

Condensed
Sample Version



Conflict Management: A DiSC[®]-Based Approach



Prepared exclusively for:

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This Participant Workbook provided by:

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Session Goal and Process

Our goal is to help people move productively through conflict so that everyone can contribute and spend their energy doing things that matter.

In this way

- Conflict doesn't linger
- People feel better understood
- Good decisions get made

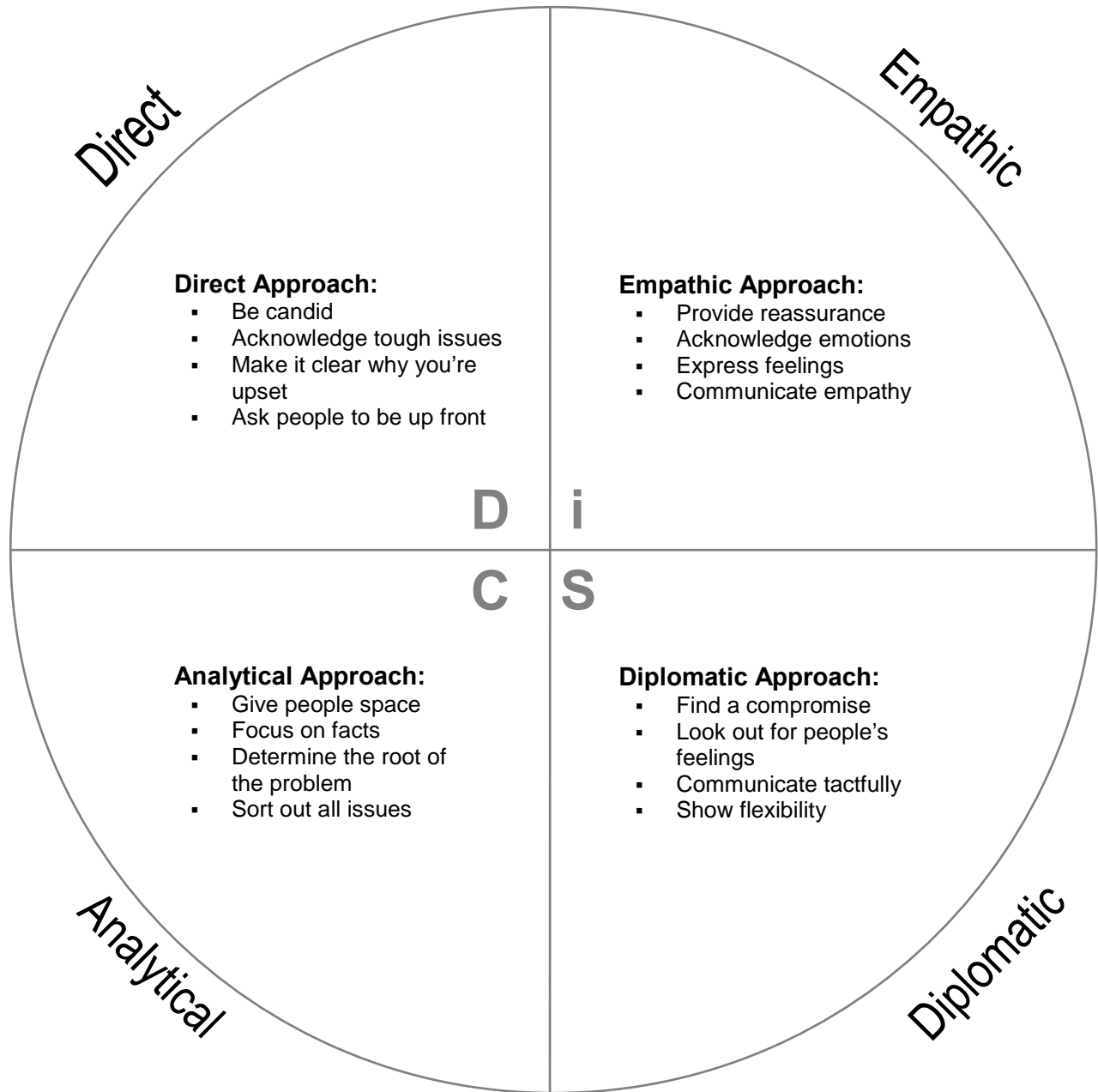


The **DiSC® Learning Model** will inform each step of today's process. We will

- **Explore** four different approaches to conflict and understand how our natural styles influence those approaches.
- **Discover** the importance of finding common goals in conflict situations.
- **Learn** how to share all perspectives in a productive way.
- **Explore** ways to improve our ability to generate solutions.
- **Discover** how a balanced approach can lead to better decisions that satisfy the needs of all involved.

My personal goals for the session:

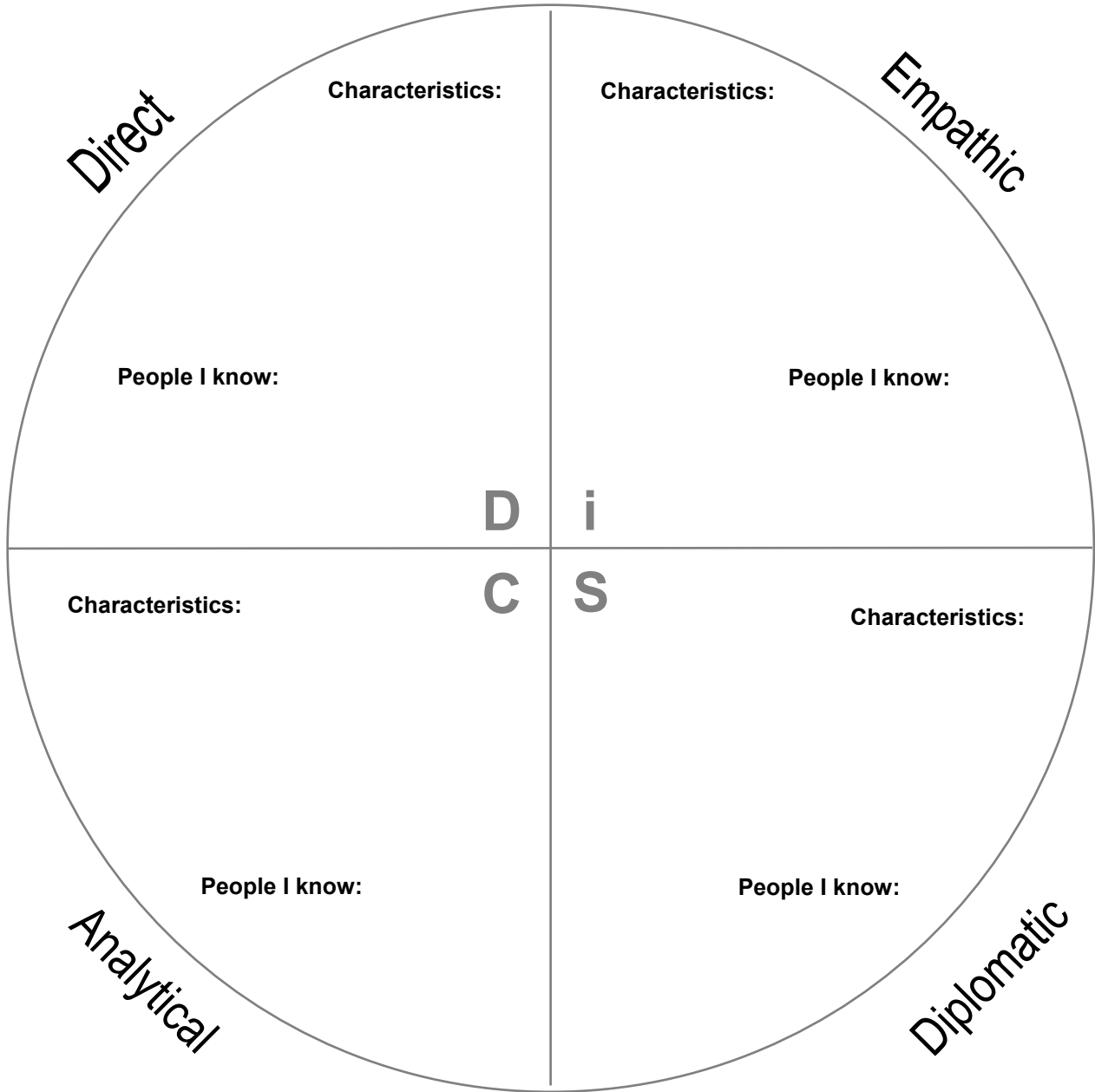
Conflict Approaches





DiSC[®] Conflict Approaches

As you watch the video, take notes on the characteristics of each approach.



