

## **Resolve Conflict**

### **LeaderTrak Lens Integration Session**

#### **One Page Integration Agenda**

Resolve Conflict

90 Minute Virtual Integration Session

#### **Purpose**

This integration session reinforces key concepts from the Resolve Conflict course and focuses on applying conflict resolution tools to real workplace situations.

Participants will explore the causes and impact of conflict, examine their personal conflict tendencies, and practice selecting the most effective conflict handling strategies.

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#### **Welcome and Session Context**

0:00 to 0:10

- Welcome and connection to the video course
  - Reflection on conflict experiences at work
  - The leader's responsibility to address conflict productively
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#### **Understanding Conflict**

0:10 to 0:25

- Review the definition and impact of conflict in organizations
  - Discuss the four common reasons conflict occurs
  - Identify examples of workplace conflict
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#### **The Conflict Model**

0:25 to 0:45

- Review the conflict model and unmet expectations
  - Discuss how negative emotional reactions escalate conflict
  - Explore strategies to respond more productively
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## **Conflict Handling Styles**

0:45 to 1:05

- Review the Thomas-Kilmann Conflict Modes
  - Discuss the five conflict handling approaches
  - Apply conflict modes to real leadership situations
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## **Mediating Conflict Between Others**

1:05 to 1:20

- Review the Mediation Meeting Planner
  - Discuss how leaders facilitate productive dialogue
  - Apply mediation steps to workplace scenarios
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## **Leadership Commitments**

1:20 to 1:30

- Identify one conflict situation to address differently
- Capture next leadership actions
- Key takeaways and close

## Facilitator Integration Outline

Resolve Conflict

90 Minute Integration Session

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### 1. Welcome and Context

0:00 to 0:10

#### Facilitator message

“You’ve completed the video learning and workbook for Resolve Conflict.

Today’s session focuses on how these ideas apply to the real conflict situations you encounter as a leader.”

Explain

Conflict is a natural part of working with others.

The real leadership challenge is not **avoiding conflict**, but learning to **address it productively and constructively**.

Research consistently shows that unresolved conflict negatively impacts engagement, productivity, retention, and morale.

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### Opening Question

Ask participants

“When you hear the word *conflict*, what reaction comes to mind?”

Follow up

“What is a conflict situation you have experienced recently at work?”

Capture several responses.

Transition

“Conflict is unavoidable in organizations, but leaders who address it effectively can turn conflict into stronger relationships and better outcomes.”

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## 2. Understanding Conflict

0:10 to 0:25

Explain

Conflict occurs when disagreements escalate to the point where people can no longer move forward productively.

Introduce the **four common reasons conflict occurs**

- 1 Personal issues
- 2 Infrastructure issues
- 3 Limited resources
- 4 Unclear expectations

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### Discussion prompts

Ask participants

“Which of these causes of conflict do you see most often in your organization?”

“What type of conflict do leaders tend to avoid addressing?”

Expected insights

Participants often identify

- personality clashes
- unclear expectations
- communication breakdowns

Explain

Many conflicts escalate because leaders avoid addressing them early.

Transition

“Let’s look at a model that explains how conflicts often develop.”

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### 3. The Conflict Model

0:25 to 0:45

Introduce the **Conflict Model**

Explain that productive working relationships require three elements:

- 1 Expectations are clearly defined
- 2 Expectations are agreed upon
- 3 Expectations are lived consistently

Conflict typically occurs when a **variation from expectations happens**.

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#### Discussion prompts

Ask participants

“What happens when expectations are not met?”

Discuss the concept of **negative emotional reactions (NERs)**.

Examples include

- frustration
- anger
- blame
- withdrawal

Explain

When people react emotionally without addressing the root issue, conflict escalates.

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#### Reflection question

Ask participants

“What emotional triggers tend to cause you to react during conflict?”

Follow up

“How could recognizing those triggers help you respond more productively?”

Key insight

Leaders who pause and address expectations early can often prevent conflict from escalating.

Transition

“One of the most helpful insights leaders gain is understanding their natural conflict style.”

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#### **4. Conflict Handling Styles**

0:45 to 1:05

Introduce the **Thomas-Kilmann Conflict Modes**

Explain the two dimensions

Assertiveness

Cooperativeness

These create five conflict modes:

Competing

Collaborating

Compromising

Avoiding

Accommodating

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#### **Discussion prompts**

Ask participants

“Which conflict style do you tend to use most often?”

“Which style do you tend to avoid?”

Explain

There is **no single best style**.

Effective leaders choose the conflict mode based on the situation.

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#### **Application discussion**

Ask participants

“Think of a current conflict situation.”

“What conflict mode might help resolve it most effectively?”

Discuss examples.

Transition

“Sometimes leaders are not the ones directly involved in conflict, but they must help others resolve it.”

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## 5. Mediating Conflict Between Others

1:05 to 1:20

Explain

Leaders are often asked to help resolve conflicts between employees.

Introduce the **Mediation Meeting Planner**.

Explain the key steps

- 1 Welcome and clarify purpose
- 2 Establish ground rules
- 3 Create dialogue
- 4 Allow each person to share their perspective
- 5 Work toward agreement
- 6 Establish follow up

Explain that mediation focuses on two key outcomes

- empowerment
- recognition

These help individuals feel heard and understood.

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## Application discussion

Ask participants

“Where in your organization could you use a mediation conversation?”

“What challenges might you face facilitating that conversation?”

Key insight

Structured dialogue often helps people move from emotion toward resolution.

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## 6. Leadership Commitment

1:20 to 1:30

Ask participants to write down:

- 1 One conflict they need to address
  - 2 One conflict handling strategy they will use
  - 3 One conversation they need to initiate
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## Closing Reflection

Ask

“What insight from this course will help you handle conflict more effectively as a leader?”

Close with

“Conflict is unavoidable in organizations, but leaders who address it directly and constructively create stronger teams and better outcomes.”

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## Optional Integration Activity

### “Which Conflict Mode Would You Use?”

TKI Application Exercise

Time: 15–20 minutes

Placement in Agenda: **Conflict Handling Styles section**

Purpose

This exercise helps participants apply the **five Thomas-Kilmann conflict modes** to real workplace situations.

Participants analyze conflict scenarios and determine which mode would be most effective.



The five modes are:

- Competing
  - Collaborating
  - Compromising
  - Avoiding
  - Accommodating
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### Facilitator Instructions

Explain to participants:

“Leaders often rely on their natural conflict style, but effective leaders choose the conflict mode based on the situation.

In this activity, we’ll look at real workplace conflicts and determine which conflict mode would produce the best result.”

Participants will:

1. Read the scenario
  2. Identify the **best conflict mode**
  3. Explain **why that mode fits the situation**
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### Scenario 1

Situation

Two employees strongly disagree about how to approach an important project. Both have strong ideas, and the outcome will significantly impact the team's results.

Discussion Questions

- Which conflict mode should the leader encourage?
- Why?

Facilitator Insight

Best Mode: **Collaborating**

Reason

Both perspectives may contain valuable ideas. Collaboration encourages deeper discussion and often leads to stronger solutions.

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## Scenario 2

### Situation

A team member is upset about a minor scheduling change but the decision cannot realistically be reversed.

### Discussion Questions

- Which conflict mode may work best here?
- Why?

### Facilitator Insight

Best Mode: **Accommodating**

### Reason

If the issue is not highly important, maintaining the relationship may be more valuable than winning the disagreement.

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## Scenario 3

### Situation

Two departments need the same limited resource and both insist they need it immediately.

### Discussion Questions

- Which conflict mode could work best here?

### Facilitator Insight

Best Mode: **Compromising**

### Reason

Both sides may need to give something up in order to reach a workable solution.

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## Scenario 4

### Situation

A conflict is escalating emotionally during a meeting and productive discussion is no longer possible.

### Discussion Questions

- Which conflict mode may be appropriate at this moment?

### Facilitator Insight

Best Mode: **Avoiding (temporarily)**

### Reason

Pausing the conversation allows emotions to cool down so the discussion can continue productively later.

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## Scenario 5

### Situation

A safety policy is being ignored by an employee who insists their way is faster.

### Discussion Questions

- Which conflict mode should the leader use?

### Facilitator Insight

Best Mode: **Competing**

### Reason

When safety, ethics, or legal issues are involved, leaders must enforce standards decisively.

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## Group Debrief Questions

Ask participants:

“What mistakes do leaders make when choosing conflict styles?”

Expected insights

Leaders often:

- avoid conflict when it should be addressed
  - compete when collaboration would be better
  - compromise too quickly without exploring options
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### Key Learning Point

Explain

“There is **no single best conflict mode**.

Effective leaders choose the approach that best fits the situation.”

This reinforces the key insight that conflict handling is **situational, not personality driven**.