

## Ethical Conflict Management & Communication Skills Resources

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| Pages 1-2 | Table of Contents for this Resource Packet (this page)  |
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| Page 4    | <i>Notes &amp; Priorities Form</i> (print for the training & use this each time you review this resources list to record ideas and priorities)  |
| Pages 5-6 | <b>Form:</b> Record for Conflict Resolution Discussions (based on Tim Hicks “ <i>Seven Steps for Effective Problem Solving in the Workplace</i> ”)<br>Note: Form developed by Rebecca Schueller Training & Consulting. You may reproduce it with the original source credit.  |
| Link      | Tim Hicks “ <i>Seven Steps for Effective Problem Solving in the Workplace,</i> ”<br><a href="https://www.mediate.com/articles/thicks.cfm">https://www.mediate.com/articles/thicks.cfm</a>   |
| Link      | Don't Let Your Emotions Hijack Your Message <a href="https://www.inc.com/debra-roberts/how-you-speak-to-someone-is-moreimportant-than-what-you-say.html">https://www.inc.com/debra-roberts/how-you-speak-to-someone-is-moreimportant-than-what-you-say.html</a>   |
| Link      | Communicating and Managing with Empathy in a Time of Crisis: A Cleveland Clinic guide - <a href="https://my.clevelandclinic.org/-/scassets/files/org/employer-solutions/covid-19-communication-guide.ashx">https://my.clevelandclinic.org/-/scassets/files/org/employer-solutions/covid-19-communication-guide.ashx</a>   |
| Link      | Free Conflict Styles Assessment - <a href="https://www.usip.org/public-education/students/conflict-styles-assessment">https://www.usip.org/public-education/students/conflict-styles-assessment</a>   |
| Link      | Liz Kislik, How to Resolve Interpersonal Conflicts in the Workplace: Successful Approaches to Conflict That Strengthen Your Business (available free to email subscribers) - <a href="https://lizkislik.com/">https://lizkislik.com/</a>  |
| Link      | Adam Grant “The Science of Reasoning with Unreasonable People” (a motivational interviewing approach to conflict),<br><a href="https://www.nytimes.com/2021/01/31/opinion/change-someones-mind.html">https://www.nytimes.com/2021/01/31/opinion/change-someones-mind.html</a>   |
| Link      | Christina Maslach and Miachel P. Leiter, “ <i>Understanding the burnout experience: recent research and its implications for psychiatry,</i> ” <i>World Psychiatry</i> , 2016 June; 15 (2), pp.103-111  |
| Link      | Alexandra Carter, negotiation trainer for the United Nations and director of the Mediation Clinic at Columbia University Law School, and author of <i>Ask for More: 10 Questions to Negotiate Anything</i> – quoted in<br><a href="https://www.fastcompany.com/90519278/the-one-phrase-that-can-transform-your-effectiveness-at-work">https://www.fastcompany.com/90519278/the-one-phrase-that-can-transform-your-effectiveness-at-work</a> |
| Link      | <i>Entrenched Views Make Resolution Tricky</i> - November 30, 2020<br><a href="https://ktbeckenterprisesllc.com/blog/f/entrenched-views-make-resolution-tricky">https://ktbeckenterprisesllc.com/blog/f/entrenched-views-make-resolution-tricky</a>   |
| Link      | <i>Using the Socratic Method in Conflict Resolution</i> – May 25, 2020<br><a href="https://ktbeckenterprisesllc.com/blog/f/using-the-socratic-method-in-conflict-resolution">https://ktbeckenterprisesllc.com/blog/f/using-the-socratic-method-in-conflict-resolution</a>   |
| Link      | <i>Can Conflicts in Nonprofits Be Managed Well?</i> Elisabeth Seaman<br><a href="https://www.mediate.com/articles/nonprofit.cfm">https://www.mediate.com/articles/nonprofit.cfm</a>   |
| Link      | Deborah Easton, Kent State, Center for Corporate and Professional Development, Kent, OH <a href="https://www.kent.edu/yourtrainingpartner/1-way-control-emotions-during-conflict-focus-issue">https://www.kent.edu/yourtrainingpartner/1-way-control-emotions-during-conflict-focus-issue</a>   |

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|------------------------------|---|
| Book                         | Patterson, Grenny, et al - <i>Crucial Conversations: Tools for Talking When Stakes are High</i> – Updated, 2 <sup>nd</sup> Ed. 2012 ( <i>buy it used on Thriftbooks or Amazon</i> )   |
| Book                         | Marshall B. Rosenberg, <i>The Surprising Purpose of Anger</i> , 2005  |
| Book                         | William Ury, <i>The Power of a Positive No</i> , 2007   |
| <b>Restorative Practices</b> |   |
| Link                         | Reframing (Move from Disaster to Dialogue) - <a href="https://conflictcenter.org/wp-content/uploads/2020/05/Dialogue-vs.-Disaster-printable.pdf">https://conflictcenter.org/wp-content/uploads/2020/05/Dialogue-vs.-Disaster-printable.pdf</a>                            |
| Link                         | 28 Ways to Reclaim Peace in Your Parenting<br><a href="https://conflictcenter.org/wp-content/uploads/2020/05/28-Ways-to-Reclaim-Peace-in-Your-Parenting-1.pdf">https://conflictcenter.org/wp-content/uploads/2020/05/28-Ways-to-Reclaim-Peace-in-Your-Parenting-1.pdf</a> |

## WORKPLACE CONFLICT MANAGEMENT & COMMUNICATION SKILLS

Rebecca Schueller Training & Consulting, LLC

### Learning Objectives & Presenter Bio

#### Learning Objectives:

This workshop teaches skills and tools to enable participants to:

1. Uphold ethical values to treat coworkers & direct reports with dignity, respect, and professionalism
2. Maintain the code of ethics in observing strong working relationships during conflict and difficult conversations
3. Observe boundaries and improve communication skills during difficult conversations
4. Maintain focus and willingness to change OUR own behavior
5. Help motivate others to choose to change behavior

#### Presenter's Bio:

**Training & Consulting Background:** Becky Schueller has three decades of experience working with national, urban, and rural nonprofits, community groups, tribal organizations, local and state government, and small businesses. Becky has trained more than 800 board members, supervisors, and employees from nonprofits, tribes, cities, counties, schools, colleges/universities and businesses since 2017. Topics include: Supervision and Performance Appraisal, Improving the Quality of Remote Supervision, Grant Writing Readiness: It Takes a Team!, Grants Management, Developing the Fully Effective Nonprofit Board, Preparing the Board for the Annual Executive Director Evaluation, Developing Exceptional Customer Service Skills, Workplace Conflict Management & Communication Skills, Managing Up: Strategies for Direct Service & Administrative Support Staff, Creating Organizational Cultures to Support Staff & Client Well-Being, and The Executive Director's Tool-Kit. Becky also coaches executives and supervisors, conducts strategic and program planning, and facilitates transformational discussions for organizations and teams.

**Work Experience:** In 2018-19, Becky was the Northwest Minnesota Continuum of Care (CoC) Coordinator, working with housing and homeless assistance providers, HUD, local & state government and faith-based and other organizations in a rural, 12-county region. Becky was Executive Director for Evergreen Youth & Family Services (Bemidji) for nearly 16 years (2001-2017). She supervised three facility sites during this time. Evergreen's \$1 Million budget more than doubled during Becky's tenure, the continuum of programs significantly expanded, and the staff grew from 20+ to 40+ members.

After relocating to Minnesota in 1998, Becky developed the first *Catalog of Philanthropy* for the Northwest Minnesota Foundation, and served as a Business Development Specialist for the Native American Business Development Center. She served as the resource development lead at three organizations in Chicago, IL and Bemidji, MN for 25 years.

**Education:** Becky holds a BA degree in Middle East and Asian History and Women's Studies from Northwestern University (Evanston, IL). She is a 2016 Graduate of the Institute for Executive Director Leadership (a Certificate Program of the University of St. Thomas Opus School of Business). Becky completed a Community Service Management Certificate Program at the Roosevelt University School of Public Administration in Chicago.

## Conflict Management & Communication Skills Priorities

|  |   |
|--|---|
| <p><b>Practices I would like to implement:</b></p> <p>1.</p> <p>2.</p> <p>3.</p>                       | <p><b>Changes I want to make (i.e. giving difficult feedback right away, talking directly to other staff (not venting “out” to others, not avoiding others when I’m upset):</b></p> <p>1.</p> <p>2.</p> <p>3.</p> <hr/> <p><b>Discussions to have with other managers/administrators about our practices or procedures:</b></p> <p>1.</p> <p>2.</p> <p>3.</p> |
| <p><b>Ways I would like to improve communication among our team:</b></p> <p>1.</p> <p>2.</p> <p>3.</p> | <p><b>Priorities I’d Like to Accomplish to help avoid unnecessary conflict:</b></p> <p>1.</p> <p>2.</p> <p>3.</p>   |

**My Top 3 Priorities for the coming week:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# Conflict Resolution Record

**Date:** \_\_\_\_\_

**Time:** \_\_\_\_\_ - \_\_\_\_\_

**Parties:**

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

D. \_\_\_\_\_

**Facilitator(s):** \_\_\_\_\_ & \_\_\_\_\_

**1. Describe the issues as clearly as possible**

|    |  |
|----|--|
| A: |  |
|----|--|

|    |  |
|----|--|
| B: |  |
|----|--|

**2. What Needs Does Each Person Want Satisfied?**

**Person A:**

|    |  |
|----|--|
| 1. |  |
|----|--|

|    |  |
|----|--|
| 2. |  |
|----|--|

|    |  |
|----|--|
| 3. |  |
|----|--|

**Person B:**

|    |  |
|----|--|
| 1. |  |
|----|--|

|    |  |
|----|--|
| 2. |  |
|----|--|

|    |  |
|----|--|
| 3. |  |
|----|--|

**#3. What are the Potential Choices/Options/Solutions?**

|                  |                  |
|------------------|------------------|
| <b>Person A:</b> | <b>Person B:</b> |
|------------------|------------------|

|    |  |  |
|----|--|--|
| 1. |  |  |
|----|--|--|

|    |  |  |
|----|--|--|
| 2. |  |  |
|----|--|--|

| <b>#3. (Continued) What are the Potential Choices/Options/Solutions?</b>  |                  |
|---|------------------|
| <b>Person A:</b>  | <b>Person B:</b> |
| 3.  |                  |
| 4.  |                  |
| 5.  |                  |
| <b>4. Pros &amp; Cons of Each Option (Evaluate)</b>   |                  |
| <b>Pros</b>   | <b>Cons</b>      |
| #1  |                  |
| #2.   |                  |
| #3.   |                  |
| #4.   |                  |
| #5.   |                  |
| <b>5. Agree on a Solution<br/>(Is there a single solution or a combined option so more needs are satisfied?)</b>    |                  |
| <i>Solution:</i>  |                  |
| <i>Comments:</i>  |                  |
| <b>6. Document the Solution/Agreement(s) – You’ve Done that – that’s this form. (Next, give each party a copy.)</b> |                  |
| <b>7. How Will We Monitor and Check-in?</b>   |                  |
| <i>Check-in Week 1:</i>   |                  |
| <i>Check-in Week 2:</i>   |                  |
| <i>Ongoing Monitoring:</i>  |                  |
| <i>Contingencies:</i>   |                  |