Mark the approach that seems to be most like you when you are in conflict.

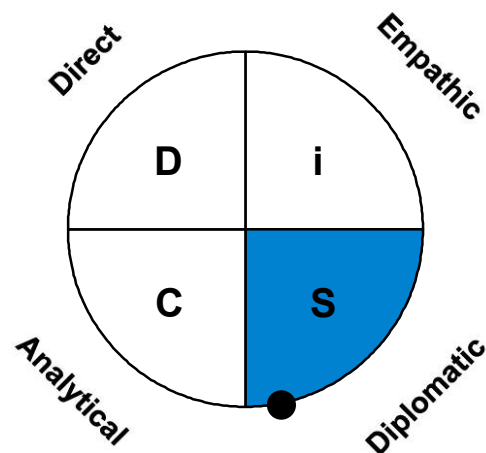
Reflect on people you know who demonstrate the different characteristics you saw in the video. Write their names in the section of the circle that you feels best describes them.

Your DiSC® Conflict Approach

Read the information below about your DiSC® Conflict Approach. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



As the dot on the circle to the right shows, you tend most strongly toward the **S** or **Steadiness** DiSC style, which suggests that you take a fairly **Diplomatic Approach** to conflict. In addition, however, you have some leaning toward the **C** or **Conscientiousness** style, which means that the **Analytical Approach** to conflict is also very natural for you. Like other people with a high-S style, you are likely patient and calm. When a conflict arises, therefore, you usually play the peacemaker and try to resolve the issues quickly. And because you have some high-C tendencies, you may also be uncomfortable with emotionally heated conflict, so you may be willing to give people space if you think it will help the situation cool off. Therefore, you may avoid conflict or work to minimize its effects.



Your Strengths in Conflict

Your Diplomatic Approach to conflict probably means that you consider everyone's interests and look for common ground, even when people seem far apart. This can be a great benefit when a steady, calm presence is needed to find a compromise that appeases everyone. In addition, you likely are tactful and measured in your responses, even under the pressure of conflict, and this can help soothe tensions and reduce stress. Furthermore, your Analytical Approach to conflict means that you probably focus on logical solutions and avoid emotional pleas or personal attacks, which can also help to keep problems from multiplying. In essence, you tend to look for rational solutions that please everyone, and you generally are not concerned with being the winner of an argument.

