
So...tell me a story...but let me stay above the fray

SLGM Mountain Refresher

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Agenda

1. Welcome and Introductions
2. Definition of Conflict Resolution Coaching and Continuum
3. Conflict Coaching Model
4. Concepts and Skills that support coaching
5. Practice Activities
6. Reflection and Debrief

Workshop Guidelines

- Everyone has wisdom
- Participation is encouraged
- Ask questions
- Share experiences
- When the technology fails, and it will, don't panic:
 - try to log in again;
 - if it doesn't work reboot
 - call the backup number
- **HAVE FUN!**

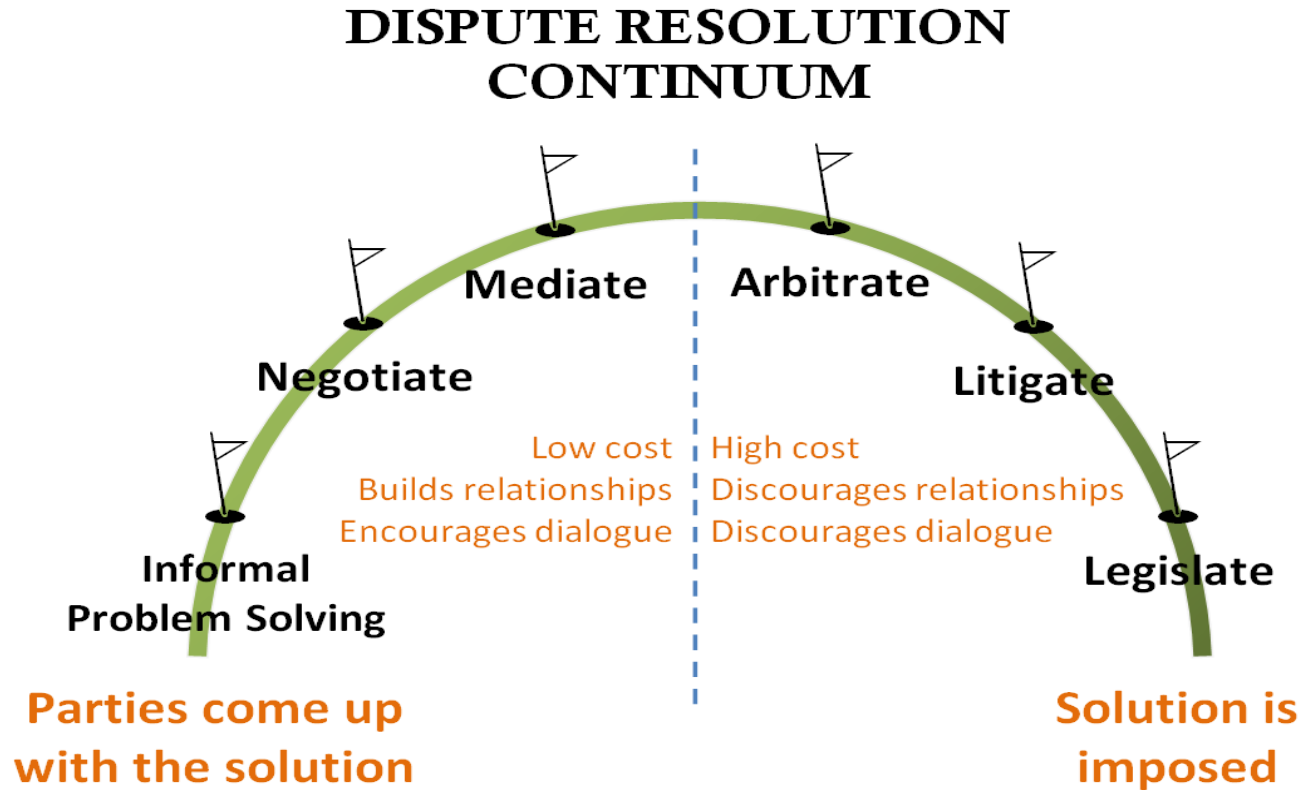
Course Objectives

- Understand role of conflict resolution coach and its opportunities and limitations
- Gain insight into areas of life where you play this role
- Learn and practice key elements of the conflict resolution coaching process

Definition of Conflict Resolution Coaching

Conflict resolution coaching is an informal third-party approach which supports and encourages people in conflict to address their concerns and create solutions to the problem together.

Dispute Resolution Continuum



Basic Assumptions About Conflict Resolution Coaching

- Conflict has far-reaching impacts.
- Awareness of a conflict is an opportunity to participate.
- Participation does not have to mean endorsement of one side.
- One “side” is LESS than one half of the story.
- People can solve their own conflicts.

