

Module 4 – Part 2

Conflict Resolution and Emotional Intelligence

LA County Board Leadership Training



Our Journey Together

Purpose: Learn and practice applying key conflict resolution and emotional intelligence tools and frameworks.

Virtual

Tuesday, September 3rd
8:30am - 12:30pm

Today, we'll spend time
defining and understanding
conflict and foundational
emotional intelligence tools.



In Person

Thursday, September 5th
8:30am - 12:30pm

Thursday, we'll spend time
personalizing and applying
these concepts to real-life
leadership scenarios.

Our Time Today

Today we'll be taking the tools and frameworks we learned on Tuesday and have opportunities to practice them with your peers.

- 1 Effective Listening Practice
- 2 Conflict Resolution Strategies
- 3 Conflict Resolution: Peer Coaching

Getting the most out of today

- Have your student packet handy!
- Stay open and curious
- “Vegas Rules”
- **Have fun!**



**Let's
Discuss!**

What was your biggest
takeaway from Tuesday's
session?

**You'll walk
away from
today with...**

Effective listening skills to better manage conflict

Practical tools and strategies to resolve conflict

Greater confidence in managing difficult
situations

Our Process



**Self
Reflection**



**Peer
Breakout**



**Group
Discussion**

10:00



Peer Breakout

 10 min

In pairs, discuss the following...

- Share who you are, beyond your work title...
- Share three aspects of your personality, one thing you love to do outside of work, and something that makes you smile

Be prepared to share!



**Let's
Discuss**

What was it like to introduce yourself this way?

Effective Listening

1

2

3



**Let's
Discuss!**

What prevents us from
being consistently great
listeners?



Peer Exercise

The Power of Presence in Action

- Turn your chairs so that you are facing each other, almost where knees nearly touching
- Give your partner your undivided attention, without words, just stillness
- Look directly into the eyes of your partner, you of course may blink, but do not break eye contact



**Let's
Discuss!**

What was your inner dialogue?

Did you notice you had any bodily urges to look away or grab your phone/computer?

Practicing Presence

Our Work Environment



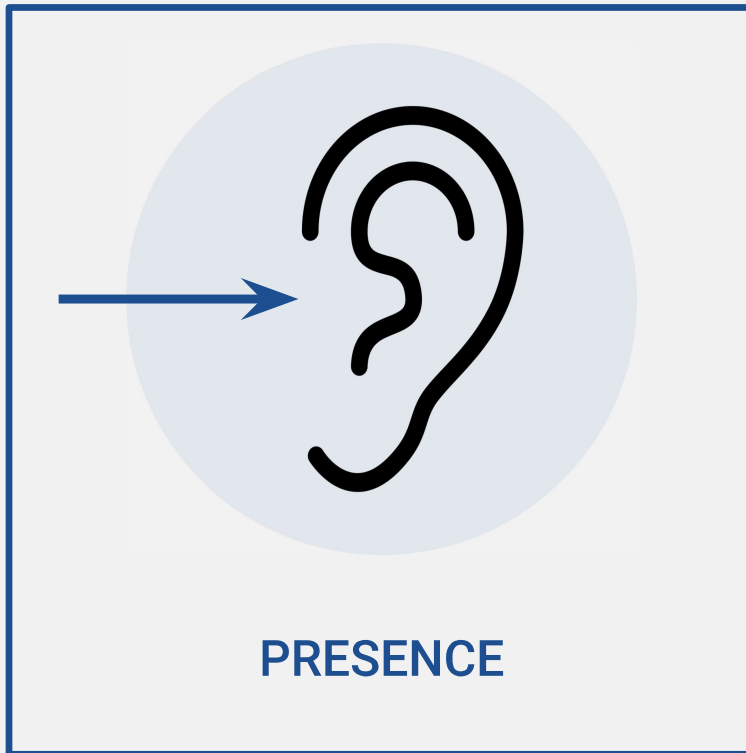


**Let's
Discuss!**

Think of someone you know who you believe is an effective listener...

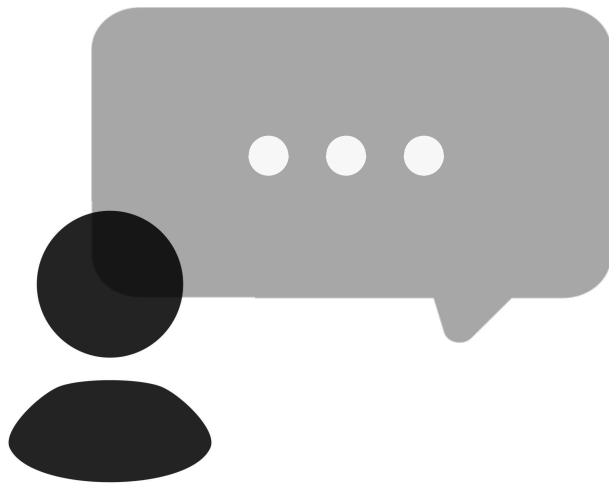
What does this person say/do that makes them effective?

Effective Listening



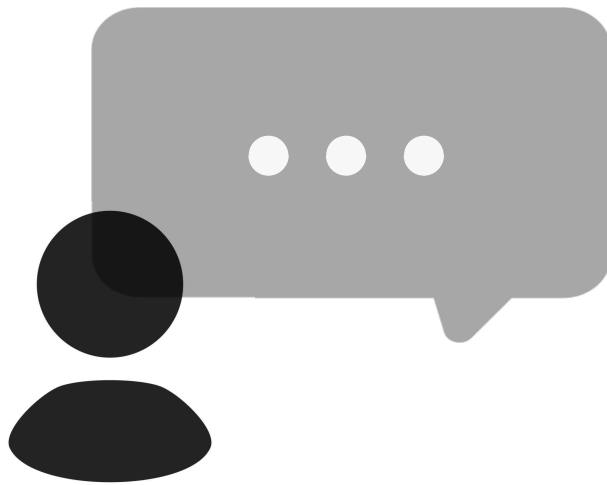
Two Voices In Every Discussion

Two Voices In Every Discussion



PERSON
SPEAKING

Two Voices In Every Discussion



PERSON
SPEAKING

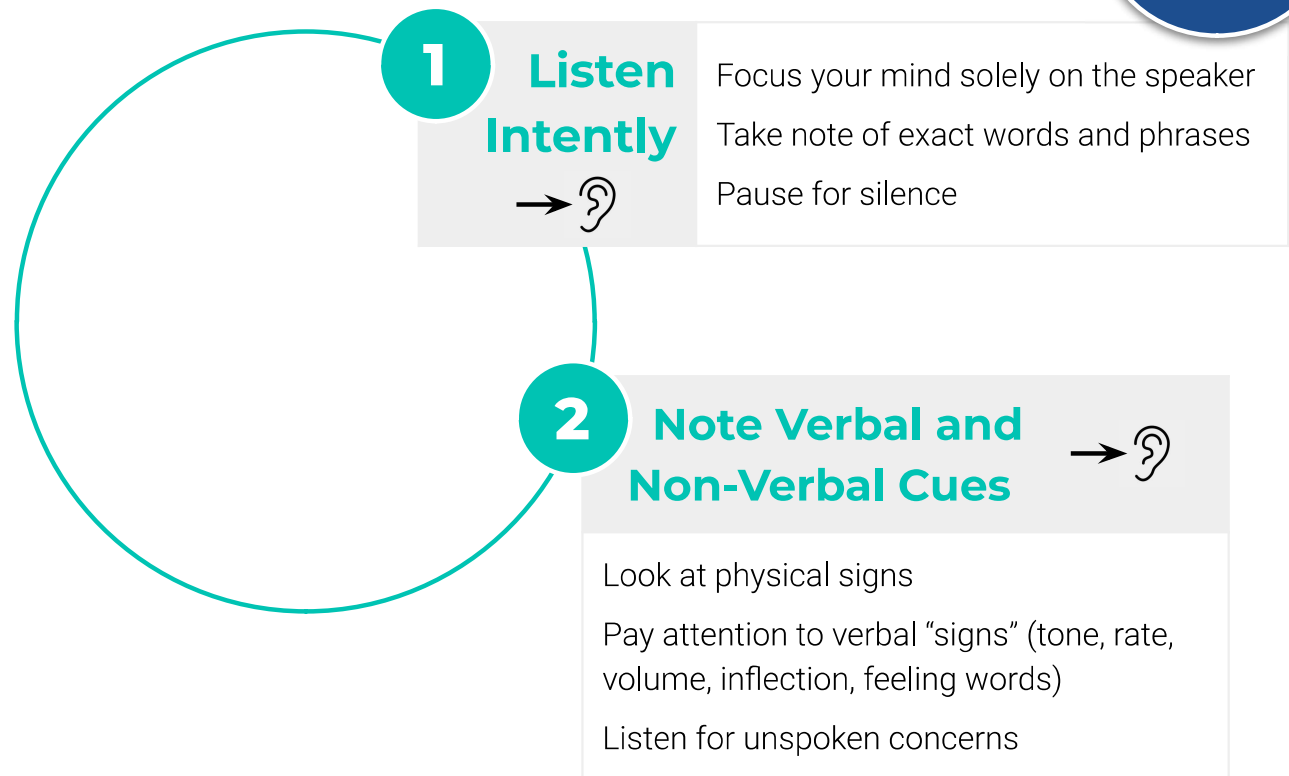


OUR INTERNAL
PROCESSOR

Effective Listening Process

PRESENCE

Packet
Page 10



Your Mission as a Present Listener

1

Quiet the urges to share comments or **internal bias/judgment**

2

Shift internal self talk from focusing on yourself and what you want to say next to focusing on **understanding speaker intent**

3

Challenge yourself to **link an emotion** to the information you are receiving to create “stickiness”

