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Title

UCSF Conflict Competence Training for Managers: Accompanying Slides

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Peer reviewed

Conflict Competence Training for Managers

Where calm meets courage in leadership





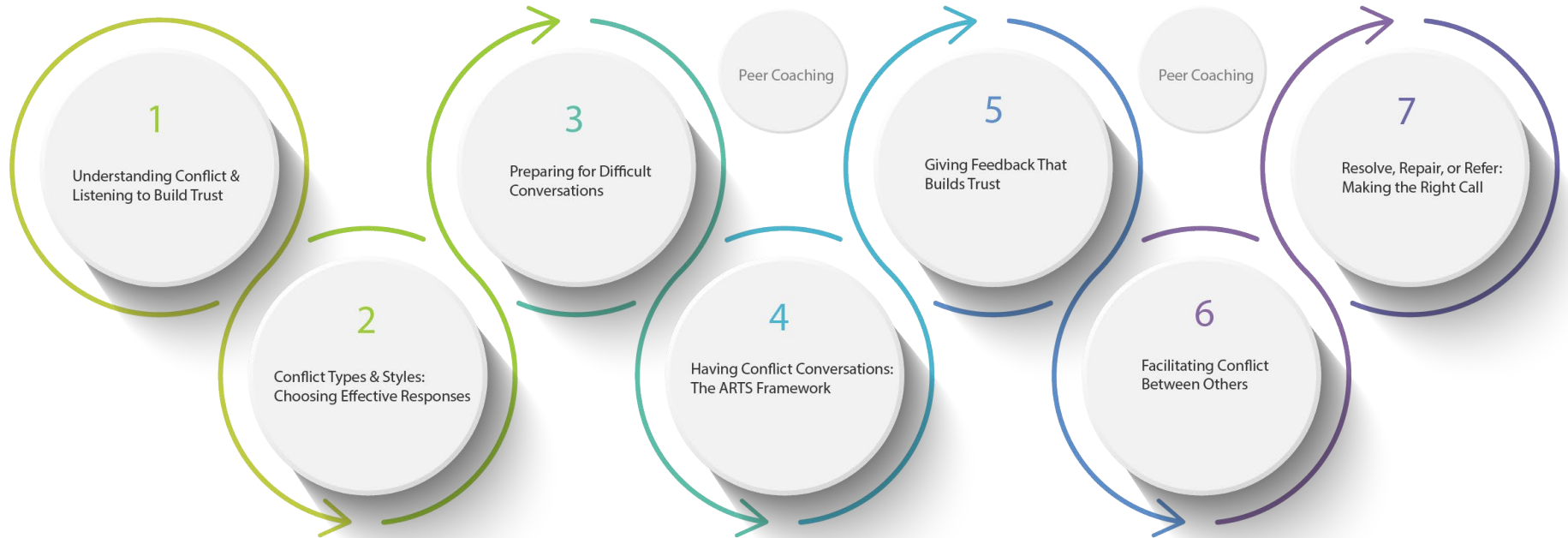
- UCSF work is complex and high-stakes.
- Managers shape team climate.
- Unaddressed conflict has real costs.

About the Program

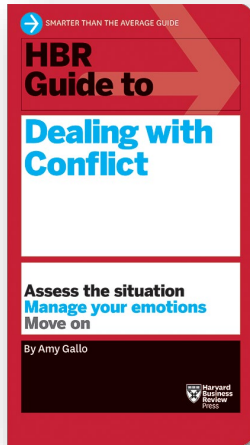
Building skills together
through practice,
mentoring, and
peer coaching over time



Conflict Competence Training for Managers



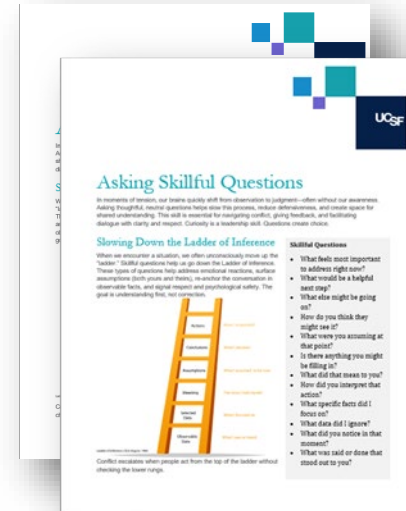
Resources



Reading Reference



Thomas-Kilmann Conflict Mode
Instrument Assessment



Skills Development
Handouts

Understanding Conflict & Listening to Build Trust

CCTM Session 1



Understanding the roots of conflict and listening well helps prevent small tensions from turning into bigger problems.

Today's Focus

In this session, you'll practice how to...

- **Notice** how their past experiences influence their reactions to conflict.
- **Listen** without interrupting and reflect back what they hear.
- **Use** reflective listening to reduce tension and build understanding.

Community Agreements

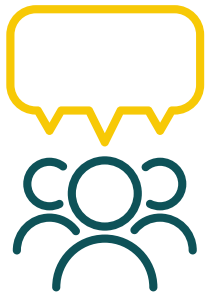
- **Share** at your comfort level; listening is participation.

- **Listen** without fixing, correcting, or advising.

- **Emotions** are information, not problems to solve.

- **Speak** from your own experience.





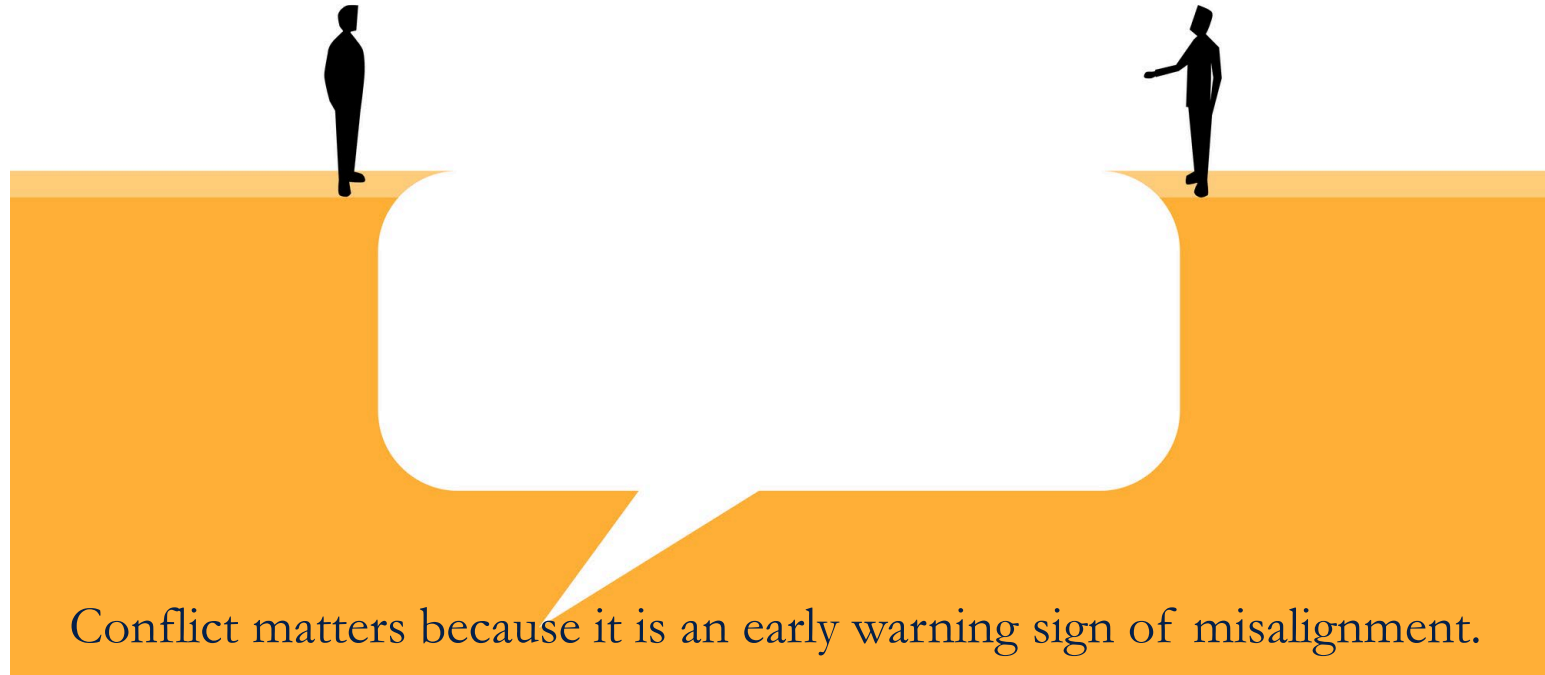
12 minutes total
2 minutes per speaker
30 sec per reflection

Ice Breaker: Hello!

Small-Group Sharing

1. One person shares:
 - Name
 - Department
 - Time at UCSF or in role
 - A short story about their name
2. One person reflects back:
 - “What I heard you say is...”
3. Switch roles and repeat until everyone has shared.

Conflict is normal and often signals something that needs attention.



Conflict matters because it is an early warning sign of misalignment.

How many of you have...

(Raise your hand if **yes**)



- Been asked to help resolve a conflict between two direct reports?
- Been in a conflict with your manager or the person your manager reports to?
- Felt unsure how to approach a conflict at work?
- Successfully addressed a conflict at work?