Making the Mental Shift

1. More curiosity/ less judgement.
2. More facilitating/ less owning the problem.
3. More listening/ less talking.
4. More asking questions/ less giving advice.
5. More focus on the person you are speaking with/less on the other disputant.

Role of the Conflict Resolution Coach

- A coach is a ...
 - Clarifier (of interests and issues)
 - Facilitator (of communication)
 - Empathic Listener
- A coach is not a ...
 - Mediator
 - Judge
 - Psychologist
 - Advocate

A Coach may do the following:

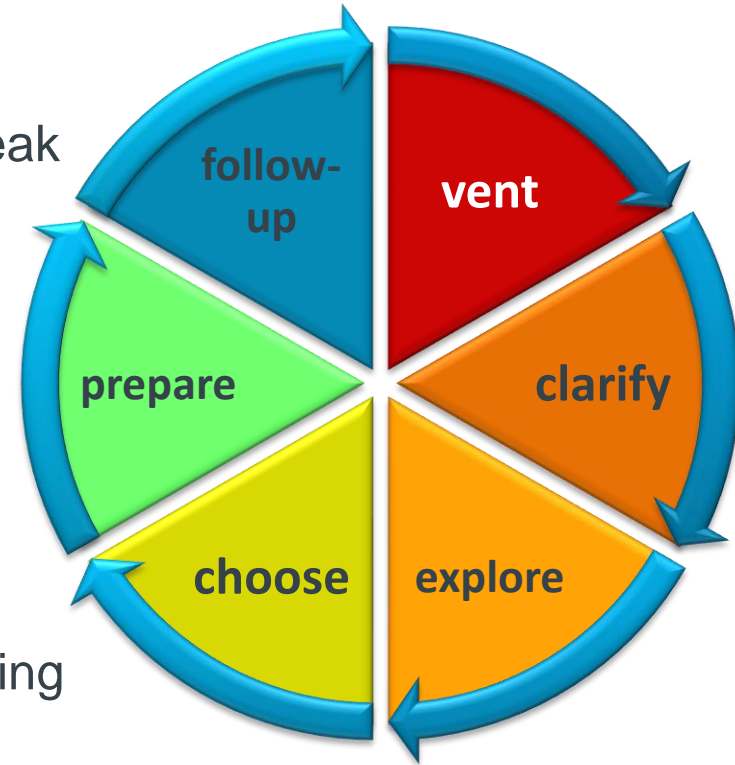
- Help a person understand and articulate his/her own interests.
- Explore with a person steps they can take to address their concerns.
- Help person decide the best way to deal with the conflict.

Role of the Conflict Resolution Coach

- What participants bring:
 - Content
 - Feelings
 - Facts
 - Perceptions
 - Issues
 - Positions
 - Interests
 - Solutions
 - Goals
- What the coach brings:
 - Safety
 - Balance
 - Preparation
 - Communication Skills
 - Encouragement
 - Focus: Future and Issues
 - Clarification
 - Conflict Resolution Skills

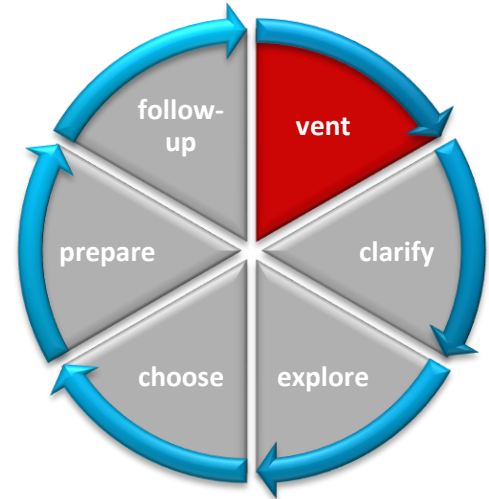
Coaching Model Overview

1. Vent Invite the person to speak
2. Clarify Name the issues
3. Imagine Broaden options
4. Choose Best approach
5. Prepare Coach for next steps
6. Follow up Check to see how things are going



Stage 1 - VENT

- Until people have sufficiently released their pent-up feelings and thoughts, they often find it hard to think clearly and effectively about steps forward.
- Skills required:
 - Paraphrasing
 - Asking open-ended questions
 - Patience



Stage 2 - CLARIFY

Naming the issue(s) clearly and non-judgmentally will help the person in conflict to:

1. Put some order to the mess that the conflict has created in his/her life.
2. Shift from focusing on the other person as the problem to identifying the problem that they will need to resolve together.
3. See a way forward into a conversation with the other person.



Stage 3 - EXPLORE

- Coaches can help people imagine alternatives by encouraging them to focus on their needs, fears and hopes rather than staying stuck on a single position.
- Focusing on their own interests opens up more options for solutions and can increase the likelihood of a person getting their needs met in a conflict.
- Coaches can also invite a person to wonder about the other party's interests.



