

A Conflict Resolution Framework

Step 1 ***Invitation and Finding a Time to Talk***

- Invite the other to join you in a dialogue. Seek a commitment to participate
- Find a time that is convenient, quiet, sufficient and confidential.

Step 2 ***Preparation: Conflict Analysis***

- What is this conflict about? Who is involved?
- Clarify own values, beliefs, interests and concerns
- Consider the values, beliefs, interests and concerns of the other
- Ask what will happen if we fail to resolve this conflict?

Step 3 ***Defining and Discussing the Problem***

- The Opening
 - Express appreciation and optimism
 - Briefly state your understanding of the issue
- The Invitation
 - Invite the other to tell you how they see the situation
- The Dialogue
 - Talk about the issues on which you differ without interruption
 - Each person should have the opportunity to state issues and feelings
 - Use active listening skills: reflections, open questions, summaries
 - Identify interests and support gestures of recognition
 - Summarize new understandings/progress
 - Support a shift from “me versus you” to “us against the problem”

Step 4 ***Finding Solutions***

- Brainstorm options with creativity and without judgment
- Determine the advantages and disadvantages of each course of action
- Perform a reality-check: will the proposed solution work for the present and future?
- Agree on a mutually satisfactory solution
- Ensure that the solution is specific and balanced
- Follow-Up: Agree to review to ensure your agreement is working

Step 5 ***Follow-Up***

- Review agreement and renegotiate if necessary