Our Experience Shapes Our Responses

Early life experiences | Culture & identity |

Past workplace experiences | Power and role |

Past conflict outcomes | Stress & workload



Our Experience Shapes Our Responses

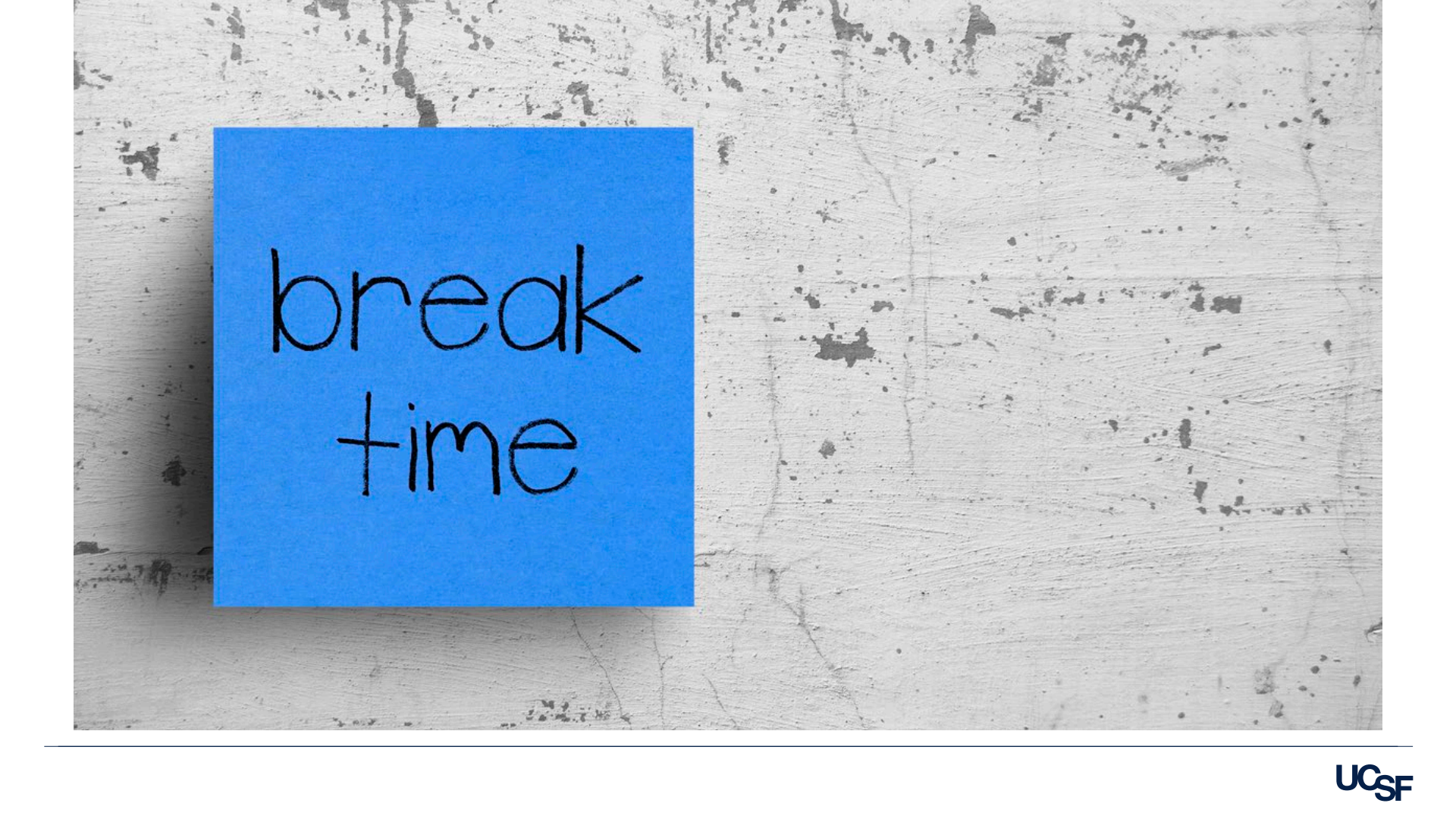
Pair-Share Activity

4 minutes per round
2 rounds

1. Think about: (2 minutes)
 - When conflict showed up early in my life, it was usually...
 - One message I learned about conflict was...
2. Partner **A** shares: (3 minutes)
 - One message you learned about conflict
 - One way that message shows up at work today
3. Partner **B** reflects: (1 minute)
 - “What I heard you say is...”
4. Switch roles.



What early conflict lessons still
affect you at work?

A blue rectangular sticky note is placed on a light grey, heavily textured surface that resembles concrete or weathered wood. The note has the words "break" and "time" written in a black, casual, handwritten font, stacked vertically. The background is filled with dark, irregular spots and scratches, giving it a gritty, industrial feel.

break
time

Reflective Listening

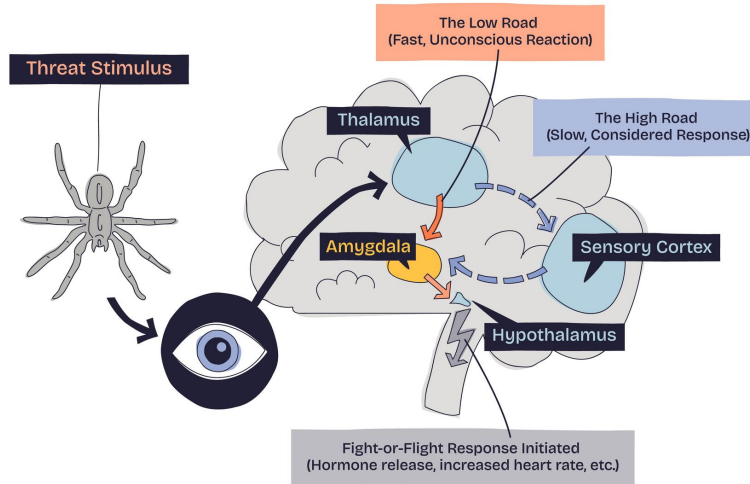
- Full attention
- Paraphrasing/Mirroring
- Reflecting feelings
- Summarizing
- Non-judgmental stance

Reflective listening helps people feel heard, which builds trust and reduces conflict.

The Power of Reflective Listening

Listening changes the conversation

The Amygdala and the Fear Response



Low Road

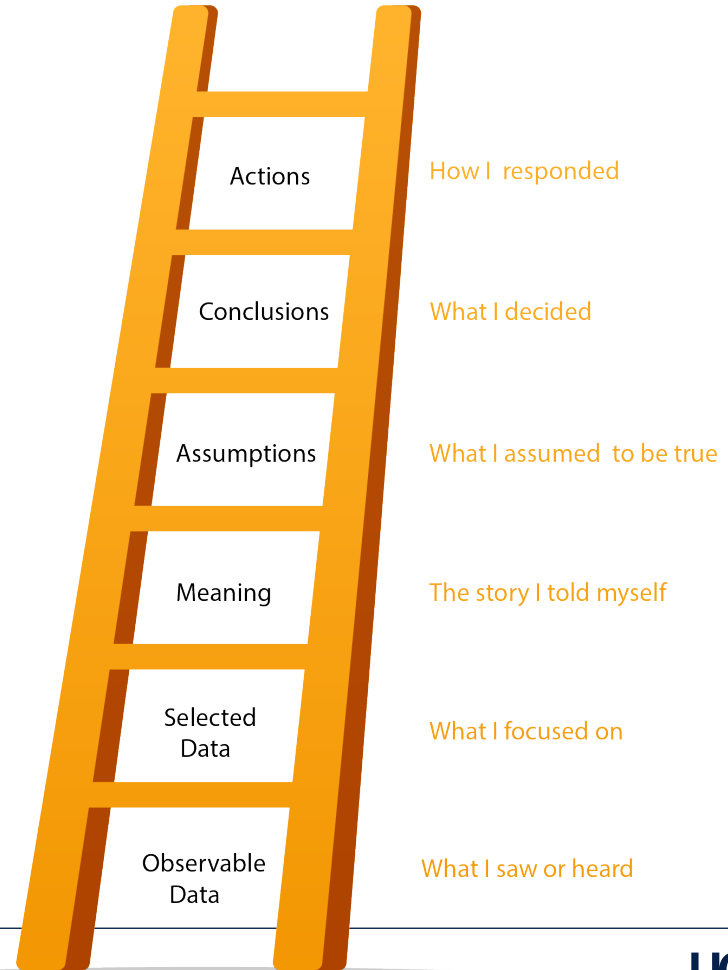
When people feel threatened, dismissed, or misunderstood, the amygdala activates

High Road

Reflective listening signals safety and understanding

The Challenge of Listening Well

Skillful questions help us climb back down the Ladder of Inference.



Shift the Question

Before

1. Why are you always unprepared?
2. You don't care about this project.
3. This delay was avoidable.
4. This caused problems for everyone.

After

What was missing going into the meeting?

How are you seeing the priorities right now?

What contributed to the delay?

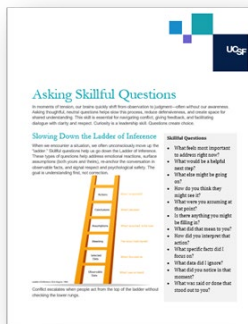
What impact did this have—and what matters most now?



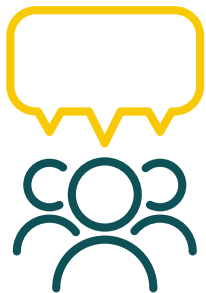
Asking Skillful Questions

Practice Activity

5 minutes



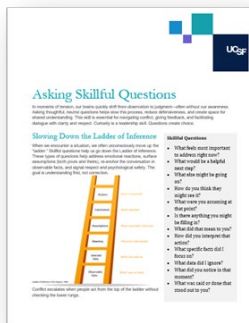
1. **Choose** a scenario.
2. **Reflect** on the questions:
 - What story am I telling myself?
 - What assumption might I be making?
3. **Write** 2-3 questions you could ask to get a better understanding.



Asking Skillful Questions

Small-Group Activity

12 minutes total
3 minutes per person



1. **Share** the scenario you chose and the questions you wrote.
2. Which type of question felt most natural for you?
3. Which type felt hardest to ask? Why?



What did you notice changed when you asked a curious question instead of trying to move into fix-it mode?

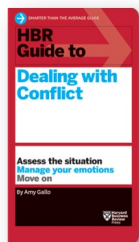


- Conflict is normal and gives us information.
- Our past experiences shape how we react to conflict.
- Reflective listening helps people feel heard and lowers tension.

Understanding the roots of conflict and listening well helps prevent small tensions from turning into bigger problems.



Before the Next Session



Read Preface &
Introduction



Complete TKI
Assessment



Practice **reflective listening** once this week—understand first, don't fix.

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Conflict Types & Styles — Choosing Effective Responses

CCTM Session 2



Knowing what kind of conflict you're in helps you choose a response that fits the situation instead of making things worse.

Today's Focus

In this session, you'll practice how to...

- **Identify** the visible type of a conflict and what may be driving it underneath.
- **Recognize** their default conflict style under stress.
- **Explain** how different styles can help or hurt depending on the situation.

Community Agreements

- **Conflict styles** are strategies, not personalities.
- There is **no “right”** style—only better fit.

- **Talk about patterns**, not people.
- **Curiosity** over judgment.



From Last Session to Today...

Understanding the roots of conflict and listening well helps prevent small tensions from turning into bigger problems.

- Conflict is normal and gives us information.
- Our past experiences shape how we react to conflict.
- Reflective listening helps people feel heard and lowers tension.

What did you notice when you focused on understanding instead of fixing?

