



CONFLICT

RESOLUTION VIDEO SERIES

INSTRUCTOR GUIDE

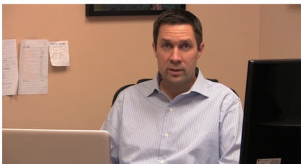


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INSTRUCTOR INTRODUCTION

Hello, and welcome to our Conflict Resolution training series, presented by The Jeff Havens Company. This is one in a collection of training materials designed to help you address various professional development issues in your workplace. This manual is designed to help you teach conflict resolution strategies and techniques in a manner that is simultaneously educational and entertaining. Countless studies have shown that people remember information better and for a longer period of time if it is presented in an entertaining way, and so we've dedicated ourselves to providing you the tools to do exactly that.

This training is designed to provide education about conflict resolution in two core areas:

- **How to express your ideas, concerns, complaints, and problems in a way that will simultaneously get your point across and ensure that others listen in a receptive way**
- **How to respond to the ideas, concerns, complaints, and problems of others in a way that will lead to a mutually satisfactory outcome for all parties**

There are seven sections in this training, and each section has been provided with the following:

- One or two short videos to introduce the topic and outline some major points
- Guidelines for how to use each video (along with the associated questions in the Participant's Workbooks) to teach each topic to your group
- Ideas and exercises to help you make each lesson as entertaining as possible

Again, the point of this series is to help you teach an important subject in an entertaining and memorable way. The Participant Workbooks associated with this series can be used for self-study purposes, so if you have no plans to teach a course on conflict resolution then this guide is not necessary to provide conflict resolution education and reinforcement to your team. However, if you are planning to teach a course, this Instructor Guide has been designed for plug-and-play use; that is, you should be able to conduct this training without any additional prep work. That said, feel free to incorporate as many of your own ideas as you wish in order to augment what is presented here.

Sorry if you thought this introduction was boring. We promise the training won't be.

INSTRUCTOR GUIDE

GRAPHICS KEY



We are encouraging you, the instructor, to provide the group with certain information whether through lecture or examples provided.



We are encouraging you to start a group discussion with the participants.



This marks a time when we suggest you play a video from the accompanying video series.



This marks the beginning of a suggested group exercise. These are suggestions and examples of ways you can illustrate the points being made in a given section through humor.

It goes without saying, but we'll say it anyway, that these are simply suggestions to help you organize this course. Feel free to use what you like and ignore what you don't.

JEFF HAVENS

SPEAKER & TRAINER

"Undefeated at Arguments"





PART ONE



EXPRESSING YOUR IDEAS AND CONCERNS AND FEELINGS AND STUFF

SECTION #1

This section will utilize the following video:

EPISODE 1
THE LOUDEST PERSON WINS!



SUGGESTED INSTRUCTOR **OUTLINE**



Begin training by either handing out workbooks or making sure that everyone has their workbook with them. Introduce yourself and the course. If you are handing out workbooks for the first time, have everyone read the introduction in the Participant Workbook or read it together as a class. This should take no more than 3 minutes.



Explain why conflict resolution training is so important. If you have some statistics about conflict resolution specific to your industry, feel free to share them now. Otherwise, here are some that should be helpful:

- Research shows that 60-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee's skill or motivation. (Sources: Daniel Dana, *Managing Differences: How to Build Better Relationships at Work and Home*; Barbara J. Kreisman, *Insights into Employee Motivation, Commitment and Retention*)
- The typical manager spends 25-40% of his or her time dealing with workplace conflicts. That's one to two days of every work week. (Source: *Washington Business Journal*)

Also look in the Ways to Make This Entertaining section for ideas about how to introduce the importance of this topic.



Show **THE LOUDEST PERSON WINS!** to your group.



Go through the questions associated with this video in the participants' workbooks as a group, and encourage them to take notes in their books when they hear answers or comments they feel are especially useful.

WAYS TO MAKE IT ENTERTAINING



In order to illustrate the importance of conflict resolution skills, divide everyone into groups of 2-3 people, and tell each group that their goal is to write a six-word sentence on paper. Tell them that one of them should be assigned the task of writing, while the job of everyone else in the group is to do everything they can to prevent the writer from completing his/her task (without resorting to anything physical or over-the-top, obviously). Give each group 60 seconds to either succeed or fail. This experience will be entertaining, and most groups will have failed to write a single sentence. Of the groups that succeed, it will have been a challenging process. Use this example to illustrate that conflicts

often result in one of these two outcomes – outright failure, or a frustrating and less-than-ideal success. People that work together, on the other hand, get things done more quickly and more happily.



In conjunction with Question #1 in the Participant Workbook, have volunteers come to the front of the room and say any of the following sentences in as loud and overbearing a way as possible:

“We need to talk.”

“I don’t think that’s a good idea.”

“Am I OK? Do I look OK?”

Award points to the person who is the loudest or more outlandish; the winner can be determined by all the people who choose not to participate. Those who do participate will have fun with it, and it will allow you to illustrate how difficult it is to resolve conflicts with someone who acts like this.



HOMEWORK!

These questions, along with video summaries, are included in the participant workbook.

1. When was the last time someone shouted at you and you said, "Absolutely! I shall now do everything you say!"
 - a) All the time. I'm hard of hearing, so I really appreciate when people scream at me.
 - b) Too many times to count. People shout at sporting events when their team is winning, so I simply assume that anyone who's shouting at me is just really happy to see me.
 - c) Anything other than a or b
2. Think back to the last time you got into an argument with someone where one or both of you started shouting. How was that conflict ultimately resolved? Can you think of a scenario in which it could have been resolved more quickly or easily? (I'll accept any answer other than "Well if they had just agreed with everything I said then we wouldn't have needed to have the stupid conversation in the first place.")
3. What strategies have you found to be successful in the past whenever you've needed to calm down or force yourself to lower your voice?
4. What strategies might be successful at the very beginning of a potentially difficult conversation with someone to increase the likelihood that the conversation remains calm and civil?
5. Think of someone you know who seems to get into remarkably few conflicts with others. What are some of the things that person does that you might want to emulate?

SECTION #2

This section will utilize the following video:

EPISODE 2

HERE'S A FEW THINGS YOU PROBABLY SHOULDN'T SAY (OR DO)!



SUGGESTED INSTRUCTOR OUTLINE



Indicate that you've just finished discussing how not to voice your concerns, and now you're going to transition into discussing what not to say. You'll also talk about what you should say in just a minute, but tell them you're doing it this way first because it's more fun.



Before showing the video, tell people that they're about to see and hear several examples of how not to express themselves. Ask them to write down how many of these sentences or behaviors they've either used before or seen others use in conflicts.



Show **HERE'S A FEW THINGS YOU PROBABLY SHOULDN'T SAY (OR DO)!**



Ask everyone in your group to share their number with everyone else. There is a very high chance that all of them will say some number above zero. Use that as a teaching moment to show that all of us are occasionally guilty of behaving in ways that we shouldn't, and that's why this kind of training is very helpful.



Go through the questions associated with this video in the participants' workbooks as a group,

and encourage them to take notes in their books when they hear answers or comments they feel are especially useful.

WAYS TO MAKE IT ENTERTAINING



MAKE IT
FUN!

Have people share their answers for Question #1 aloud. Each answer will probably have several people who express agreement with how bad it is, and this will allow you to point out that these sentences (and others like them) should be avoided as much as possible whenever conflicts arise.

MAKE IT
FUN!

In conjunction with Question #3, challenge anyone to come up with a statement that is always or never true. Statements of fact are off limits (e.g. "The Earth always revolves around the sun." or "Two plus two equals four.") Anyone can say anything they want, but it's everyone else's job to try and come up with exceptions that prove the statement is not always or never true. Here's an example:

Statement: "I am always awesome."

Possible Response: "When you first starting working here, you didn't know how to use the copier. You were not always awesome."

Possible Response: "I've seen pictures of you from junior

high. You were not always awesome.”

Let this activity run for as long as you care to. Both the statements and the responses will be entertaining and will help you illustrate the point that always/never statements are almost never true and are generally not helpful in resolving conflicts.



To help illustrate how small changes in phrasing can make a big difference in a conflict, ask the group to come up with more positive alternatives to these statements (or ones you can come up with on your own.)

- How did you actually get hired here?
- Have you ever actually been to work on time?
- That proposal looks like a third grader put it together.
- You're not pulling your weight around here.
- I can't work with you.
- That doesn't look good.



HOMEWORK!

These questions, along with video summaries, are included in the participant workbook.

1. What is your least favorite phrase or sentence to hear in an argument? Why does it bother you so much? (Mine is, "I'm not mad. I'm just disappointed." I would so much rather you just be mad at me!)
2. Write down three better alternative sentences or actions to use during a conflict than the stupid, unhelpful crap you saw in the video.
3. Something many of us do in conflicts is to use 'always' and 'never' in exaggerated terms – for example, "You never listen to me!" or "I always have to clean up your messes." To the best of your knowledge, how often is something you say always true?
 - a) Always. Duh.
 - b) Sometimes, maybe even often, but not enough that I should be saying 'always' all the time.
 - c) Never, for I have never had a good idea. What's wrong with me?
4. How might you try to defuse the situation if someone were to ever use the sentences in this video on you during an argument?

