

MANAGING CONFLICT

Using the TKI® Assessment

INTRODUCTION

Welcome to the *Managing Conflict Using the TKI® Assessment* workshop.

Workshop Objectives

This workshop is designed to help participants

- Understand the five conflict-handling modes of the TKI® assessment
- Increase their awareness of their own and others' conflict styles
- Develop skills for assessing conflict situations and selecting appropriate strategies for handling them
- Practice using different conflict modes
- Create an action plan for developing more effective conflict resolution skills

The workshop was created with flexibility in mind. It can be conducted as a full-day session or as a half-day session, with the full-day version offering more opportunity for activities and skills practice. It can be used with existing work teams or with groups of participants who do not work together.

Workshop Materials

This workshop facilitation kit contains everything you need to successfully deliver the workshop.

Facilitator's Notes

The Facilitator's Notes PDF file contains instructions and resources to help you prepare to deliver the workshop, a program agenda, and lecture script and instructions.

Note: Two sets of Facilitator's Notes are provided. This version is for a full-day workshop and there is another version for a half-day workshop.

Training Slides

The PowerPoint training slides are ready for you to use. Be sure to edit slides 1–3 prior to the workshop.

Note: Two sets of PowerPoint training slides are provided—one for this full-day workshop and the other for a half-day workshop.



Facilitator Tools

The following facilitator tools are provided as PDF files on your USB flash drive as supplementary reading material for your reference. These tools provide technical and background information on the TKI assessment.

- *TKI® History and Validity*
- *TKI® Technical Brief*
- *TKI® International Technical Brief*
- "Celebrating 40 Years with the TKI® Assessment: A Summary of My Favorite Insights," by Ralph H. Kilmann
- *Making Conflict Management a Strategic Advantage*
- *Workplace Conflict and How Businesses Can Harness It to Thrive*

Participant Materials

The following participant handouts and worksheets are provided as PDF files on your USB flash drive and can be printed as needed for your workshop.

- TKI floor mats
- Handouts and worksheets
 - Conflict Modes Descriptions handout
 - Give Me Five! handout
 - Effective and Ineffective Use of Conflict Modes handout
 - Choosing an Appropriate Conflict Mode Worksheet
 - Applying the Conflict Modes Discussion Worksheet
 - Development Reflections Worksheet

Additional Materials

The following resources provide useful additional information ([order from www.cpp.com](http://www.cpp.com)).

- *Introduction to Conflict Management* booklet
- *Introduction to Conflict and Teams* booklet

PREPARING FOR THE WORKSHOP

Complete the following tasks prior to the workshop.

Establish the Proper Mind-Set

A critical factor in successfully delivering any workshop is “mind-setting”—that is, ensuring that your participants clearly understand the workshop’s goals and objectives, as well as its concepts and activities, and respond appropriately.

To ensure proper mind-setting, we recommend that, as part of your preworkshop instructions (see the editable email provided on your USB flash drive), you advise participants that this is an experiential workshop on conflict. During the workshop they will benefit from sharing experiences of conflict in small groups to learn about their natural approach to conflict and to gain skills in using alternative strategies to manage conflict. Ask them to think of an example of a conflict situation they are experiencing or have experienced that they would be willing to share during the workshop.

Encourage participants to think of a conflict situation they are currently experiencing. Participants get more from the activity if they explore something they can reflect on and then think about what to do next rather than considering a past conflict that they can no longer affect. However, if they are unable to use a present situation, a past one will suffice.

Administer the TKI® Assessment

Ensure that all participants complete the TKI assessment before they attend the workshop. We recommend that you administer the assessment using CPP’s online assessment delivery platform, <http://elevate.cpp.com>, print out your participants’ reports, and bring the reports with you to the workshop. There is also a self-scorable booklet version of the assessment that you can administer prior to the workshop. If you use this version, we recommend that you collect the question-and-answer booklets from your participants, score them yourself, and bring them to the workshop.

If participants are unable to complete the TKI assessment prior to the workshop, ask them to arrive 30 minutes before the start of the workshop to complete the self-scorable version. These participants can score their assessments, or you can score them at the first break.

Prepare the Workshop Materials

Make sure that you have the following on hand prior to your session:

- Participant handouts and worksheets to distribute during the workshop
- Training slides updated with edits to slides 1–3
- Pens or pencils, paper, and sticky notes for participants to use during the workshop
- Flipcharts, stands, and markers
- TKI floor mats
- For your reference
 - Participant list showing preferred TKI conflict styles
 - List of participants allocated to groups for the Understanding the Conflict Modes in Greater Depth activity

Opening the Workshop and Introductions

Slides	Time	Materials
1–6	15 minutes	—

Note: These facilitation notes presuppose a full-day workshop. Please use the half-day version of the facilitation notes included on your USB flash drive, along with the alternative slide deck, if you intend to conduct a half-day session.

- 1 [Prior to the workshop, update this slide with your name.]
 Welcome the group to the workshop.

- 2 [Prior to the workshop, change this slide to include your name, credentials, and experience.]
 Verbally summarize your experience for the group. Introduce the topic of conflict and give some brief examples of why it is important to develop effective conflict management skills. Consider sharing a brief example of how developing skills in conflict management has resulted in a positive outcome for you.
 Keep in mind that different audiences need to know different things about you as a trainer in order to feel comfortable. For example, educational qualifications and work experience are important for some people, while demonstrating engagement and rapport with participants is more important for others.

- 3 [Prior to the workshop, update this slide by deleting one of the last two bullets.]

Ask participants to briefly introduce themselves to the group, providing

- Their name
- Their current role
- Why they are interested in exploring conflict
- What animal best represents them when they are dealing with conflict

or

- What positive outcome they have experienced following conflict

Either form of introduction (using either of the last two bullets) works well. Choose the version that is best suited to your participants and the organizational culture.

Slide	Facilitator Notes
4	Show the slide and confirm that the objectives align with participants' reasons for attending the workshop. Suggested script: <i>Conflict occurs in all aspects of our lives. While it can, of course, lead to positive outcomes, many people tend to focus on its more negative side. Thus it makes sense to develop skills that will enable you to manage conflict as effectively as possible. Today's goal is not to change your personality but to increase your self-awareness of your conflict style and the options available to you in conflict situations.</i>
5	Suggested script: <i>This is an outline of today's agenda. Following this brief introduction and scene setting, we will start to think about conflict in the workplace and then do a short activity to experience different conflict-handling styles. We will then move on to explore the five conflict styles, or modes, measured by the TKI assessment.</i> <i>Before we break for lunch I will give you your TKI report and we will start to think about what your results mean for you, what your most comfortable conflict mode is, and which mode you may find the most challenging to use.</i> <i>After lunch, we will do several activities designed to help you gain further insight into the conflict modes and how to use them effectively. You will have an opportunity to consider a conflict situation you are, or have been, involved in and explore different ways you might handle it. We will briefly consider how team members' conflict styles influence team dynamics and the wider organization.</i> <i>Finally, you will have time to reflect on what you learned today and create an action plan to help you develop and use your skills after the workshop.</i>
6	Show the slide and ask participants to suggest what ground rules they need to make the workshop a success. If nothing is suggested, check with them about possible ground rules regarding confidentiality, the use of cell phones, and so on.