



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Remaining Productive During Conflict

Participant Workbook

Table of Contents

Introduction.....	3
Objective	3
Agenda.....	3
Why is Managing Conflict Critical?	3
Remaining Productive During Conflict.....	4
Phase I: Growing Tension & Need for Discussion	4
Conflict Can be Good.....	4
Deal With the Issue Quickly	4
Schedule a Meeting for the Discussion	5
Gather Facts and Evidence.....	5
Keep Your Argument Simple.....	5
Phase II: During the Discussion.....	6
During the Discussion: Do's	6
During the Discussion: Don'ts	7
Phase III: After the Discussion.....	8
Offer an Apology if Needed.....	8
Survey the Reaction.....	8
Use a Mediator, if Still Needed.....	9
Handling Future Debates.....	9
Summary	10
Final Reflection	10
Key Takeaways	10
Course Credit	11
Contact Information	11
Development Resources	12

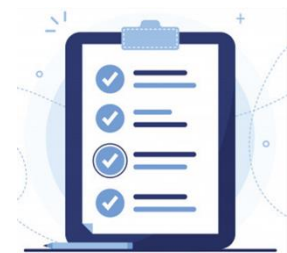
Introduction

Objective

You will be able to understand a phased approach to remaining productive during conflict and how to better handle future debates.

Agenda

- Phased approach to remaining productive during conflict
 - Phase I: Growing Tension & Need for Discussion
 - Phase II: During the Discussion
 - Phase III: After the Discussion
- Handling future debates
- Conclusion



Why is Managing Conflict Critical?

- Impacts mission success
- Blocks communication and coordination
- Inhibits progress
- Conflict has to be moved out of the way to move forward

“Peace is not the absence of conflict, but the ability to cope with it.”

-Mahatma Gandhi

Chat Question

When you sense there is a problem, what is your first instinct?

Remaining Productive During Conflict

- Phase I: Growing Tension & Need for Discussion
- Phase II: During the Discussion
- Phase III: After the Discussion



Phase I: Growing Tension & Need for Discussion

In order to remain productive during this phase, you need to understand that:

- Conflict can be good
- The issue needs to be resolved quickly
- A meeting should be scheduled to facilitate the discussion
- Facts and evidence should be collected prior to the discussion
- You should keep your argument simple



Conflict Can be Good

- Brings issues to the surface to be discussed openly
- Pulls team members out of their comfort zone
- Establishes clear expectations that lead to better accountability
- Prevents disagreement from becoming more intense and damaging



Deal With the Issue Quickly

- Set a goal to resolve the issue in one week
- Acknowledge the issue publicly
- Understand that issues are solved more easily if raised early



Chat Question

During Phase I (Growing Tension & Need for Discussion), what are some methods you would use to deal with an issue quickly and stay on a productive track, as you move toward Phase II (During the Discussion)?

Schedule a Meeting for the Discussion

- Create an agenda that outlines what will be discussed
- Prepare the team to think about the issue prior to the meeting by providing any relevant and helpful context
- Avoid blindsiding others and yourself



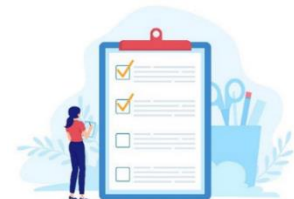
Gather Facts and Evidence

- Collect data that supports the points you desire to make
- Substantiate a claim based on the data
- Include examples that didn't hit the mark



Keep Your Argument Simple

- Write down your main points and organize them, starting with the most powerful
- Seek to understanding the opposing point of view
- Be able to briefly summarize both sides of the issue



Chat Question

How can you improve your ability to address growing tension?

Phase II: During the Discussion

- Do's
 - Use visuals and positive language
 - Ask open-ended questions
- Don'ts
 - Don't raise your voice
 - Don't cast blame
 - Don't make it about winning

During the Discussion: Do's

- Use Visuals and Positive Language
 - List the pros and cons with a whiteboard
 - Add pictures or images if appropriate
 - Leave your assumptions at the door
 - Maintain an upbeat vibe
 - Use words that lead to a clear solution
 - Keep a healthy debate, allow all parties to speak fully
- Ask Open Ended Questions
 - Ask someone to summarize the points raised so far
 - Avoid questions that allow a yes or no answer
 - Start with "what" or "how," allowing people to expound on their thoughts
 - Don't use "why," which may promote a defensive response



During the Discussion: Don'ts

- Raise Your Voice
 - Keep your cool
 - Emotions block clear thinking and create defensiveness
 - Tone is louder than words
 - Call a time-out, if needed, to clear the air
- Cast Blame
 - Replace “you” statements with “I” statements
 - Avoid hearsay and refer to only firsthand knowledge
 - Encourage healthy debate that focuses on facts
 - Redirect conversation if needed
- Make it About Winning
 - Raise the white flag if you see you were wrong
 - Put the best interests of the team above your own
 - Finding compromise may mean giving something up
 - Stay focused on the goal



Workbook Exercise

Presence of mind is a key attribute during the discussion. How would you keep your composure during the conversation?

- 1. Which “Do” suggestions would you utilize?***
- 2. Which “Don’t” suggestions would be most helpful?***

Phase III: After the Discussion

- Offer an apology if needed
- Survey the reaction
- Use a mediator if needed



Offer an Apology if Needed

- Humility inspires teamwork
- Take the lead and initiate a compromise to move forward
- Set a good example that others can follow



Chat Question

How can offering an apology help you remain productive when dealing with conflict?

Survey the Reaction

- Have team members rate the meeting from one to ten
- Ask how we could get it to a ten



A Harvard Business Review survey showed that 71% of senior executives believe that meetings are unproductive and inefficient, meaning that requesting constructive feedback is key to ensuring progress.

Use a Mediator, if Still Needed

- If tension remains, try a different approach with a mediator
- An unbiased and objective perspective may be helpful
- Shift the focus to the issues at hand and not the people involved
- The goal is to reach an agreement that both sides can accept



Workbook Exercise

The goal is to stay positive during conflict. What are the signs from your team that you have dealt with a conflict successfully?

Handling Future Debates

- Establish ground rules for future discussions
- Strengthen overall team’s ability to handle conflict
- Encourage all members to work on communication skills and diplomacy



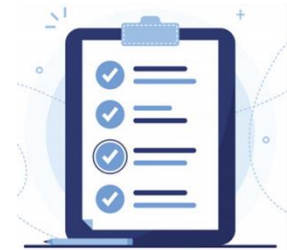
Chat Question

What ground rules can you establish so future discussions become healthy debates?

Summary

Learning Objective:

- To understand a phased approach to remaining productive during conflict and how to better handle future debates



Final Reflection

What actions can you take now to improve your ability to 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?

Course Credit

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

Component	Include in Email
Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – Remaining Productive During Conflict
Course Name	Remaining Productive During Conflict
Course Completion Code	ap'tzm

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information. If you use this method, please include your Navy email in the body of the email.



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@us.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/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/>

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

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