

Emotional Intelligence for Innovative Leadership

SESSION 3 MANUAL

Conflict Resolution and Emotional Intelligence

Imagine a vibrant workplace where the clash of ideas isn't seen as a threat, but rather as a catalyst for innovation.

Conflict resolution isn't just about smoothing things over; it's a transformative art. Instead of friction, we get sparks of collaboration, with efforts being channelled towards growth and progress.

To get the most out of diverse perspectives, conflict resolution becomes a tool that supports sound decision-making and innovative leaps. Effective conflict resolution fosters open communication and understanding between individuals and enables them to address their differences constructively and find mutually beneficial solutions. A healthy approach to conflict strengthens relationships among colleagues, contributing to the psychological safety essential for accelerating innovation by building trust and respect. Ultimately creating a healthier and more dynamic work culture that thrives on collaboration and adaptability.

Key Concepts

- Why is Conflict Resolution essential for Innovation?
- What are the key components of Conflict Resolution?
- How do we resolve Conflict?
- What happens if we don't develop Conflict Resolution skills?





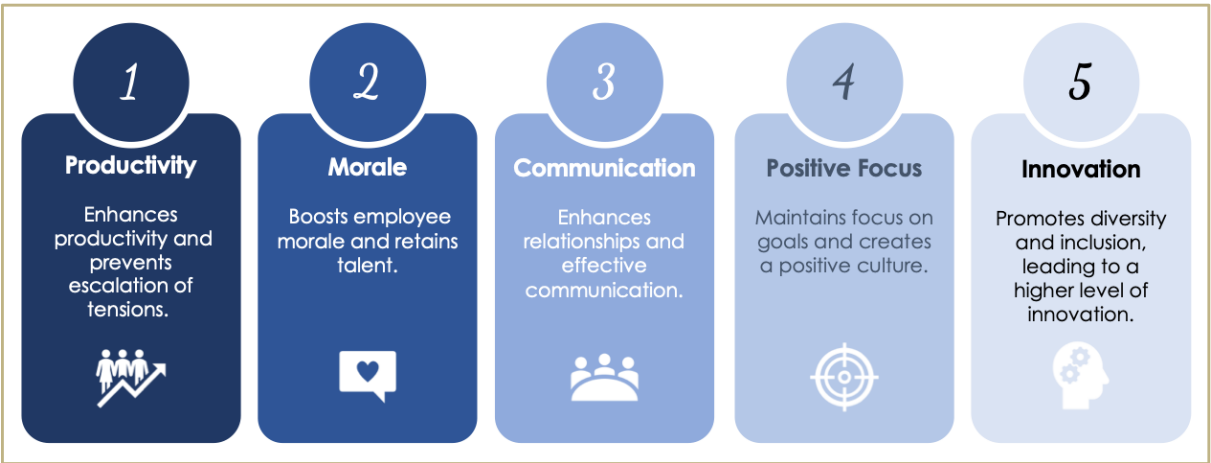
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1: Effective Conflict Resolution

When have you witnessed someone with high Emotional Intelligence effectively resolve a conflict? What did you observe about how they handled it?

Conflict is inevitable. The deterioration of a culture as a result though is a choice. Leaders who learn how to effectively resolve conflict in the workplace can create an environment in which innovation can flourish.

Here are some reasons why:





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2: Developing Conflict Resolution Skills

Why is it necessary to develop Conflict Resolution skills and practice in your organisation right now?

3: Learning from Conflict

Think of a time when you entered a conflict with someone at work.

1. How did they and you handle it?
2. What was the outcome?
3. If you both had better conflict resolution skills, how would it have gone?
4. What would have been different?
5. What learnings would you like to take away from that experience?



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Healthy Conflict vs Unhealthy Conflict

Healthy Conflict	Unhealthy Conflict
<ul style="list-style-type: none">• Respectful: Value others' viewpoints• Calm: Stay non-defensive• Resolution Focus: Aim to resolve• Compromise: Seek middle ground• Positive Impact: Benefit individuals & team	<ul style="list-style-type: none">• Disrespectful: Ignore other's goals and needs• Explosive: React angrily• Winning Obsession: No compromise• Bullying: A lack of co-operation• Fear: Anticipate negative results

4: Healthy Conflict vs Unhealth Conflict

Review the difference between Healthy and Unhealthy Conflict.

Which of these do you recognise in your environment?



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What's at play during conflict?



5: Factors at play during conflict

Which of the above do you most often see in yourself when handling conflict? Which do you most often see at play in your organisation? Which one do you most need to focus on developing as a priority?



