**Steps for Navigating Conflict**



**Safe Context**

*A safe context surrounds the model at every step. It is important to remember the distinction between content and context. Always set up a safe context for conflict resolution to occur and continually ensure that the context remains safe throughout every step.*

**PACE Strategies for a Safe Context**

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| **1. Create a mutual Purpose** | |
| Create a mutual purpose. Try and create a higher or longer-term purpose | *We want to have a healthy working relationship…*  *We want to perform at the highest level possible…*  *We want to ensure our customers get the best…* |
| **2. Apologize when appropriate** | |
| Statement that sincerely expresses your sorrow for your role in causing/not preventing pain for others  Never use the term “*but*” here! | *I’m genuinely sorry you’re feeling [X], I honestly never meant to hurt anyone’s feelings.*  *I want to apologize for my role in creating this situation and any harm I may have caused.* |
| **3. Contrast to fix misunderstanding** | |
| Use a statement that contrasts what you perceive they are feeling with what you truly mean. | *The last thing I wanted was to make you feel under-valued* [don’t part]. *I think you are an extremely valuable member of this team* [do part].” |
| **4. Empathetic listening** | |
| Seeking to understand, to truly understand…  Use open body language, do *not* think about your next comment  Use AMP to show empathetic listening | **Ask open-ended questions:**  *I want to hear your opinion/thoughts/perspective...*  *What have you observed that led to this issue?*  *Tell me more about…; How is this affecting you?*  **Mirror Content and Emotion to confirm**  *So you’re feeling*…  *So you are thinking that*…  *So you were doing/focused on/helping…*  **Paraphrase the Story**  *Let’s see if I have this right, you’re concerned/upset/suspicious because…* |
| ***Remember your Non-Verbals***!  Lean in, eye contact, nodding, “uh-huh” and “mm-hmm”, smiling when appropriate, open arms, friendly tone, volume, and intensity, friendly expression, face the person, etc. | |