Themes from Participant Feedback

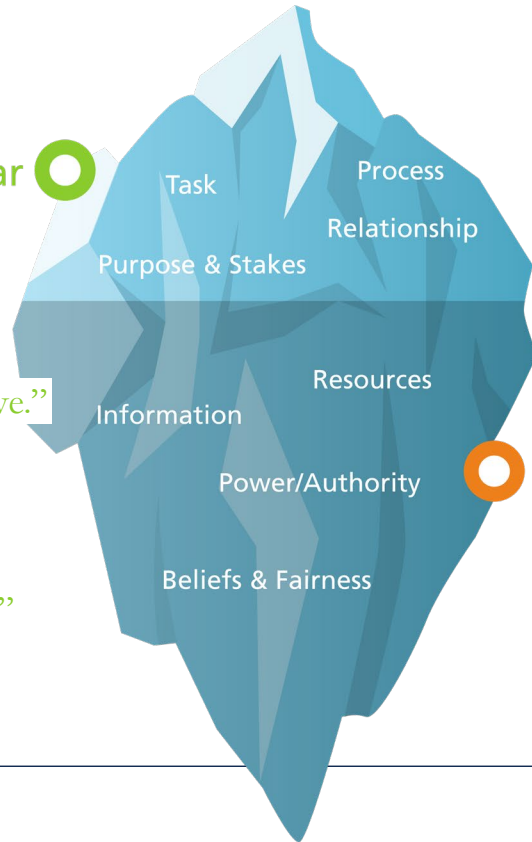
Hold for themes from the evaluation survey

Conflict Types & Sources

If you only address what's above the waterline, the conflict will resurface.

Conflict Types

What we see & hear



“Deadlines keep getting missed.”

“Meetings feel tense and unproductive.”

“We keep disagreeing about the plan.”

Unclear priorities & decision authority.

People don't feel heard or respected.

Conflict Sources

Why the issue exists

Different assumptions about risk.



Seeing Beneath the Surface

Pair-Share Activity

1 min reflection
4 min pair share

1. Choose a real, recent work conflict. (1 min)
2. **Partner A** shares: (3 min)
 - What was visible above the waterline?
 - What may have been driving it below the waterline?
3. **Partner B** reflects (1 min)
 - “I heard ___ above the waterline and ___ underneath.”
4. Switch roles.



What did you notice when you looked at what was visible versus what was underneath?

How We Show Up

Thomas-Kilmann Conflict Styles





5 min per round
2 rounds

Conflict Style & Impact

Pair-Share Activity

1. Review your TKI report. (1 min)
 - Notice your **highest** style and one **lower** style.
2. Partner **A** shares (2-3 min)
 - When has your highest style served you well?
 - What might a different style have helped?
3. Partner **B** reflects (1 min)
 - “I heard your style helped when ____, and another style might help when ____.”
4. Switch roles.



How did your conflict style affect the situation or the relationship?



break
time

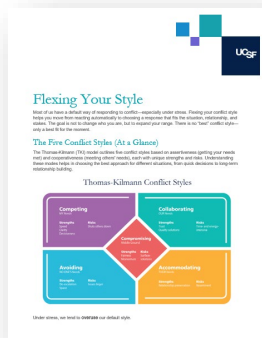


15 minutes

Flexing Your Style

Small-Group Activity

1. Choose a scenario. (2 minutes)
2. Which conflict style would most people use first? (3 minutes)
3. Practice **one** different style. (5 minutes)
 - Partner A: practices the conversation
 - Partner B: plays the other person
 - Observer(s) share style signals, impact, and fit (see handout)
4. Switch roles and practice another style. (5 minutes)





What did you notice when you tried a different conflict style than your usual one?

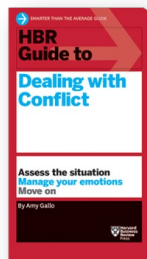


- What we see in conflict is not always what's driving it.
- Knowing the conflict type and source helps you choose a better response.
- No conflict style is best—flexibility matters.

Knowing what kind of conflict you're in helps you choose a response that fits the situation instead of making things worse.



Before the Next Session



- Chapter 1 - Types of Conflict
- Chapter 2 - Your Options for Handling Conflict
- Chapter 3 - Recognize Your Natural Tendency

- Pay attention to one tense moment this week.
- What was it really about—and how did you show up?

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Preparing for Difficult Conversations

CCTM Session 3



Preparation helps you stay calm and clear instead of reacting in the moment.

Today's Focus

In this session, you'll practice how to...

- **Cool down** strong emotions before a difficult conversation.
- **Slow down** assumptions and clarify their purpose.
- **Prepare** an opening that supports a constructive conversation.

Community Agreements

- **Preparation** over perfection.
- **Draft language** can be rough.
- **Silence** and reflection are allowed.
- **Pause** before responding.



From the Last Session to Today...

Knowing what kind of conflict you're in helps you choose a response that fits the situation instead of making things worse.

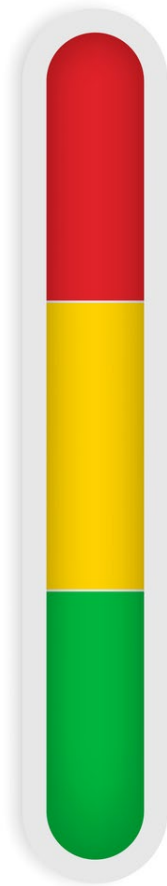
- What we see in conflict is not always what's driving it.
- Knowing the conflict type and source helps you choose a better response.
- No conflict style is best—flexibility matters.

What did you notice about how you responded in a tense moment?

Themes from Participant Feedback

Hold for themes from the evaluation survey

Check Your Readiness for the Conversation



Not Ready

Emotions are high. Cool down first.

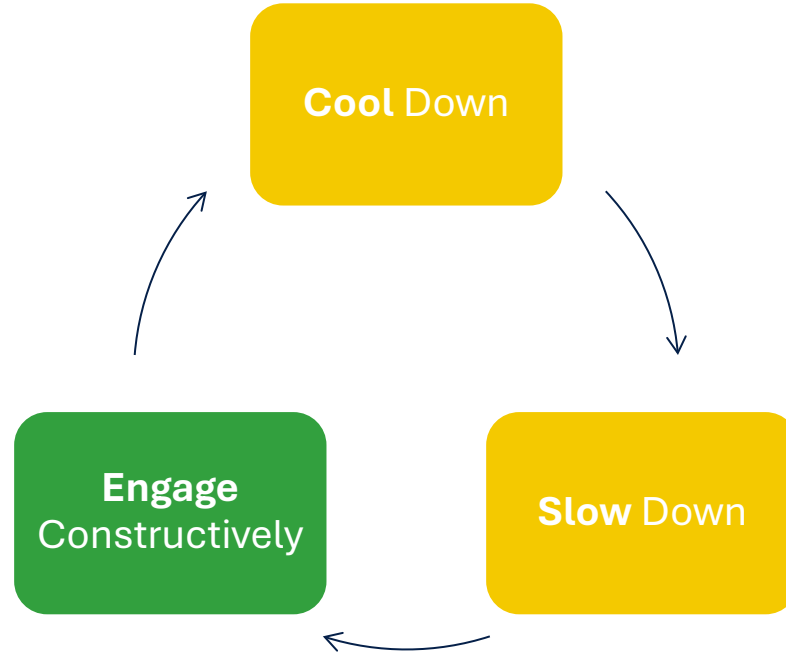
Maybe

Emotions are present but manageable.
Pause. Check assumptions.

Ready

Emotions are steady. Start the conversation.

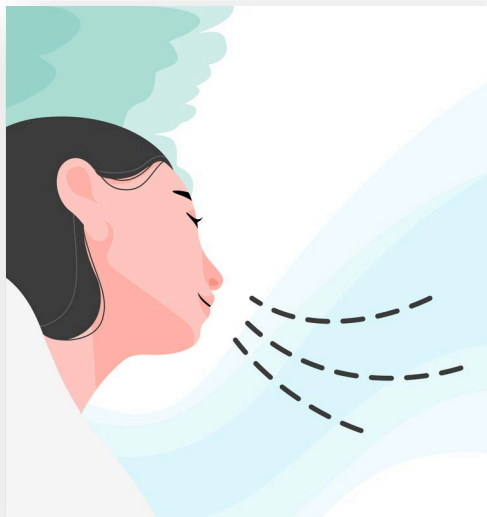
Prepare for the Conversation



Individual Conflict Competence Model, Craig Runde & Tim Flanagan, 2010

Cool Down (Regulate the nervous system)

Get regulated enough to choose, not react.



1. **Breathe** (30-60 sec)

Slow the exhale to settle your body.

2. **Name** (silently).

Identify the emotion or sensation you notice

—no fixing.

Slow Down (Interrupt automatic thinking)

Create clarity and psychological safety before speaking.



1. **Choose** intention.

*Decide how you want to show up
(curious, steady, respectful).*

2. **Pause** the story.

Separate facts from assumptions; loosen certainty.

3. **Pause** the mouth.

*Rehearse one opening sentence that signals
Curiosity—not conclusions.*

Let's Practice



8 minutes total

Think of a recent work moment that felt tense or frustrating.

Quietly ask yourself: (2 minutes)

- What did I notice in my body or emotions?
- What story or assumption did I start telling myself?

Pair Share (3 minutes per round, 2 rounds):

1. Partner A (2 minutes): **Response** to each question
2. Partner B (1 minute): “**What I heard you say is...**”
3. Switch roles.

Engage Constructively (Interact with care)

Build shared understanding and forward movement.

