

Welcome to

# **Navigating Conflict:**

*A guide to workplace assessments  
and interventions*



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Facilitated Solutions

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Canada

# Facilitated Solutions

Mediators &  
Conflict  
Management  
Specialists



**Empowering  
people to manage  
differences and build  
relationships**

- ▶ Assessments
- ▶ Intervention
- ▶ Training
- ▶ Mediation
- ▶ Coaching

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Business Partnership

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Industry

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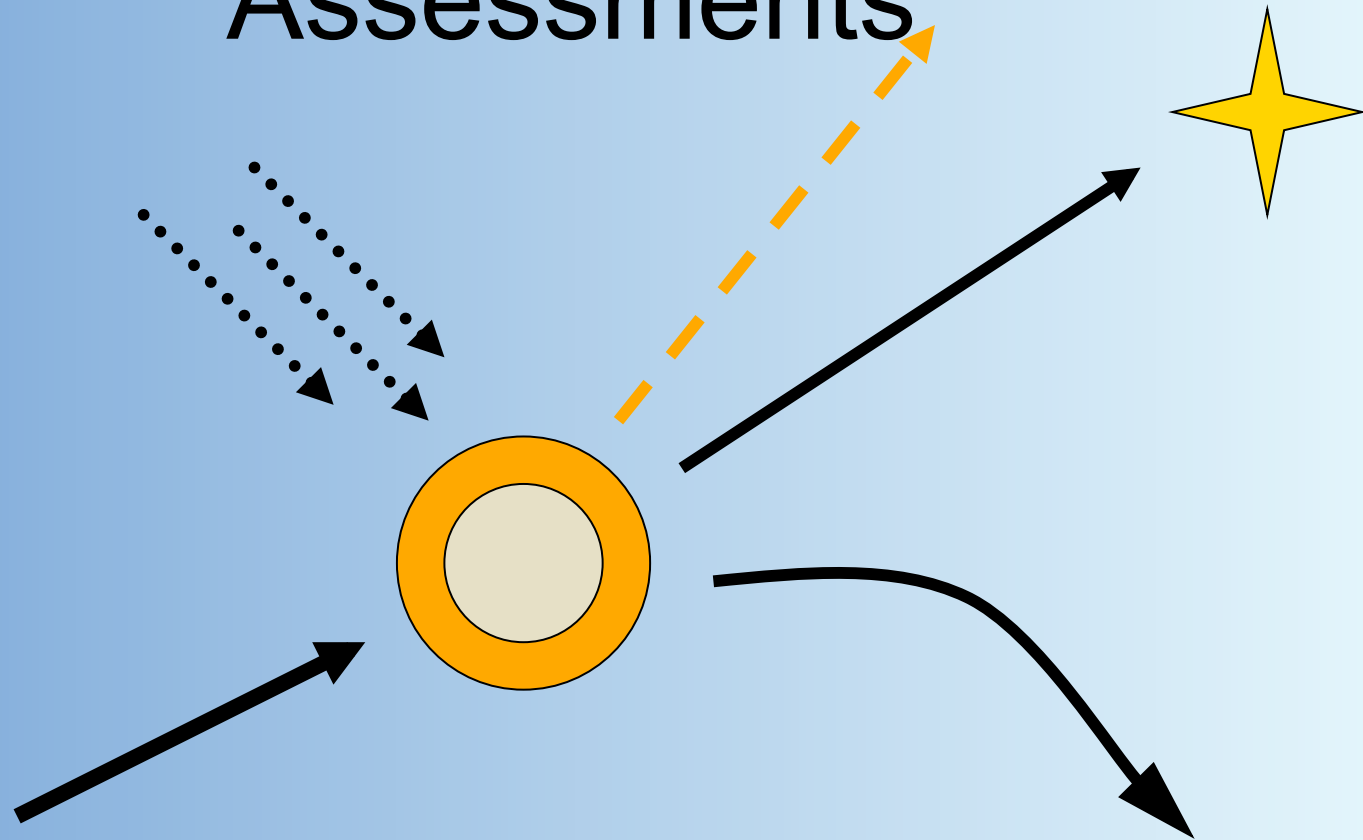
204-479-4901

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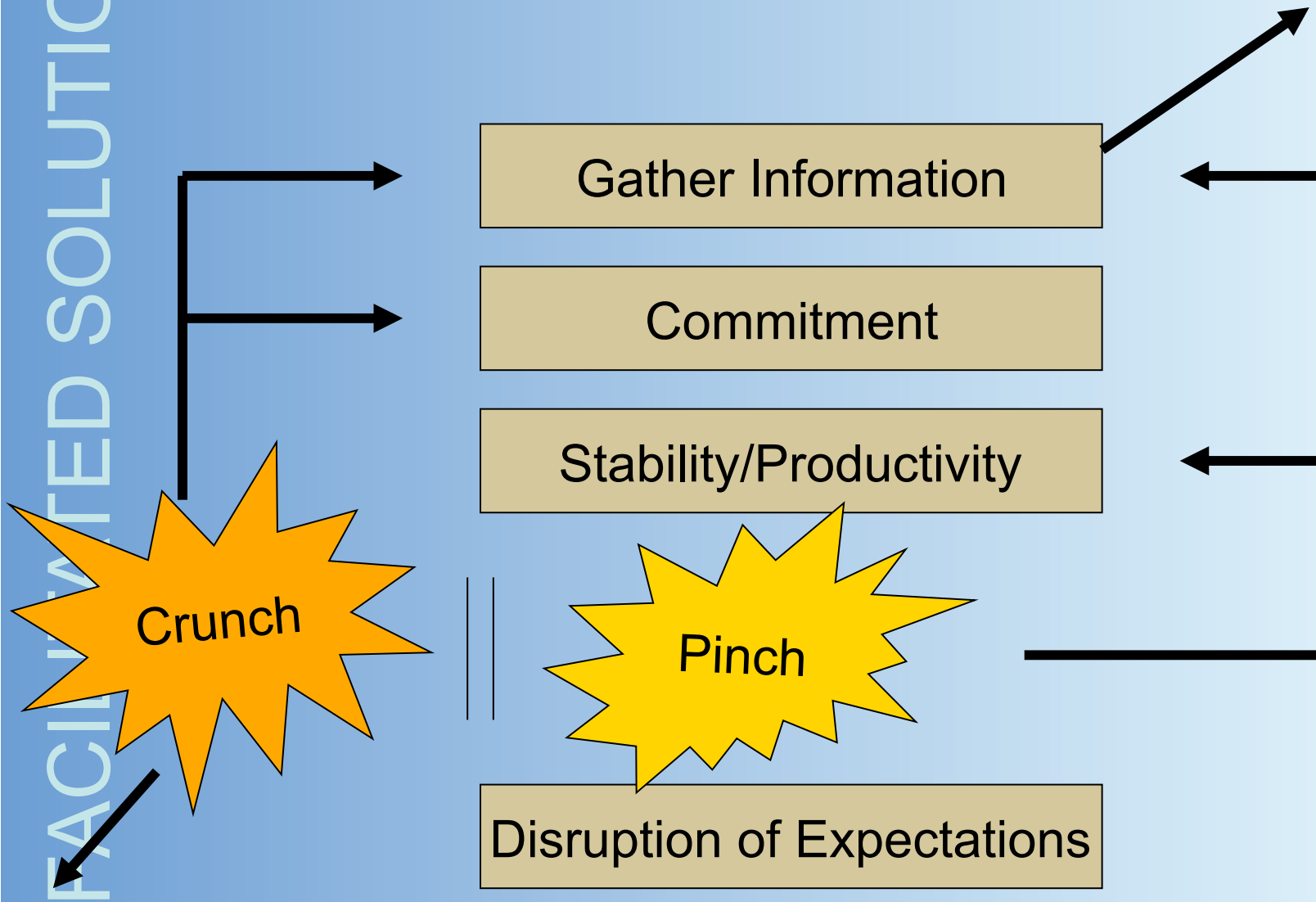
# Assessment Steps