Self Reflection

n

🕒 5 min



Think of how stress shows up for you when conflict arises.

- What is the experience for you?
- What thoughts and emotions emerge for you?

Be prepared to share!



Peer Breakout

 10 min

Practice present listening with a partner

SPEAKER: Share about how stress shows up for you when conflict arises 2 minutes.

LISTENER: Listen and take notes, noting phrases and non-verbals. When the speaker is finished, share back a summary of what you heard.

SWITCH: Switch roles and repeat

DEBRIEF: In the last 2 minutes, share with each other how this experience felt and what you learned

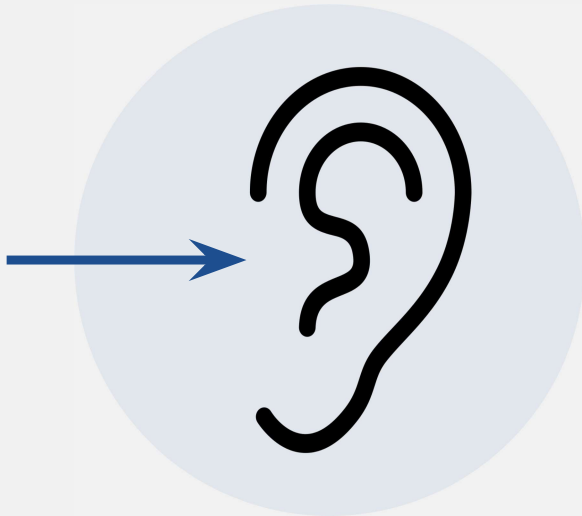
Let's
Discuss!



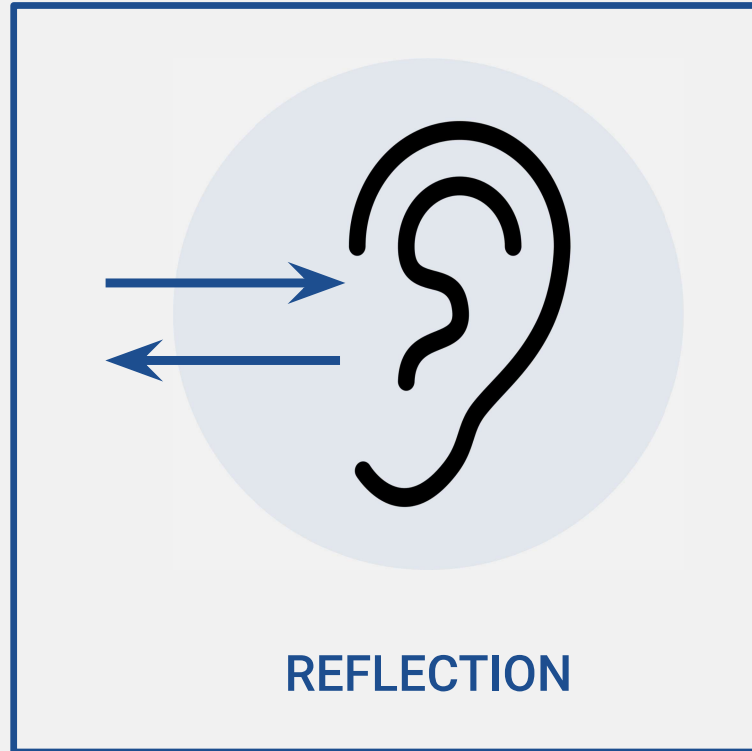
LISTENER: How did it feel to listen without being able to respond verbally?

SPEAKER: How did it feel to be listened to?

Effective Listening



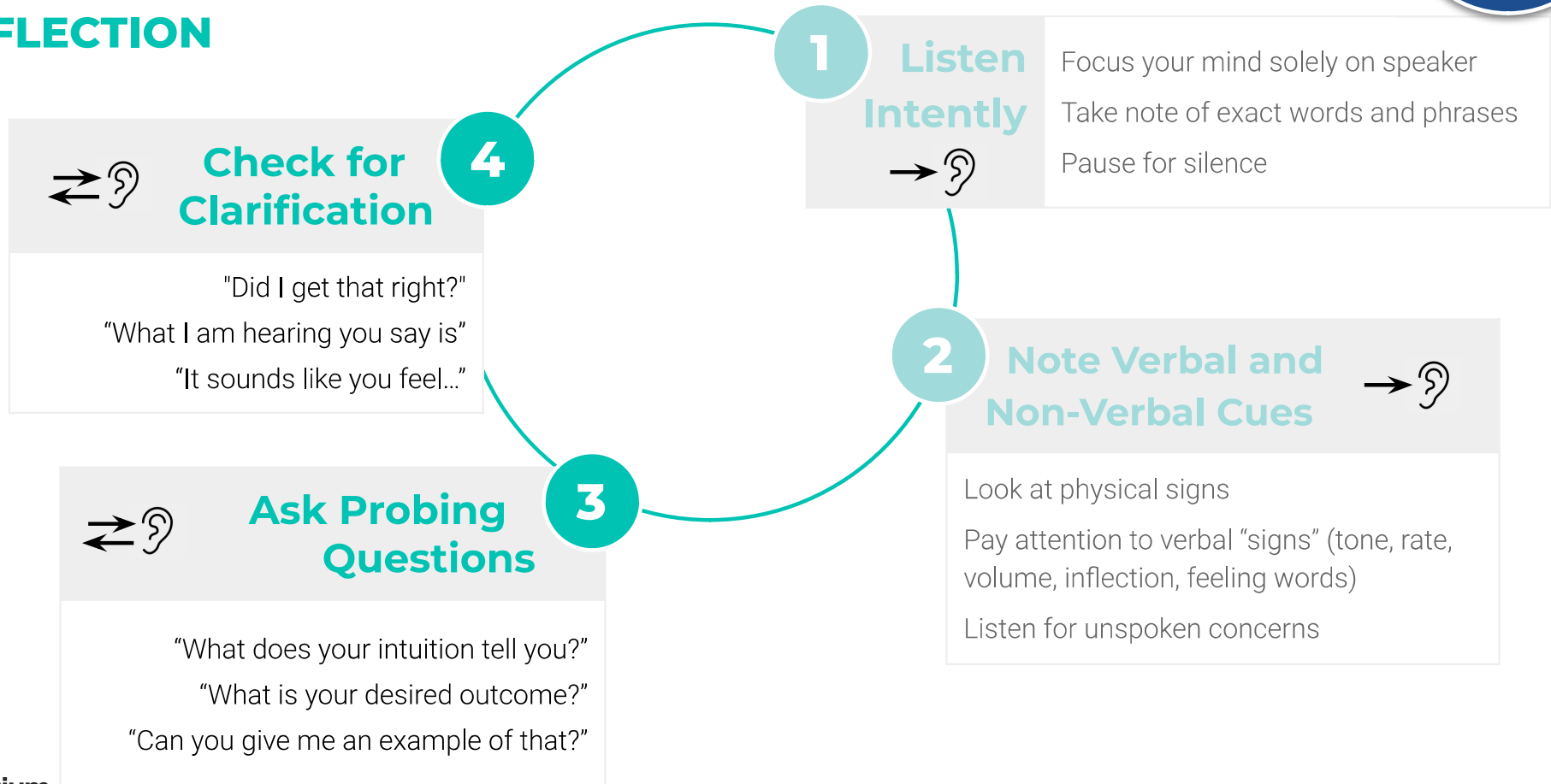
PRESENCE



REFLECTION

Effective Listening Process

REFLECTION



Your Mission as a Reflective Listener

1

Continue to have **full presence** in the conversation by noting phrases and non-verbals

2

Share back **summaries and paraphrases** as a way to check for proper interpretation

3

Challenge yourself to **share what you are perceiving** about words, feelings, and emotions

The Biases We Hold

The Biases We Hold

Anchor Bias

Influenced by the first piece of information

The Biases We Hold

Anchor Bias

Influenced by the first piece of information

Authority Bias

Give more attention to those with power

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Confirmation Bias

Seek info supporting your own existing beliefs

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Anchor Bias

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Seek info supporting your own existing beliefs

False Consensus Effect

Overestimate how much others agree with you



Peer Breakout

 10 min

Practice reflective listening with a partner

SPEAKER: Share your story.

What has been fun, what's been hard. And consider what have you learned.

LISTENER: Practice reflective listening techniques - be present, ask open-ended follow-ups, check for clarification

SWITCH: Switch roles and repeat

DEBRIEF: In the last 2 minutes, share with each other how this experience felt and what you learned



**Let's
Discuss!**

What impact did adding
reflective listening have on
your dialogue?

Three Levels of Listening

Level 1



Internal listening, where your attention is focused on your own thoughts, feelings, and interpretations.

Level 2



Intensely listening to other, where your attention is pointed, with laser-like focus, on the person you are listening to.

Level 3



Global listening, which has a soft receptive focus that encompasses everything around you, includes all your senses and your environment as well.





**Let's
Discuss!**

What are you taking away
from our section on
Effective Listening?



15:00

1

2

Conflict Resolution Strategies

3

Fact

What a video camera would record

Story

What you make up about the facts

Fact

What a video camera would record

Quarterly sales are down 4%

My manager spoke to me with a red face and increased volume

A colleague came to a meeting at 11:15 that was scheduled to start at 11:00

I got 22% bonus

I wasn't invite to the corporate cocktail party

I was fired

Story

What you make up about the facts

The sales team isn't doing their job

My manager is mad at me and disappointed in the job I did

My colleague doesn't respect my time or care about the subject of the meeting

The company thinks I'm doing a great job and they are please with my efforts

My team leader doesn't like me and doesn't value my input

This is BAD

Fact vs. Story

Facts don't cause stress or conflict.

