
MSL 665

Coaching & Conflict Resolution
Belhaven University

Unit 3

Positive about Conflict

Unit 3 Introduction

Unit Three of the Coaching & Conflict Resolution course provides a vivid account of the power of positive thinking. Yes, there is a very real “magic” to thinking in the affirmative.

Unit 3 Topics

- Positive Coaching
- Appreciative Inquiry (AI)
- The 5 Principles of AI
- The 5-D Cycle of AI
- Conflict Styles
- Conflict: Causes, Creation, Effects, Prevention, and Resolution
- Zoom Session 1

Unit 3 Objectives

Course Level Competencies

- **Objective 1.1:** Define and identify components of best practices of coaching, mentoring, and conflict resolution.
 - **Objective 3.1:** Analyze internal and external dynamics of teams.
 - **Objective 3.2:** Practice effective conflict resolution skills through use of role play.
 - **Objective 5.1:** Demonstrate professional conduct in oral communication, written communication, presentation skills, and punctuality.
 - **Objective 5.2:** Identify attributes of God-centered conflict resolution and coaching.
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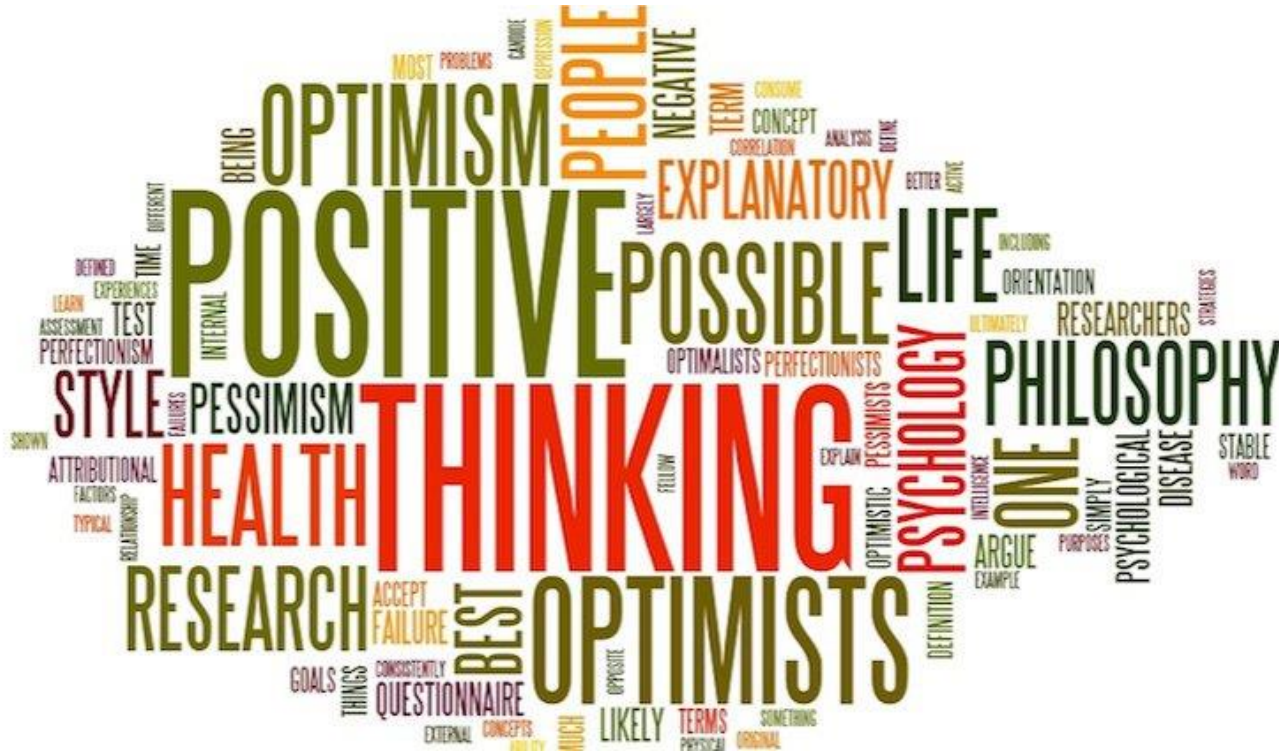
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Unit 3.1 Lecture

- ❑ Positive Coaching
- ❑ Appreciative Inquiry (AI)
- ❑ The 5 Principles of AI

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Positive Psychology

Strengths and strategies based in the principles of positive psychology, such as optimism and gratitude, are increasingly linked not just to greater mental well-being but also to greater physical well-being.

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Positive Psychology, cont.

Chronic stress and the accompanying negative emotions have been shown to negatively impact health, whereas long-term positive emotions may prevent people from becoming ill, favorably affecting morbidity and mortality.

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How Does Coaching Generate Positivity?

An important mechanism of action for coaching is that coaches build positivity by helping clients define what makes them thrive, identify, cultivate, develop, and harvest more positive emotions and achieve important goals.

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Coaching helps clients identify what makes them flourish, building Fredrickson's (2009) top 10 positive emotions:

- Inspiration: connecting health and well-being to higher purpose and life meaning.
 - Hope: creating a vision of the future, identifying small steps forward that feel doable, and developing the experimental mindset of a scientist.
 - Pride: uncovering strengths and talents and appreciating success in meeting goals.
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Coaching, cont.

- Interest: setting goals that are engaging and “a stretch” but not anxiety-producing.
 - Love: fostering trust, rapport, and connection with the coach and harnessing social support.
 - Awe: identifying inspiring role models and heroes.
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Coaching, cont.

- Amusement: laughing at oneself and situations.
 - Joy: improving awareness and enjoyment of thriving.
 - Gratitude: appreciating life's gifts including challenges.
 - Serenity: stopping to savor moments of contentment.
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Appreciative Inquiry (AI): A Tool for Celebrating the Best

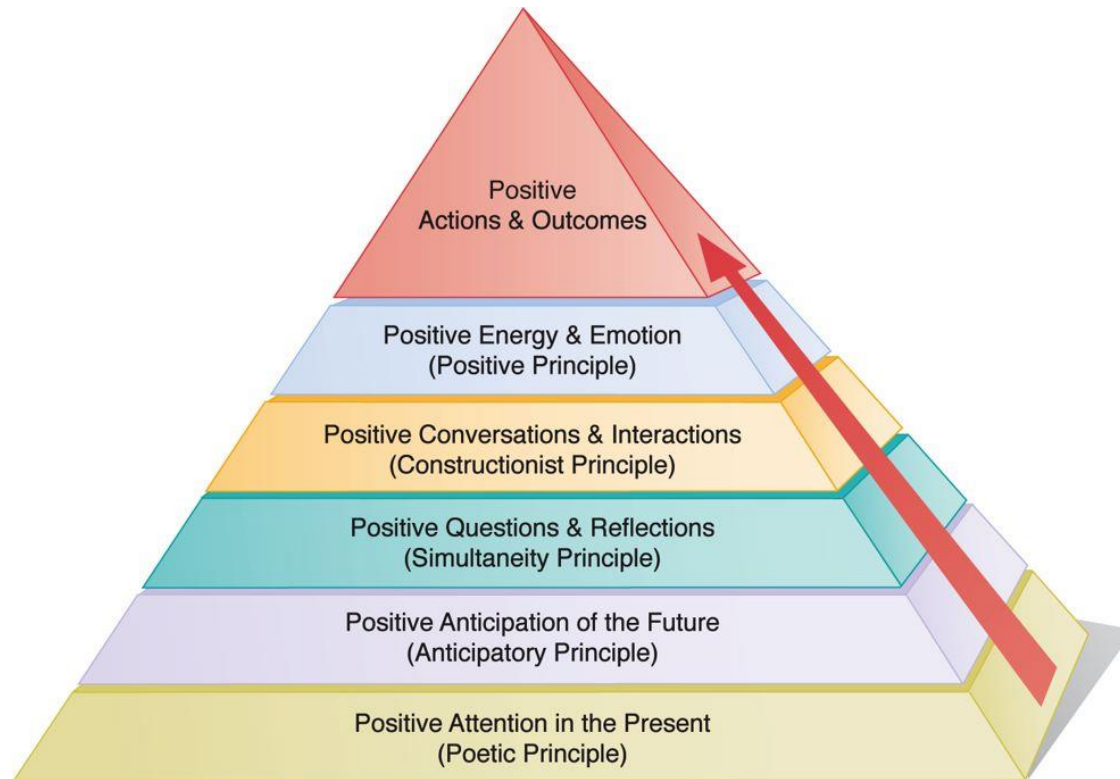
AI is a philosophy as well as an approach for motivating change and enhancing well-being that focuses on exploring and amplifying the best in a person or situation.

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AI does not focus on weaknesses and problems to fix; instead, clients are encouraged to acknowledge strengths and imagine possibilities in order to rise above and outgrow their problems. Given the value of building positive emotions, AI is a valuable coaching tool for uncovering and celebrating the best of what is and what could be.

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Five Principles of Appreciative Inquiry



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The Positive Principle

Positive actions and outcomes stem from positive energy and emotion. The positive principle asserts that positive energy and emotion disrupt downward spirals, building the aspirations of people into a dynamic force for transformational change.

The positive principle asserts that positive actions and outcomes stem from the unbalanced force generated by positive energy and emotion.

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The Constructionist Principle

Positive energy and emotion stem from positive conversations and interactions. The constructionist principle asserts that positive energy and emotion are generated through positive conversations and interactions, leading to positive actions and outcomes.

More than any of the other five principles, the constructionist principle makes clear the importance of the social context and environment in creating the present moment and changing future moments.

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The Simultaneity Principle

Positive conversations and interactions stem from positive questions and reflections. The simultaneity principle makes the following claim: Conversations and interactions become positive the instant we ask a positive question, tell a positive story, or share a positive reflection.

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The Anticipatory Principle

Positive questions and reflections stem from positive anticipation of the future. The anticipatory principle asserts that when there is a positive anticipation toward the future, everything tilts in that direction.

The anticipatory principle asserts that it takes a specific, positive image of the future in order to impact the dynamics of the present.

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The Poetic Principle

Positive anticipation of the future stems from positive attention in the present. The poetic principle asserts that the more one attends to the positive dimensions of the present moment, the more positive the intentions for future moments will be.

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The Christian Perspective

Take a moment and reflect on how all the principles mentioned in this lecture would be utilized in your walk?

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- Ending 3.1 and getting into 3.2
 - The 5-D Cycle
 - Conflict Styles
 - Zoom Session #1

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Unit 3.2 Lecture

- ❑ The 5-D Cycle of AI
- ❑ Conflict Styles
- ❑ Conflict: Causes, Creation, Effects, Prevention, and Resolution
- ❑ Zoom Session #1

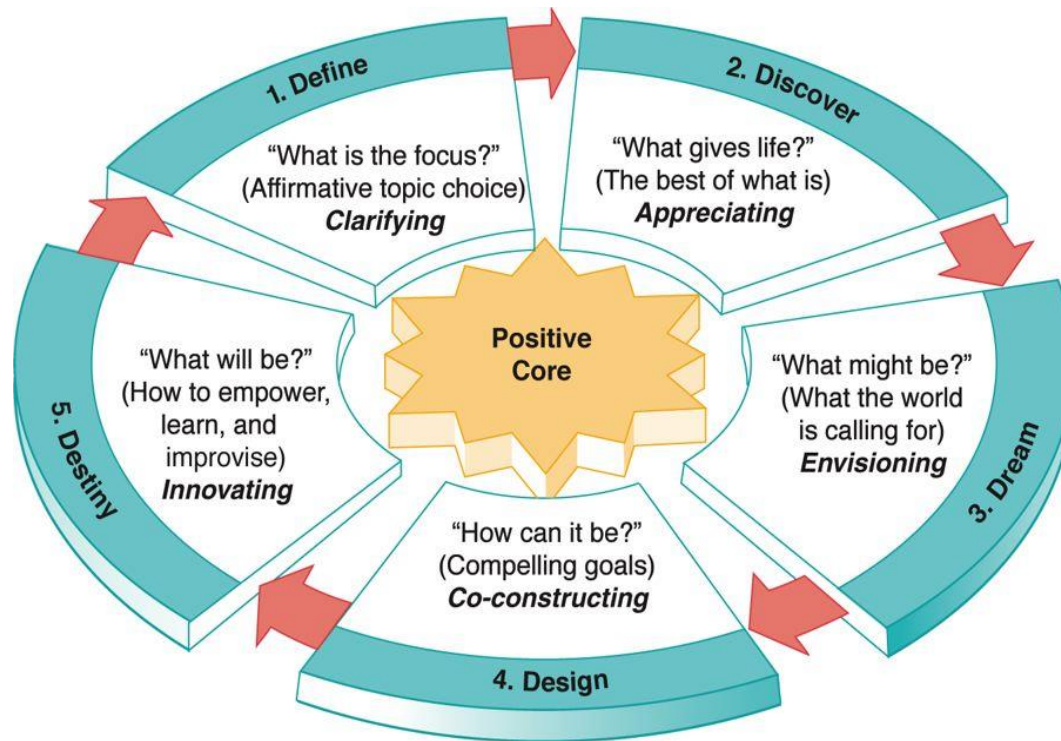
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The 5-D Cycle of Appreciative Inquiry

How does a coach use this approach?



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Define

Some clients may not be ready, willing, or able to implement a strengths-based approach to transformational change. Get a sense of this by noticing how much they want to talk about their situation. Express compassion as an entry point to move the conversation forward.

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Discover

Once the learning agreement is clear, the next step is to assist clients in discovering promising examples of their desired outcomes, both past and present.

The AI protocol includes four discoveries:

- | | |
|---------------------------------|------------------------|
| 1. <i>Best Experience</i> | 3. <i>Core Values</i> |
| 2. <i>Generative Conditions</i> | 4. <i>Three Wishes</i> |

How can this apply to our faith?

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Dream

Once clients have discovered the best of “what is,” it is time to encourage them to envision the best of “what might be.” The discoveries of the last phase are used to create a dream that is grounded in the client’s history, as it expands the client’s potential.

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Design

The design phase of the AI process gives the dream legs by working to align the client's infrastructure with the dream. Clients are asked to make proposals and set goals as to how the dream would manifest itself in terms of habits, procedures, systems, technology, roles, resources, relationships, finances, structures, and stakeholders.

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Destiny

The purpose of AI is to elevate the self-efficacy of clients in order to assist them in realizing their destinies. It is not just a feel-good process; it is also an action process that makes dreams come true and makes dreaming intrinsic to the client's way of being in the world.

Our faith displays for us how we are to impact the world through our calling (destiny).

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Understanding the Theory: Conflict Styles

- **Competitive:** Used by people with power, rank, position, or expertise.
 - **Collaborative:** Used by people trying to meet the needs of all. They cooperate effectively and bring viewpoints together.
 - **Compromising:** Used by people who want to at least partially satisfy everyone.
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Conflict Styles, cont.

- **Accommodating:** Used by people willing to meet the needs of others at the expense of their own needs.
 - **Avoiding:** Used by people who seek to evade the conflict entirely. They often delegate and accept ineffective decisions. This approach is usually ineffective.
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General Causes of Conflicts

- Poorly defined goals.
 - Divergent personal values.
 - Lack of cooperation/trust.
 - Competition of scarce resources.
 - Unclear roles/lack of job description.
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Behaviors that Create Conflict

- Not being a role model.
 - Take credit, no recognition.
 - Be judgmental.
 - Subordinate should come to see me.
 - Make yourself inaccessible to your team.
 - Individual vs Team approach.
 - Introduce change without consultation or discussion.
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Effects of Conflict in Organizations

- Stress
 - Absenteeism
 - Staff turnover
 - De-motivation
 - Non-productivity
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How to Prevent Conflicts

- Frequent meeting of your team.
 - Allow your team to express openly.
 - Sharing objectives.
 - Having a clear and detailed job description.
 - Distributing tasks fairly.
 - Never criticize team members publicly.
 - Always be fair and just with your team.
 - Being a role model.
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Steps to Resolve Conflicts

- Assure privacy.
 - Empathize more than sympathize.
 - Listen actively.
 - Focus on issue, not on personality.
 - Avoid blame.
 - Encourage feedback.
 - Identify alternate solutions.
 - Give your positive feedback.
 - Agree on an action plan.
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Conflict Resolution Tools

- Listen with empathy and see the conflict from the other person's point of view.
 - Identify issues clearly and concisely.
 - Use “I” statements.
 - Remain flexible.
 - Clarify feelings.
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Zoom Session #1

- This is a great opportunity to practice your coaching abilities towards helping someone.
 - *The coach will use the 5-D cycle to help the client/employee through a transformational process to meet their goals.*
 - Remember, THIS IS PRACTICE. Through more and more practice you will grow in your ability to coach a co-worker/client through conflict or other issues.
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What's next?

- Complete reading assignments.
 - Complete writing assignments.
 - Answer discussion questions.
 - Complete unit quiz.
 - Complete your first Zoom session.
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References

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