

Healthy Conflict worksheet

When you recognise that you're in an Unhealthy Conflict it's useful to take the time to step back and think through productive mindsets and preparation to move you into a Healthy Conflict as quickly as possible.

We are going to use the PAUSE method to move this Unhealthy Conflict to a Healthy Conflict as it will give you the best chance of having a successful Healthy Conflict.

Prepare to change the Unhealthy Conflict into a Healthy Conflict

Acknowledge internally	Mindset	Preparation	Courage & composure
<p>Why is it in my own best interests for me to give this feedback?</p> <p>Jen has gone behind my back to speak to my boss about a decision she is unhappy that I made.</p> <p>She didn't discuss this with me or warn me that she was going to do that.</p> <p>This is a conflict!</p>	<p>Why is it in the best interests of the other person/people to give this feedback?</p> <p>It makes my job hard if Jen goes behind my back. My boss could make promises she doesn't understand the consequences of.</p> <p>It could also undermine my relationship with my boss.</p> <p>For Jen, it's not teaching her the value of doing things the right way.</p>	<p>Why is it in the best interests of my team to give this feedback?</p> <p>I need to understand what Jen said to my boss, for two reasons.</p> <p>Firstly, so I can understand what was promised to Jen, so I can not undermine my boss!</p> <p>Secondly, so I can understand the frustrations Jen was feeling that made her feel that her only option was to go to my boss.</p>	<p>What will happen if I don't give this feedback?</p> <p>I am frustrated and upset that Jen went to my boss instead of me. I need to make sure I don't let those bubbles to the surface too much. But, I also need to make sure I do show some emotions of Jen could think I am uncaring.</p> <p>I should have a walk before the conversation!</p>

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Actively Listen to them discuss the Conflict

Acknowledge to them that there is a Conflict right now. Invite them to discuss it with you and to express why they think there is a Conflict and what it is about.

Then stop talking and listen carefully! Empathise with them & respect them.

Understand their point of view

Take a moment after they finish speaking in case they want to keep talking. Sometimes they will pause just to see if you are listening, so ask open questions to gather as much information as possible from them. It's also very important to assume positive intent in your questions.

Imagine they are acting with the best intentions, because they are!

Share your view of what happened, without blame

First, summarise their own points back to them. This shows that you have successfully done the previous step (Understand). If there are any misunderstandings of your own intent in their story, correct them carefully and with respect.

Then, give your own view of what happened - as blamelessly as possible. Where it differs from theirs, explain why carefully and with respect.

End with alignment and action

Re-affirm your common goals - what are you trying to achieve together? Gain agreement about what happened previously, if there are any misunderstandings here it will harm your success in the future.

Then, agree what should happen in the future - both with this Conflict and when a future Conflict arises.