



Internal Conflict Resolution

eBook

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Internal Conflict Resolution

Upon completion of this convenient guidebook, you will be able to:

- Interpret individual reactions to conflict, enabling you to understand and better manage emotions and needs.
- Analyze conflict situations to determine the most appropriate resolution.
- Develop conflict resolution strategies that are beneficial to all team members.

Overview

When the elder John D. Rockefeller was setting up the Standard Oil Company, he said, “The ability to deal with people is as purchasable a commodity as sugar or coffee, and I will pay more for that ability than for any other under the sun.”

The ability to interact with people is even more important today with the pressures of our complex and fast-paced work environments. Resolving a conflict cannot be accomplished in a text or even an email. When there is discord, it needs to be addressed head-on and in person. The ability to address contentious situations is a challenging skill for most people.

This tool will enable you to analyze your current approach to handling conflicts so you can improve areas in which you might need work. You will be presented with an assortment of effective conflict resolution strategies that will equip you to foster a more united workforce.

Conflict Reaction Profile

Record your reaction to the following statements. Read each item carefully and place a number from the answer scale next to each statement.

Numbering Scale: 1 – Seldom • 2 – Sometimes • 3 – Most of the time

1. ____ I can be swayed to someone else's point of view.
2. ____ I shut down people who I disagree with.
3. ____ I address the issue at hand diplomatically and do not attack the individual.
4. ____ I think that others try to "bully" their way with me.
5. ____ I express my thoughts and beliefs tactfully when they differ from those just expressed.
6. ____ Rather than offer my opinion when I disagree with someone, I keep it to myself.
7. ____ I listen to other people's points of view with an open mind.
8. ____ I let my emotions get the best of me.
9. ____ I raise my voice to make my point.
10. ____ I tend to belittle other people when making my point.
11. ____ I look for ways to negotiate and compromise with others.
12. ____ I have been told I am too pushy.
13. ____ I make sure I have my opinion heard in any controversy.
14. ____ I think conflict in meetings is necessary.
15. ____ I am the most vocal in meetings when trying to get my point across.

Conflict Reaction Profile Score

Scoring:

Add the total score from questions 1, 2, 4, 6, 8, 9, 10, 12, 13, 14, 15

Subtract the sum of the score from questions 3, 5, 7, 11

Total:

What does your score mean?:

1—4:

“Passive”

You may be such a pushover that you allow difficult people to walk all over you. You will benefit from learning to stand up for your ideas and opinions in a diplomatic and tactful way.

5—10:

“Assertive”

You are professionally assertive when dealing with people, particularly difficult people. Continue to be open to listening to different points of view, and express your ideas and opinions appropriately.

11+

“Aggressive”

You may be so combative that people might avoid interacting with you. You will benefit from learning to listen and express your opinions more effectively.

Strategies for Reducing Conflict

Process Conflicts:

- Ask yourself, “How much control do I have over this process conflict?”
 - Identify the root cause of the problem and analyze the improvement opportunity.
 - Talk first to the owner of the process.
 - Describe the current problem and get agreement.
 - Suggest a workable solution and action plan.
 - Follow through on the plan and give recognition to the owner of the process.
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Role Conflicts:

- Ask yourself, “Exactly how do I perceive my role in relation to others involved in this issue?”
 - Take responsibility for clarifying your role with others involved.
 - Be prepared to change your perception of your role.
 - Show your willingness to be flexible in achieving your organization’s goals.
 - Stay positive. View any role change in terms of the opportunities it presents.
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Interpersonal Conflicts:

- Ask yourself, “How much do my personal biases and prejudices affect this relationship?”
- Write down three behaviors that you could change in order to reduce the conflict in this relationship. Commit to following through on these changes for at least three months.
- Ask the other person involved how you could defuse the existing conflict. Encourage feedback that might seem brutally honest.
- Put yourself in their position. How do you think they view your commitment to reducing conflict in your relationship? Why?
- Make a list of five strengths that you see in the other person. Then list five ways that improving this relationship would benefit you.

Direction Conflicts:

- Ask yourself, “Am I clear on the direction or vision?”
 - Clarify the discrepancy so that it can be easily described in neutral words and take action.
 - Ask permission to address the discrepancy with the other person in a friendly, non-confrontational way and gain agreement.
 - Use “I” and “we” messages rather than “you” messages.
 - If there is a difference in values, always go with the higher value.
 - Make authentic commitments.
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External Conflicts:

- Ask yourself, “How much control do I have over this factor?”
- Choose to fight battles that are worth the price.
- Put your energy into things you “can do” rather than complain about what you “can’t do.”
- Do something good for others.
- Maintain perspective and a sense of purpose.
- Talk to someone you trust.

To learn more about Dale Carnegie’s training programs on conflict resolution and other important leadership skills, please go to:

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Conflict Resolution Plan

Use this template to help you create your own action plan.

1. Specific Conflict:

2. People Involved:

3. Plan of Action:

4. Results Expected:

5. Accountability Partner: _____