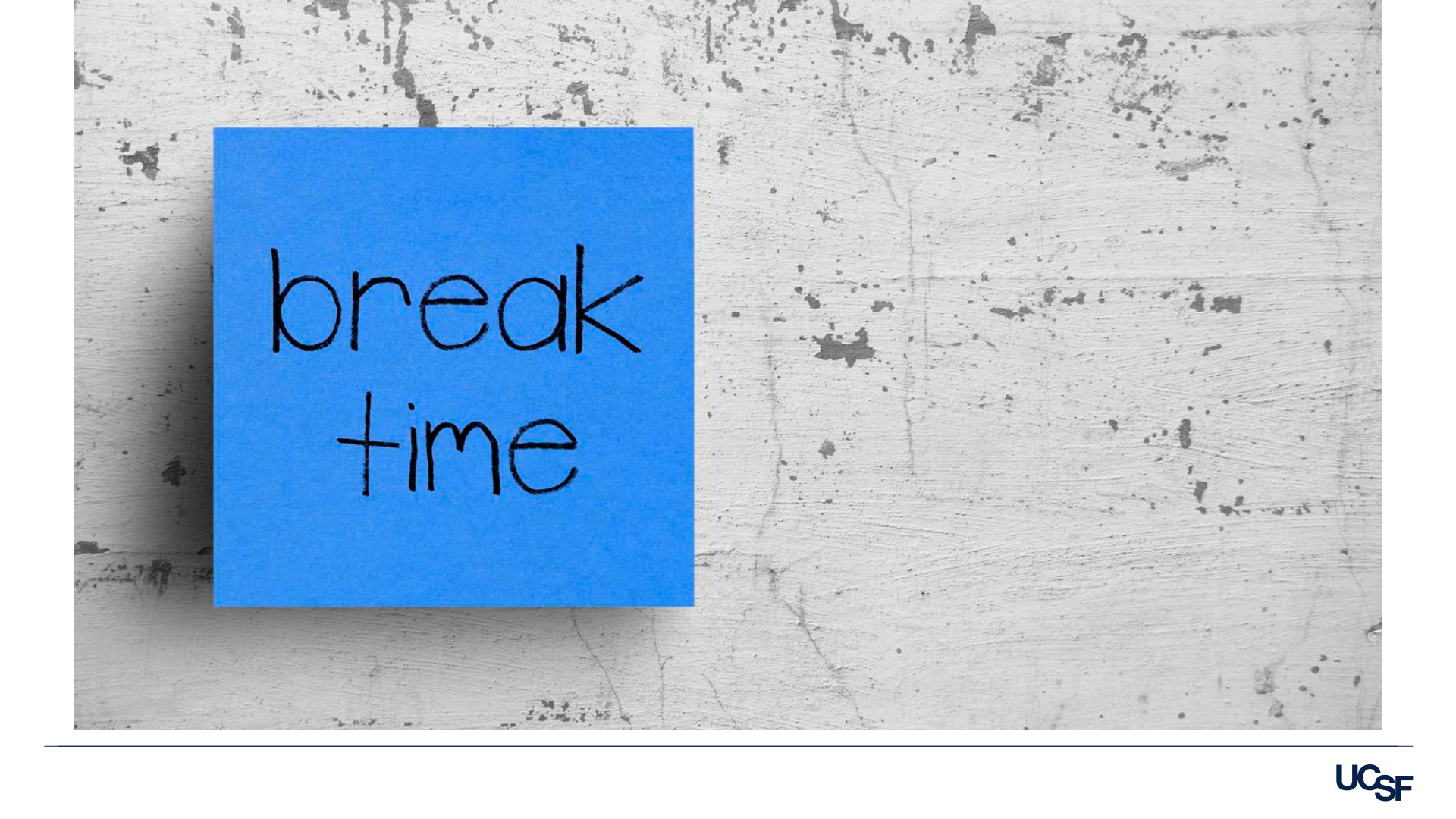


- 1. Listen** to understand.
Reflect back what you hear before responding.
- 2. Share** your perspective clearly.
Use “I” statements; focus on impact, not blame.
- 3. Ask** what’s next.
Explore options or agree on next steps.

How to Open

Short + clear beats perfect.



A blue rectangular sticky note is placed on a light grey, heavily textured surface that resembles concrete or weathered wood. The note has the words "break" and "time" written in a black, casual, handwritten font, stacked vertically. The background is filled with various dark spots, scratches, and grain patterns, giving it a gritty, industrial feel.

break
time

Name the Move

Cool Down? Slow Down? Engage Constructively?



1. I take a breath and notice my frustration before responding.
2. I ask myself what outcome I want from this conversation.
3. I start by asking for the other person's perspective.
4. I pause the story I'm telling myself and check my assumptions.
5. I lower my voice and relax my posture before speaking.
6. I name the issue and invite a next step.



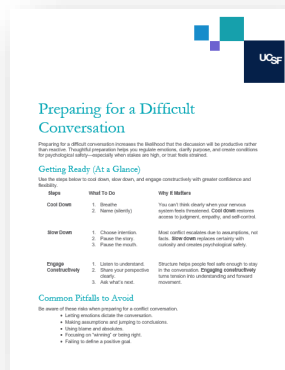
Which step do you tend to skip
when you're under pressure?



Practice the Opener

Practice Activity

16 minutes total



1. Individual (10 minutes)
 - The Situation
 - Cool Down
 - Slow Down
 - Engage Constructively
2. Small Group Share (6 minutes)



How did cooling down or slowing down
change how you opened the conversation?



- Calming yourself first prevents reactive conversations.
- Slowing down helps you check assumptions and clarify your goal.
- How you prepare shapes how the conversation starts.

Preparation helps you stay calm and clear instead of reacting in the moment.



Before the Next Session



- Ch. 4 - Assess the Situation
- Ch. 5 - Get Ready for the Conversation
- Ch. 6 - Have a Productive Conversation



- Pick one conversation that feels a little hard.
- Think through your goal, your emotions, and your opening line.



- Meet with your peer coaching group



About Peer Coaching

- **Listen** to peers without jumping to advice.
- **Ask** open questions that support insight and clarity.
- **Help** peers identify one realistic next step.

Peer coaching turns real challenges into insight, support, and clear next steps.

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Having Conflict Conversations— The ARTS Framework

CCTM Session 4



Structure helps make difficult conversations safer, clearer, and more productive.

Today's Focus

In this session, you'll practice how to...

- **Ask** about the other person's perspective before stating their own.
- **Respond** without judgment to reduce defensiveness.
- **Use** the ARTS structure to guide a real conflict conversation.

Community Agreements

- **Trying** matters more than getting it right.

- **Feedback** is about behavior, not character.

- You may **pause or reset** at any time.

- **Respect** timing and airtime.



From the Last Session to Today...

Preparation helps you stay calm and clear instead of reacting in the moment.

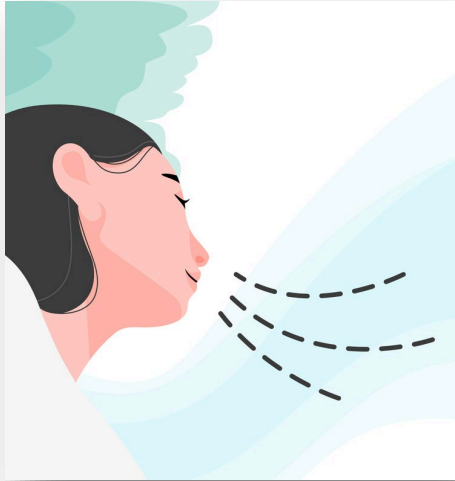
- Calming yourself first prevents reactive conversations.
- Slowing down helps you check assumptions and clarify your goal.
- How you prepare shapes how the conversation starts.

How did preparing change how you felt about the conversation?

Themes from Participant Feedback

Hold for themes from the evaluation survey

Conflict Competence



Cool Down



Slow Down



Engage Constructively

Using **ARTS** to Engage Constructively



Ask about their perspective.

Respond without judgment.

Tell your perspective.

Seek a path forward.

Ask about their perspective.

An open-ended question opens the door.



“Can you share how you’ve been experiencing this?”

“What’s most important for me to understand from your perspective?”

“How has this been landing for you?”

Better Ways to Ask

Before

1. Why are you always so defensive?
2. This keeps happening and it's becoming a problem.
3. We need to talk about your attitude.

After

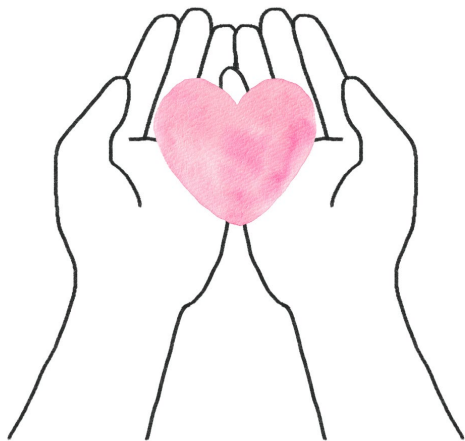
How have our conversations been feeling for you lately? What would help going forward?

Can we check in on how things have been feeling and what might help next?

I want to check in—how have things been feeling between us, and what would help?

Respond without judgment.

Openly receive what is being shared.



- Name what you hear (not what you think)
- Describe impact, not intent
- Use tentative language (“It sounds like...”, “I might be off...”)
- Separate feelings from facts
- Pause solutions

Better Ways to Respond

Before

1. You're overreacting.
2. That doesn't make sense.
3. You clearly didn't care.

After

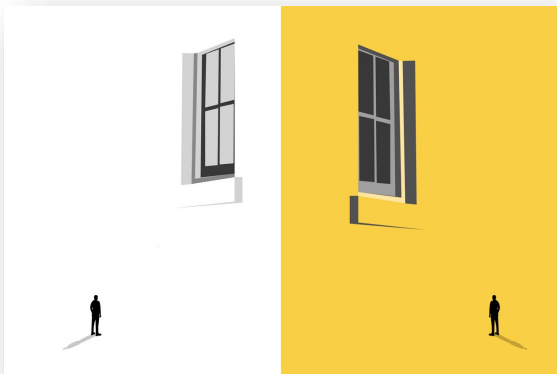
It sounds frustrating. Help me understand how you see it.

I may be missing something—can you share how you're seeing it?

I want to check my understanding rather than assume. How does this look from your side?

Tell your perspective.

It's about being clear, not being right.



- Your experience, observations, and needs.
- Specific and factual.
- Owned (“I” statements)
- Brief (not a speech, not a verdict)

Better Ways to Tell



“When ___ happens, the impact for me is ___. What I need is ___.”

“When **updates come late**, the impact is **rushed decisions**.
What I need is **a quick heads-up**.”

Seek a path forward.

Turn understanding into shared action through collaboration.



“Given what we’ve shared, what feels like the best way forward?”

“What would help this work better next time?”

“What are you willing to try, and what support do you need?”

