









# RENATUS VENTURES

The Center for Leadership

## Conflict Resolution

Celebrating leadership wins and coaching those less than stellar opportunities for improvement. Specifically tailored to the commercial real estate and construction industries.

### Before the Conversation

-   *Breathe* - allows one to refocus; excuse oneself to get a cup of coffee or a stroll around the office
-   *Sleep* - sleeping on an issue is the ultimate way to control the pace of a conversation; this allows oneself to gather thoughts, reframe, consider the other party and their point of view, solicit an unbiased advisor
-   *Plan* - planning the conversation creates psychological safety; this reduces anxiety on both sides, provides a more conversational tone, and a higher probability of the desired outcome

Distilling complex soft skills into an actionable toolkit from decades of research and theoretical education for the busy leader or those aspiring to lead in the future.



### During the Conversation

*Set the Tone* - is this conversation: casual, mildly uncomfortable, possible jobloss

*Length of the Meeting* - 15 mins, 30 mins, possible multiple meetings

*State the Issue* - be clear and concise, create safety by stating either side can disengage if the conversation becomes emotionally charged; ensure there is an agreed upon date and time, so the conversation comes to a resolution; this allows dignity for the recipient

*State the Desired Outcome* - correction of an individual behavior, correction of a team behavior, drive towards certain KPIs, or ultimately a jobloss as the conversation is solely feedback gathering

*State Who This is Impacting* - the recipient might not be aware how their actions are impacting another individual, team, or company especially in organizations whose leadership avoid conflict and do not lead by example

*Provide the Reason Why This is an Issue* - state plain as day how the undesired action impacts another individual, team, or company; use anecdotes or storytelling if the other party needs to remain anonymous or wishes to remain anonymous

All names and likenesses have been changed to protect the innocent and not so innocent actors in these one page actionable weekly tools.









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### After the Conversation

-   *Check for Understanding - Ask!*  
What are your thoughts?
-   Do you understand my perspective?
-   This ensures the message was received properly and has no ambiguity.

*Coach for Corrections* - Checking for understanding provides two aspects: 1.) The recipient is able to offer up their side (maybe there is an underlying issue causing the undesirable behavior and 2.) The recipient understands what the undesirable behavior is and both parties can work towards attacking the issue and not the person

*Ensure Resolution - Ask!*

Was this one-sided?

Was this unsafe?

Was this unfair?

*Follow-Up* - state a definitive timeframe for check-in; ensure corrections are being made, coach again as needed

### Additional Resources

*Crucial Conversations - Tools for Talking When the Stakes are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

*Collaborating with the Enemy - How to Work with People You Don't Agree with or Like or Trust* by Adam Kahane



**Quote of the week:** Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.  
~ George S. Patton

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