



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORY:

- **Conflict Resolution—**  
Creates harmony in stressful interpersonal situations and brings people together who have been separated by their differences.

#### RELATED COMPETENCY CATEGORIES:

- **External Awareness—**  
Sees things from multiple points of view. Is mindful of how actions impact others. Keeps up to date with issues that affect area of responsibility.
- **Initiative—**  
Proactively makes things happen. Evaluates self and others and takes positive corrective action. Is self-disciplined.
- **Leadership—**  
Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

# Conflict Management

## SUMMARY

A critical role for managers is the ability to manage conflicts between associates, with subordinates or peers. Managers need to be able to listen empathetically, ask the right questions, evaluate the people involved, and determine the right level of intervention and the best approaches to resolve conflict.

## CONTEXT

Conflict is a natural part of business and of life. The natural give and take between people is a healthy way to create “constructive discontent” and discover new approaches to challenges. Problems arise in the ways that you deal with these conflicts.

Using the right approaches, you can deal with conflicts in effective ways that resolve the issues while maintaining positive relationships. This starts with clearly understanding the issues and the personalities involved. In this module, you will explore win-win strategies to manage conflict in your organization. You will work with proven tools and methods that bring issues to the table, discuss them with objectivity, and find common ground.

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### At the completion of this module, participants will be able to:

- Diagnose conflict within their organization
- Analyze their conflict response style
- Apply a variety of strategies for managing conflict

*“Remember that other people may be totally wrong, but they don’t think so.”*  
—Dale Carnegie