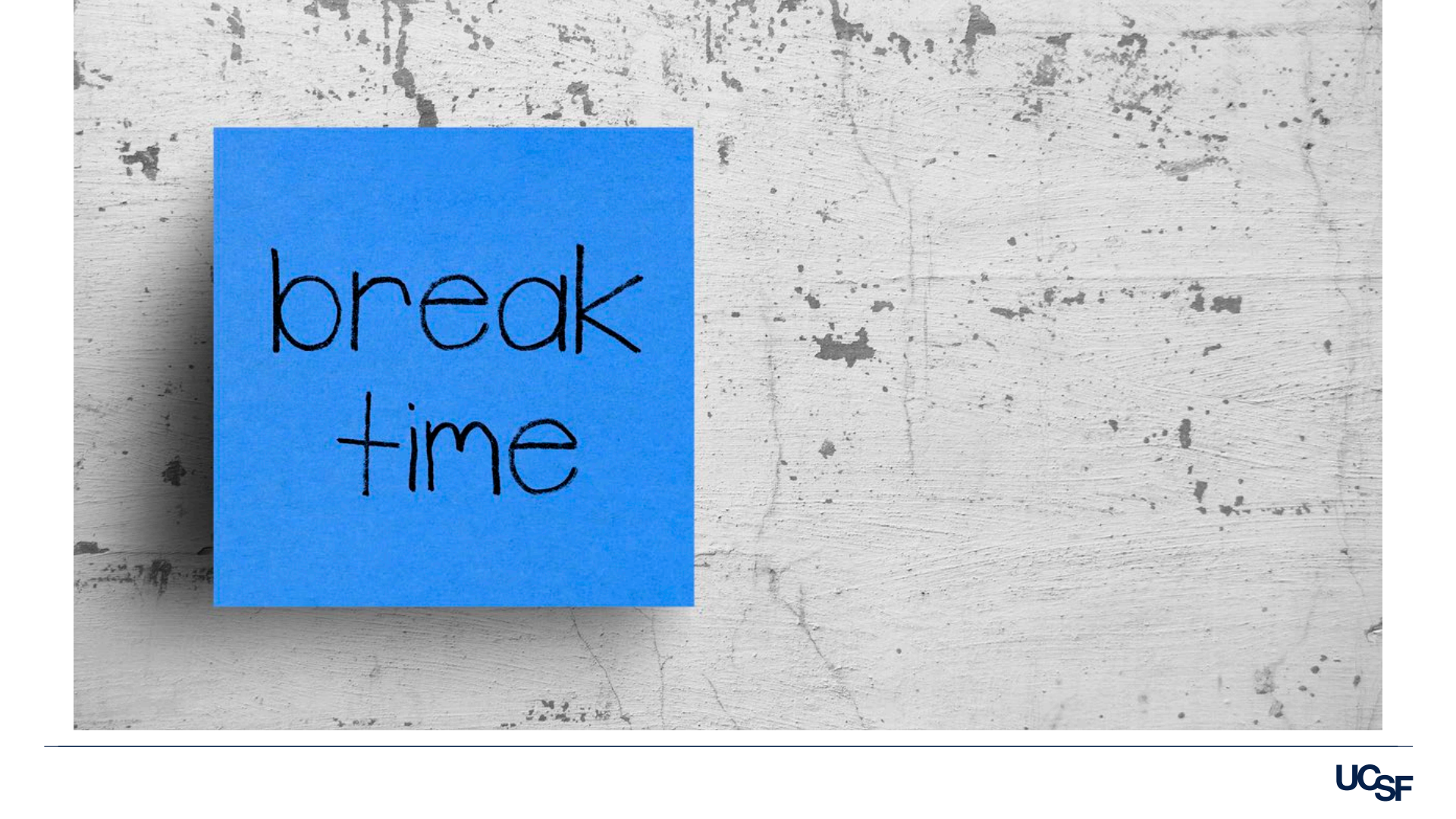
Better Ways to Seek

Before

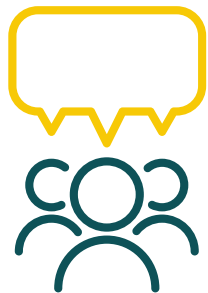
1. Here's what we're going to do from now on.
2. Let's just move on and put this behind us.
3. I'll handle it so this doesn't become an issue again.

After

- Given what we've discussed, what feels like a workable next step?
- What would help us move forward in a way that works for both of us?
- What feels like a realistic next step from here?

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break
time



Practicing ARTS

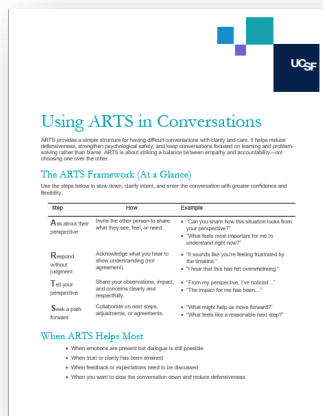
Small-Group Activity

30 minutes total

8-minute practice rounds,

3 rounds

1. Set Up (2 minutes)
2. Prepare (3 minutes)
3. Practice the Conversation (5 minutes)
4. Feedback & Reflection (3 minutes)
5. Switch roles





What did you notice about how using
ARTS changed the conversation?



- Asking and listening first reduces defensiveness.
- Responding without judgment builds trust.
- Structure helps difficult conversations stay constructive.

Structure helps make difficult conversations safer, clearer, and more productive.



Before the Next Session



- Chapter 6 - Have a Productive Conversation



Use one ARTS step in a real conversation this week.
(Ask, Respond, Tell, or Seek)

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Giving Feedback That Builds Trust

CCTM Session 5



Clear, respectful feedback supports learning, trust, and performance.

Today's Focus

In this session, you'll practice how to...

- **Give** feedback that is clear, respectful, and specific.
- **Balance** empathy and accountability in feedback conversations.
- **Use** ARTS to reinforce or adjust behavior in a constructive way.

Community Agreements

- Feedback is **information**, not a verdict.
- Both giving and receiving feedback are **skills in progress**.
- Focus on **impact**, not intent.
- **Assume positive intent**; attend to impact.



From the Last Session to Today...

Structure helps make difficult conversations safer, clearer, and more productive.

- Asking and listening first reduces defensiveness.
- Responding without judgment builds trust.
- Structure helps difficult conversations stay constructive.

Which ARTS step felt easiest to try? Which felt hardest?

Themes from Participant Feedback

Hold for themes from the evaluation survey

One Shared Goal: Sustained Performance

High-performing teams consistently receive both reinforcing and modifying feedback.

Maintain
strengths

Close gaps

Build
confidence

Keep work
on track



Safety and Growth Drive Performance



Psychological safety lets people practice, and a **growth mindset** helps them improve.

The Workplace as a Practice Gym

Work is a place to practice and get better, not a test you pass or fail.

Workplace	Managers as Coach
You learn skills while doing the job	Sets clear expectations (the “workout” plan)
Feedback is coaching, not judgement	Gives reinforcing and modifying feedback (coaching cues)
Performance improves through iteration	Normalizes learning and adjustment
Missteps are learning data, not failure	Corrects form early to prevent injury (small issues becoming big problems)

Behaviors to Reinforce

Examples of what **good** looks like



Reinforcing Feedback

Shows what's working, why it matters, and what to keep doing



- Calls out what's working
- Explains why it matters
- Makes success clear and repeatable
- Builds trust and motivation
- Often overlooked—but essential for learning and engagement

Using ARTS for Reinforcing Feedback

Ask – Invite reflection and signal respect.

“Can I share something I noticed?”

“What felt most effective in that interaction?”

Respond – Acknowledge effort or context.

“I know that meeting was under time pressure.”

“I could see how much prep you put into that.”

Tell – Name the specific behavior and impact.

“You paused to check understanding before deciding, which helped the team stay aligned.”

“Your follow-up email clarified next steps and prevented rework.”

Seek– Reinforce continuation and growth.

“What helped you do that?”

“Let’s keep using that approach.”

Examples of ARTS Reinforcing Feedback

1: Meeting Facilitation

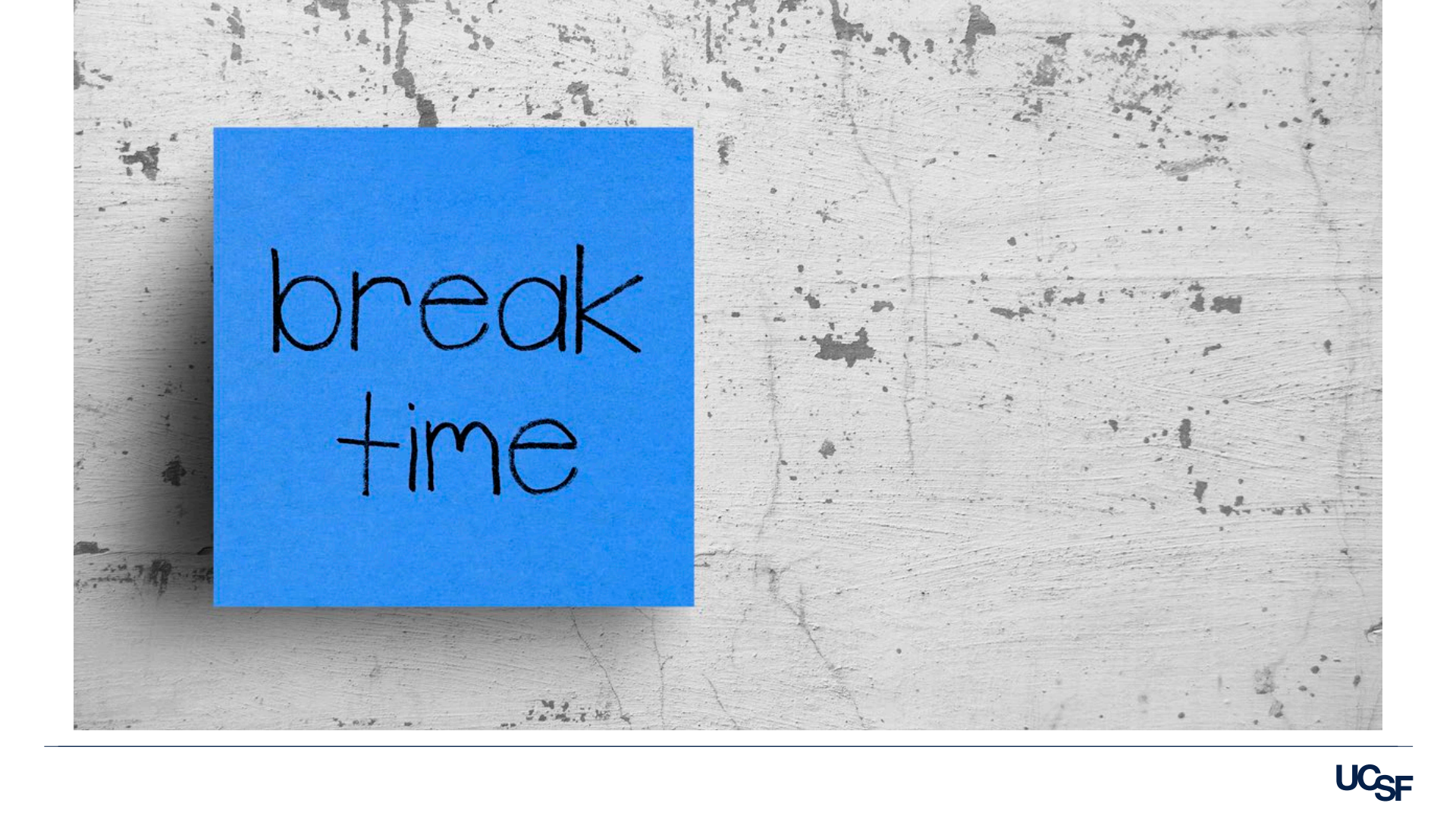
“Quick check-in? I know that meeting was packed.
When you paused to check for input before deciding, it helped the team stay aligned.
Let’s keep using that approach in future meetings.”

2: Follow-Through

“Can I share a perspective? I saw how you followed up after the handoff.
That clarity reduced confusion and saved time. That’s a great habit to keep.”

3: Team Collaboration

“Can I reflect something back? I noticed you invited quieter voices into the discussion.
That helped the team think more broadly. I’d love to see more of that.”

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break
time

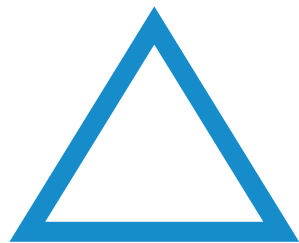
Behaviors to Modify

Examples of what's getting in the way



Modifying Feedback

Explains what needs to change, why it matters, and what to do differently next time.



- Names what needs to change
- Explains the impact
- Clarifies expectations going forward
- Supports improvement and accountability
- Prevents small issues from becoming bigger problems

Using ARTS for Modifying Feedback

Ask – Open with permission and purpose.

“Can I share some feedback?”

“Can we talk about something that would help things go more smoothly?”

Respond – Acknowledge context, effort or constraints.

“I know priorities have been shifting.”

“I can see you’re trying to move things forward.”

Tell – Name the specific behavior and impact.

“When deadlines are missed without notice, it delays the rest of the team.”

“Interrupting in meetings makes it harder for others to contribute.”

Seek– Ask for a clear, future-focused shift and support.

“What would help you flag delays earlier?”

“What can we try next time so everyone gets airtime?”

Examples of ARTS Modifying Feedback

1: Missed Deadlines

“Can I share an observation? I know priorities have been shifting. When updates come in late, it delays the team’s work. Going forward, I need updates by Friday or a heads-up if that won’t happen. What would help?”

2: Meeting Behavior

“Can I check in about something? I know you’re trying to move us forward. When you interrupt others, some voices don’t get heard. In meetings, I need you to pause and let people finish. How can I support that?”

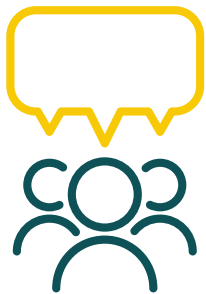
3: Email Tone

“Can I talk with you about something I noticed? I know the situation was frustrating. The tone of that email came across as abrupt, which strained trust. Next time, let’s slow it down and flag urgency without sounding sharp. What might that look like?”



What is a healthy ratio of feedback?

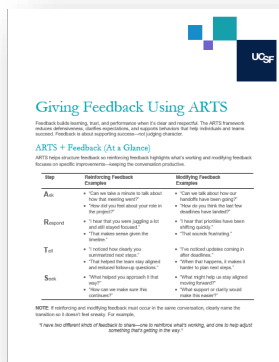
The Ideal Praise-to-Criticism Ratio, Jack Zenger & Joseph Folkman, 2013



Giving Feedback

Small-Group Practice

36 minutes total



Roles

- Feedback **Giver** – practices delivering feedback
- Feedback **Receiver** – responds realistically
- **Observer(s)** – watches for clarity, tone, and psychological safety

Round Structure (12 minutes per round)

- 2 min – Prepare (roles, scenario, feedback type)
- 2 min – Quiet planning
- 5 min – Feedback conversation
- 3 min – Observer feedback



What difference did using the ARTS structure make in how the feedback felt or landed?

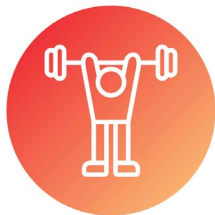


- Feedback works best when it's clear, respectful, and specific.
- Psychological safety affects how feedback is received.
- Balanced feedback supports learning and accountability.

Clear, respectful feedback supports learning, trust, and performance.



Before the Next Session



Give one piece of feedback using
the ARTS structure.
Keep it specific and brief.



Meet with your peer
coaching group



About Peer Coaching

- **Listen** to peers without jumping to advice.
- **Ask** open questions that support insight and clarity.
- **Help** peers identify one realistic next step.

Peer coaching turns real challenges into insight, support, and clear next steps.

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Facilitating Conflict Between Others

CCTM Session 6



Neutral facilitation helps others move forward without taking sides or adding harm.

Today's Focus

In this session, you'll practice how to...

- **Stay** neutral while facilitating a conflict between others.
- **Use** a structured process to guide two people toward understanding.
- **Recognize** when facilitation is appropriate and when escalation is needed.

Community Agreements

- **Neutrality is a skill**, and is not indifference

- Facilitators **guide the process**, not the outcome

- We don't take sides—we **support understanding**.

- Psychological **safety comes before** solutions.



From the Last Session to Today...

Clear, respectful feedback supports learning, trust, and performance.

- Feedback works best when it's clear, respectful, and specific.
- Psychological safety affects how feedback is received.
- Balanced feedback supports learning and accountability.

What difference did structure make in how the feedback landed?

Themes from Participant Feedback

Hold for themes from the evaluation survey

When there's conflict...

Do



Address it early



Stay neutral



Listen to both people



Keep the conversation respectful



Help them agree on next steps

Don't



Ignore the issue



Take sides



Decide who's right or wrong



Fix it for them



Push resolution when it's not safe

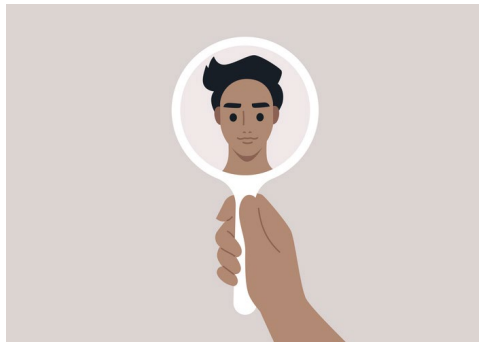
Guide the conversation--don't judge or fix.

Manager's Role as Neutral Facilitator

- Guides the conversation, not the outcome
- Stays neutral and avoid taking sides
- Ensures both people are heard
- Keeps the discussion respectful and focused
- Helps clarify next steps and agreements



Am I Ready to Be a Neutral Facilitator?

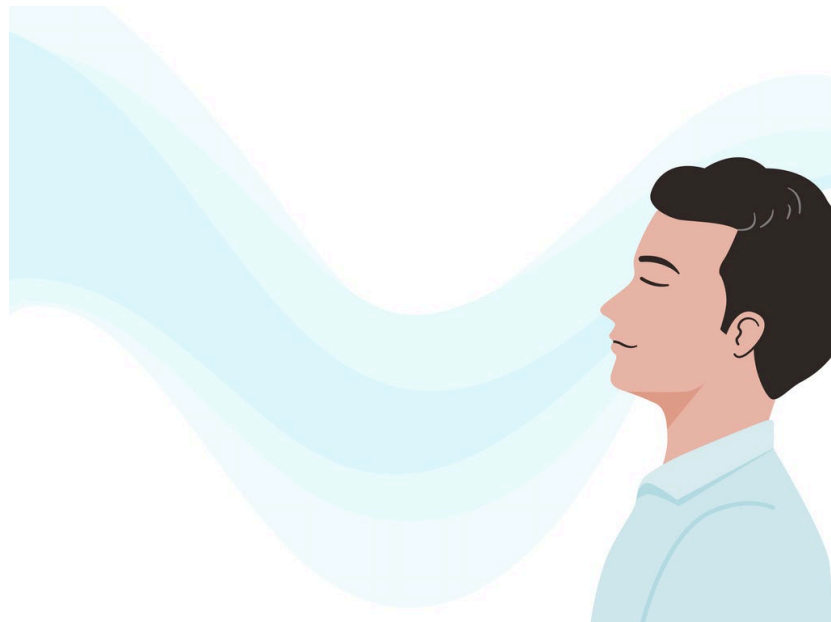


- Can I be curious instead of certain?
- Can I hold space without taking sides?
- Is facilitation appropriate right now?

If you answer “no” or “not yet” to more than one question, pause and prepare.

To Stay Neutral

Neutrality is a skill you practice, not a position you take.



- Pausing before responding
- Noticing your reactions
- Using neutral, balanced language
- Giving equal time to both people
- Holding boundaries and referring when needed

Facilitate or Escalate?

Facilitate when...

- Both people are willing to talk
- Emotions are manageable
- The issue is about work, roles, or communication

Stay neutral in the conversation
and guide dialogue

Stay neutral about people and focus on
process, safety, and policy

Escalate when...

- There are safety, harassment, or policy concerns
- Power imbalance makes fairness hard
- Emotions are too high to talk productively
- The issue keeps repeating without progress

Let's Decide: Facilitate or Escalate?



Facilitate Using FACET

A structured guide to focus on the process of the conversation

Frame the purpose and ground rules.

Ask and acknowledge each person's perspective.

Clarify what you're hearing and where views differ.

Explore options and possible next steps.

Track agreements and follow-up.

Frame

“We’re here to talk this through and decide next steps.”

Ask and acknowledge

“Tell me what’s going on.”
“I hear that this has been frustrating.”

