

CONFLICT

AT

WORK

THE COMPANION WORKBOOK

A TOOLKIT FOR MANAGING YOUR EMOTIONS FOR SUCCESSFUL RESULTS

DR. M. PAULA DAOUST

Conflict at Work

The Companion Workbook

Dr. M. Paula Daoust



Conflict at Work: The Companion Workbook

Dr. M. Paula Daoust

Copyright © 2021 Maplewheat Publishing

Cover design: Germancreative

Editor: Frieda Paton

Assistant Editors: Dorissa Daoust and Pamela Brisendine

All Rights Reserved.

No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission from the author, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law.

First Printing: February 2021

ISBN: 978-0-9778955-4-0

Dr. M. Paula Daoust

Behavior Transitions

10940 Parallel Pkwy, Suite K-182

Kansas City, KS 66109

(785) 633-6078

www.BehaviorTransitions.com

www.ConflictatWorkBook.com

Additional resource material for this workbook is available at:

www.conflictatworkbook.com/resources/

Conflict at Work

The Companion Workbook

Written by a leading expert in performance management with over 40 years of experience



Dr. M. Paula Daoust has a doctorate in Behavior Psychology and is an expert in helping people find and maintain their peak performance. She is also a certified hypnotherapist and seamlessly blends these tools into her coaching to help people easily achieve lasting change. Over a period of 25 years, she has taught hundreds of master-level students how to be more persuasive and influential, and how to successfully manage conflict.

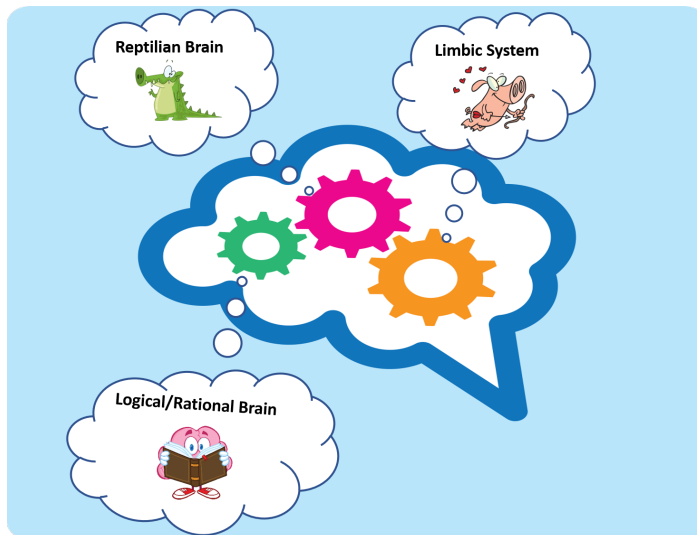
Dr. M. Paula Daoust is the expert other leaders look to for help in finding their peak performance. She has taught workshops and spoken at events all over North America on subjects such as conflict, change management, storytelling, influence and power, anxiety and stress at work and peak performance.

Table of Contents

1. Overview	1
2. Whole-Brain Conflict Management	7
3. Levels of Conflict	13
4. Common Approaches to Conflict	23
5. Conflict and Your Body	35
6. Mindset and the Power of “I am...”	47
7. Kindness Wins	57
8. Decoding and Using Language Effectively	65
9. Behavioral Science and Conflict	79
10. Be Hypnotic!	93
11. Aiki Breakthrough Change Method	105
12. The CLEAN/N Model	117
13. Using the Tools	131
14. Blindsided	145
15. Making it Work	155
Exercise Answers	156
References	167

***Conflict is
emotional.***

***You can't "think"
your way out
of a conflict.***



Two

Whole Brain Conflict Management

Using your whole brain

It's one thing to learn the steps necessary for good conflict management, but it's a whole other thing to put those steps into action. Learning is a cognitive function and involves the executive function of our brain, which is located in the prefrontal cortex (PFC). The PFC is the logical, rational, thinking part of our brain.

But conflict is not a cognitive event - it is an emotional experience. At the root of all conflict is a sense of threat which evokes fear. The source of all emotions is the limbic system and the reptilian brain which operate at the subconscious level.

When you detect an impending conflict, your emotional brain goes into high alert and activates your survival response of fight-or-flight. Your body is flooded with cortisol and adrenaline and the surge in production of these neurotransmitters deteriorates your thinking. Faced with this all-consuming emotional reaction, your response will be at its worst when you need it to be at its best.

You need to use your whole brain to manage conflict effectively - both your rational, logical brain and your emotional brain. You need strategies that will help you to refocus your emotions so that you can feel confident, courageous, and calm instead of defensive and stressed. You also want to be able to think clearly so that you can respond to situations in a way that the conflict can either be averted or managed constructively. When you can do this, conflict can improve the quality of life, not damage it. A well-managed conflict can lead to excellent results for both parties and strengthen relationships.

Getting your baseline

To begin this journey toward mastering the conflict management challenge, it would be helpful to get a baseline measurement of your current response to conflict. As you work through the exercises in this workbook and apply what you learn, you can retake this brief assessment and watch your score improve.

Disaster to Master:
How good are you at managing conflict?

		Rarely / Never	Seldom	Sometimes	Often	Almost Always
1.	If someone disagrees with me, I vigorously defend the issue.					
2.	Even if I don't agree, I go along with suggestions from co-workers.					
3.	I have difficulty thinking clearly when dealing with a difficult conversation.					
4.	In a conflict, I get what I want even if it damages the relationship.					
5.	In a conflict, my emotions take over and I say and do things I didn't intend to say or do.					
6.	When a conflict does not go well, I find it hard to ask for a "do-over."					
7.	I just leave the room when I find myself in a conflict.					
8.	When in a problem situation, I avoid the give-and-take of negotiation.					
9.	When in a conflict, I raise my voice and try to dominate the discussion.					
10.	When in a conflict, I say hurtful things I don't mean or call the other party names.					
11.	I recruit co-workers as allies to take my side and help me to deal with a conflict.					
12.	The natural outcome of a conflict is a damaged relationship with the other party.					
13.	When I am in a disagreement, I have all the information I need.					
14.	When in a conflict, I try to say very little and leave as soon as I can.					
15.	Being in disagreement with others makes me feel uncomfortable and anxious.					

		Rarely / Never	Seldom	Sometimes	Often	Almost Always
16.	When in a conflict, it is not possible to find solutions that will satisfy everyone.					
17.	I may not get what I want but it is a small price to pay for keeping the peace.					
18.	In a conflict, I argue my case and insist on the advantages of my point.					
19.	In a conflict, my focus is on winning.					
20.	I avoid differences of opinion as much as possible.					
Column Total <i>(Add up the number of checks in a column and multiply.)</i>		# X 4 =	# X 3 =	# X 2 =	# X 1 =	# X 0 =
Grand Total						

How good are you at managing conflict?

Master	—	61 - 80
Effective	—	46 - 60
Challenged	—	31 - 45
Problematic	—	16 - 30
Disaster	—	0 - 15

Deeper Thoughts

Set a timer for five minutes. Choose one of the following questions and write down your answer. Continue writing until the timer rings.

1. What has contributed to my score on this assessment? What lessons did I learn while growing up that taught me to respond to conflict the way I do?
2. Did the score on my assessment surprise me? Why or why not?
3. When I anticipate a conflict, what thoughts are going through my head? What am I feeling? Why?
4. What is it about conflict that I find most uncomfortable? Am I worried that others are taking advantage of me or do I worry about damaging an important relationship? Or is it both?
5. In the past, what advice about managing conflict have I been given? Has it been helpful? If so, how was it helpful? If not, why not?

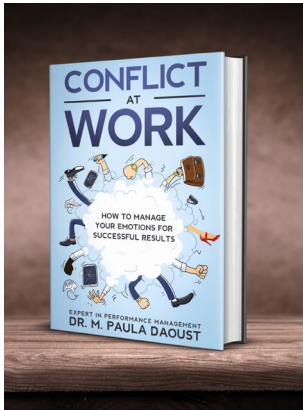
My thoughts:

[illegible]

Handwriting practice lines consisting of 30 horizontal lines. The first 25 lines are grouped into five sets of five lines each, with a small gap between each set. The last five lines are grouped into one set of five lines.

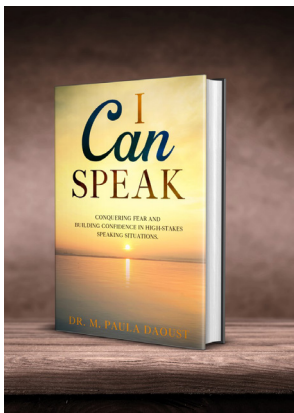


Other books by Dr. M. Paula Daoust



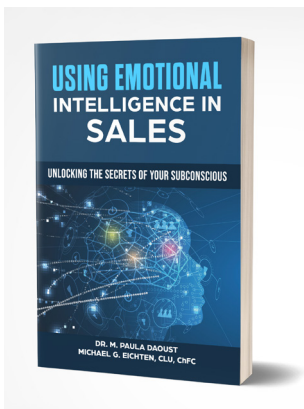
Would you like get a reputation for getting difficult projects done on time, within budget, and with outstanding quality? Imagine how much more you could get done without corporate politics or if there was more collaboration and cooperation within your team and with other teams!

When you handle conflict well, you can get the results you need and want while strengthening important relationships. If you want to differentiate yourself from other managers, this is the book for you.



Whether it's a formal presentation, sharing ideas in a team meeting, talking with someone in authority a job interview, or giving a toast at a wedding, we all have to deal with a high-stakes speaking situation from time to time. It is a challenge to show up with our best self when we need it the most.

What difference would it make to your career if you could show up with your best performance when you need it the most? This book is chock full of practical, easy tools to get you there!



Would you like selling to be as natural as having a conversation with a friend?

We all sell, whether its products or services or proposing ideas, selling is an integral to all parts of business. When you put the science of emotional intelligence to work, selling becomes easy and success becomes automatic. This book will not only give you the tools, but it will help you understand why the tools are effective. Buy the book and start seeing the difference in both your career and your personal life!

Would your group or organization benefit from better conflict management skills?

Imagine what a difference better collaboration and co-operation would make in your work or group's environment! How much more would you and your folks be able to accomplish?

Dr. Daoust has delivered workshops to corporate and private groups for over twenty years. With expertise in instructional design, she can customize a workshop that is both engaging and capable of creating change in real time.

Depending on your needs, workshops can vary from two to eight hours. They can be delivered face-to-face or via Zoom. All workshops will include the book *Conflict at Work* and this companion workbook.

Dr. Daoust is also available for keynote presentations on a variety of subjects including conflict, speaking in high-stakes situations, emotional intelligence, work engagement and the science of sales.

For more information, contact
Dr. Daoust at:

DrPaula@behaviortransitions.com
785-633-6078