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Characteristics of Conflict Resolution



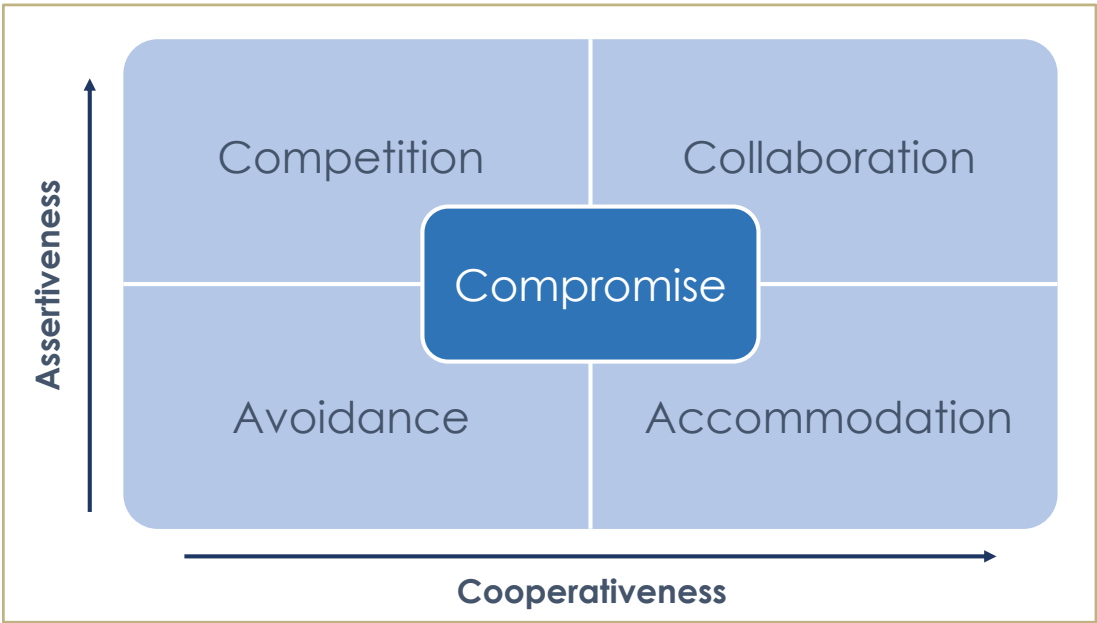
6: Conflict Resolution Skills

What you think are some key skills that would support the characteristics of conflict resolution?



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Conflict Styles in the Workplace



7: Conflict Styles

Look at the four quadrants. Which conflict style do you tend to have? Which style would you like to practice more?

8: Emotional Regulation during Conflict

Write down some of the ways you try to stay calm when navigating a conflict situation.



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How can I develop my Conflict Resolution Skills?

Empathy Toolkit:

1. Managing emotions during conflict
2. Effective Communication and Constructive Dialogue
3. Finding win-win solutions

Tool #1: Managing emotions during conflict

It is perfectly natural to experience emotions during a conflict. It is how you manage them that significantly impacts the resolution process and also the overall work atmosphere.

Here are some tips for managing emotions during conflict:

1 Stay calm and objective	Ask for a break if you need it 5
2 Set up the right time and space	Focus on the issue not the person 6
3 Practice Active Listening	Ask rather than assume 7
4 Express honestly	Remember to breathe 8



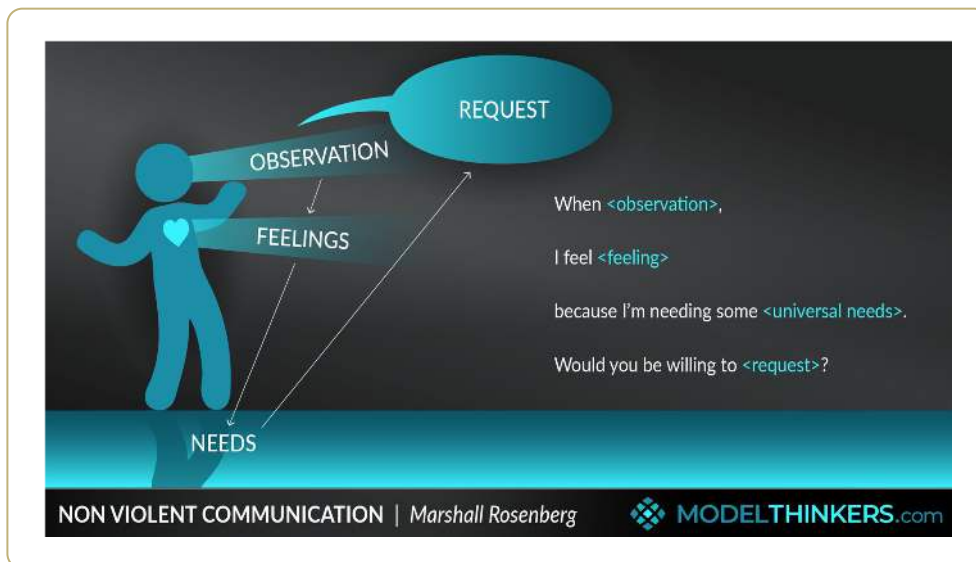
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Tool #2: Effective Communication and Constructive Dialogue

