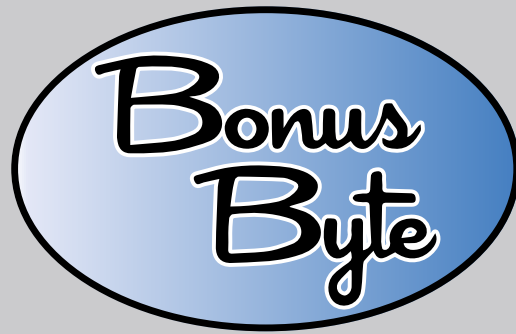


BUD

TO



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**Applying the 5D's of Conflict
Resolution to Personal Conflicts**

APPLYING THE 5D'S OF CONFLICT RESOLUTION TO PERSONAL CONFLICTS

by Guy Harris

The general process for resolving Level 3 conflicts when you are personally involved remains the same as described in Chapter 38 of *From Bud to Boss*. For this Bonus Byte, the steps of the process are listed as a reminder, along with some additional thoughts to consider when you are one of the parties in the conflict.

Define the Conflict in Terms of Its Business Impact

This step remains essentially the same whether you are a leader-mediator or a party to the conflict – with one exception: you have to be particularly careful how you define the conflict so it does not sound to the other person like you are trying to corner them with your definition. Two thoughts to help in this process:

1. Be especially careful that your problem definition is phrased in a neutral, non-accusatory way. For example, “We don’t communicate very well” is a little more likely to trigger a negative response than “We both have information important to the outcome of this project, and it seems the information one of us has does not always get to the other in time to meet project deadlines.”
2. Beware of the tendency many have to state problems with an anticipated solution built into the definition. For example, “Emails don’t get delivered and read in time to take action on them” pre-supposes that the only and best way to deliver information is email and that we need to fix the email process. Whereas, “Information is not getting where it needs to get in time for people to take action on it” opens the definition to allow a discussion about whether email is the best way to communicate on the specific issue.

Deliver an Invitation to Meet

The potential challenge with this step in a personal conflict is that the other person might decline your invitation (especially if you have no positional authority with them).

You will likely need to work a bit harder to sell the invitation when you are personally involved. Remember that there may be some anger or resentment that you will have to overcome to get the meeting. If they are angry, let them vent their anger a bit before you push for a meeting. When you sell the meeting, remember the tips we offered about using DISC to communicate most effectively. Appeal to their needs in your invitation, and you increase the odds that they will accept it.

Decide on a Mutually Agreeable Time and Place to Meet

Remember to find a quiet, neutral place to meet where you are not likely to be interrupted. If at all possible avoid meeting in either person’s office or work space.

Discuss the Problem to Seek a Resolution Plan

In this situation, you will act as both the mediator and the involved party. In the meeting opening, you will need to restate the problem you are there to solve and the meeting ground rules:

- You agree to stay engaged until the time is up or the problem is solved.
- You are there to discuss solutions. Neither person can use their position to threaten the other as a result of the discussion.

Remember to notice and positively comment on any positive statement offered. Examples of positive statements could include:

- Offering a solution you can accept
- Acknowledging your perspective
- Some type of positive comment about you as person
- An apology
- A willingness to take at least partial responsibility for the problem causing the conflict

If you notice these, or any other comments that move you closer to positive energy and a solution, acknowledge or thank him/her for what was said. Your acknowledgment might sound like:

- John, thank-you for recognizing my work on the project.
- Mary, thank-you for acknowledging my point on...
- Jerry, it sounds like we are in agreement on this point...
- Tom, I can see your point on...
- Sue, I can see how you would have that perspective on...

Document the Plan

This step is not much different from when you are the leader-mediator.

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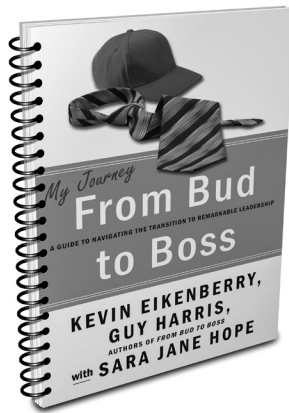
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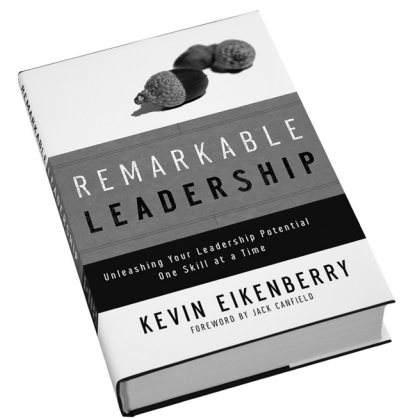


My Journey From Bud to Boss

A companion volume to the From Bud to Boss book, the Journey is a workbook designed to help you apply the knowledge gained to actual work experiences. It includes activities, questions, and exercises designed to take you beyond the concepts introduced to you during the Workshop or the book. And while this book is completely designed to be written in, all of the templates and tools are available in both PDF and Word document form so that you can use them over and over.

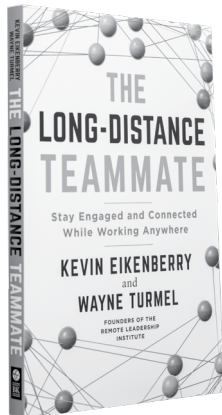
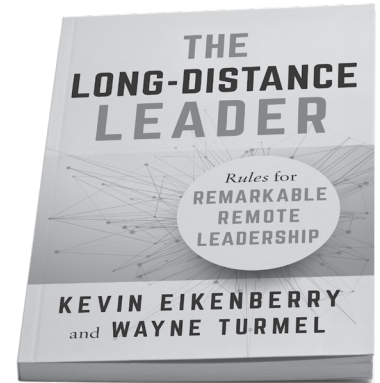
Remarkable Leadership

is a practical handbook written for anyone who wants to hone the skills needed to become a remarkable leader. This book outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way. It explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.



The Long-Distance Leader

is a practical, candid look at what it takes to lead people, projects and teams in today's dispersed workplace. The book showcases 19 rules for being a remarkable remote leader, and offers practical models, tools, and best practices to tackle the real-world challenges from how we work and communicate virtually.



The Long-Distance Teammate

Written by the founders of the Remote Leadership Institute, this book is the most authoritative single resource for helping remote workers get work done effectively, build relationships that are both productive and satisfying, and maintain a career trajectory when they are not in constant close contact with their leader, coworkers, or the organization in general.

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