

Eight Steps for Conflict Resolution

1. “Know thyself” and take care of self

- Understand perceptual filters, biases, triggers
- Create a personally affirming environment

2. Clarify personal needs threatened by the dispute

- Substantive, procedural and psychological needs
- Identify desired outcomes from a negotiated process

3. Identify a safe place for negotiation

- Appropriate space for negotiation - private/neutral
- Mutual consent to negotiate - appropriate time
- Role of support people (facilitators etc.) as needed
- Agreement to ground rules

4. Take a listening stance to the interaction

- Seek first to understand, then to be understood
- Use active listening skills

5. Assert your needs clearly and specifically

- Use “I-messages” as tools for clarification
- Build from what you’ve heard - continue to listen well

6. Approach problem-solving with flexibility

- Identify issues clearly and concisely
- Generate options while deferring judgment
- Be open to tangents and other problem definition
- Clarify criteria for decision-making

7. Manage impasse with calm, patience and respect

- Clarify feeling
- Focus on underlying needs, interest and concerns
- Take a structured break, as needed

8. Build an agreement that works

- Review hallmarks of a good agreement
- Implement and evaluate - live and learn



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ADDITIONAL READING

Crucial Conversations: Tools for Talking When Stakes are High

Kerry Patterson and Joseph Grenny

Difficult Conversations: How to Discuss What Matters Most
Douglas Stone and Bruce Patton

Getting to Yes: Negotiating Agreement Without Giving In
Roger Fisher and William L. Ury

Guardian of the Process
Harry Webne-Behrman

Humble Inquiry: The Gentle Art of Asking Instead of Telling
Edgar Schein

On Dialogue
David Boem

Nonviolent Communication: A Language of Life
Marshall Rosenberg

The Practice of Facilitation
Harry Webne-Behrman



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