1. Initial contact
2. Meet and greet
3. Assessment interviews
4. Data analysis
5. Report writing
6. Meet with leadership
7. Meet with any identified individuals
8. Report delivery

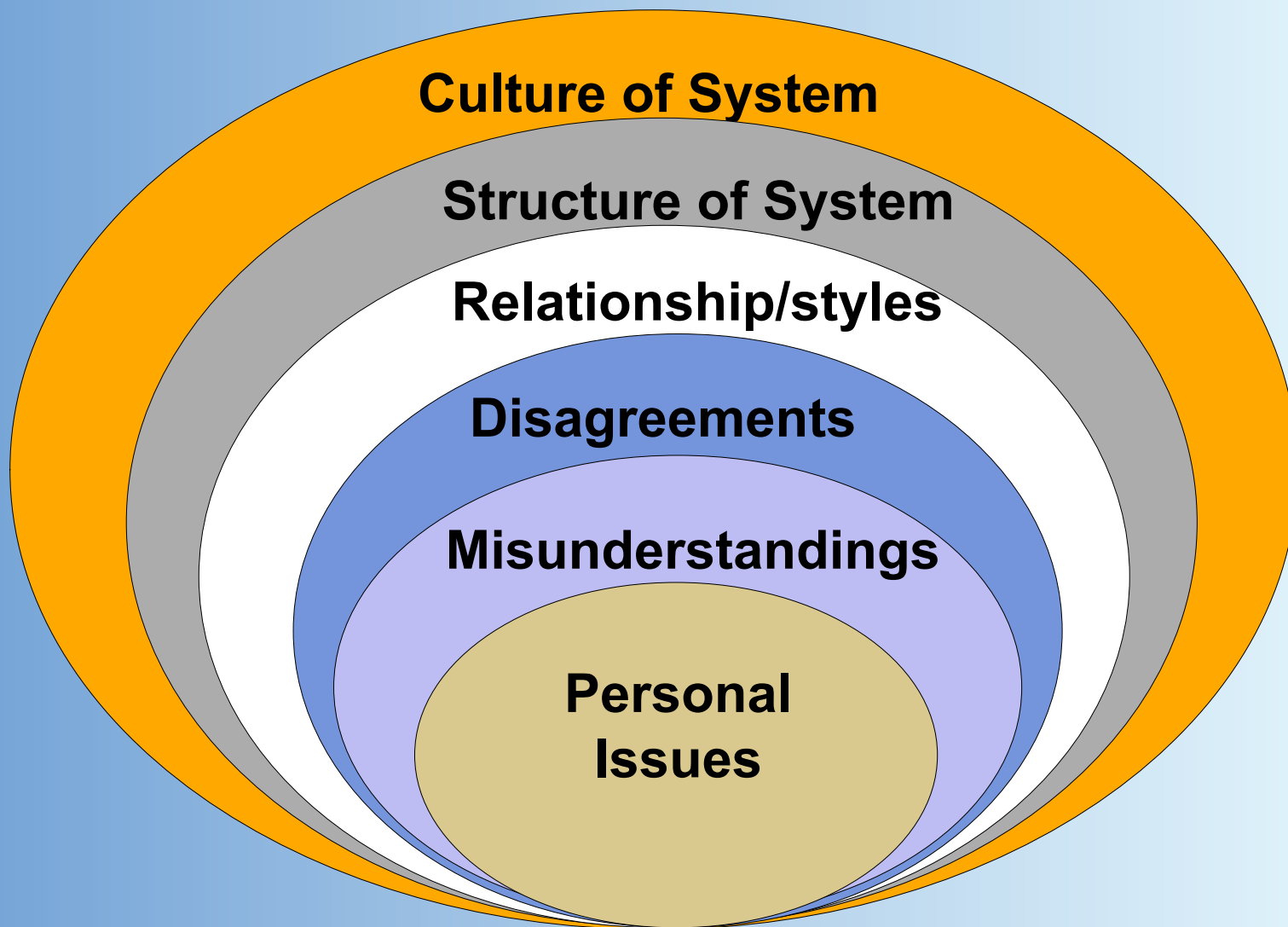
# A Guide to Workplace Assessments



# Mapping the Problem



## Where Does The Conflict Lie



# Intervention Options

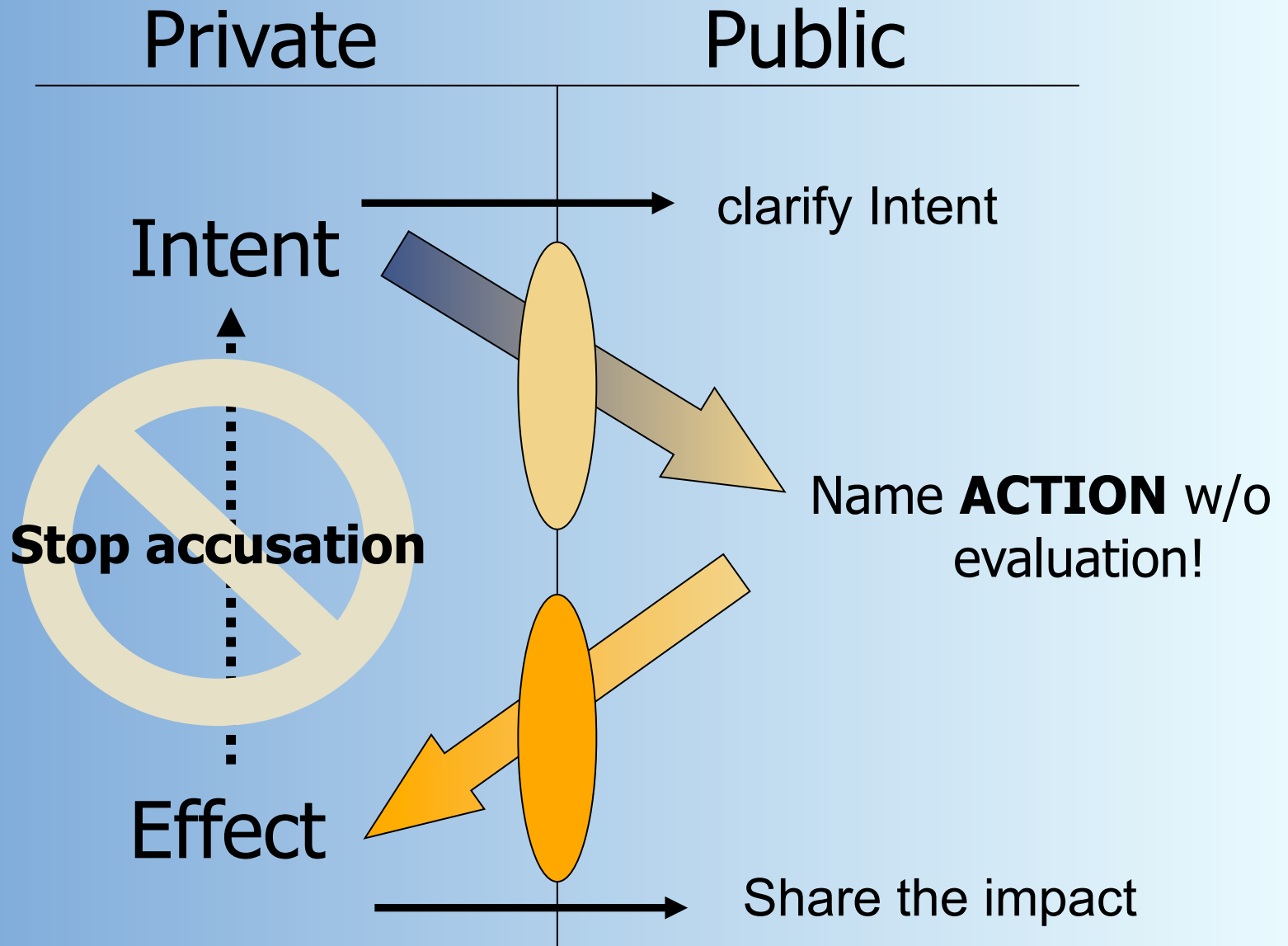
## **1. Individual Processes**

- a. Coaching
- b. Feedback (direct or facilitated)

## **2. Interpersonal Processes**

- a. Mediation
- b. Neutralizing History

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# Intervention Options

