INSULATION TECHNOLOGY GROUP

# S.T.A.R.S. Program 2026



## Conflict Resolution & Negotiation Skills

# Appendix

*In collaboration with Brighter Leaders*

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## Types of workplace conflict

**Task Conflict**
Disagreements about how to do the work, roles, priorities, or processes.

**Relationship Conflict**
Personal tensions, personality clashes, or communication style differences.

**Value Conflict**
Clashes in personal beliefs, ethics, or priorities.

**Role Conflict**
Confusion or overlap in responsibilities or authority.

**Status Conflict**
Tension based on hierarchy, recognition, or influence.

## Sources of workplace conflict

- Unclear roles or responsibilities
- Poor communication
- Resource constraints
- Stress or pressure
- Unresolved past issues or historical tension
- Cultural or generational differences
- Competing goals between individuals or departments
- Different working styles or decision-making approaches

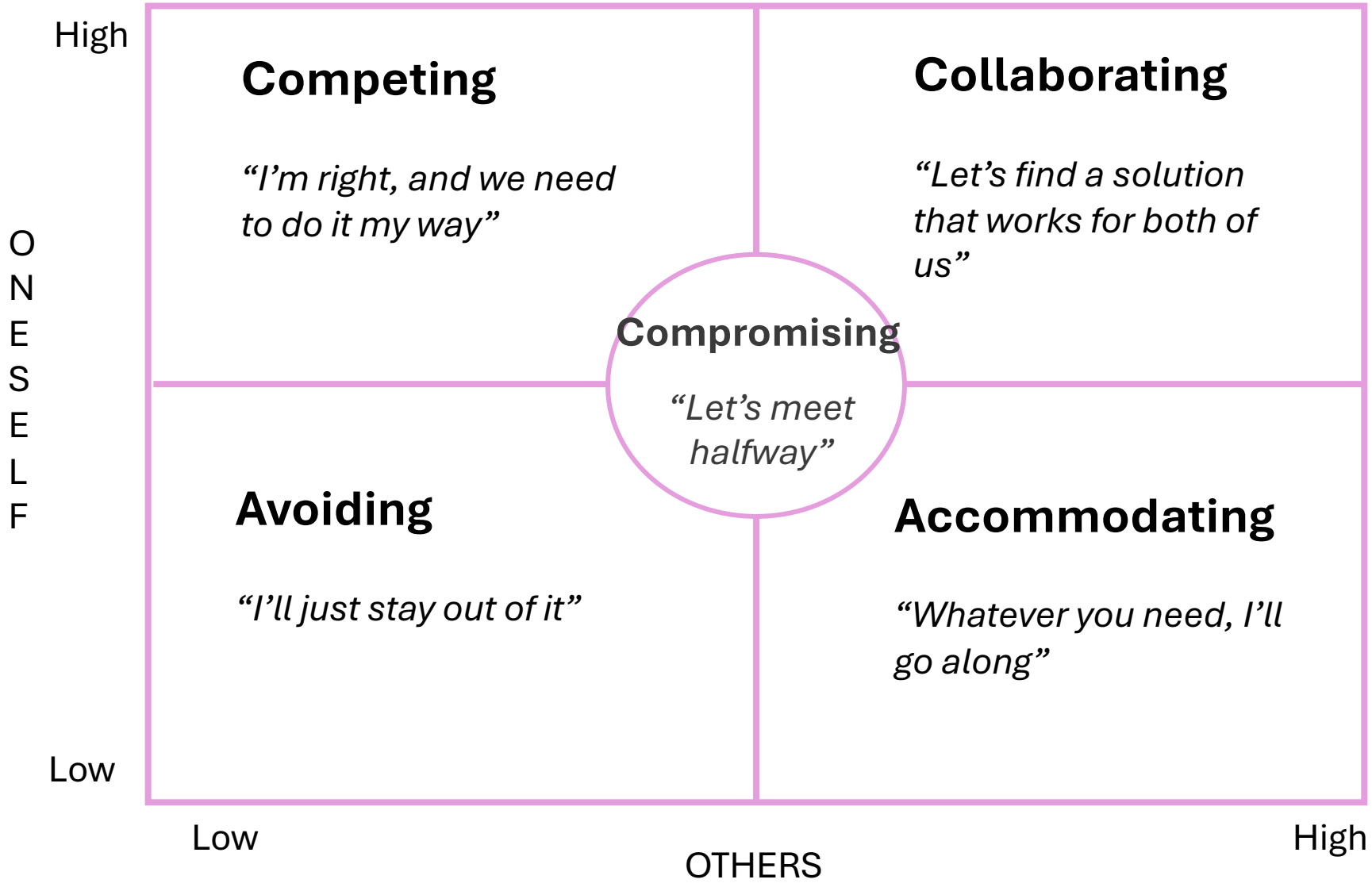
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## Conflict response styles

(based on the Thomas-Kilmann model)



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## Personal triggers and emotional cues

### Personal Triggers

- Being interrupted
- Lack of recognition
- Unclear expectations
- Being micromanaged
- Disrespectful tone
- Lack of control
- Unfair treatment
- Feeling excluded
- Rapid change without warning
- Inconsistent feedback
- Public criticism
- Being questioned or challenged
- Not being heard
- Loss of autonomy
- Breach of trust

### Emotional Cues

- Tight chest
- Shallow breathing
- Raised voice
- Clipped or sharp tone
- Fidgeting
- Avoiding eye contact
- Racing thoughts
- Tense shoulders
- Dry mouth
- Sweaty palms
- Strong urge to withdraw
- Strong urge to argue or defend
- Feeling hot or flushed
- Inner critical voice
- Sudden drop in energy/ enthusiasm

# The 5-steps Conflict Resolution Model

| Step | Description | Sample Phrases |
|---|---|---|
| **Pause & Reflect** | Notice your reaction, regulate emotions, and assess your assumptions | "I noticed I'm reacting, let me take a moment" |
| **Name the Issue Neutrally** | Describe the situation factually, without judgment | "I'd like to talk about how we've been handling deadlines" |
| **Explore Perspectives** | Go beneath positions to uncover interests | "What's most important to you in this situation?" |
| **Identify Shared Interests** | Clarify what matters to each side. Look for common ground or mutual goals | "What's something we both want out of this situation?" |
| **Co-create a Way Forward** | Define shared goals and agree on next steps | "What can we both do to improve this going forward?" |

# Using De-escalation Tactics

- Use a calm tone and relaxed posture
- Take a pause when emotions rise
- Ask curious, non-blaming questions
- Name the tension gently: “This feels a bit tense—maybe we can step back and reset.”

## In negotiations

- Stay curious
- Change perspective
- Address emotional states
- Use empathy and logic
- Silence
- Have a clear BATNA (Best Alternative to Negotiated Agreement)