Your Challenges in Conflict

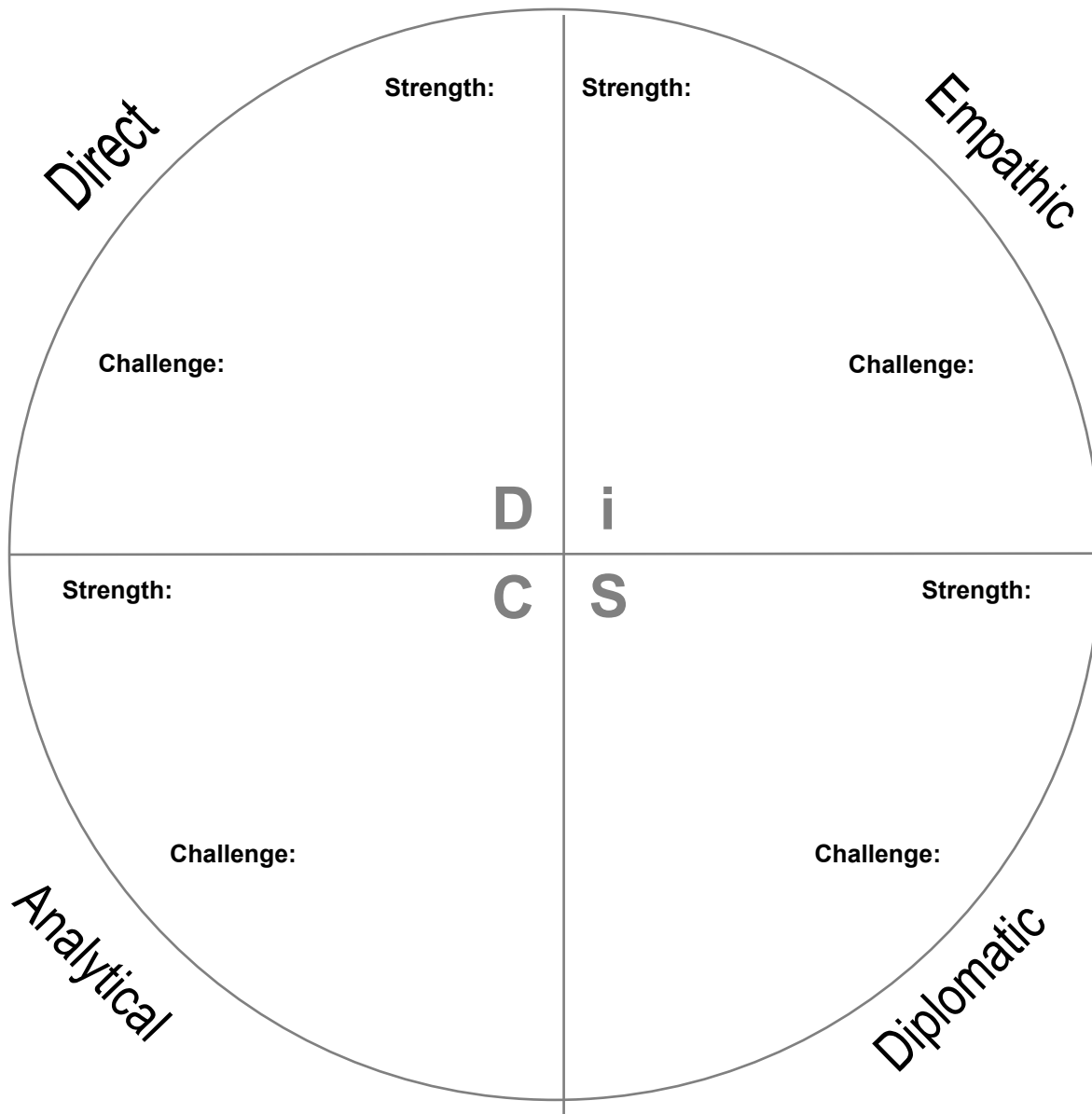
The Diplomatic Approach can also be overused in conflict situations. If you strive for harmony at all costs, you could accept poor solutions in your desire to rapidly end conflict. In a similar way, if you give in too easily, people may believe that you support certain ideas when, in fact, you are unhappy about the proposals, leading to resentment all around. Furthermore, your tendency toward the Analytical Approach means that you may emphasize facts and data, while neglecting the emotional aspects of a solution. In addition, you may remove yourself completely from the situation if it becomes too heated. This may cause the conflict to remain unresolved, or if a resolution is reached, it may not include your perspective or buy-in.

Sharing Conflict Approaches

In your group, share

- Your DiSC® conflict approach
- A statement from your strength feedback that described you well
- A statement from your challenge feedback that described you well
- An example that illustrates one of the statements you shared

As group members share, write their strength and challenge statements down in the section representing their DiSC conflict approach.





Use “I” Statements

“I” statements give information about us, and they do it in a way that’s far less threatening than “you” statements. “I” statements

- Require accountability and self-disclosure.
- Help other people understand HOW their actions contribute to the issue.
- Make it very difficult to blame others.

“You” statements can

- Sound like accusations or judgments.
- Cause others to shut down, withdraw cooperation, or retaliate in anger or hurt.
- Be disguised as “I” statements by placing “I think that” or “I feel that” in front of the word “you.”



Examples of “I” Statements

- “I’m furious” rather than “You’re infuriating”
- “I’m not able to process claims quickly for customers when you use manual forms” rather than “Your manual forms are slowing down the process”

As you watch the video, use the questions below to take notes on what you see.