Conflict and stress is created by stories, and stories are made up.

We are the story maker.

Fact

What a video camera would record

Story

What you make up about the facts

Fact vs. Story

- 1 Define a recurring issue that you are willing to resolve
- 2 Write down all of the facts related to the issue
- 3 Write down all of the stories you have about the facts
- 4 Look for examples of how the opposite of each of your stories is just as true

Conflict Clearing Model

Conflict Clearing Model

Being 'clear' is doesn't necessarily resolve the issue, it means you no longer have any unexpressed thoughts, feeling, judgments, and desires.

It also means you are willing to take responsibility for your part in the issue.

Conflict Clearing Model

thoughtium®

Checklist before engaging the model:

- ☐ I commit to curiosity and letting go of being right
- ☐ I commit to taking responsibility for how I've contributed to the conflict
- ☐ I commit to co-creating a win-for-all resolution

Based on the work of The Conscious Leadership Group

Conflict Clearing Model

SCRIPT FOR PERSON CLEARING THE ISSUE

1. Check in to see if the other person is available for the conversation. For example, “I have an issue I’d like to clear with you. Is now a good time?” “If not now, when?”
2. “Something has come up I’d like to clear with you. I want to have clear open lines of communication as our relationship is important to me. Thank you for being here for this.”
3. “The specific FACTS are...” (Recordable facts; not judgments)
4. “A STORY I make up about you/me/the group is...”
5. “My FEELING is...” (Angry, Sad, Scared, Excited, etc.)
6. “I specifically WANT...” (This is not a demand but instead a way to be known)
7. “How I CREATED this disconnection with you is...”

Conflict Clearing Model

SCRIPT FOR PERSON LISTENING TO UNDERSTAND

1. “What I hear you saying is...” (Reflect or paraphrase without interpretation)
 - “Is that RIGHT?” (If not, reflect again)
 - “Is there MORE?” (Ask with curiosity)
2. “Are you CLEAR? Have you said everything you have to say and felt everything you have to feel?” (If yes, move on. If not, go back to “Is there more?”)
3. Is there a NEXT ACTION step? (if yes, who will do what by when?)
4. Appreciate the person for choosing to clear the issue. If the listener has an unresolved issue, it is recommended that you take at least an hour to pause and then switch roles.

1

2

Conflict Resolution: Peer Coaching

3

The Roots of Conflict



Effects

What impact does this have on you, your team, the organization, other stakeholders, etc.?

Core Problem

What is the conflict itself?

Causes

What are the root causes of this conflict?

Conflict Management Styles

Packet
Page 8

1

Competing

Pursuing your own concerns at the other person's expense

2

Collaborating

Working with the other person to find a solution that satisfies both

3

Compromising

Finding a mutually acceptable solution that partially satisfies both

4

Avoiding

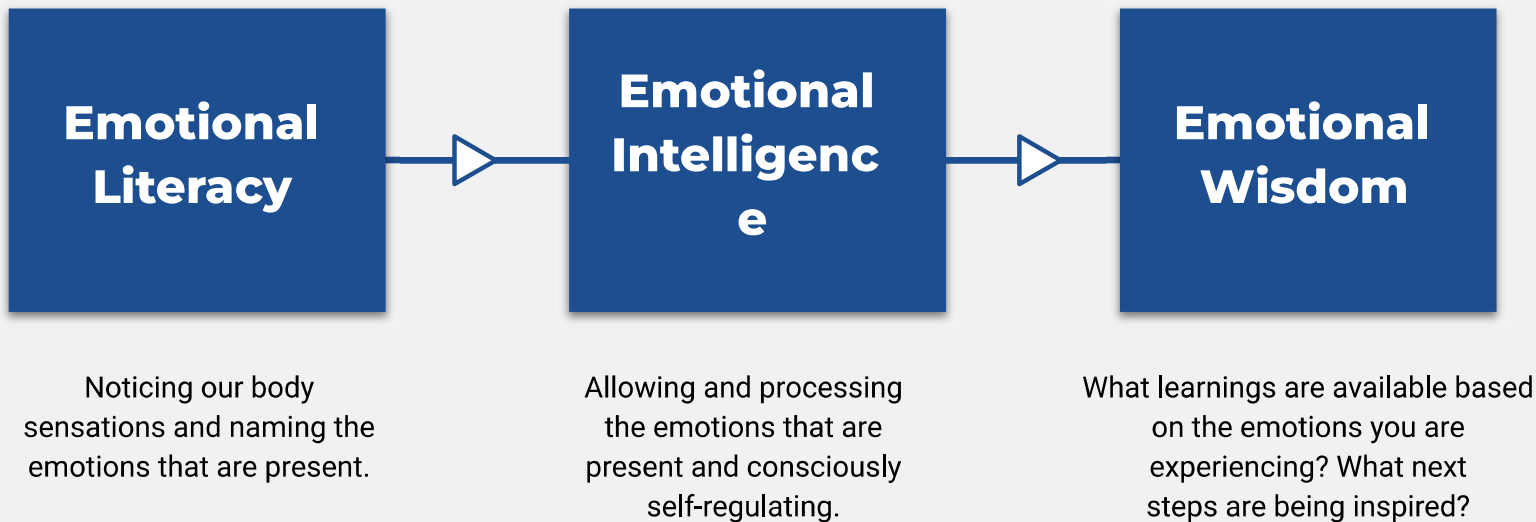
Not addressing either party's concerns or the conflict altogether

5

Accommodating

Neglecting one's own concerns to satisfy the concerns of the other person

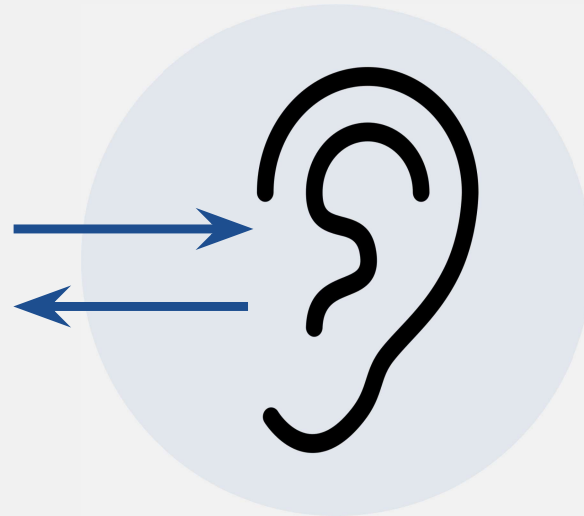
The Emotional Mastery Continuum



Effective Listening



PRESENCE



REFLECTION

03:00



Self Reflection

n

⌚ 3 min

Think of a current challenge you are experiencing, either at work or in life, where conflict is present or arising...

- What is the issue?
- What do you believe is the root cause of the conflict?
- What is your current mindset around the situation?
- What might be the mindset of the other person coming into the discussion?

15:00



Peer Breakout

🕒 20 min

In pairs, work together through each person's upcoming situation. Discuss:

- What would an ideal outcome look like?
- How might you use the tools and strategies you've learned to help clear this conflict?
- How can you best prepare for the conversation?

Switch after a few minutes and be prepared to share!



**Let's
Discuss!**

What insights did you gain
from your peer coaching
discussion?



Next Steps & Close



**We want to
hear from you!**

Next Steps

- ✓ Put individual commitments into action
- ✓ Connect with each other to continue to share learnings



Thank you!