Clarify

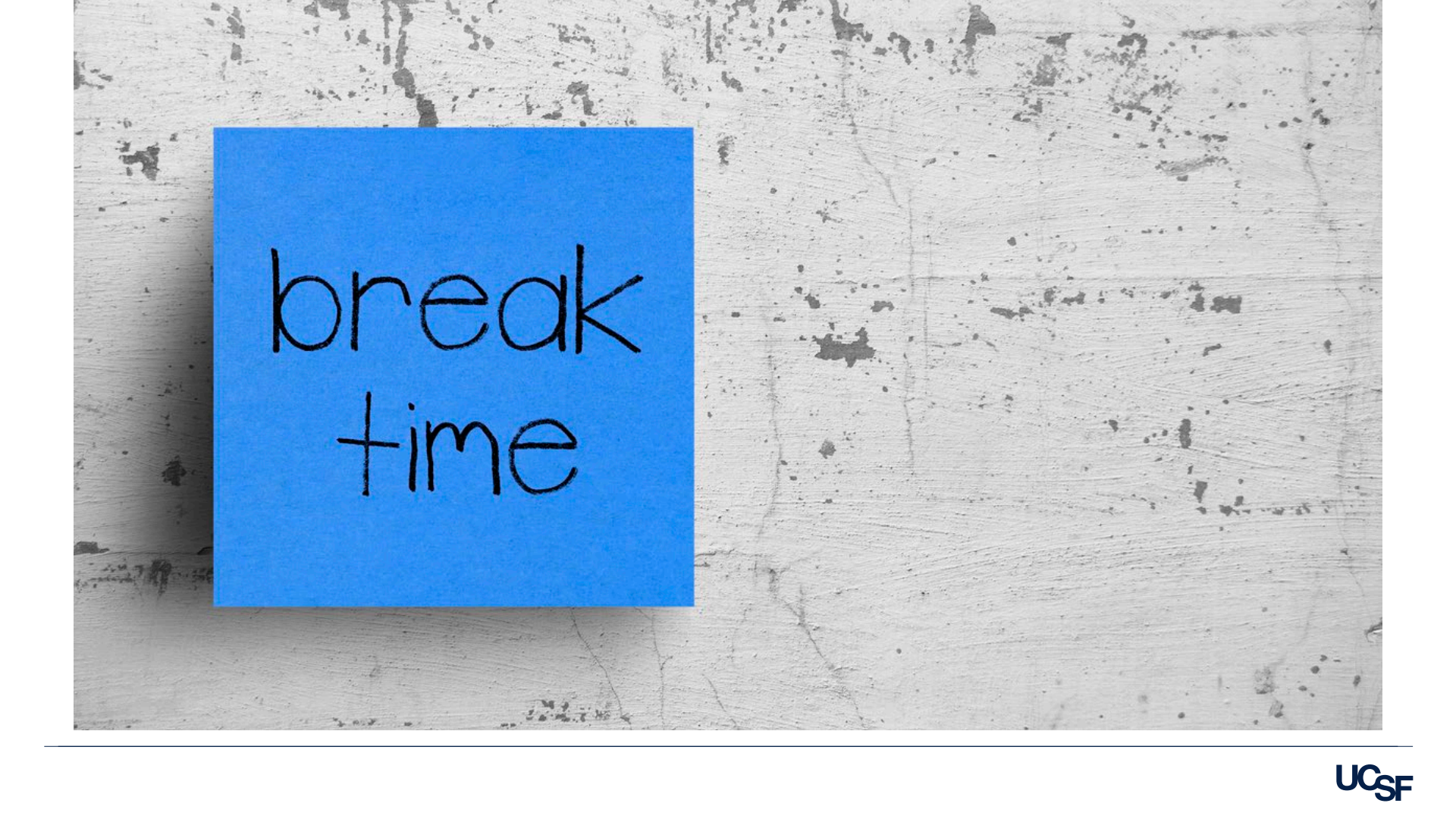
“So the issue is unclear priorities.”

Explore

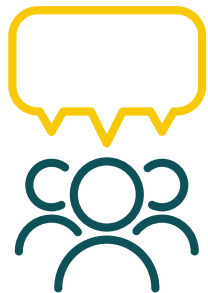
“What would help going forward?”

Track

“You’ve agreed to check in weekly and clarify deadlines.”

A blue rectangular sticky note is placed on a grey, textured surface that resembles concrete or stone. The note has the words "break" and "time" written in a black, handwritten-style font, stacked vertically. The background is a mottled grey with some darker spots and scratches.

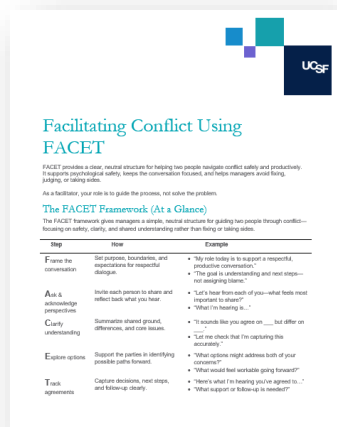
break
time



Facilitating Conflict Using FACET

Small-Group Practice

40 minutes total



Roles

- **Facilitator**—practices using FACET
- **Peer A**—one perspective in the conflict
- **Peer B**—the other perspective
- **Observer(s)**—watches for structure, neutrality, and safety

Round Structure (20 minutes per round, 2 rounds)

- 3 min – Set Up (scenario, perspectives, roles)
- 3 min – Prepare (each role)
- 10 min – FACET conversation
- 4 min – Observer feedback
- Rotate roles and choose the same/different scenario.



Which part of FACET helped the conversation most—and why?



- Facilitating conflict is about process, not taking sides.
- Neutral structure helps others hear each other.
- Not every conflict should be facilitated—some need escalation.

Neutral facilitation helps others move forward without taking sides or adding harm.



Before the Next Session



Try one facilitation skill this week: summarize perspectives, ask a neutral question, or slow the conversation.

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.

Resolve, Repair, or Refer —Making the Right Call

CCTM Session 7



Knowing when to engage, repair, or refer protects people, trust, and the organization.

Today's Focus

In this session, you'll practice how to...

- **Decide** whether a conflict needs resolution, repair, or referral.
- **Communicate** boundaries and referrals with clarity and respect.
- **Protect** psychological safety while maintaining accountability.

Community Agreements

- **Referral** is choosing the right level of support.

- **Boundaries** are a form of care.

- **Respect** limits of role, authority, and safety.

- **Dignity** matters in every decision.



From the Last Session to Today...

Neutral facilitation helps others move forward without taking sides or adding harm.

- Facilitating conflict is about process, not taking sides.
- Neutral structure helps others hear each other.
- Not every conflict should be facilitated—some need escalation.

What helped you stay neutral instead of jumping in to fix?

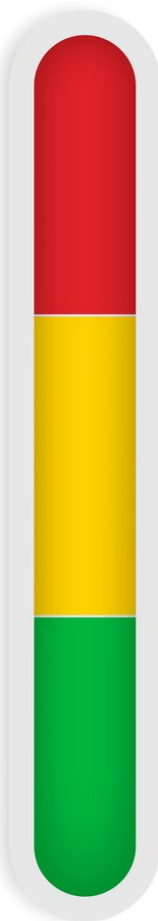
Themes from Participant Feedback

Hold for themes from the evaluation survey

Elements of Effective Resolution



Check Readiness for Resolution



Refer

- Safety, bias, or policy concerns
- Power imbalance limits fairness
- Emotions too high to talk safely
- Conflict keeps repeating

Repair

- Issue addressed, but trust is strained
- Feelings or harm still present
- Willing to rebuild, but needs time
- May require follow-up conversations

Resolve

- Willing to talk
- Emotions manageable
- Issue is clear and work-related
- Trust mostly intact

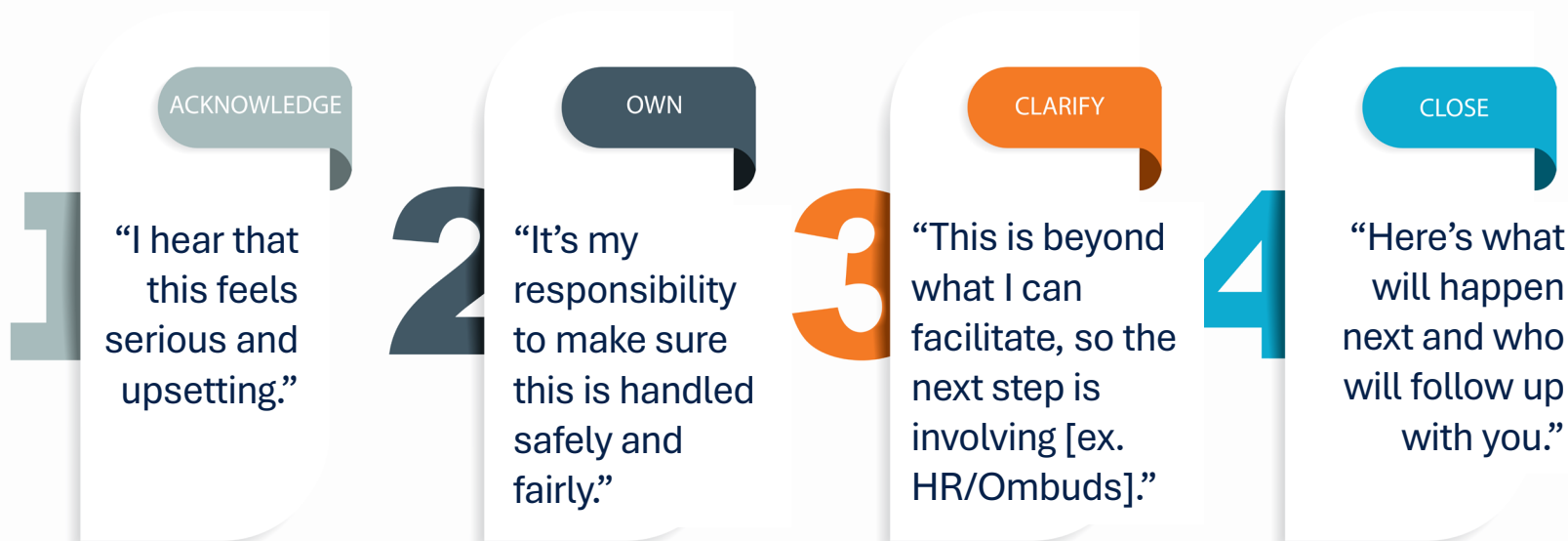
Choosing the Right Path

A checklist to help decide what path is best.

