

## Conflict resolution cheat sheet

Before you start:

- Conflict can be between people or groups. Identify all parties.
- Make sure that everyone has good will to solve problem.
- Find neutral place to lead this exercise and make sure that people feel safe.

### 1. Gather all conflict parties

- Gather representatives from each side of a conflict and check that everybody allocated enough time for discussion.
- Divide space between conflict parties,
  - Avoid tables or other items that can be perceived as barriers.
  - Ask people to take position that makes them easy to move. It's easier to convince people to change perspective when they are standing than sitting.
  - Particular space is correlated with specific perspective. You can label places.
- Explain following steps to help people focus.

### 2. Gather facts

- Find volunteer to start and ask followed questions:
  - How situation looks from your perspective?
  - How do you feel in this situation?
- Repeat questions to all parties, one by one.
- Make sure that:
  - There is no polemics or controversy. If there is valid question about facts, it needs to be asked and answered.
  - People reveals feelings (fear, frustration, anger, happiness) not opinions. "I feel that they are incompetent" is evaluation not feeling.
  - People are using nonviolent communication. Emphase difference e.g. „I don't have enough information" vs „They haven't delivered me enough information". Avoid blaming others, focus on facts.
- If you are working with groups:
  - Make sure that each person has a chance to speak up. If someone is silent ask directly "What can you add to this?"
  - It's OK if different people in the same group has different or even contradictory feelings.

### 3. Broaden perspective

- Ask parties to switch their positions (e.g. clockwise).
- In the new position they will have to act as it is labelled
- Let them reflect awhile in silence on new position. Remind about gathered information. Point to the notes if these were taken during meeting.
- Ask questions:
  - In your new position what would you like to ask <<your original role>>? (Name the roles).
  - How do you feel in <<your new role>>?
- Repeat this step as many time as it's needed to have everybody speak from every position.
- Encourage discussion between groups but make sure that each of them has a chance to speak up.

### 4. Create a plan

- Ask parties to get back to their starting positions and remind about gathered information
- Ask question:
  - What can you give to others that will help to solve the problem?
- Encourage discussions. This is teamwork. Everybody can raise his ideas whenever he wants. Work with whiteboard, drawings, post-it notes....

### 5. Evaluate,

- When plan is agreed upon ask questions:
  - How do you feel about the plan?
  - How would you rate your chances for success?
  - What is the first step?
  - How will you know that plan is working?