

# Conflict Coaching



## Proactively Assisting with Workplace Conflict



Presented to: 13th Annual EEOC EXCEL Conference  
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Date: July 14, 2010

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# Presentation Overview



- Background
- Definition of Conflict Coaching
- Different from other Processes
- Conflict Coaching Pilot Implementation
- Program Expansion
- Program Considerations



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# Background

*Conflict*  
CONFLICT



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## EEO Pre-Complaint Evaluation

- Process Improvement Methodology
- Interagency Workgroup
- Best Practices and Recommend Improvements



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## EEO Pre-Complaint Evaluation Challenges

- Conflict Avoidance
- Resistance to Mediating
- How to be Proactive
- Improve Conflict Handling and Resolution Skills



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## EEO Pre-Complaint Evaluation Recommendations

- Implement Process Improvement Action Plan
- Increase Focus on Pro-Active Conflict Resolution



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## Definition of Conflict Coaching

*Conflict*  
CONFLICT  
conflict  
conflict

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## Conflict Coaching ~ What it is

- Mandatory or voluntary
- Confidential
- Structured
- One on one
- Driven by client needs and goals



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## Conflict Coaching ~ What it is

(cont'd)

- Assists With Specific Situations or Conflicts
- Builds Conflict Handling Skills
- Relies On Individual Accountability
- Pre-mediation
- Post-mediation



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## Different from Other Processes




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## Conflict Coaching ~ What it is **not**

- Counseling
- Mentoring
- Teaching
- To be used for performance or conduct issues




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## Agency ADR Processes



Facilitation	Mediation	Conflict Coaching
Informal intervention	Structured	Structured
Conducted by trained and experienced mediator	Same	Conducted by trained and certified conflict coach
One or more parties or groups	Two parties	One on One
May or may not be confidential	Confidential	Confidential
Purpose <input type="checkbox"/> Help persons improve communication or work processes <input type="checkbox"/> Assist with conflict or dispute resolution	Purpose <input type="checkbox"/> Help persons improve communication <input type="checkbox"/> Assist with conflict or dispute resolution	Purpose <input type="checkbox"/> Enhance individual ability to anticipate, handle or resolve conflict <input type="checkbox"/> Pre and post mediation




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## Conflict Coaching Pilot Implementation



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## Conflict Coaching Pilot



### Length

- Four months

### Organization

- Interested and supportive organization
- Volunteer managers



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## Conflict Coaching Pilot Purpose



- To provide support and assistance
- Confirm need and interest in services
- Effectiveness as a pro-active tool
- Considerations for expansion



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## Conflict Coaching Pilot Coaches



- Selected
- Requirements
  - High grades (pay bands)
  - Experienced or Trained
    - » Mediators
    - » Facilitators
    - » Coaches



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## Conflict Coaching Pilot Goal



- Assist managers
  - Analyze conflict
  - Explore options
  - Identify self development
  - Develop action plan



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## Conflict Coaching Pilot Program Features



### Conflict Coaching Agreement

- Definition of coaching relationship
- Coach's role
- Expectations of participant
- Confidentiality
- Session scheduling
- Acknowledgement of voluntary participation



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## Conflict Coaching Pilot Program Features (cont'd)



- Intake session with participants
- Thomas Killman instrument
- Monthly coach telecons
- Participant feedback after each session



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## Conflict Coaching Pilot Results



- High satisfaction with coaching
- Interest in coaching services
- Prevention of complaints
- Follow-up interest after the pilot



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## Program Expansion



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## Conflict Coaching Expansion

- Structured process
- Voluntary
- Managers only
- Pre-mediation
- Post-mediation



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## Conflict Coaching Expansion Coaches

- Open solicitation
- Grade requirements
- Experience and/or training requirements
- Manager endorsement



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## Conflict Coaching Expansion Training

- Formal training and certification
- Pre-training assessment of participants
- Training evaluation
- Follow-up coaching



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## Conflict Coaching Expansion Evaluation

- Effectiveness measurements
  - Promotional activities
  - Training provided
  - Client feedback
  - Pro-active conflict handling effectiveness



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## Program Considerations



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## Program Considerations



- Conflict coaching clients
- Resources
- Conflict coaching model
- Training



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## Program Considerations

(cont'd)



- Qualifications and selection of coaches
- Integration with other ADR processes
- Program features
- Evaluation



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## Resources



- **Conflict Coaching Articles**
  - [www.mediate.com](http://www.mediate.com)
- **Cinergy Coaching**
  - Cinnie Noble
    - [www.cinergycoaching.com](http://www.cinergycoaching.com)
- **“Conflict Coaching: Conflict Management Strategies and Skills for the Individual”**
  - Tricia S. Jones and Ross Brinkert
    - [www.conflictcoachingmatter.com](http://www.conflictcoachingmatter.com)



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Questions?

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