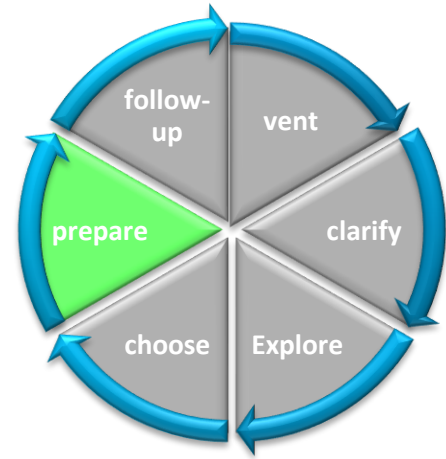
Stage 4 - CHOOSE

- Let it go
- Talk about it
- Mediate it
- Go to a higher authority
- Get more Information



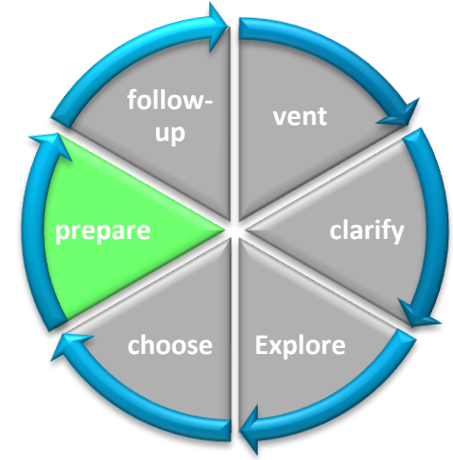
Stage 5 - PREPARE

- Let it Go
- Talk about it
- Mediate It
- Go to a Higher Authority
- Get More information or Help



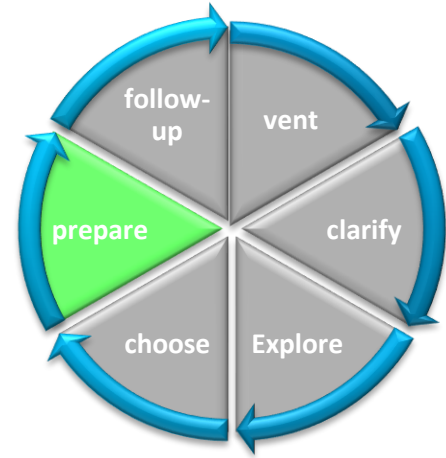
5. PREPARE

- LET IT GO
 - What makes this the best option?
 - Is it realistic to let this go?
 - Is this avoidance?
 - What do you need to do to be sure you've let it go?
 - What will you do if it happens again?



5. PREPARE

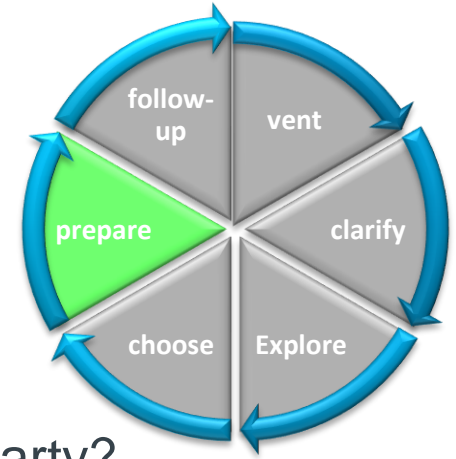
- TALK ABOUT IT
 - What makes this the best option?
 - Where and when will you talk?
 - How will you begin the conversation?
 - How will you listen to the other person?
 - What can you take responsibility for?
 - How will you state your concerns?
 - What counter-productive patterns exist in the relationship? How will they be dealt with?
 - How will you close the conversation if it is not going well?



5. PREPARE

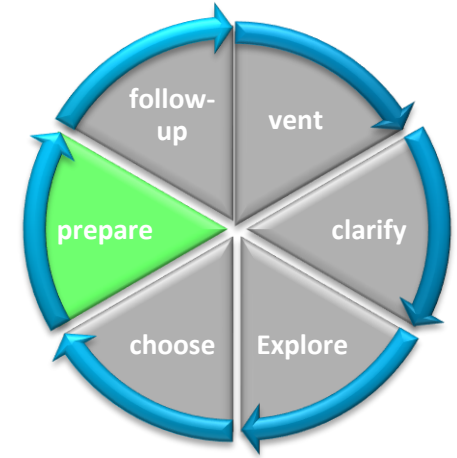
- **MEDIATE IT**

- What makes this the best option?
- How will mediation be arranged?
- How will this be communicated to the other party?
- What role is appropriate for the coach?
- What can the coach do to prepare the party for the mediation?



