



CAREER COMPASS

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Intern Forum #1: Conflict Management

Webinar



Using MS Teams – Breakout Rooms

- **Breakout rooms have the same functionality as the main room**
- **Participants joining by phone will stay in the main room, that will be your team**
- **Facilitator will start Breakout rooms; you will automatically be moved into your assigned room**
- **Facilitator will provide announcements (i.e., 5 minutes remaining, 1 minute remaining, etc.)**
- **At the end of the Breakout sessions, you will be automatically pulled back to the main room, you will see a 10 second notice before you are moved**



Breakout Room Ice Breaker

- **Networking exercise within your Team's Breakout room**
- **10-minute introductions within the Team**
- **Introduce yourself to the team:**
 1. **Where are you located?**
 2. **What part of the organization you work in?**
 3. **What was your first concert?**
 4. **Select a spokesperson for your group**





Activity Icons



Workbook Activity



Chat Activity



Objective

You will be able to:

- Understand what conflict management is
- Comprehend the potential sources of workplace conflict
- Understand the five key points for dealing with conflict
- Discern the conversation-centered techniques to embrace conflict
- Complete a practical exercise focused on a conflict management scenario





Agenda

- **What is Conflict Management?**
- **5 Key Points for Dealing with Conflict**
- **Conversation-Centered Techniques to Embrace Conflict**
- **Conflict Management Practical Exercise (PE)**





What is Conflict Management?

Conflict management is the set of techniques required to identify and resolve conflict in the workplace.

-Indeed

Examples of types of conflicts you may experience

- **Competing priorities or requirements**
- **Customer requests versus what NAVFAC can deliver**
- **Individual teammates perception of project goals or path forward**

“The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them.”

-Thomas Crum



Workbook Exercise

Pre-work Pulse Check: Recognizing & Responding to the Seven Styles of Argument

1. Accommodator
2. Collaborator
3. Competitor
4. Dealmaker
5. Up-and-Over Arguer
6. Conflict-Avoider
7. Devil's Advocate

- Which style do you more naturally gravitate toward?
- Which style do you think is most productive during conflict?
- What are some practical ways you can employ to develop your desired style?



5 Key Points for Dealing with Conflict

1. Stay focused on the most essential objective
2. Avoid topics that aren't relevant
3. Build an empathetic understanding of others' points of view
4. Keep an open mind
5. Use positivity to defuse difficult situations





Stay Focused on the Most Essential Objective

- **Agree on the objective**
 - What do you think is the objective?
 - What does your co-worker think is the objective?
- **The overall objective should drive decisions**
- **Avoid distractions that can derail progress**
- **What does success look like?**





Avoid Topics That Aren't Relevant

- **Focus on constructive arguments that help you achieve the objective**
- **Don't waste time on meaningless items**
- **Drive the conversation back to the objective**
- **Look for opportunities for compromise**





Build an Empathetic Understanding of Others' Points Of View

- **Understand the other person's objectives and measures**
 - How does the other person see the problem?
 - Do they know something you don't know?
 - How is their thinking shaping their narrative?
- **Seek value in varying perspectives**
- **Stay focused on the objective and common ground**





Keep an Open Mind

- We prefer pleasant interactions and seek to avoid discomfort
- Avoid shunning those with whom you disagree with
- Seek to know what others are thinking or doing
- Engage with people that see things differently
- Understand the underlying dynamics and motivations





Use Positivity to Defuse Difficult Situations

- Try to shed a positive light on the issues
- Offer appreciation for the other person's contributions to the solution
- Look for areas to agree upon and build on those
- Give validation to the other person's points that will help to achieve the objective
- Utilize a positive tone and decrease volume to help defuse the situation





Chat Question

Which step for dealing with conflict is the most challenging for you and why?

Key Points for Dealing with Conflict

- 1. Stay focused on the most essential objective**
- 2. Avoid topics that aren't relevant**
- 3. Build an empathetic understanding of others' points of view**
- 4. Keep an open mind**
- 5. Use positivity to defuse difficult situations**





Conversation-centered Techniques to Embrace Conflict

- Clarify the conflict by talking through each party's stance
- Consult a neutral friend or colleague
- Reframe, refocus, and redirect the conversation

For each technique - think about a person (supervisor, colleague, friend):

- Who is strong in this technique?
- Who is weak in this technique?
- What can you learn from both examples to improve your technique?





Clarify the Conflict by Talking Through Each Party's Stance

- **Rephrase what you've heard and reasoning behind the statement**
- **Ask probing and open-ended questions to seek more information**
- **Reiterate your intentions to understand the other person's position and perspective**
- **Inquire about the potential positive and negative outcomes that may stem from the decision**





Consult a Neutral Friend or Colleague

- **Seek an unbiased perspective**
- **Talk through the problem and the varying perspectives**
- **Look for advice or guidance on the way forward**
- **Focus next steps on a collaborative approach to achieve the objective**





Reframe, Refocus, and Redirect the Conversation

- Reframe the conversation to consider alternative perspectives
- Refocus the conversation on how the suggestions impact achieving the overall objective
- Redirect the conversation toward a collaborative and cooperative standpoint





Chat Question

Which conversation-centered technique would improve your conflict management the most? Why?