What “you” statements did you hear Patrick use?



Patrick

How did they make Jim feel?



Jim

What was the result?



Finding Solutions

Note the issues or problems you see and hear about in the video segment.




Aditi



Emil

What solutions did your group come up with?





Direct Approach

Why is the Direct Approach so valuable when bringing resolution to conflict situations?

Read the information below about how naturally you may use the Direct Approach when it's time to bring resolution to conflicts. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about. Then consider the suggestions that might help make you more effective in achieving balance with this approach.



Your Comfort in Using the Direct Approach When Bringing Resolution

Because you tend toward both a Diplomatic Approach and an Analytical Approach in conflict situations, you might find it difficult to be frank and straightforward when evaluating the options for resolving conflicts. You usually strive for a calm environment where people focus on solving problems in a patient, rational manner. So you may view direct and candid discussions as counterproductive and upsetting. For this reason, you tend to avoid offering blunt assessments of problems, and you may even downplay troublesome issues or adapt to the problem to avoid a full-fledged confrontation. In such a way, you may unintentionally set up future difficulties because of your hesitation to deal with current problems. You probably try to look at the basis for the problem and come up with logical answers, and while this approach can be productive, it may also cause over-analysis and slow down progress toward resolution. Your tendency is to work on practical solutions that don't rock the boat, but they may not be as effective as ideas that candidly address the issue. Thus, you may have to stretch beyond your natural preferences to effectively use the Direct Approach when it is needed.

Suggestions for Using this Approach to Achieve Balance

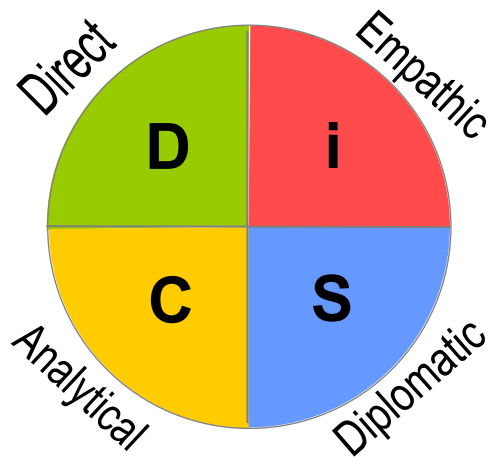
- Acknowledge problems where they exist, rather than ignore them in the hope they will go away. Serious difficulties rarely resolve themselves, and it is usually better to deal with issues now instead of letting them grow.
- Allow open debate in the pursuit of good ideas. Confrontation can lead to innovation, and a few moments of discomfort may be worth the result if solid answers develop.
- Be open to more daring or adventurous ideas. Always settling for the most basic proposal can lead to stagnation, while the best long-term solution may be the one that, at first, seems impractical or too aggressive.

Choose a challenge area that you would like to develop or a strength area that you would like to build upon. What one or two actions could you take to improve in this area?

Review

Program Goal:

Learn how to move productively through conflict so that everyone can spend more energy on things that really matter.



- There are **four unique approaches** to conflict:
 - **Direct Approach:** candid, acknowledges tough issues, up front and asks others to be the same
 - **Empathic Approach:** Reassures, acknowledges emotions, expresses feelings, shows empathy
 - **Diplomatic Approach:** finds compromises, looks out for feelings, tactful, and flexible
 - **Analytical Approach:** Gives people enough space, fact-focused, determines the root of the problem, thorough
- Our DiSC[®] styles influence which approaches seem most natural.
- We are capable of **using all four conflict approaches**.

DiSC-Based Conflict Management

Identify common goals

Stepping back to identify common goals provides a solid starting point for resolving conflict.

Share perspectives

Acknowledging all sides of the issue helps to prevent misunderstandings and buried resentments.

Generate potential solutions

Being solution focused allows for brainstorming that is not limited by current ways of thinking.

Balance all conflict approaches when seeking resolutions

All approaches have value in the conflict-resolution process. Our natural approach affects our ability to successfully move through these conflict-management stages.

Our Challenge:

Recognize when other approaches are needed and stretch ourselves to adapt to these needs.



Thank you!

What I Want to Remember:

