



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Seeking Multiple Points of View

Participant Workbook

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Introduction

Objective:

- Learn how to approach conflict management by considering perspectives that differ from your own.

Agenda:

- The definition of conflict management
- The importance of seeking and understanding multiple perspectives and others' points of view
- Tips and tactics in active listening and in demonstrating empathy



On a scale of 1 to 10, how would you rate your ability to deal with conflict right now? Why do you give yourself that rating? Use the space provided here to capture your thoughts.

Conflict Management

In your opinion, what is Conflict Management? Use the space provided here to capture your response.

Conflict management is about using tools and techniques to decrease the negative effects of conflict and enhance positive outcomes for the parties. It describes the way we manage incompatible actions with others, where others can be a person or a group.

Constructive vs. Destructive Conflict

What are some examples of constructive conflict versus destructive conflict? Use the space provided here to capture your response.

Constructive conflict results in change and innovation, while destructive conflict can divide family, friends, and co-workers.

Question

Think back to the last time you were involved in conflict at work. Think of a disagreement directly involving you and another party or parties. If you can't think of a workplace conflict, try to remember one that occurred outside work, at home or with friends.

- *What did you do?*
- *Was it resolved?*
- *If so, how?*
- *If not, why do you believe it wasn't?*

Seeking Multiple Points of View



Allows you to be more objective



Helps you learn about different assumptions, beliefs, and decision-making approaches



Creates “psychological safety”

Tips for Gaining Multiple Perspectives

- Listen actively
- Put yourself in others’ shoes
- Resist judgement
- Be curious, ask questions
- Keep an open mind

Question

You disagree with the way a project is being run. Everyone else seems to be on-board, but the popular perspective isn’t making sense to you. What are some specific questions you could ask to better understand? Use the space provided here to capture your response.

Focus First on Yourself

- Become more self-aware
- Know your triggers & biases
- Gather diverse input to test your assumptions
- Practice humility
- Learn to separate people from the problem
- Seek a collaborative approach
- Do not conflate your ideas with your identity

Focus on Others

- Remain curious
- Think like a scientist
- Seek conflicting information
- Negotiate
- Explore complexity
- Empathize
- Seek a win-win

Practicing

- Stay composed
- Remind yourself of your objective
- Paraphrase
- Stay curious
- Keep an open mind
- Practice and persevere

Question

At Columbia University's Difficult Conversations Lab, Peter Coleman puts people who are on extreme opposites of highly polarizing issues together for 20 minutes to see if they can hammer out a middle ground.

First, he has them read articles about a different controversial issue, like gun control, for example. Over the past two decades he has learned that when the articles offer a balanced analysis versus a one-sided argument, his subjects will come to agreement an impressive 46 percent of the time.

Sometimes he has his subjects read a second type of article as well, one that describes the topic with complexity, sourcing multiple perspectives and points of view and acknowledging the many nuances surrounding the debate.

What do you think happens now? Does agreement and resolution happen more or less of the time? If you think it results in more agreement than 46%, how much more, if less, how much less? Why? Use the space provided here to capture your response.

Levels of Listening

- Passive Listening
- Responsive / Pretend Listening
- Selective Listening
- Attentive Listening
- Active Listening

Active Listening with Empathy

- Lean forward
- Make regular eye contact
- Use facial gestures
- Mirror body language
- Reflect/summarize
- Cede control
- Engage

Question

Your valued employee feels that the remote work policy is being applied unfairly. He believes others with similar tenure and positions get to work from home much more frequently. What is your approach? Use the space provided here to capture your response.

Remain Neutral

- Never take sides
- Avoid any perception that you may favor one side over the other
- Think before you speak
- Be aware of your body language

Summary

- **Invest time to understand the situation**
- **Seek multiple perspectives**
- **Actively listen**

Final Reflection

- What is something new you learned or reconsidered today?
- What is the most important tip you will share with a co-worker that wasn't able to attend today?

Use the space provided to capture your response.

Homework

Think of an important issue or an opinion on which you hold a firm view. Actively seek contrary opinions and opposing views. Find and read articles or papers. Then seek out at least one discussion with a friend who you know disagrees with your view. What is something new you learned today?

- How did you feel when you read or heard opposing views?
- Did you get defensive or were you able to keep an open mind?
- In your conversation, what was different about the discussion when you practiced active and empathetic listening?
- What did you notice about the other person's demeanor as they realized you were truly listening to them?
- Did you observe any benefits from this exercise? If so, what?

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:

Component	Include in Email
Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – Conflict Management: Seeking Multiple Points of View
Course Name	Conflict Management: Seeking Multiple Points of View
Course Completion Code	Code will differ for the live versus recorded webinar and will be available at the end of each respective course.