Conversation-centered Techniques to Embrace Conflict

- **Clarify the conflict by talking through each party's stance**
- **Consult a neutral friend or colleague**
- **Reframe, refocus, and redirect the conversation**





BREAK TIME



Conflict Management Practical Exercise (PE)

- PE focused on a Conflict Management scenario
- Team deliverables:
 - Address items related to the 5 Key Points for Dealing with Conflict
 - Address items related to the Conversation-centered Techniques to Embrace Conflict
 - Generate responses and findings (guiding questions provided)
- PE Instructions:
 - Scenario provided in the Main room
 - Teams moved to Breakout rooms
 - Teams given 20 minutes to produce the deliverables
 - Back to Main room, Teams have 3-5 minutes to present findings
 - General comments/responses on that Team's deliverables



Scenario

- **Sophia manages a procurements department in the Southeast region**
- **Her two top analysts (Sam and Morgan) are at odds over this year's spending plan**
- **On Thursday afternoon, she is informed of a heated discussion between Sam and Morgan where there was shouting in the break room over recent and projected expenditures**
- **Sophia doesn't want this issue to derail the productivity and cohesiveness of her team**
- **What should Sophia do to address this conflict?**



Scenario – Deliverables & Guiding Questions

- **How should Sophia utilize the 5 Key Points for Dealing with Conflict?**
 - **Provide specific examples for each step**
 - Stay focused on the most essential objective
 - Avoid topics that aren't relevant
 - Build an empathetic understanding of others' points of view
 - Keep an open mind
 - Use positivity to defuse difficult situations
- **How could Sophia use the Conversation-centered Techniques to Embrace Conflict?**
 - **Provide specific examples for each technique**
 - Clarify the conflict by talking through each party's stance
 - Consult a neutral friend or colleague
 - Reframe, refocus, and redirect the conversation



PE – Team Findings

- **Team spokesperson:**

- **How should Sophia utilize the 5 Key Points for Dealing with Conflict?**

- Provide specific examples for each step
 - Stay focused on the most essential objective
 - Avoid topics that aren't relevant
 - Build an empathetic understanding of others' points of view
 - Keep an open mind
 - Use positivity to defuse difficult situations

- **How could Sophia use the Conversation-centered Techniques to Embrace Conflict?**

- Provide specific examples for each technique
 - Clarify the conflict by talking through each party's stance
 - Consult a neutral friend or colleague
 - Reframe, refocus, and redirect the conversation



Summary

Learning Objectives:

- Understand what conflict management is
- Comprehend the potential sources of workplace conflict
- Understand the five key points for dealing with conflict
- Discern the conversation-centered techniques to embrace conflict
- Complete a practical exercise focused on a conflict management scenario

- ✓ **What is Conflict Management?**
- ✓ **5 Key Points for Dealing with Conflict**
- ✓ **Conversation-Centered Techniques to Embrace Conflict**
- ✓ **Conflict Management Practical Exercise (PE)**





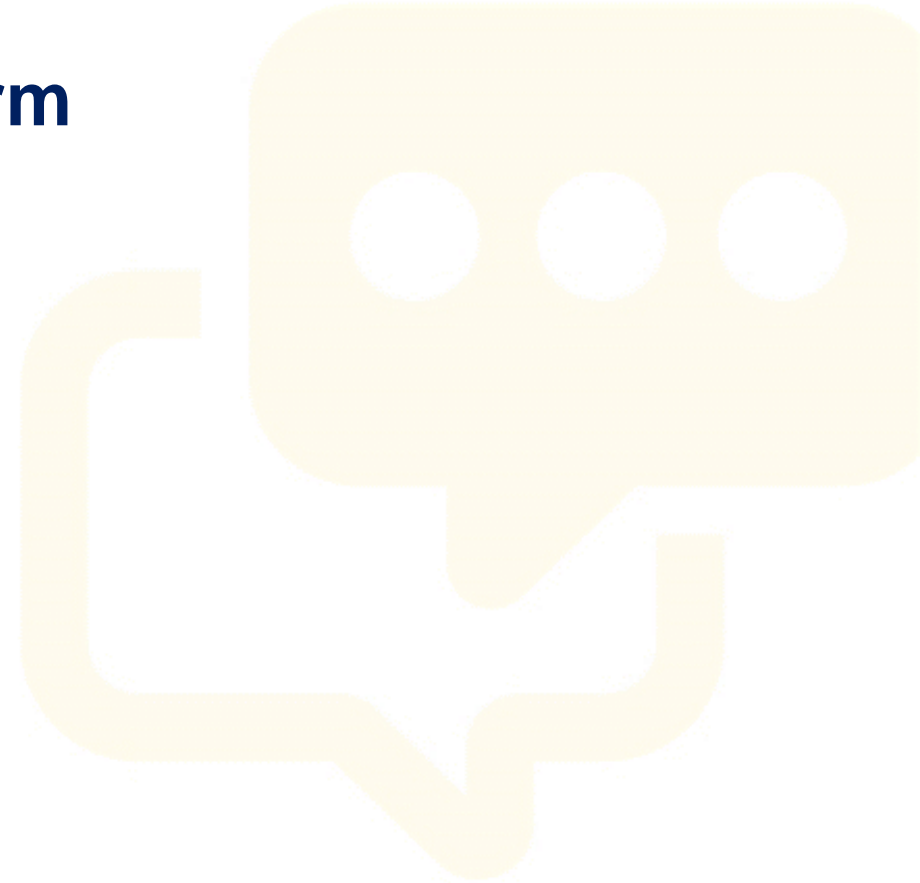
Final Reflection

What actions can you take now to improve your conflict management and remain productive during conflict?





Training Feedback Form



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Thank you!

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We are committed to supporting your development needs.