

conflict resolution tool

CONFLICT RESOLUTION TOOL



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By Janet Hagberg and Terry Donovan



Personal Power Products
1735 Evergreen Lane N
Plymouth, MN 55441-4102
763-551-1708 www.personalpowerproducts.com

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CONFLICT RESOLUTION

Conflict. Everyone encounters it sooner or later. Some people are determined to avoid conflict and may even deny its existence. Others try to sidestep it by distracting everyone involved. Still others seem to believe they are dealing with conflict by endlessly analyzing it. And finally, there are people who jump right in, trying to get conflicts resolved quickly.

We all have preferred ways of dealing—or not dealing—with conflict and many of us fear that our approach might be inadequate. Our fear is rooted in the underlying belief that rejection, loss and abandonment might be the outcome of taking on conflict. Few of us are willing to acknowledge this fear, especially when the issue is conflict in the workplace.

So how do we go about understanding—and appreciating—various approaches to conflict? How do we identify the way each of us approaches (or avoids!) conflict?

This *Conflict Resolution Tool* equips you to be more successful in conflict situations. It identifies your strengths and your backup styles under stress. The Tool reveals the unique qualities you bring to conflict resolution. It introduces you to an emotional regulation skill called STOP!—stops, look, listen, choose—a tool to help you approach conflict with confidence.

The STOP! model is central to conflict resolution for one simple reason. None of the four conflict styles we have identified in this training tool is adequate for successful conflict resolution. Each has its strength and weakness. Each adds to the overall resolution. But without the ability to *regulate* the emotions that surround conflict, each style will come up short and not feel confident in resolving conflict. We will teach you how to use the STOP! method in this training guide.

First, let's discover how you see yourself in conflict situations. Complete the following self-scoring profile, remembering a setting in which you have had conflict with a person or persons. Try to be as candid as possible, using descriptions of behavior that are true for you, rather than true of how you would *like* to be!

FOUR MAJOR CONFLICT RESPONSES

As you complete this profile, pick a setting where you encounter conflict (eg. work, home, church).
Think about the ways you most frequently approach conflict in the setting you chose.

Takes Involvement Personally:

Some of us choose to involve ourselves personally in conflict situations, either by taking it on as our responsibility or by listening to and focusing on others in the conflict. We are not emotionally detached or objective. We are involved.

Calms Things down:

Others of us are very concerned about calming things down when they get hot and we would not want to stir up more issues. We are good at behaviors that diffuse the situation and we try to keep emotions from running too high.

Stays Emotionally Detached:

Still others of us are adept at keeping a distance from the conflict either by analyzing it or diverting the attention to another issue. We are not emotionally involved and we are therefore more objective but we do not connect as much with the people who are involved in the conflict.

Stirs Things Up:

Some of us think action is the solution to conflict so we stir people up to keep them involved, whether by distracting their attention or by pushing them to resolution. We believe activity moves people forward to resolution.

When we combine ANY TWO of these activities we get a conflict resolution style. We'll show you more about that after you take the Conflict Style Profile.

INSTRUCTIONS

You can begin by completing the sentences that precede each section.

"Generally, in conflict situations, I..."

Check 1 if you **strongly** identify with the word **on the left**.

Check 2 if you agree more with the word **on the left**, but only **moderately**.

Check 3 if you identify **moderately** with the word **on the right**.

Check 4 if you **strongly** identify with the word **on the right**.

As you can see a different question precedes each section.

"In resolving conflict with others, I..."

Check A if you **strongly** identify with the word **on the left**.

Check B if you agree more with the word **on the left**, but only **moderately**.

Check C if you identify **moderately** with the word **on the right**.

Check D if you **strongly** identify with the word **on the right**.

THE CONFLICT STYLE PROFILE

This Profile should be taken according to your current behaviors, *not* how you would like to be.

Total the number of 1s, 2s, 3s, and 4s you checked and write them on the lines at the bottom of this section.

Remember, if you checked four 3's, you have a total of 4, not 12!

Total the number of As, Bs, Cs, and D's you checked and write them at the bottom of this section.

Remember, if you checked four A's, you have a total of 4, not 8!

In conflict situations I...

	1	2	3	4	
Feel emotional attachment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Feel emotional detachment
Take it personally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See it from a distance
Get others involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Go it alone
Seek justice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seek forgiveness
Hold people accountable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seek to let it pass
Get hyper-alert	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Get numb
Take a personal stance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See several sides to the issue
Show my emotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Keep my emotions inside of me
Get angry or insecure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Get afraid or anxious
Want to work it out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Want to let it pass
Describe issue and solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Avoid involvement in conflict
Openly state my personal position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Do not assert a strong personal position
Want conflict resolved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Want conflict to be analyzed

1 2 3 4

In resolving conflict with others, I...

	A	B	C	D	
Jump in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Stay at a distance
Stir it up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Calm it down
Push to speedy solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negotiate for long term solution
Set my agenda for results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Check out other's idea
Seek activity and candor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seek time and patience
Get in the middle of it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Stay on the fringes
Persuade and entertain people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unite people
Want everyone committed to a resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Want everyone happy
Work with a key player	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Work with everyone
Seek specific outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seek an agreeable process
Seek a plan of action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seek calmer reflection
Use energy to motivate people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Use energy to relieve tension

A B C D

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SCORING YOUR CONFLICT STYLE PROFILE

1. After totaling your As, Bs, 2s, 3s, etc. **CIRCLE** your highest letter score and your highest number score. If you have ties between two scores, circle two scores.

Example:

1 _____

2 4

3 _____

4 8

A _____

B 5

C 1

D 6

Your Scores: 1 _____

2 _____

3 _____

4 _____

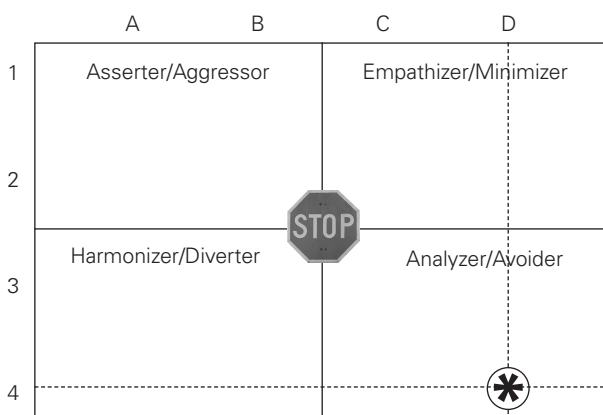
A _____

B _____

C _____

D _____

Sample Profile

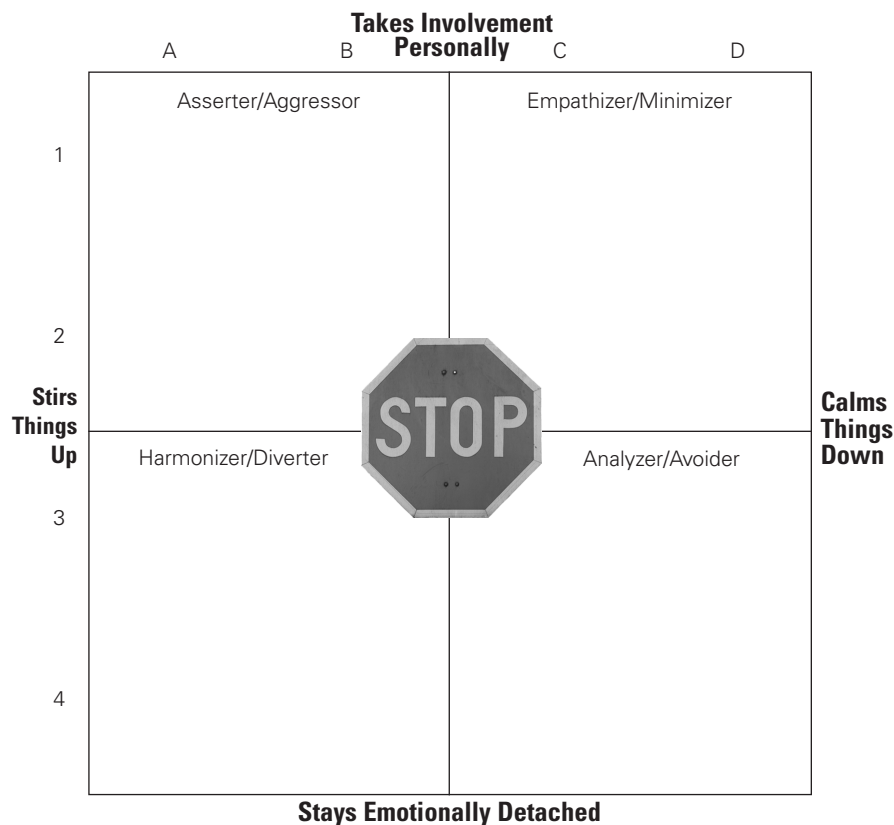


2. Transfer your scores to the blank profile in the same manner that the sample profile has been completed.

Draw a *dotted line* across the boxes, starting from your highest number score or tied scores, 1, 2, 3, or 4.

Draw a *dotted line* down through the boxes, starting from your highest letter score or tied scores, A, B, C, or D.

Mark with a star * the place where they intersect. That is your best and most preferred style of conflict resolution:
Asserter/Aggressor,
Empathizer/Minimizer,
Analyzer/Avoider or
Harmonizer/Diverter.



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CONFLICT STYLES:

You've been asked to react to the four different dimensions of conflict; taking it personally, calming it down, staying detached and stirring it up. By combining these four dimensions in various ways we come up with four different conflict styles. These are Asserter/Aggressor, Empathizer/Minimizer, Analyzer/Avoider, and Harmonizer/Diverter.

Asserter/Aggressor

Empathizer/Minimizer

Analyzer/Avoider

Harmonizer/Diverter

As you can see from the Conflict Style Profile, the Asserters/Aggressors take their involvement personally and stir things up, while the Empathizers/Minimizers take their involvement personally and calm things down. The Analyzers/Avoiders are opposite of Asserters/Aggressors, combining emotional detachment with a calm approach, and the Harmonizers/Diverter are opposites of Empathizers/Minimizers, becoming emotionally detached while stirring things up. Under intense conflict, the part of your conflict style which comes out the strongest would be the Aggressor, Minimizer, Diverter or Avoider.

So what? What difference does all this make? That is a great question. Let's look at the differences between the four different conflict styles. One note here: Some of you have your stars (*) in more than one quadrant of the grid. That means you are either moving between conflict styles, very versatile in your approach to conflict, pressured into another style due to work circumstances, or merely uncertain of your style at the present time.

Takes Involvement Personally	
Stirs Things Up	<p>ASSERTER/AGGRESSOR: Natural at stirring things up and taking their involvement in conflict personally</p> <ul style="list-style-type: none"> • Draw resolution to the conflict • Prefer action and emotional involvement • Are task oriented but can lack empathy • Push the conflict • Are committed to resolution • Need to reduce their anger
	<p>EMPATHIZER/MINIMIZER: Natural at calming things down and taking their involvement in conflict personally</p> <ul style="list-style-type: none"> • Draw people to the conflict • Prefer little action and like emotional involvement • Empathize but can lack task orientation • Reassure others • Are committed to harmony • Need to reduce their insecurity
Stays Emotionally Detached	
	<p>HARMONIZER/DIVERTER: Natural at stirring things up and staying personally detached from the conflict</p> <ul style="list-style-type: none"> • Draw energy to the conflict • Prefer action and emotional detachment • Persuade and humor others • Are fun and lively but distract group from the issues • Are committed to activity • Need to reduce their anxiety
	<p>ANALYZER/AVOIDER: Natural at calming things down and staying personally detached from the conflict</p> <ul style="list-style-type: none"> • Draw ideas to the conflict • Prefer analysis and emotional detachment • Dissect the conflict • Look at issue clinically and get stuck • Are committed to staying calm • Need to reduce their fear
Calms Things Down	

Remember we all have the four conflict styles within us. But we need to rely on our BEST conflict style whenever we are in new, changing, challenging, or frightening conflict situations. We lean towards one, perhaps two as our "home" style. We may change over time, but it is important to honor our preferred style so conflict resolution is easier for us. It will be much easier to use the STOP! model if we know our conflict style.

Now let's look more closely at each individual conflict style to see how people who prefer that style approach conflict; the gift they bring, the weakness they need to watch for and the ways they can be most effective.

THE FOUR CONFLICT STYLES



Asserters/Aggressors:

Asserters/Aggressors are naturals at stirring things up and taking their involvement in conflict personally

The strength they bring to conflict:

They strongly seek a resolution to the conflict

Their preferred approach:

They like action and emotional involvement

Count on them to:

Plunge headlong into the conflict

Their gift and their challenge:

They are task oriented but they may lack empathy

Their commitment:

They are committed to resolution

Their negative behavior under high stress:

They can become overly aggressive and be seen as bullies

To increase their effectiveness:

They need to reduce their anger

When they use STOP! you can expect them to be:

More cooperative, stalwart, vulnerable, generous



Empathizers/Minimizers:

Empathizers/Minimizers are naturals at calming things down and taking their involvement in the conflict personally

The strength they bring to conflict:

Their empathy naturally engages people to talk about the conflict.

Their preferred approach:

They like high emotional involvement but shy away from active involvement in the resolution.

They give in easily.

Count on them to:

Reassure others who are involved in the conflict

Their gift and their challenge:

They are empathetic but they may lack a task orientation

Their commitment:

They are committed to harmony

Their negative behavior under high stress:

They can become personally immobilized and be seen as victims

To increase their effectiveness:

They need to reduce their insecurity

When they use STOP! you can expect them to be:

More reasoned, secure, able to mediate conflict, more open to having fun.

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Analyzers/Avoiders:

Analyzers/Avoiders are naturals at calming things down and staying personally detached from the conflict

The strength they bring to conflict:

They draw ideas and conceptualizing to the conflict

Their preferred approach:

They prefer analysis but shy away from personal emotional involvement in the resolution

Count on them to:

Dissect the reasons for the conflict

Their gift and their challenge:

They can look at the issue clinically but they may get stuck there

Their commitment:

They are committed to staying calm

Their negative behavior under high stress:

They can become passive observers and be seen as recluses

To increase their effectiveness:

They need to reduce their fear

When they use STOP! you can expect them to be:

More present, grounded, courageous, able to stay with conflict



Harmonizers/Diversers:

Harmonizers/Diversers are naturals at stirring things up and staying personally detached from the conflict

The strength they bring to conflict:

They draw energy to the situation and divert people from the conflict

Their preferred approach:

They prefer action but shy away from personal emotional involvement in the resolution

Count on them to:

Persuade and humor others

Their gift and their challenge:

They are fun and friendly but distract others from the real issues

Their commitment:

They are committed to activity

Their negative behavior under high stress:

They can become disruptive and be seen as hyperactive

To increase their effectiveness:

They need to reduce their anxiety

After using STOP! you can expect them to be:

More relaxed, trustworthy, in touch with self, able to bring good will to the conflict

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USING THE CONFLICT RESOLUTION TOOL

The Conflict Resolution Tool (CRT) describes your natural tendencies during conflict involving other people at work. Consider completing this profile again within the context of family or friendship to see if it changes. This will tell you whether your conflict style is consistent in many different situations.

RECOGNIZING DIFFERENCES

An important use of the Conflict Style Profile is recognizing the different ways people approach and engage in conflict. This will give you greater understanding and appreciation of others.

For example, it is helpful to know that there are people who do not shy away from conflict and may, in fact, relish it (the Asserters/Aggressors). They see conflict as a way to engage people and resolve situations. But suppose most members of their work team are the opposite style (Analyzers/Avoiders). You can imagine the dilemmas that might result. Avoiders are not likely to engage in conflict because it is uncomfortable and they prefer to analyze the conflict in a more detached way. How can asserters/aggressors and analyzers/avoiders work smoothly together?

Diverters take another track in conflict situations. When they sense conflict on the team, they find ways to smooth it over with humor, by telling stories or by moving the team to another topic that diverts their attention. The conflict gets set aside only to emerge some other (and likely inopportune) time. Their opposites are the Minimizers who can listen to everyone involved in the conflict, empathize with many points of view but freeze when it comes to actually resolving the conflict.

Each style encompasses unique approaches to conflict. Each has a role to play in conflict resolution. What commonly happens, however, is that each style secretly wishes that everyone else would be more like they are.

Even when we understand that no one style can resolve conflict successfully, and even when we recognize and honor styles different from ours, it may be necessary to bring a new skill into the conflict resolution process. We would like to introduce that skill to you now.



**SELF MASTERY:
THE WAY TO
SUCCESSFULLY
RESOLVE
CONFLICT**

The *Self Mastery Model* features a core skill called STOP! This skill will help you stay focused on what is in your own best interest and avoid getting caught up in other people's conflict styles. The model was designed by our colleague, Rose Mary Boerboom, a Licensed Psychologist, who based her model on current, credible research in brain theory, emotional intelligence, emotional regulation, motivational theory and differentiation. Another colleague, Jacquie Skog, now teaches this model and uses it in her counseling practice. Contact us at info@personalpowerproducts.com to reach Ms. Skog.

Most of us believe we should be able to handle conflict in a logical and rational manner at all times. We think other people should be able to do so as well. In the work environment, we do not expect people to get upset and take things personally. After all, it's just about business. Well, of course, it's not that simple. The way we respond to conflict is due in part to how the brain responds to stress, conflict and potential threats to our physical or psychological well being.

**CONFLICT
AND THE
BRAIN**

The brain has three parts, developed over time to ensure our survival as a species. The most recent part of the brain to develop, the *neocortex*, is the part that encompasses our ability to think, plan, choose and understand abstract ideas and symbols such as language. The neocortex is logical and rational and is referred to as the human or *adult brain*.

Under stress, the neocortex can easily be overcome by the powerful *limbic system*, which is the *emotional brain*. This explains why smart, articulate people sometimes do or say foolish things when they're upset. The stronger the emotion, the greater control the limbic brain exerts, overriding the influence that the neocortex has on our behavior.

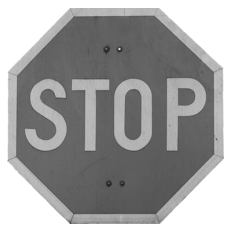
Clearly, it's very important to be able to recognize and acknowledge our feelings—especially anger, fear, anxiety and insecurity. This is emotional intelligence. Then we can learn how to regulate these powerful emotions so that we always operate in our own best interest.

THE STOP! METHOD OF EMOTIONAL REGULATION

STOP! is a simple, four-step technique with a profound impact. With repeated and consistent practice, STOP! changes the way we think and feel. STOP! heals hurts related to unresolved conflicts from the past and prevents hurt in the present. We begin by briefly experiencing the pain of hurts that underlie our negative emotions. Then we heal the hurt with the self-soothing truth of our innate worth. STOP! gives us power over our internal world and emotions, allowing us to deal more effectively with conflict situations that arise in our lives.

STOP!'s first three steps are often used in teaching young children how to cross a street: STOP! LOOK! LISTEN! The fourth step is CHOOSE!

This simple, well-known pattern makes it easy to learn and memorize the technique so it will be instantly available when needed. The familiar stop-sign logo reinforces the use of the technique as a part of daily life. The stop sign is a frequent reminder of what to do when experiencing painful emotion.



HOW TO USE STOP

When you feel *any* negative emotion, no matter how small or minor it may seem, use this as an opportunity to practice the technique, strengthening your emotional regulation skills.

Step One: STOP!

In your mind, see the word STOP!, spelled out in color, flashing two or three times. Say STOP! to yourself. This step helps you switch from the limbic part of your brain (the emotional center) to the neocortex (the thinking part of your brain).

Step Two: LOOK!

LOOK! inside yourself. Turn your attention away from the external world to understand what is going on inside of you. What basic mistaken belief or lie are you buying into that is causing you pain? What do you think this particular incident means about your worth as a human? Do you feel unimportant, devalued, rejected, defective, worthless, unlovable or less than human? Identify the feeling and *name* it. Say "I feel..." *Feel it for a few seconds.* It hurts!



Then ask this powerful question: *Is it true that this incident means you are without innate worth (unimportant, not valuable, unlovable, defective, etc.) right now, this minute?* No! It can *never* mean that. If you feel like answering yes in response to this question, then you need to choose another, perhaps deeper mistaken belief that is resonating within you. For example, if the conflict is with someone to whom you are close, then you might assume that the *mistaken* belief is that you are unlovable.

"I AM..."

Step Three: LISTEN!

LISTEN! To the truth of your innate worth. Affirm your value as a human being. You are important, valuable, acceptable, worthwhile, powerful, lovable and fully human, even if you made a mistake or someone is upset with you.

Feel your innate worth. Say "I am..."

Step Four: CHOOSE!

CHOOSE! to behave in your own best interest. Regulating your painful emotion and affirming your innate worth will allow you to be aware of a number of options which you could not see while you were acting out of the limbic part of your brain. If you are still upset, do STOP! again.