Effective communication and constructive dialogue includes:

- Active listening and assertive communication skills.
- Facilitating constructive dialogue and understanding different perspectives.

Nonviolent Communication (NVC), developed by Marshall Rosenberg, is a communication framework designed to foster understanding, empathy and resolution in conflicts while avoiding hostility and aggression. It consists of four key components: observations, feelings, needs, and requests.



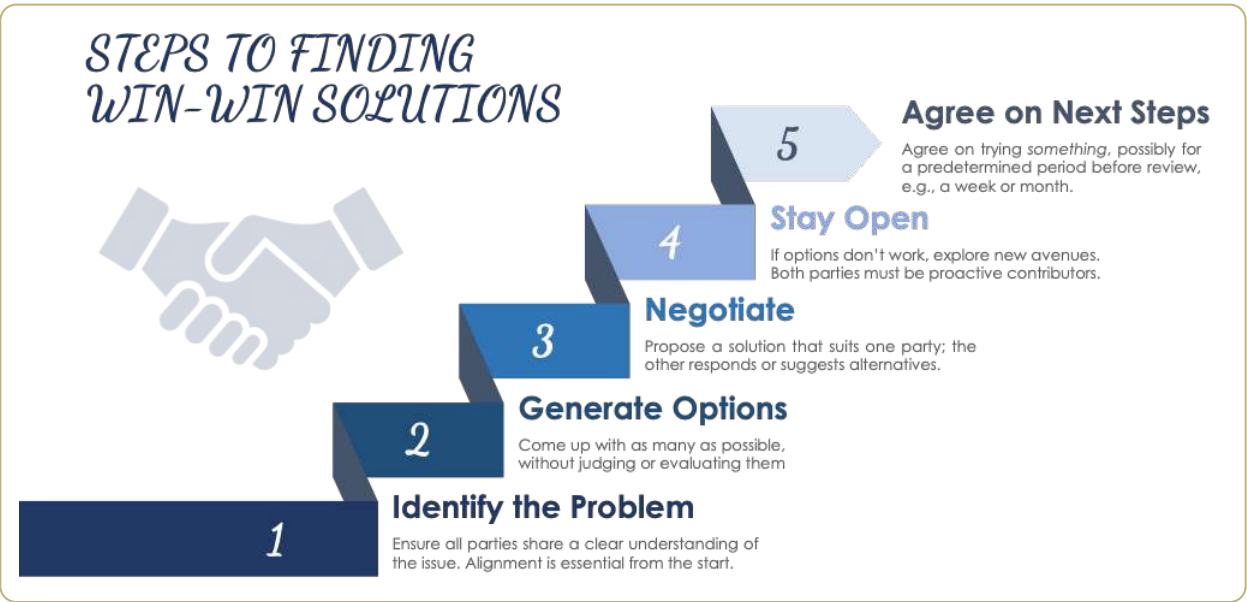


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Tool #4: Finding win-win solutions

Finding win-win solutions involves identifying outcomes that satisfy the interests and needs of all parties involved in a situation.

Here are some basic steps to seeking win-win solutions:



9: Conflict Resolution Skills

Write down which tool or tools you will work on improving. Include a strategy for how you will keep yourself on track with developing your new tool(s).

Be ready to share your strategy in the in-person session or with an accountability partner.



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10: What if we don't resolve conflict?

What do you think are some of the consequences of not resolving conflicts in your workplace?

11: Consequences of Inadequate Conflict Resolution

Which of these results do you currently see at play in your organisation?
What will happen if you don't develop your Conflict Resolution skills individually and collectively?

Wasted time

Employee turnover

Grievances, complaints and lawsuits

Absenteeism and health costs

Workplace violence

Poor decision-making

Toxic culture
