

## Conflict Management - Exercise

A classical example can be found in many working relationships.

*Person A is in conflict with person B.*

*Person A assumes that Person B believes:*

*"A does not care about me." (other's limiting belief)*

*Person A also thinks:*

*"B is so dependent" (your colliding belief), and*

*"We ought to be working as a team" (your colluding belief)*

*Without the colluding belief, the conflict would not have any base,  
e.g. in the given example, A and B would not care about the other person  
and the limiting belief.*



The following exercise is not an exercise that you do together with the person you are in conflict with, it is meant to help identify solutions for yourself (person A). It could be done individually. However, it is helpful to employ a coach or an intervivor (which can be a peer), to ask the questions and support A in finding alternative behaviours.

**STEP 1: IDENTIFYING THE SYSTEM**

Identify a person (B) who is in conflict with you (A). Describe the conflict.

What does this person believe about you (limiting belief of B)?

B believes that I ....

What do you believe about B that brings you in conflict with his limiting belief (colliding belief)?

I believe that B....

What do you both believe, i.e. what makes the conflict a conflict (colluding belief)?

We both think that...

**STEP 2: META-POSITION**

Try to step back for a moment and to watch the conflict from 'outside'. Try to see you (A) and the other (B) like as they would be acting on a stage

What are your observations about the behaviour of the two?

**STEP 3: Answer the following questions:**

What is the good intention behind the behaviour of B? i.e. what is the behaviour good for?

What is the good intention behind your behaviour? I.e. what is your behaviour good for?

What is the good intention behind your common (colluding) belief? What is it good for that you communicate at all?

What could be the other's 'map' of the situation? If you could see the other through his eyes, how would you see the situation?

Management Training & Development Ltd

If the other would see you through your eyes, how would he see the situation?

If a third, neutral person would see you both with his eyes, how would he see the situation?

What additional resources (mental, intellectual, emotional, etc.) would B need to solve the conflict?

What additional resources would you (A) need to solve the conflict?

In which way could you change your behaviour and try a different one?

<http://www.m-t-d.co.uk>

0800 849 6732

In which way could B change his behaviour and try a different one?

How would you have seen the position with B one year ago?

How will you see the position with B in one year from now?

How could you become more open with each other?

Management Training & Development Ltd

How could you both introduce a new viewpoint by concentrating on your common (colluding) belief?

<http://www.m-t-d.co.uk>

0800 849 6732