## **3. Group Relational Processes**

a. Critical incident debrief  
(trauma work)

b. Clearing up misunderstandings

c. Appreciating and managing differences

# Strength to Excess

<p><b>Clever</b>  <b>Sympathetic</b>  <b>Flexible</b>  <b>Affectionate</b>  <b>Innovative</b></p>	<p><b>Tricky</b>  <b>Fickle</b>  <b>Inconsistent</b>  <b>Fawning</b>  <b>Changeable</b></p>	<p><b>Deceptive</b>  <b>Wishy-washy</b>  <b>Unreliable</b>  <b>Groveling</b>  <b>Erratic</b></p>
<p><b>Lead</b>  <b>Challenge</b>  <b>Stimulate</b>  <b>Self-assured</b>  <b>Eager</b></p>	<p><b>Dominate</b>  <b>Argue</b>  <b>Jar</b>  <b>Unsympathetic</b>  <b>Impatient</b></p>	<p><b>Oppress</b>  <b>Fight</b>  <b>Overwhelm</b>  <b>Ruthless</b>  <b>Driven</b></p>
<p><b>Reserved</b>  <b>Careful</b>  <b>Even</b>  <b>Cautious</b>  <b>Systematic</b></p>	<p><b>Guard</b>  <b>Inflexible</b>  <b>Unfriendly</b>  <b>Pessimistic</b>  <b>Ritualistic</b></p>	<p><b>Unresponsive</b>  <b>Obsessive</b>  <b>Rejecting</b>  <b>Defeated</b>  <b>Compulsive</b></p>
<p><b>Responsive</b>  <b>Concerned</b>  <b>Innocent</b>  <b>Hopeful</b>  <b>Contemplative</b></p>	<p><b>Critical</b>  <b>Fussy</b>  <b>Gullible</b>  <b>Disillusioned</b>  <b>Defensive</b></p>	<p><b>Righteous</b>  <b>Furious</b>  <b>Victimized</b>  <b>Despairing</b>  <b>Martyred</b></p>

