



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Coaching Through Conflict

Participant Workbook

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Introduction

Objective

- To learn how to create a coaching plan in preparation for engaging in a confrontational conversation.



Agenda

- What is coaching?
- Preparing for a confrontation
- Active listening
- Finding common ground
- Getting agreement to move forward

Conflict at Work

The top three sources of workplace conflict are:

1. Personality clashes and wars of ego
2. General stress
3. Workload pressures



The Cost of Conflict

- In the United States, on average, each employee spends 2.8 hours every week dealing with conflict.
 - ~ 1 day a month
 - 385 million working days a year in the US alone
- This is in addition to costs of intraorganizational conflicts and emotional/health impacts on employees.
- Leaders must be competent in managing and resolving conflict within their teams and organizations.

Coaching

What comes to mind when you think of coaching? Use the space provided here to capture your thoughts.

Coaching as a Conversation

There are two approaches to engaging in coaching conversations

- The first is a **Directive Coaching** conversation. The coach directly teaches, gives advice, or directs action in this approach.
- The second is an **Inquiry Based Coaching** conversation. This is a conversation where the coach is focused on asking questions to help the coachee to apply existing knowledge and make a plan for taking action.

Directive Coaching

Directive Coaching works when:

The Coach	The Coachee
<ul style="list-style-type: none"> • Is an expert • Is able to successfully transfer their knowledge to the coachee 	<ul style="list-style-type: none"> • Is interested in and open to learning from the coach • Understands that they need to take the advice being offered

What are some situations where you have seen Directive Coaching works? Use the space provided here to capture your thoughts.

Some situations where Directive Coaching is effective:

- In times of emergency
- Onboarding
- Supporting someone through a new experience
- Teaching a new skill

Inquiry-Based Coaching

- Focuses on asking questions rather than giving advice or direction
- Identifies and removes barriers
- Works existing strengths and knowledge

Inquiry-Based Coaching requires:

- The coachee has at least basic knowledge of what they want to accomplish or the ability to gain it.
- The coach believes that everyone is capable of performing at a higher level.

Conflict

What feelings or emotions come up for you when you think about conflict? Use the space provided here to capture your thoughts.

Preparing for a Confrontation

How do you prepare for a confrontation? Use the space provided here to capture your thoughts.

Most managers do little in preparation for these difficult conversations, but to be more effective in confrontational conversations or conflict, try these steps:

- Do your Homework
- Make a Plan
- Rehearse

Do your Homework

When you need to have a confrontation, take the time to prepare for it. Do your homework:

- Identify what needs to change or be corrected, be sure to focus on a behavior or situation and not on the person themselves. This helps to prevent this from being a personal attack.
 - Have specific examples ready of the behavior that you are confronting
 - Have any necessary metrics or reports
- How is this impacting:
 - them
 - the team,
 - the command
 - your customer or mission?
- Get clear on your goal for the conversation
- Identify possible options if this does not get resolved

Make a Written Plan

- State your goal
- Clearly identify the issue
- Why is this important?
- What is the impact?
- What has your role been?
- Share that you want this resolved
- What happens if it's not resolved?
- Invite their engagement

Coaching Through Conflict Planner

1. My goal for this conversation is:	
2. What is the issue?	
3. Why this is important	
4. What is the impact of this situation?	
<ul style="list-style-type: none"> ● On me 	
<ul style="list-style-type: none"> ● On the team 	
<ul style="list-style-type: none"> ● On them 	
<ul style="list-style-type: none"> ● On the mission or customers 	
5. How have I contributed to this issue or situation?	
6. I want this resolved because	
7. If we are unable to resolve this issue, I am going to	
8. Now, I would like to hear your perspective on this.	

Rehearse

Rehearse delivering your opening statement with a trusted colleague, manager, mentor, or coach.

- No more than 60 seconds
- Rehearse it precisely as you intend to say it in the conversation,
- Get their feedback on
 - How it landed with them? Did they feel attacked?
 - Were you clear on the issue and its impact?

Practice this until you know your message by heart.

Coaching Conflict Skills

To be more effective in a conflict, take an Inquiry-Based Coaching approach. Here are some basic skills you need to do this.

- **Emotional Awareness:** Be aware of your emotional state and keep an eye on theirs.
- **Active Listening:** listening to understand what the other person is saying in words and non-verbal communication.
- **Finding Common Ground:** If you are going to collaborate, you have to start here no matter how basic that shared understanding might be. Personality clashes and wars of ego

Emotional Awareness

Developing your emotional awareness will help keep you from getting swept up by your own emotions and losing your effectiveness in the moment.

- Identify the emotions that you have around this issue.
- Get to know how emotions show up as physical sensations.
- Get to know your emotional triggers to be able to identify them.
 - When you feel triggered, take a break
 - Take a deep breath and acknowledge to yourself how you feel
 - Lean or step back or change your position
- If you need to reschedule the conversation, do so.

Active Listening

- Engage by giving the person you are talking with your full attention
- Listen to understand
- Paraphrase back what you heard and what you saw in their non-verbal messaging
- Respond and share your thoughts

Finding Common Ground

Some common sources of common ground are:

- Understanding the conflict
- Desire not to fail
- Common goal
- Shared values
- Shared understandings
- Mission focus
- Dedication to a client or outcome
- To have a high performing team
- To build or strengthen your relationship

Next Steps

- What will be done?
- When will it be done?
- How will we be accountable?

Remember

- Conflict is costly when not managed well
- Coaching through conflict
 - Use Inquiry-Based Coaching
- Prepare for the conversation
 - Do Your Homework
 - Plan
 - Rehearse
- Be emotionally aware
- Actively listen
- Build from common ground

Final Reflection

- How can you apply these techniques at your workplace?
- What is the most important tip you will share with a co-worker that wasn't able to attend today?
- Is there something specific you can commit to start doing to improve your EI?

Use the space provided to capture your response.

Contact Information

BD17 Contact Information: Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions, and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- NAVFACHQTotalForceDevelopment@navy.mil

Development Resources

Career Compass Resource Center: An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Conflict Management** competency:

- <https://www.navfac.navy.mil/conflict-management>

Career Compass Catalog: an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

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Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
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Course Completion Code	7Bq@Le

Or, if you have a smartphone, you can scan the QR code below to generate the email with all the necessary information:

