



Workplace Conflict Resolution Foundations

Doctors of BC Business Pathways
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BUSINESS PATHWAYS  **KNAPP RESOLUTIONS**

The slide features a background image of hands gesturing in a meeting. The text is on the right side, and the logos are at the bottom.

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Conflict Theory Foundations

The slide features a background image of soccer players on a field. The text is on the left side, and the number 3 is in the bottom right corner.

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Conflict
Mindset:
Adversarial



4

Conflict
Mindset:
Problem-solving



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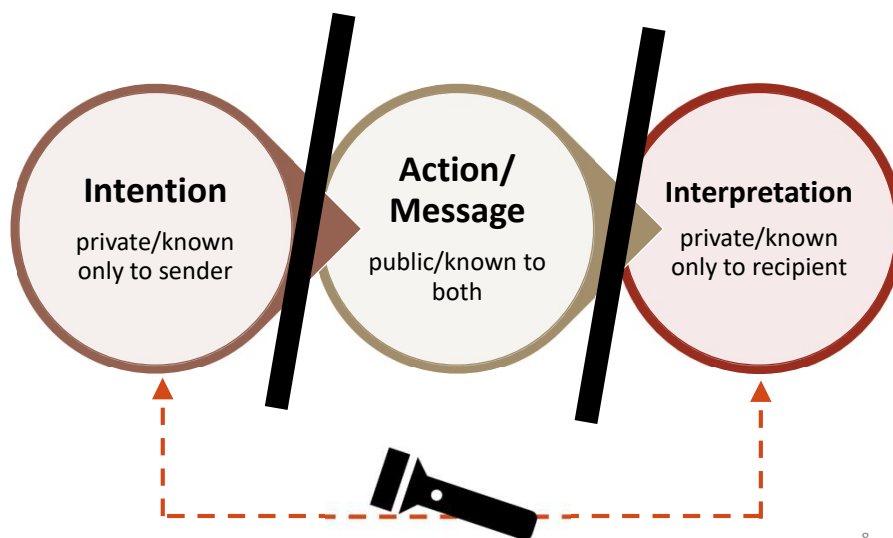
Layers 1 & 2: Disagreements



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Layer 3: Misunderstandings



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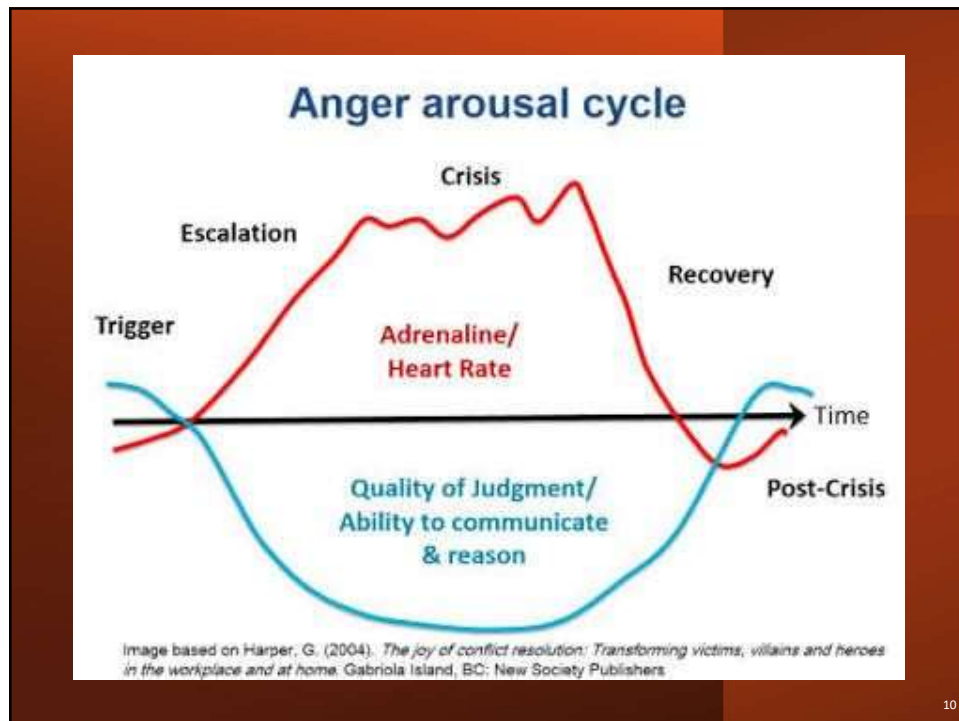
Layer 4: Intense Emotions

- Fight
- Flight
- Freeze



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1. Calm Self

- Slow breathing
- 5 senses grounding exercise (5 things you see; 4 things you can touch; 3 things you hear; 2 things you can smell; 1 thing you can taste)
- Ongoing mindfulness practice (e.g. meditation, yoga, journaling)
- Take a break/go for a walk



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2. Calm Upset People with EAR Statements™

- **Empathy:** “I can see how frustrated you are by this situation and I want to help.”
- **Attention:** “Let’s talk about it, so that I can really understand what’s happening.”
- **Respect:** “I have a lot of respect for the efforts you have made to deal with this problem.”

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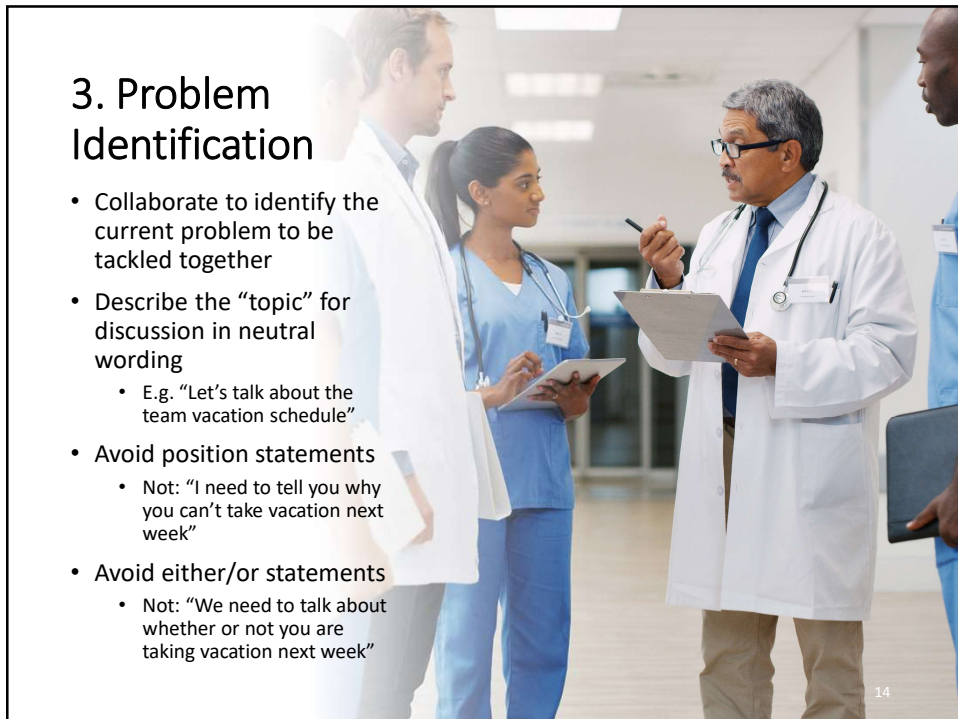


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3. Problem Identification

- Collaborate to identify the current problem to be tackled together
- Describe the “topic” for discussion in neutral wording
 - E.g. “Let’s talk about the team vacation schedule”
- Avoid position statements
 - Not: “I need to tell you why you can’t take vacation next week”
- Avoid either/or statements
 - Not: “We need to talk about whether or not you are taking vacation next week”



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4. Speak from your own experience

“You” statements
= **blaming/accusing**

- You need to ...
- You always/never ...
- You said/did ...
- You think ...

“I” statements
= **problem solving**

- When **X** happens
- I feel/the result can be **Y**
- What I need/is needed instead is **Z**

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5. Get curious: ask questions

- **Open vs closed** - “Can you tell me more about ___?”
- **Gather data** - Who, what, where, when, how? (not why?)
- **Clarify** - “When you said that, what did you mean?”
- **Dig for interests** - “What is your biggest hope for this situation?”



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6. Active listening: People want to feel HEARD

Attend - Lean forward, eye contact, nod, open stance

Encourage - "Uh-huh, go on, tell me more..."

Restate - "You were talking to Joe and he said ____ and then ____."

Reflect feelings - "It sounds like you're feeling embarrassed and frustrated."

Reframe - "What's really important to you is ____"



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7. Solution- building: Proposals

What is your proposal for what to do going forward?

I have a proposal, would you like to hear it?

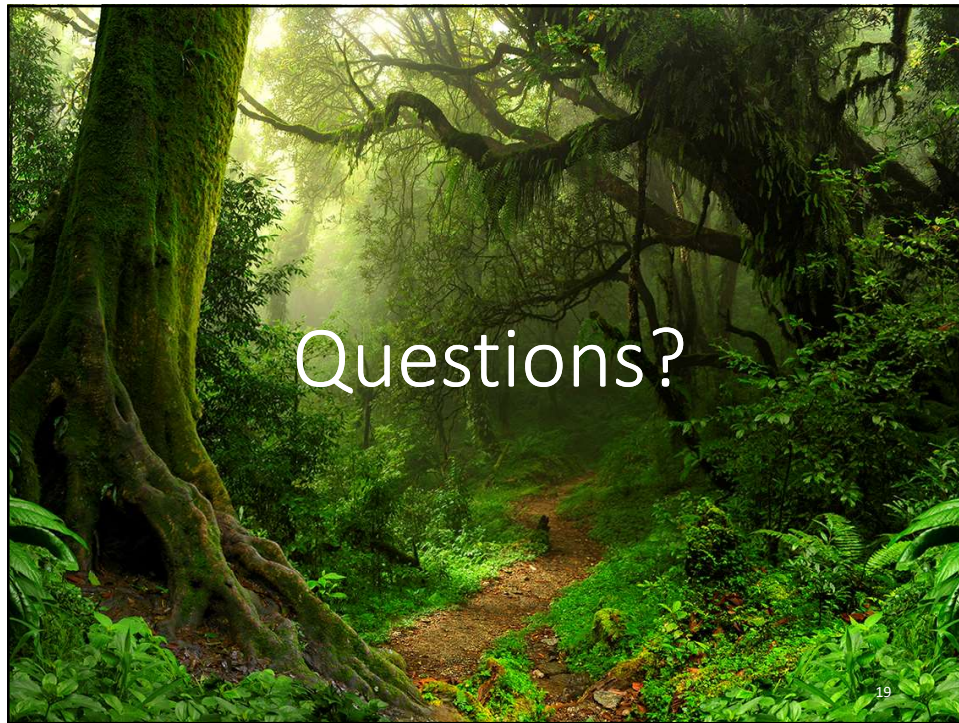
- A: Make a proposal
- B: Ask questions to understand the proposal
- A: Give answers to help the person understand
- B: Say yes, no or I'll think about it; If no: make your own proposal



Source: ©2023 High Conflict Institute LLC. All rights reserved. Eddy, Bill (2014). *So, What's Your Proposal: Shifting High Conflict People from Blaming to Problem Solving in 30 Seconds*. Unhooked Books.

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Thank you

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A close-up photograph of a succulent plant, likely a Sedum, showing its characteristic spiral arrangement of fleshy, pointed leaves. The leaves are a mix of green and vibrant pink/magenta. A small number "20" is visible in the bottom right corner of the image.

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