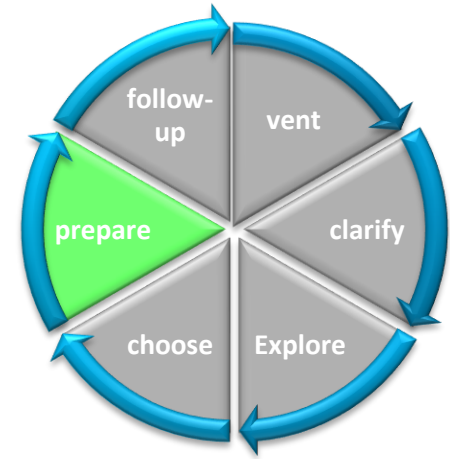
5. PREPARE

- HIGHER AUTHORITY
 - What makes this the best option?
 - What will you say?
 - What do you hope that this person can do?
What if that is not what they do?
 - How will you manage in the meantime?



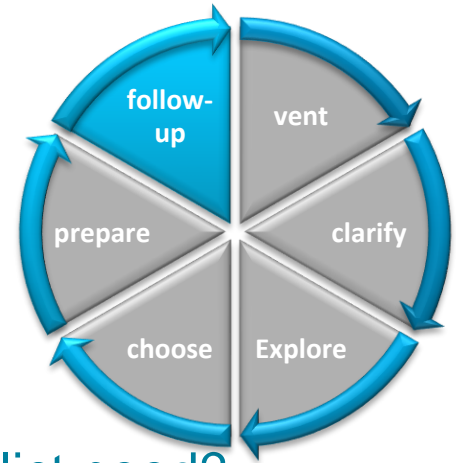
5. PREPARE

- GET MORE INFORMATION OR HELP
 - What other information do you need?
 - Who can give you that information?
 - How will you get the information?
 - What other support do you need? From whom?



6. FOLLOW-UP

- Are both parties ready to move on?
Do they need more help?
- How and when will agreements be followed up?
- Is more help needed?
- What might others who were impacted by the conflict need?
- What can each person, and you, do to ensure the situation is addressed long term?
- How will the group be reacting to the people who were in conflict?
What might the group need at this point?
- What ways might the system's structure and/or culture undermine the sustainability of the resolution? How can this be addressed?
- Do other conflict situations need to be addressed? If so, how can this happen?



Prevention

- What are the clues that conflict is brewing?
- What stops you and others from responding to those clues (identify personal and systems constraints)?
- How might your current roles (formal and informal) give you access to assisting others in the resolution of their conflicts?
- How can you as an individual and the organizations you are involved in be more proactive in responding to the early warning signs of conflict?

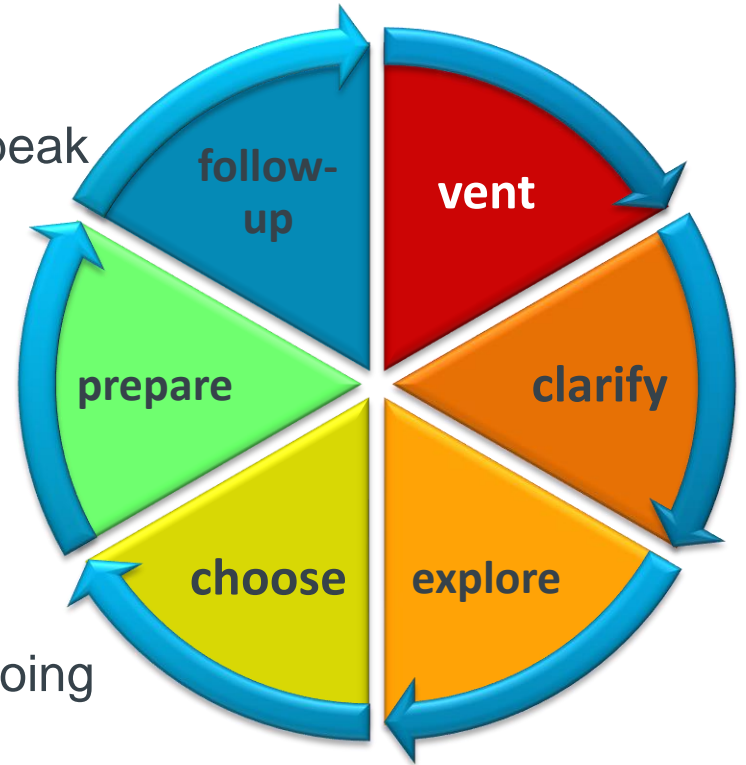
Small Group Exercise

In small groups answer and report back on the following three questions:

- How can you prevent conflict from becoming destructive (prevention) ?
- What kind of follow-up activities are needed after the coach has intervened (aftermath)?
- Why is “follow-up” important?

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Thank-you