PRACTICE, PRACTICE, PRACTICE

Don't wait for a major emotional upset or an interpersonal conflict situation to use this skill. It may not work. You will need to build up this skill by using it *every* time you feel *any* negative emotion (anger, sadness, hurt, fear, even in their mildest forms). You can practice by recalling things that have upset you in the past as well as things that are happening in current time.

A brief word of caution. Some people who hear about the STOP! technique think it sounds like just the ticket for *other* people but do not take it seriously for themselves. Perhaps at the time they discover STOP!, they're not having a lot of stress or decide this is just for people with *real* problems. One thing we have learned about this skill is this: it works if you use it. It doesn't work if you don't!

After using this skill for a while, you will find that you have a deeper understanding of yourself and of others. You will automatically take the route that is in your own best interest without being reactive.

UNDER- STANDING OTHERS' MISTAKEN BELIEFS

When colleagues understand their own emotions, they are in a position to better understand the feelings of other people, especially those with whom they work closely. It is a comparatively small but important step from self-understanding to understanding others. However, it is not an easy step, especially when there is a buildup of resentment and hurt in a relationship.

A good way to encourage people to take that step is to ask them, after they have done STOP! related to an incident at work, "What hurt do you think the *other* person was feeling?" Frequently, they respond that they don't know or that the other person was just mad.

If you press a little by asking, "What do you think lies under their anger (fear, anxiety, insecurity)?", they may again say that they don't know. The more promising and insightful response would be that the other person must be hurt.

A rule of thumb for understanding others (especially those closest to us) is that, *in any conflict, the mistaken belief triggered in me is also being triggered in them*. If I feel unimportant, they are also feeling unimportant. If I feel defective, they are feeling defective. If I feel unlovable, they are feeling unlovable. This is called parallel process.

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Conflicts are seldom about the apparent issue (turf, money, power, deadlines etc.). They are more likely to be about the mistaken beliefs that are being mutually triggered. It is not possible to solve the issue unless you deal with the hurt that is really the problem.

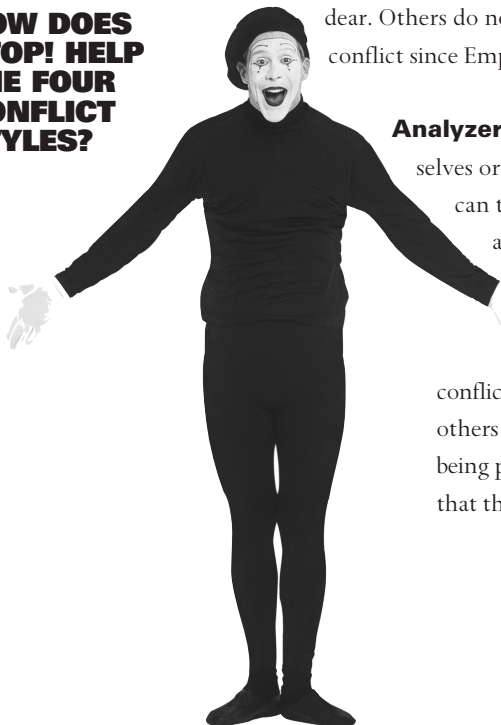
You deal with the hurt by acknowledging your *own* hurt and soothing yourself by doing STOP! You help the other person by seeing and respecting *their* hurt instead of continuing to react to their reactivity. You cannot do someone else's inner work for them and they may not want to learn from you. By doing your own inner work, you can be a powerful example and model of a new way to deal with conflict. Even if no one directly ever speaks aloud about how differently you are handling things, they will see it. When change is real, it shows.

Several practical behaviors emerge when people with different styles use the STOP! technique.

Asserters/Aggressors learn that when they can self-soothe and back off a bit, they can listen sincerely to others. This helps them learn a lot of things about the conflict that they didn't know or maybe didn't want to know. When they are not taking conflict personally or are not as afraid of rejection, they can bring their strength to the conflict to support others as well as themselves. Other styles soon learn that Asserters/Aggressors need people to stand up to them. They tell Asserters/Aggressors how their brusque behavior affects others personally.

Empathizers/Minimizers learn that being engaged in the conflict doesn't mean they will automatically lose relationships. In fact, it may strengthen them. They are always good listeners but now they can get more involved with the conflict and have confidence that they will not lose everything they hold dear. Others do not have to be so careful about not upsetting them. They can involve them in the conflict since Empathizers/Minimizers, at their best, are good mediators.

HOW DOES STOP! HELP THE FOUR CONFLICT STYLES?



Analyzers/Avoiders learn that by being engaged in conflict, they will not lose themselves or their privacy. They can be involved without being totally consumed. They can therefore bring their valuable skill of being able to think through reasonable alternatives. Others can now be less afraid that Analyzers/Avoiders will disappear during conflict and can call on them for their good ideas.

Harmonizers/Distractors learn that they do not need to dance around conflict but can bring their true selves to the situation. They can calmly approach the others to discover points of view before they suggest some activity. Their real strength of being pleasant and amusing can help in the process of conflict resolution. Others can see that their frenzy is a cover for anxiety and ask them to stop and listen before acting.

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Remember that resolving conflict does not always result in restoring a mutually satisfying relationship. Resolving conflict may mean:

- Reconciling and repairing the relationship, resulting in a deeper working relationship.
- Agreeing to disagree and using humor to work this out.
- Recognizing each other's differing point of view and continuing to work well together.
- Agreeing to respectfully work separately but collaboratively.
- Agreeing not to work together for both people's best interest. This might involve reconstituting teams for better working conditions.
- Agreeing not to work together and not to see each other. This might be necessary if one or more members of a team are unwilling or unable to regulate their emotions.

STOP! relates back to the Conflict Resolution Style (CRT) model because it allows each individual style to bring its strength to conflict resolution. This is represented by the stop-sign-shaped box in the center of the grid.

In this boxed area, the **Aggressors become cooperative Asserters**: stalwart, vulnerable and generous. The **Minimizers become Empathetic**: more fun, reasoned, secure and able to mediate conflict. The **Avoiders become courageous Analyzers**: more present, grounded and able to stay with conflict. The **Diverters become Harmonizers**: more relaxed, humorous, trustworthy, in touch with self and able to bring good will to the conflict.

All of these healthy conflict styles grow from

- Understanding other styles
- Using STOP!
- Acting in our own best interests

On the following page is a summary of the four conflict styles for your convenience. We hope you will never view conflict in the old way again.

CONFLICT STYLE SUMMARY

	ASSERTER/ AGGRESSOR Stirs things up and gets personally involved	EMPATHIZER/ MINIMIZER Calms things down and gets personally involved	ANALYZER/ AVOIDER Calms things down and stays detached	HARMONIZER/ DIVERTER Stirs things up and stays detached
Strength	Draw resolution to conflict	Draw people to conflict	Draw ideas to conflict	Draw energy to conflict
Preferred approach	Action and emotional involvement	Little action and much emotional involvement	Analysis and emotional detachment	Action and emotional detachment
Count on them to:	Go headlong into the conflict	Reassure others involved in conflict	Dissect the reasons for conflict	Persuade and humor others
Gift	Task oriented	Empathetic	Look at issue clinically	Fun and friendly
Challenge	Lacks empathy	Lacks task orientation	Gets stuck in analysis	Distracts others from the main conflict issues
Commitment	Committed to resolution	Committed to harmony	Committed to staying calm	Committed to activity
Negative behavior under stress	Can become aggressive; bullies	Can be personally immobilized; victims	Can become withdrawn; passive observers	Can be disruptive; antagonists
For more effectiveness	Needs to reduce anger	Needs to reduce insecurity	Needs to reduce fear	Needs to reduce anxiety
After using STOP! will be:	More Assertive: Cooperative, stalwart, vulnerable, generous	More Empathetic: Fun, reasoned, secure, able to mediate conflict	More Analytical: Present at conflict, grounded, courageous	More Harmonious: Bringing good will, relaxed, in touch with self, trustworthy

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NOTES:

[illegible]

SELF-SCORING INVENTORIES

Learning Styles Inventory

An instrument to measure individual learning styles. Your learning style is the unique way in which you go about gathering information, sorting it out, and making decisions. You are more likely to find meaning and satisfaction in your life and work if you are aware of your best and most enjoyable style of learning. The four learning styles are Enthusiastic, Imaginative, Logical and Practical.

Learning Styles Inventory-Online

The Learning Styles Inventory is also available in an online, web-based version. Go to www.personalpowerproducts.com, click on "Learning Styles" and scroll down to the order button. It will take you to an order form for both the printed and online versions.

Personal Power Profile

An instrument to measure an individual's stage of personal power. This profile follows the ideas and behaviors described in Janet Hagberg's book *Real Power: Stages of Personal Power in Organizations*. The book describes six progressive stages of personal power: Powerlessness, Power by Association, Power by Achievement, Power by Reflection, (The Wall), Power by Purpose and Power by Wisdom.

Personal Power Profile-Online

The Personal Power Profile is also available in an online, web-based version. Go to www.personalpowerproducts.com, click on "Power and Leadership" and scroll down to the order button. It will take you to an order form for both the printed and online versions.

Conflict Resolution Tool

An instrument to measure the way individuals approach conflict. The four conflict styles are asserters, empathizers, analyzers, and harmonizers. A unique feature of this tool is the STOP! model, which teaches a skill that all four styles can use to modify their behavior in conflict and thus be more successful in resolving it.

Spiritual Life Inventory

An instrument to measure an individual's stage of spiritual development. The inventory complements the ideas and behaviors described in Janet Hagberg and Rev. Dr. Robert Guelich's book *Critical Journey: Stages in the Life of Faith*. The book describes seven stages of a person's spiritual life: Recognition of God, The Life of Discipleship, The Productive Life, The Journey Inward, The Wall, The Journey Outward, The Life of Love.

Faith Styles Inventory

Many people have attended worship and church functions for years without feeling a part of it or feel guilty or detached from worship or prayer that is not personally meaningful. This simple inventory shows you your most comfortable faith style and what will be most meaningful for our style. There are four faith styles highlighted in this inventory; Connectors, Nurturers, Thinkers and Developers. We all have all four of the faith styles within us but we lean towards our most preferred and comfortable faith style.

RESOURCES FOR THE INNER LIFE

Scripture as Invitation to the Inner Life

- **Discernment Cards:** A personally selected set of 64 scripture cards invite us into a deeper life of faith. Cards are stored in a lovely purple velvet bag.
- **Psalms for Healing Cards:** A personally selected set of 64 scripture cards from the Psalms using the healing translation of Nan Merrill. Stored in a gold velvet bag.

Journey To Wholeness Cube

A fun way to live into wholeness. Put together your own wholeness cube with a votive candle inside. Each side represents part of the journey to wholeness; Love of God; Beliefs about self, others; Coming closer to God; Bringing healing love to the world. Package includes battery operated votive candle.

Going Deeper Retreat Guides

- **A retreat with Teresa of Avila:** What Do You Want of Me? Download this retreat and spend time with a 16th century reformer and woman of deep faith.
- **A retreat with 5 of the most courageous women in scripture:** Tamar, Rahab, Ruth, Bathsheba, and Mary. Find out why they are the only five women in the genealogy of Jesus. Download this retreat.

Poetry For the Inner Life

Conversing with God: 16 Poems for the inner life. Written with real life, real questions, and a heart for God. Janet Hagberg, author.

Icons For the Inner Life

- **Thin Places:** Ten Places in our lives where we get a glimpse of God through insights or events in our daily lives. Images on black paper. Janet Hagberg, iconographer.
- **Resting in God series:** Ten “icons” depicting the ways in which we rest in God and depend on God’s presence. Images on black paper. Janet Hagberg, iconographer.

BOOKS

Real Power: Stages of Personal Power in Organizations by Janet Hagberg

A dynamic book about power—real, personal power—for forward looking people and organizations who want to harness their own power for the common good. It takes people on a journey beyond achievement and success to a stance in which power comes from their inner core and they lead from their souls.

Critical Journey: Stages in the Life of Faith by Janet Hagberg and Rev. Dr. Robert Guelich

Their goal is to help us understand where we are on our individual faith journeys and also appreciate where others are in theirs. The *Critical Journey* does not reveal exactly how or when we need to move along in our personal pilgrimages. It describes seven stages of the spiritual journey and illustrates how people act and think while in these stages.

Living into the Light: An e-Book of essays about the journey to the heart of God. Download only. Small segments available at reduced prices. Book consists of 36 chapters. Available only at www.janethagberg.com



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