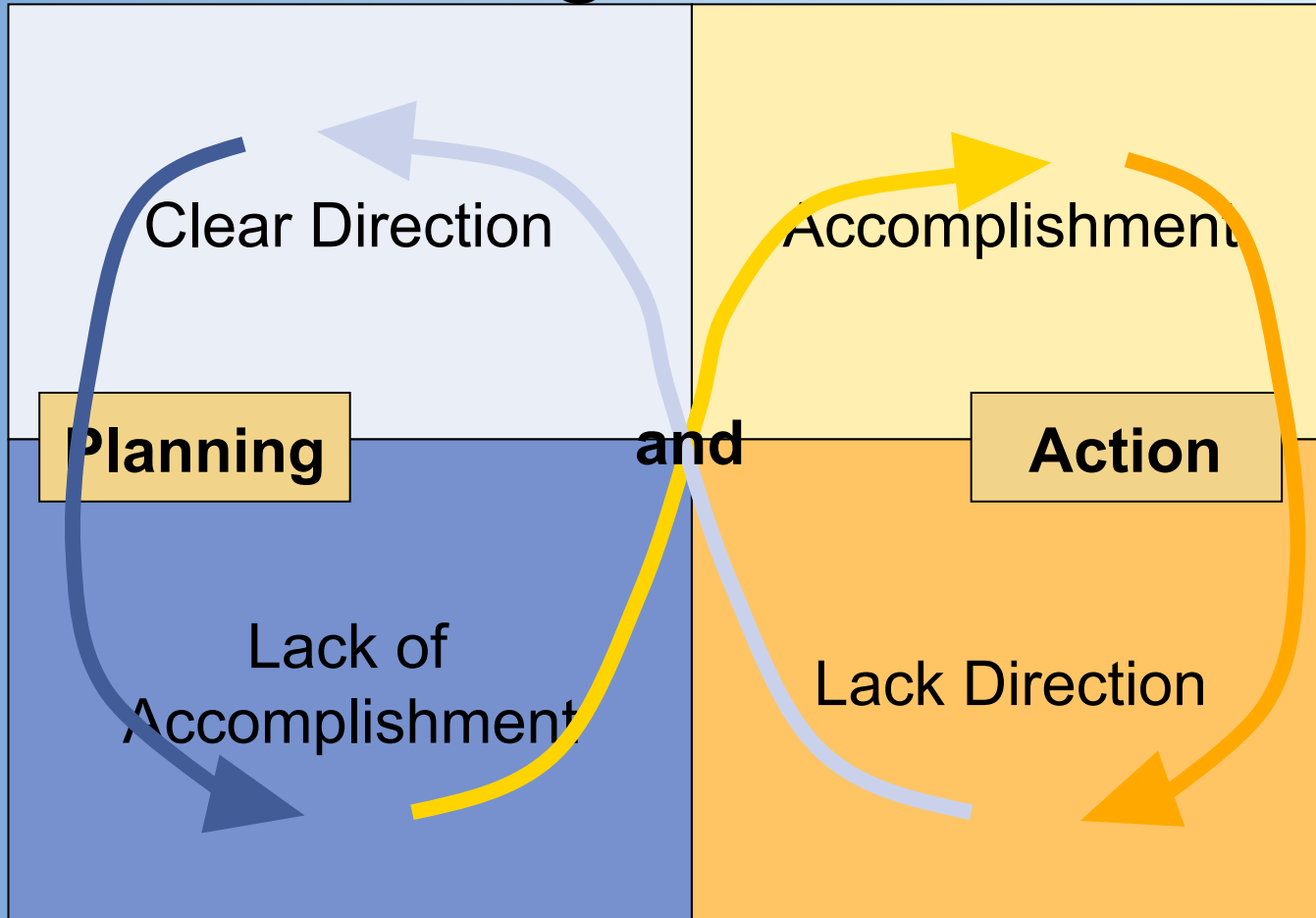
# Intervention Options

## **4. Group Structural processes**

(steering committees)

- a. Decision making processes
- b. Mission, vision, values, strategy work
- c. Managing polarities
- d. Resource, capability, motivation, feedback structure agreements

# Planning and Action



# Structural Diagnostic Tool

System Needs	Symptom if Lacking
VISION	Confusion Lack of direction/purpose Drift
VALUES	Corruption Disagreement
STRATEGY	Diffusion of energy Silos and or conflict

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System Needs	Symptoms if Lacking
RESOURCES	Frustration Internal competition
CAPABILITY	Fatigue Errors
MOTIVATION	Apathy
FEEDBACK	Doubt Isolation

# Intervention Options

## **5. Group Capacity building**

- a. Communication (styles/diversity)
- b. Conflict Resolution Skills
- c. Decision Making Skills
- d. Conflict Resolution Protocol  
(Recovery plans)

# Professional Development Opportunities

- **LEADING GROUP ASSESSMENTS  
AND INTERVENTION**

February 22-26, 2010  
In Ottawa, Canada

- **POLARITY MANAGEMENT:  
LEADING GROUPS THROUGH  
UNRESOLVABLE CONFLICT**

March 8-9, 2010 in Ottawa

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