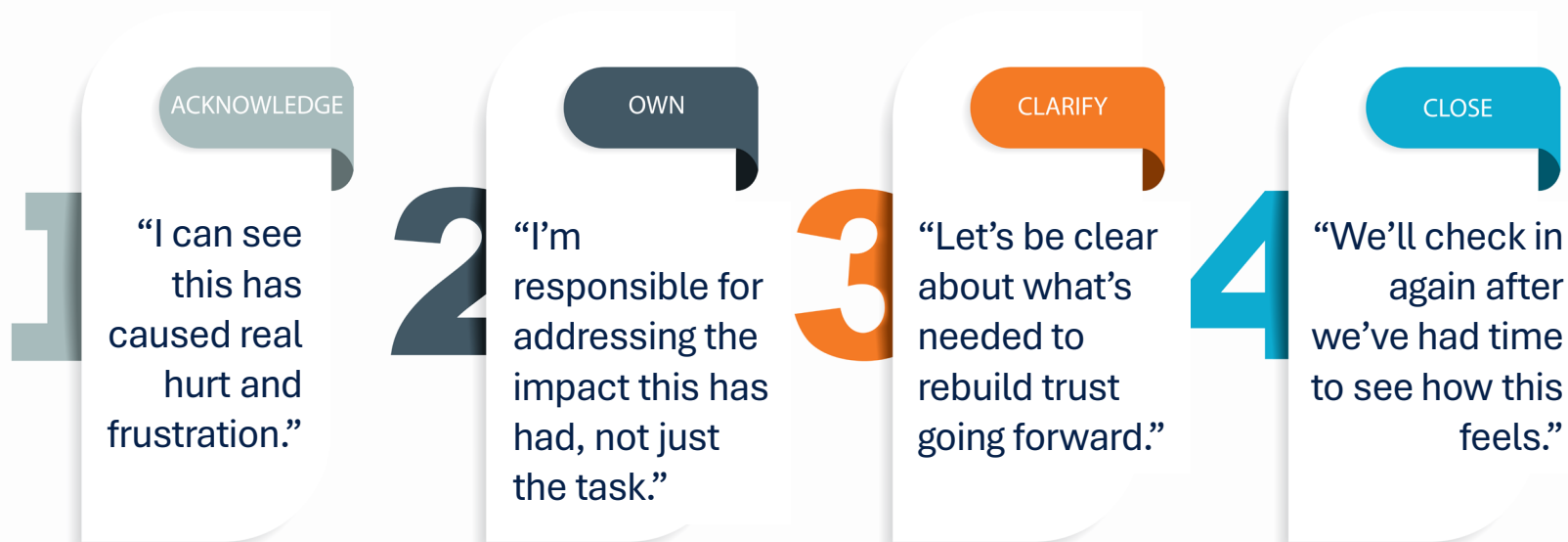
1. Is this safe and appropriate for me to handle?
2. Are people calm enough to talk?
3. Is there unaddressed impact?
4. Can clarity close this?



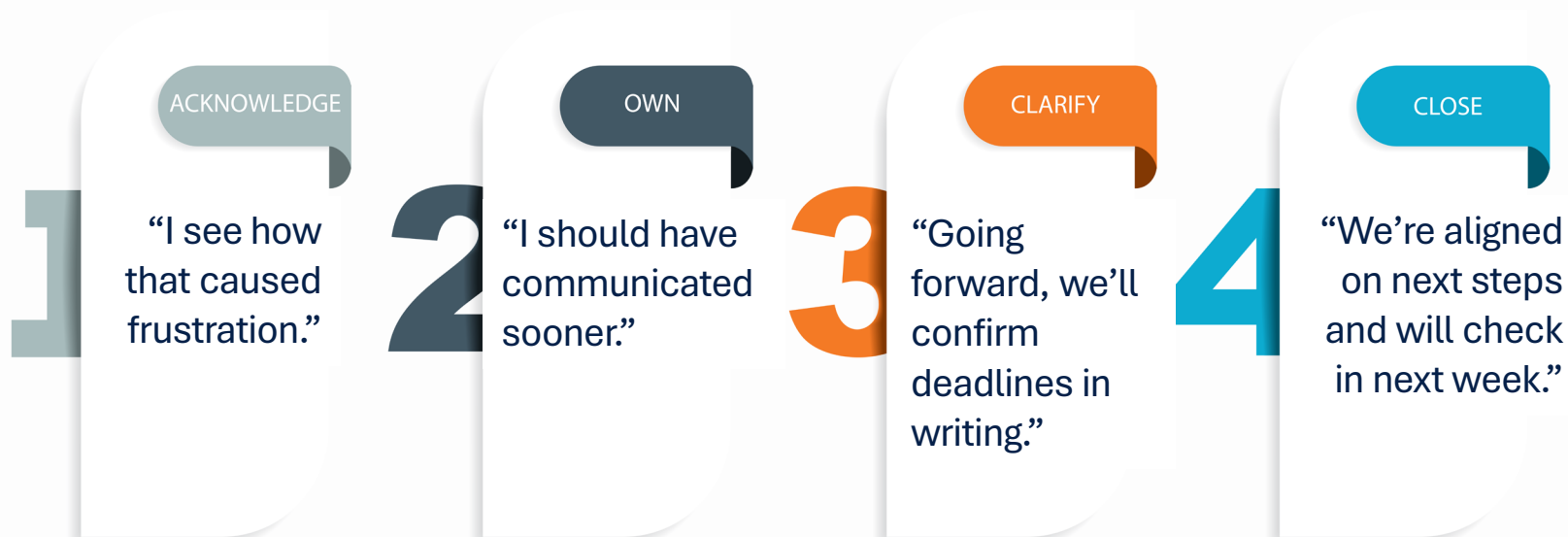
Refer: When safety, fairness, or policy is at risk

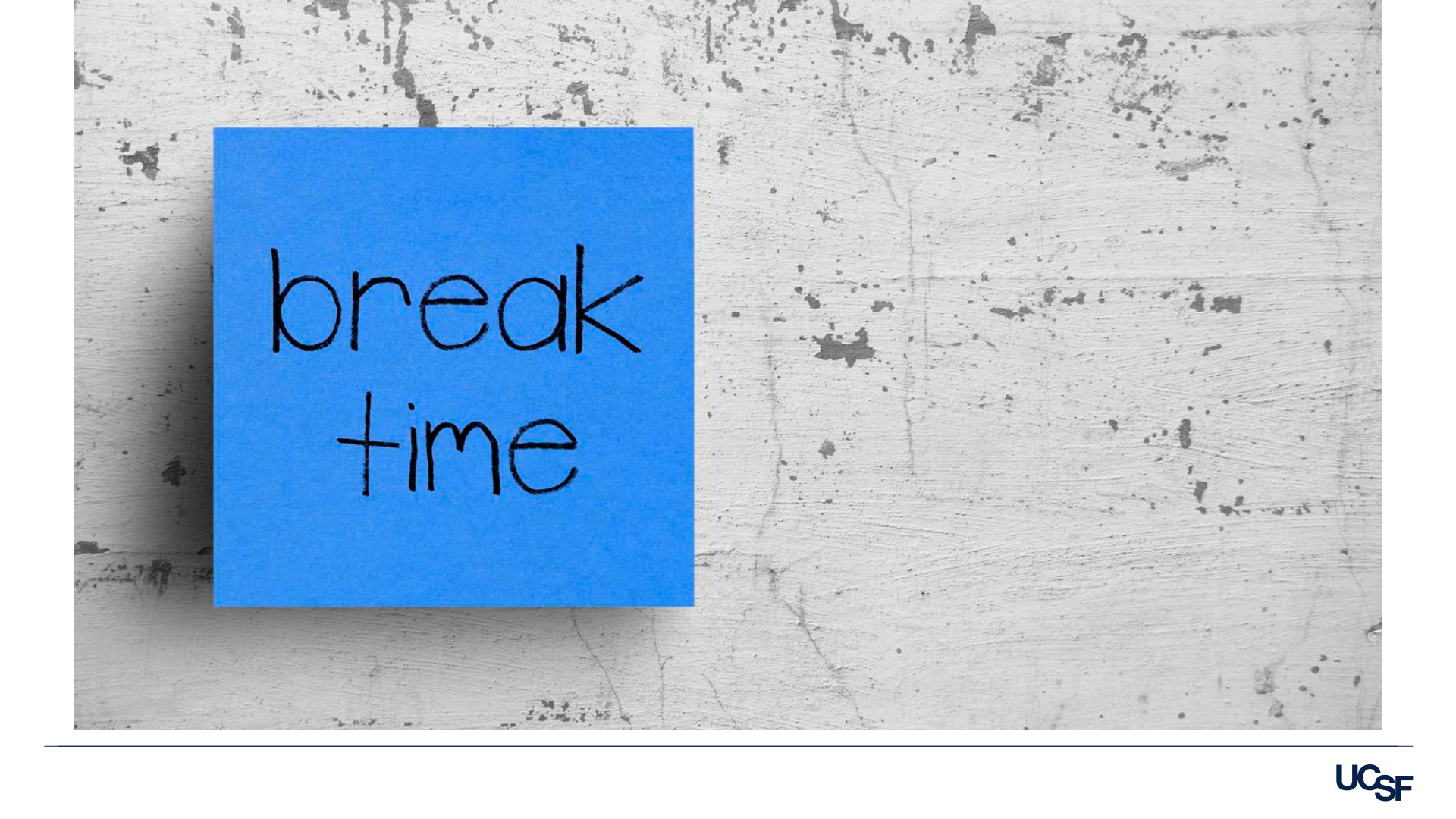


Repair: Trust or relationship is damaged



Resolve: Issue is workable and trust is intact



A blue rectangular sticky note is placed on a light grey, heavily textured surface that resembles concrete or weathered wood. The note has the words "break" and "time" written in a black, casual, handwritten font, stacked vertically. The background is filled with various dark spots, scratches, and grain patterns, giving it a gritty, industrial feel.

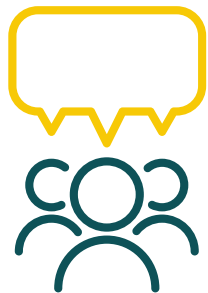
break
time

Check Your Bias

Pause to catch a potential blind spot.



- Am I trying to solve this instead of choosing the right path?
- Am I delaying because this feels uncomfortable?
- Is a power imbalance making neutrality hard?
- Am I rushing closure instead of addressing what's really needed?
- Would I respond the same way if different people were involved?

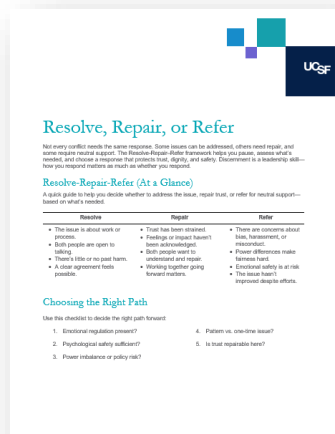


Choosing the Right Path

Small-Group Activity

16 minutes total

1. Solo review of Scenario A (3 minutes)
2. Group Review of Scenario A (5 minutes)
3. Group Review of Scenario B (5 minutes)
4. Path-Specific Question (3 minutes)





What signals helped you decide between
resolve, repair, and refer?



- Not all conflicts need the same response.
- Repair requires willingness and emotional readiness.
- Referring a conflict can be an act of leadership and care.

Knowing when to engage, repair, or refer protects people, trust, and the organization.



What to Remember...

- Conflict is normal—and how you handle it matters.
- Calm yourself first, then slow down your thinking.
- Name what's happening and what's driving it.
- Choose your conflict style based on the situation, not habit.
- Start conversations with curiosity and respect.
- Use structure to keep hard conversations constructive.
- You don't have to fix everything—sometimes repair or referral is the right move.
- Practice, reflection, and peer support build skill over time.

Keep Practicing



What's one conflict skill I'll keep practicing—
and where will I use it first?

Before you go, please take a minute to complete the evaluation.

Add QR code to survey

Your feedback helps us improve future sessions.