



The Literacy and Numeracy Secretariat  
Le Secrétariat de la littératie et de la numératie

# **The Coaching Clinic™**

*"working intelligence"*

---

## ***Coaching Chip Number 5***

This Coaching Chip:  
[Managing Conflict on Teams](#)

### **Managing Conflict on Teams**

As a manager there will be times when people you manage are in conflict. Your job is to keep the team performing to its maximum potential. You'll have to tackle the conflict and it will be best if you do it sooner before it grows out of control. The following five steps provide a paradigm to help you get people together, talking and resolving their issues.

#### **Managing Conflict on Teams**

---

##### **1. Start by talking about something else**

Before getting into the details of the conflict bring them back to a conversational tone. Start a conversation about something that is not contentious. Think of this step as an ice-breaker.

##### **2. Permission, potency and protection**

Give the conflict management meeting a tone of civility. The ground rules could be permission, potency and protection.

Let people have permission to disagree. Let them know they can speak their views strongly, but they must be respectful. Let them know they must not intentionally inflict pain on anyone else.

### **3. Asking about issues**

Ask people what their concerns are and then paraphrase your understanding. The opposing sides will listen to you, without their feelings about the others intervening. This ought to help the tension to subside.

You can write down each issue on a T diagram when you have a clear understanding and then ask the other side to comment.

This gives both parties a chance to vent their feelings in a respectful way.

### **4. Implications**

Ask people to predict the bad case scenario of not resolving the conflict. And ask them about the best case scenario that a satisfactory resolution would bring.

This should unite them in wanting the best case scenario to result.

### **5. Solicit Ideas**

Ask for ideas to reach the goal. And go over the clarified issues in your T diagram, one by one, asking for ideas to resolve it in the interest of reaching the best case scenario.