



CAREER COMPASS

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**FY23 Intern Forum #1:
Conflict Management**

Participant Workbook

Table of Contents

Introduction	4
Objectives.....	4
Agenda	4
What is Conflict Management?	4
Workbook Exercise.....	4
5 Key Points for Dealing with Conflict	5
Stay Focused on the Most Essential Objective	5
Avoid Topics That Aren't Relevant	5
Build an Empathetic Understanding of Others' Points Of View	6
Keep an Open Mind.....	6
Use Positivity to Defuse Difficult Situations	6
Chat Question.....	6
Conversation-centered Techniques to Embrace Conflict	7
Clarify the Conflict by Talking Through Each Party's Stance	7
Consult a Neutral Friend or Colleague	7
Reframe, Refocus, and Redirect the Conversation	7
Chat Question.....	8
Conflict Management Practical Exercise (PE)	8
Scenario	8
Deliverables & Guiding Questions	9
Final Reflection	10
Key Takeaways	10
Contact Information	10
Development Resources	11

Introduction

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

Agenda

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



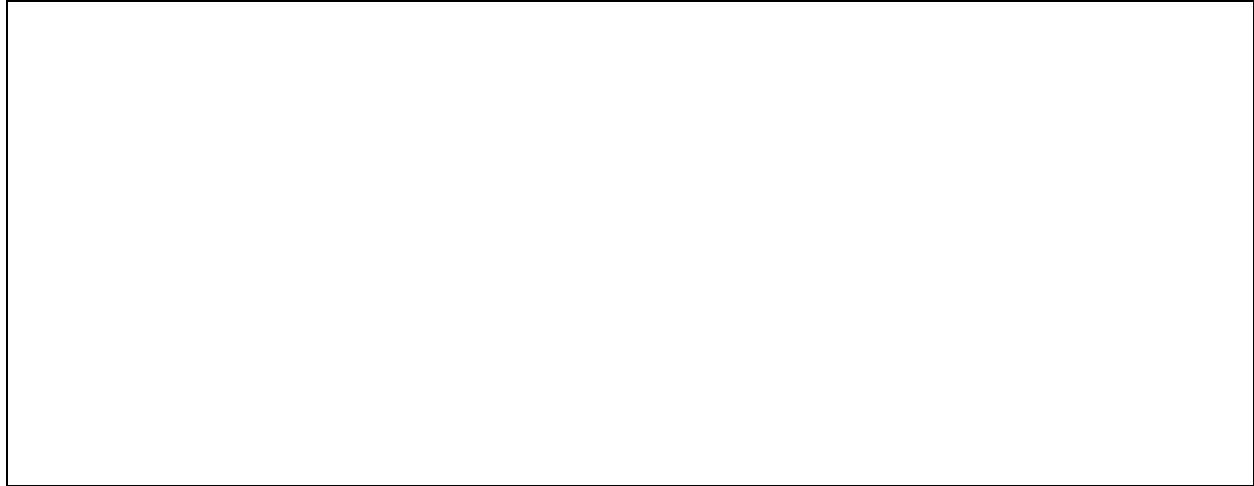
What is Conflict Management?

- 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

- 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



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
- Drive the conversation back to the objective



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?

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?

Conflict Management Practical Exercise (PE)

During this PE we will focus on a Conflict Management scenario.

Team deliverables during this PE will be:

- 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)

The PE Instructions are:

- The scenario will be introduced to everyone in the Main room
- Then, the Teams will move to their respective Breakout rooms
- Each team will be given 20 minutes to work through and produce the deliverables
- Back in the Main room, Teams will have 3-5 minutes to present their findings (answers to the scenario questions)
- The group will be given a few minutes to provide general comments and 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?

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

What items would you want in the brief (present)?

Use the space provided here to capture your thoughts.

Final Reflection

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

Use the space provided to capture your response.

Key Takeaways

What are some of the key takeaways from today's course?

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.

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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.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/>

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

- <https://www.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/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.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Career-Compass-Catalog/>