Resolving conflict

THE CRISIS COUNSELOR’S ROLE IN PROMOTING POSITIVE SOLUTIONS

FEBRUARY 2020
Objectives

1. **Assess** whether the customer’s conflict can be addressed within the Magellan model.

2. **Apply positive solution-focused** therapy techniques to conflicted situations.

3. **Apply the standard model** for two employees in conflict.
Magellan’s conflict resolution services require the following elements:

- Human resource representative or member of management must take responsibility for monitoring and coordinating the services.
- Management must agree that the services are fully confidential.
- Participation must be voluntary.
- Participants must agree to utilize a positive solution-focused approach.
Positive solution-focused approach

- Avoids rehashing the past and debating who’s at fault.
- Focuses on problem solving.
- Asks participants to take a positive approach: What would you prefer instead of the conflict?
- Aids participants in identifying what has helped in the past.
- Encourages participants to look for exceptions to the problems.
- Suggests experimenting with new behaviors that could help.
First session: Meet with the **individual employee**

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**Assess employee’s motivation to change**

Provide *one* opportunity to let the individual say anything on her/his mind, as this can help reduce the continuation of negative emotions and help her/him move forward.

**Ask probing questions**

- What are your best hopes?
- What will be different once the conflict resolves?
- What would you like to see different, and how do you think it can be achieved?
- What does it look like when you both get along?
- How have you both handled disagreements or conflicts in the past?
- What would help you get back on track and keep you focused on moving forward?

**Ask the **miracle** question**

- Envision going to sleep and when you wake up the next morning, your relationship with co-worker is just as you want it to be:
  - What would that look like?
  - How would you handle/address this?
- Let that be your guide...start doing what you imagined.

**Ask the employee to rate the conflict**

- On a scale of 1 to 10, with 1=pure conflict, 10=pure collaboration:
  - Where would you say you are right now?
  - Where do you hope to arrive in the end?
Second session: Meet with both employees

Throughout the meeting, compliment both employees

- On progress they have made in the individual meetings.
- On their commitment to moving forward to resolve their conflict.

Remind them about the positive solution-focused approach

Ask questions

- What has improved?
- How have you achieved this?

Ask them to rate the conflict now

On a scale of 1 to 10, with 1=pure conflict, 10=pure collaboration:
- Why/how did you get there?
- What would one mark higher look like?
- What are the next steps?
- What would you do differently?
- What can you do yourself, and what do you need from your coworker?

Share/solicit feedback

- Compliment them on positive steps taken.
- Encourage each to act as if they have already reached the next mark.
- Enquire if they have found meetings helpful and if/when they’d like to meet again.
Avoids focusing on the problems.

Does focus on history of success.

Assumes employees in conflict have not had a history of the problems 100% of the time.

Assumes that currently there are times the employees get along better than others.

Recap positive solution-focused approach
Asks the employees to identify what they were doing differently during more positive periods and moments.

Asks the employees if they can return to those more positive and successful behaviors.

Recognizes that employees often can simply decide to do better.

Asks the *miracle question* to help participants maintain a positive focus.
Let’s review the standard model for two employees

1. A manager or human resource representative must be involved.

2. Initially the counselor meets individually with both employees to ensure they are willing to utilize the positive solution-focused approach.

3. Employee participation must be voluntary.

4. The counselor then consults with the designated follow-up clinician, to determine whether services can move forward.

5. Individual sessions are also an option.

6. If services can move forward, the counselor returns to meet jointly with the two employees.

7. Management participation is typically minimal.
Conflict resolution services are not recommended in these scenarios:

- One of the employees has a **delusional or personality disorder**.
- One or both of the employees are **not able to take a positive approach**.
- Management doesn’t support the process.
References


Employee Assistance Program

Visit us online at:
MagellanProvider.com/EAP

Thank you!

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