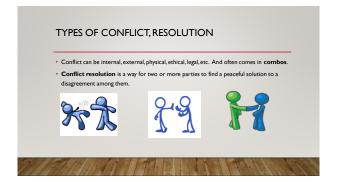


CONFLICT IS EVERYWHERE. WHAT'S SPECIAL ABOUT NON-PROFIT WORK? 1. The folks we serve are often in crisis. 2. We are committed to making a difference (we have a personal stake in it).

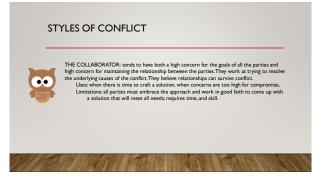












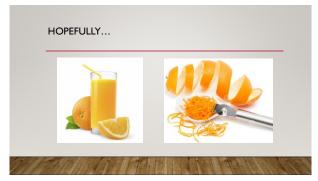
* I.What was conflict like in your family of origin? What did you observe as a child? * 2. How has that influenced how you observe/deal with conflict as an adult? * 3.Which one of the conflict styles do you tend to react with? Is it different when you're angry, tired, hungry, dealing with a certain person or topic?





WHAT GOOD MEDIATORS DON'T DO - Assume, Judge - Make promises - Violate confidentiality - Lose self-control - Advocate for the weaker party - Impose values or opinions - SOLVE THE PROBLEM! - Give advice - Find the "Truth"









THE POWER OF OBSERVATION - We communicate in so many other ways than our voice (eyes, facial expressions, body language). - To observe something (to really see it) is also to acknowledge its importance - It establishes a foundation for the other skills (listening, good questions, suspending judgement and emotional intelligence)

Key emotions: GRIEF, ANGER, FEAR Signs: nervousness, posture and position, shaking, trembling, eye movement, snickering These emotions are the keys to unlock conflict Addressing emotions allows rational dispute resolution to occur and satisfaction, fairness and justice to be realized

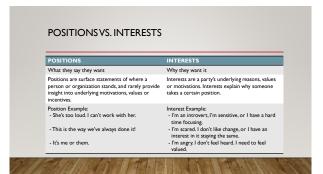
ACTIVE LISTENING

- Active listening takes effort to be alert and ready to hear something.
- Silence can be a very effective tool (it's uncomfortable, but useful).
- The GOAL of active listening is for the parties to gain a common understanding.

RULES FOR ACTIVE LISTENING

- Be Present.
- · Acknowledge, empathize and validate feelings.
- Suspend judgement and be curious.
- · Listen for data, facts, feelings, relationships and underlying interests.
- Paraphrase and reframe the issue to keep the focus on collaboration.
- \bullet Do all these things while remaining, and appearing, NEUTRAL.





ASKING SKILLFUL QUESTIONS

Skillful questions reflect your attention, empathy and interest.

They are open-ended and can either narrow or expand the focus.

- Opening: What are the major issues from your perspective? (sticking points)
 Information gathering: What else is relevant?; Can you tell me more about...
- Perspectives/expectations: Why is this important to you?; What concerns you most?
- Expanding: Do you see any other ${\bf options?};$ What would happen if $\ldots ?$ Hypothetical: If your situation were ideal, what would it look like?
- Focusing: Where do we go from here?

RULES FOR SKILLFUL QUESTIONING

- Relate what you hear (to the person, other party, other experiences)
- · Clarify and ask more questions.
- · Make no judgments and beware of assumptions.
- · Reflect feelings (everyone wants to feel HEARD).



COMMUNICATION SKILLS IN PRACTICE One effective way to use observation, listening and insightful questioning skills is REFLECTING, including PARAPHRASING, AND REFRAMING statements and interests. Reflecting involves the listener restating or reflecting back to the speaker the FACTS and FEELINGS of the message. (Understanding is NOT the same as AGREEING). The listener takes the message, deletes any inflammatory language and redelivers it in a neutral frame to which another can positively respond. The listener defines or "frames" the INTEREST to enhance problem solving.

COMMUNICATION SKILLS IN PRACTICE Co-worker: "She really pisses me off. I worked with that client for 4 years and never had this problem. I wish she'd just get with the program." REFLECT: I'm hearing that you're... QUESTION: Tell me more about... Client: "I've called ---- times and haven't gotten a response. This process is so worthless." REFLECT: QUESTION: Co-worker: "I can't work with him. First of all, he's loud, and he never listens to anyone else is ideas:" REFLECT: QUESTION:



