Conflict Resolution Trainers’ Manual
12 Skills

First published in Australia in 1993,
Second edition published in Australia in 2008
by

The Conflict Resolution Network
PO Box 1016
Chatswood NSW 2057
Australia
Ph+61 2 9419 8500 Fax +61 2 9413 1148
Email: crn@crnhq.org
Web: www.crnhq.org

© 1993, 2008 The Conflict Resolution Network
ABN 88 000 823 450

In the interests of promoting the skills for a peaceful world, any part of this manual may be freely reproduced for participants, included in new training manuals, articles and books or adapted, without seeking our permission. However, acknowledgement of Conflict Resolution Network and its contact details must be included with any content used.

Please let us know about the uses you have made of the material. That is our best reward.

Cataloguing Data

Hollier, Fiona.

ISBN 0 9587911 5 5

1. Conflict management. 2. Communication skills. 3. Teambuilding. 4. Relationships 5. Peace studies

I. Murray, Kerrie. II Cornelius, Helena. III. Title. 302.3

Written by Fiona Holier, Kerrie Murray and Helena Cornelius
Typeset by David Smith and Julianne Wargren
Illustrated and designed by Susan Owen and Sonya Page-Smith
This manual has been many years in the making. Conflict Resolution Network first started developing and collecting this material in 1986 as part of its core purpose to research, develop, teach and implement the theory and practice of Conflict Resolution and make the skills easily accessible world-wide.

This manual represents the collected wisdom of many great writers in the fields of management, psychology, personal development and education – many of whom are acknowledged in references throughout the manual.

It represents also the contributions of the thousands of participants as they have worked through the materials on CR courses.

We have been privileged to have the advice of many highly skilled trainers who have shown us better ways to conduct segments and offered us new teaching points and experiential exercises.

May we thank them all collectively and specially acknowledge:

Caroline Butler, Stella Cornelius, Thomas Crum, Shoshana Faire, Robyn Gaspari, Jan Grant, Christine James, Robert Kyosaki, Vanessa Lynne, Lis Moller, Jan Paton, Greg Tillett, Judy Walker, Stuart Walker and Julie Wells.

This second edition, directed by Helena Cornelius, represents countless hours of the most caring and dedicated work. David Smith, Estella Cornelius, Julianne Wargren and Nancy Shearer should be especially acknowledged in this process. All have held the vision of making a cost-free digital version for our website, which is up-to-date and fully accessible for students and trainers.

We expect this material to continue to evolve and welcome your comments, suggestions and ideas for updating in the future.
Table of Contents

INTRODUCTION
I  Running CR Courses
II  Icebreakers and Energisers
III  Understanding Conflict

THE TWELVE SKILLS OF CONFLICT RESOLUTION
1.  The Win/Win  Approach
2.  Creative Response
3.  Empathy
4.  Appropriate Assertiveness
5.  Co-operative Power
6.  Managing Emotions
7.  Willingness to Resolve
8.  Mapping the Conflict
9.  Designing Options
10.  Negotiation
11.  Mediation
12.  Broadening perspectives

ADDITIONAL SKILLS AND APPLICATIONS
IV  Aikido
V  Bioenergetics
Index

I Running Conflict Resolution Courses

Core Material:
A. Experiential Learning and CR I.2
B. Training Hints I.4
C. Ethical Considerations in Training I.5
D. Constructing Courses I.6
E. How to use the Conflict Resolution Manual – 12 Skills I.8
F. Acknowledging The Conflict Resolution Network I.11
G. A Practical Guide to Becoming a Trainer in Conflict Resolution Skills I.12
H. Bibliography, Recommended Reading and DVDs/Videos I.14

Handouts:
Section C: Course Evaluation H. I.20

II Icebreakers and Energisers

Core Material:
A. Icebreakers: Rationale II.2
B. Icebreakers: Method II.2
C. Energisers: Rationale II.2
D. Energisers: Method II.3
E. Variations II.3

Activities:
Outcomes Introduction A.II.1
Introductions A.II.3
Name Game A.II.4
"I'd like you all to meet..." A.II.5
Mindchatter A.II.6
Knots A.II.7
Group Story Telling A.II.8
E.S.P. A.II.9
Thunderstorm A.II.11
III Understanding Conflict

Core Material:
A. About Conflict III.2
B. Introductions and Setting Goals for the Course III.2
C. Recalling Personal Experience of Conflict III.3
D. Levels of Conflict III.4
E. The Tools of Conflict Resolution III.7
F. Conclusion 7

Handouts:
Section D: Levels of Conflict Exercise H.III.1
Levels of Conflict H.III.2

1. The Win/Win Approach

Core Material:
A. Stimulus Activity 1.2
B. How We Behave in Conflict 1.2
C. A Model for Understanding Behaviour in Conflict 1.3
D. The Principles of a Win/Win Approach 1.7
E. When Win/Win Seems Impossible 1.11
F. Concluding Comments 1.12

Activities:
The Handshake Exercise A.1.1
The Arm Wrestling Exercise A.1.3

Handouts:
Section C: Behaviours in Conflict H.1.1
Fight, Flight, Flow: Some Behaviours H.1.2
Section E: When Win/Win Seems Impossible H.1.3
Key Features of the Win/Win Approach H.1.4
2. Creative Response

Core Material:
A. Stimulus Activity 2.2
B. Exploring Our Responses to Conflict: React or Respond 2.2
C. Two Models for Approaching Conflict: Perfection and Discovery 2.4
D. Looking for the Positive in Conflict 2.6
E. An Action Program for Developing More Creative Responses to Conflict 2.7

Activities:
The Block Puzzle A.2.1

Handouts:
Section C: Perfection and Discovery Approaches H.2.1

3. Empathy

Core Material:
A. Exploring the Meaning of Empathy 3.3
B. Valuing Differences – the DISC Exercise 3.4
C. Introduction to Empathy Blockers 3.4
D. Detailed Look at Empathy Blockers 3.5
E. Concluding Discussion: Empathy Blockers 3.6
F. Introduction to Active Listening 3.7
G. Listening to Gain Information 3.9
H. Asking Questions 3.9
I. Listening to Give Affirmation 3.11
J. Listening When under Verbal Attack – to Deal with Another’s Inflammation 3.14
K. Reflection on Listening 3.16

Activities:
The DISC Exercise A.3.1
Blocking Communication A.3.9
Experiencing Empathy Blockers A.3.10
Experiencing the Difference Between Empathy Blockers and Active Listening A.3.12
4. Appropriate Assertiveness

**Core Material:**

A. Distinguishing between Aggressive, Passive and Assertive Behaviour 4.3
B. Understanding our Responses to Conflict 4.4
C. Needs and Rights 4.5
D. "I" Statements 4.6
F. Additional Assertiveness Activities 4.15

**Activities:**

React or Respond A.4.1
Creating a Bill of Assertive Rights A.4.3
Formulating "I" Statements A.4.5
Experiencing the Difference between Aggressive and Assertive Styles A.4.7
Broken Record Technique A.4.9

**Handouts:**

Section A: Will you React or Respond? H.4.1
Fight, Flight, Flow H.4.2
5. **Co-operative Power**

**Core Material:**
A. Stimulus Activity 5.3
B. Introduction to Power 5.3
C. Power Bases 5.4
D. Power Game Relationships – Persecuting, Rescuing and Playing Victim Triangle 5.6
E. Discovery Circle 5.9
F. Personal Power 5.13
G. Transforming "I should" to "I choose" 5.14
H. Shifting Away from Demand Behaviour 5.20
I. Exploring Positive Outcomes from the Past 5.20
J. Dealing with Difficult Behaviours 5.20
K. Responding to Resistance from Others 5.22
L. Working with Powerful People 5.23
M. Concluding Comments 5.25

**Activities:**
Power Line-up A.5.1
Power Game Triangle and Discovery Circle A.5.3
Demand Behaviour A.5.9
Exploring Positive Outcomes from the Past A.5.12
Dealing with Difficult Behaviours A.5.14
Responding to Resistance from Others A.5.16
Developing Responses to Deal with Resistance from Others A.5.23

**Handouts:**
Section C: Manipulation and Influence H.5.1
Section D: Power Game Triangle H.5.2
Section E: Transforming the Power Game Triangle into the Discovery Circle H.5.3
Discovery Circle H.5.4
Section F: Ten Empowering Thoughts H.5.5
Section G: Transforming "I Should" to "I Choose" H.5.6
6. **Managing Emotions**

**Core Material:**
A. Identifying Emotions and their Effects 6.3
B. Expressing Our Emotions 6.5
C. Handling Our Own Anger 6.8
D. Managing Our Emotions 6.8
E. Handling Difficult Emotions in Others 6.9
F. Concluding Discussion 6.10

**Activities:**
Exploring Our Emotional Responses to Conflict A.6.1
Focusing A.6.3
Handling Another Person's Inflammation A.6.6

**Handouts:**
Section A: How Do You Feel Today? H.6.1
Accepting Our Emotions H.6.2
Section B: Cycle of Emotion H.6.3
Section C: Handling Your Own Anger H.6.4
Section D: Exploring Our Response to Conflict H.6.5
Focusing on Conflict H.6.6
Section E: Handling Difficult Emotions in Others H.6.7

7. **Willingness to Resolve**

**Core Material:**
A. Exploring Our Unwillingness to Resolve 7.2
B. Projection 7.4
C. Resentment and Acknowledgement 7.8
D. Forgiveness 7.11
E. Managing Unwillingness to Resolve in Others 7.12
F. Concluding Comments 7.13

Activities:
Desert Island Exercise A.7.1
Forgiveness Process A.7.4

Handouts:
Section B: Desert Island Exercise H.7.1
Projection and Shadow H.7.2
Section E: Managing Unwillingness to Resolve in Others H.7.3

8. Mapping Conflict

Core Material:
A. Introduction to Mapping 8.2
B. The Steps of Mapping 8.3
C. Reading a Map 8.7
D. When to Use Mapping 8.8
E. When it is Difficult to Identify the Issue 8.9
F. From Mapping to Generating Solutions 8.12

Activities:
Cluster Diagram A.8.1
Source Areas of Conflict A.8.4

Handouts:
Section B: Mapping H.8.1
How to Uncover Needs H.8.2
Section C: Reading Your Map H.8.3
Section E: Source Areas of Conflict H.8.4

9. Designing Options

Core Material:
A. Stimulus Activity 9.2
B. Creating Options 9.2
10. Negotiation

Core Material:
A. Stimulus Activity 10.3
B. Exploring the Concept of Negotiation 10.3
C. The Phases and Skills of a Negotiation 10.5
D. Responding to Resistance from Others 10.12
E. Opening a Negotiation 10.13
F. Using DISC to Understand Negotiation Styles 10.14
G. Responding to "Unfair" Tactics 10.16
H. Practising Negotiation 10.17

Activities:
Buying and Selling A.10.1
Opening a Negotiation A.10.5
Negotiation in Practice A.10.7

Handouts:
Section C: The Skills of Negotiation H.10.1
Section E: Thirty Second Opener H.10.2
Section F: DISC Negotiation Styles Worksheet H.10.3
Section G: Strategies for Responding to Unfair Tactics H.10.4
Responding to Unfair Tactics H.10.5
Section H: Negotiation: Preparation Phase H.10.6
11.  Mediation

Core Material:
A. Exploring the Meaning and Uses of Mediation  11.3
B. The Purposes of this Session  11.5
C. The Qualities of Mediators  11.5
D. Identifying the Stages and Skills in a Mediation  11.8
E. Applying Key Principles and Skills of Mediation to Everyday Conflicts  11.12
F. A Broader Perspective on Mediation  11.12

Activities:
Mirroring  A.11.1
Establishing a Mediation  A.11.3
The Stages and Skills of Mediation  A.11.5

Handouts:
Section E: Mirroring  H.11.1
The Third Party Mediator  H.11.2
Mediation Skills  H.11.3
Observations During a Mediation  H.11.4

12.  Broadening Perspectives

Core Material:
A. About Broadening Perspectives  12.2
B. Steps in Broadening Perspectives  12.5
C. Closing the Course and Acknowledgements  12.8

Activities:
Case Studies in Conflict  A.12.1

Handouts:
Section A: The Skills of Conflict Resolution  H.12.1
Case Study in Conflict  H.12.3
Family Feud – Part 1  H.12.3
Family Feud – Part 2  H.12.4
The Split Up – Part 1  H.12.5
The Split Up – Part 2  H.12.6
IV. Aikido

Core Material:
A. Introduction to AIKIDO IV.2
B. Aikido and its Relevance to CR IV.3

Activities:
Aikido Exercises A. IV.1

V. Bioenergetics

Core Material:
A. Experiencing Emotions in our Bodies V.2
B. An Introduction to Bioenergetics V.4
C. Bioenergetics in Context V.4

Activities:
Bioenergetics Exercises V.1