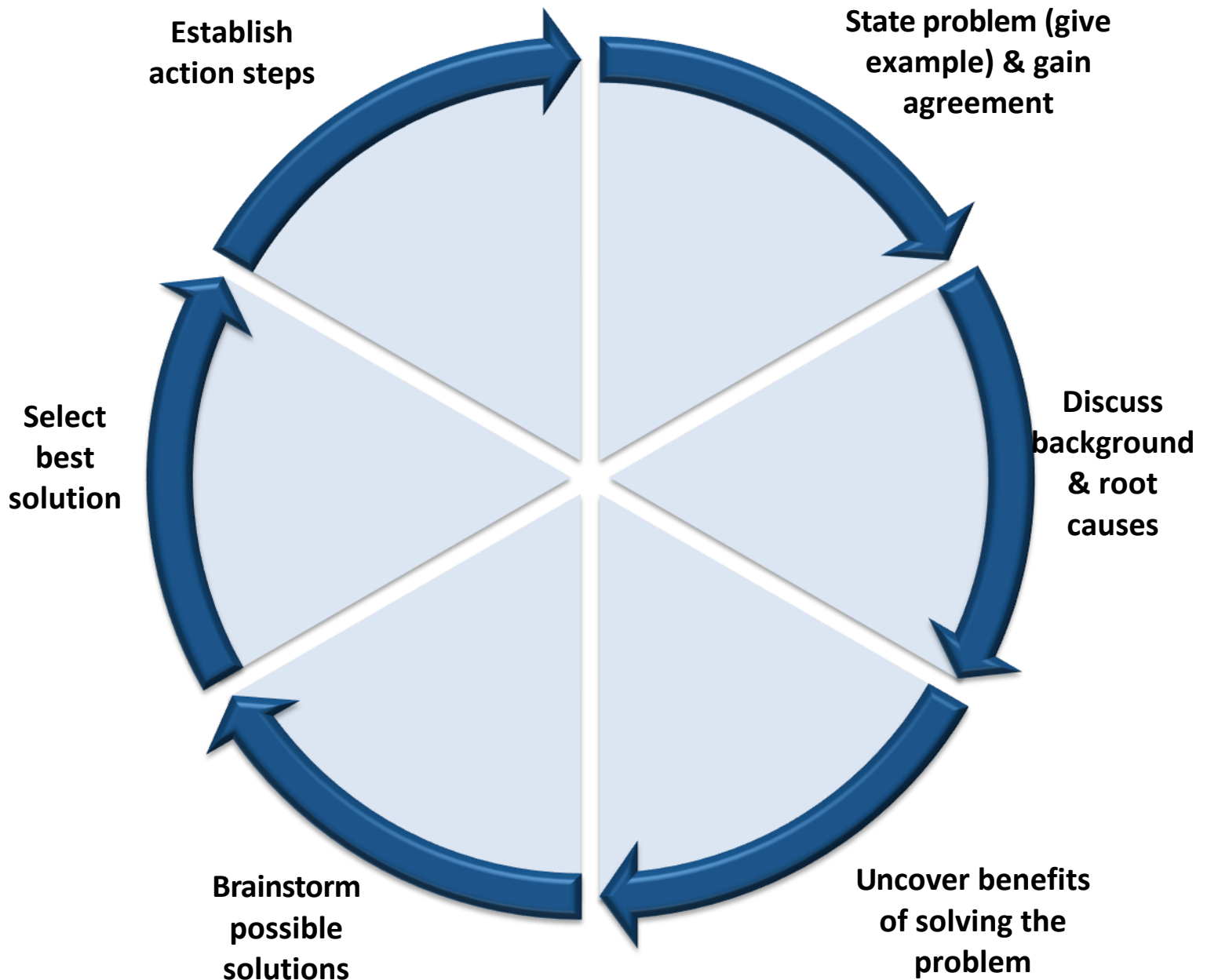
(You)

1. What's the first thing we need to do?
 - Who can do...?
 - What's our action plan?

(Together)
(You)

2. Discuss
3. Summarize
4. Closed-ended questions

Problem Solution Wheel



Problem Solution Wheel Feedback

- Problem: clear & specific
- Background: 2-3 causes
- Benefits: for the listener
- Possible solutions: reasonable
- Best solution: address root causes
- Action steps: time bound & shared

Individual Meeting Behavior Assessment

Name: _____

1. I do these things well in my one-to-one meetings:

- _____
- _____
- _____

2. In my one-to-one meetings, I want to improve these behaviors:

- _____
- _____
- _____

3. To improve one of these behaviors I will:

- _____
- _____
- _____

Exec|Comm's Communicating to Resolve Conflict Skills Checklist

Manage Your Presence:

- Focus on speaker
- Place arms on table
- Keep hands apart
- Use gestures
- Use facial expressions
- Speak with appropriate vocal tone

Use Focused Listening Skills:

- Encourage speakers: nod, take notes, offer encouraging phrases
- Inquire with open-ended questions: what, how, why
- Summarize with "You" and "We" statements

Plan Conversations & Follow a Process:

- Use problem-solution wheel
- Inquire
- Summarize
- Ask, "Is there anything else?"

Manage Emotions & Questions:

- Inquire: what, how, why
- Empathize with "you" statements
- Ask permission before explaining
- Gain thinking time techniques

Flex Your Style:

- RedListen
- GreenOrganize
- GoldBe direct
- BlueDecide

Reinforcement Tools

Sustain your new skills at work and keep them top of mind with the following resources.

ECLearn – Online Course Content

In addition to your classroom experience, you will receive access to ECLearn, Exec|Comm's sustainable learning and reinforcement web portal. ECLearn offers a variety of content, tools, and resources to reinforce your skills. You'll find information on the following topics:

- Introduction
- Presenting Your Professional Self
- Personal Communication Styles
- Solving Problems Collaboratively
- Focused Listening
- Managing Questions in One-to-One Meetings
- Confrontational Communication

To register, use the following web address and course ID:

- <http://exec-comm.force.com/register>
- Course ID: **nalp-30a12230**

After you register, you will receive an email with login instructions. Your course code is valid for 60 days after registration.

Thank you for attending! We look forward to working with you again in the future.