



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

- **Values—**  
Guided by a personal code of ethics.  
Demonstrates a strong sense of integrity.
- **Conflict Resolution—**  
Brings people together who have been separated by their differences.
- **Initiative—**  
Proactively makes things happen. Is self-disciplined.

#### RELATED COMPETENCY CATEGORIES:

- **External Awareness—**  
Sees things from multiple points of view. Keeps up to date with issues that affect responsibility.
- **Stress Management—**  
Differentiates between positive and negative stress. Maintains a balanced attitude.
- **Interpersonal Skills—**  
Displays a consistent ability to build solid relationships inside and outside the organization.
- **Communication—**  
Practices active listening supported with meaningful oral and written information.

# Bringing Conflict Into the Open

## SUMMARY

Many organizations have challenges when conflict is avoided, where some people are unaware of issues, and when difficult topics are not brought out into the open. Conflict can be constructive when people understand the sources of conflict and the issues are clarified.

## CONTEXT

The word “constructively” is defined as serving to improve or advance; helpful. Experts in organizational development have found that conflict is one of the most powerful catalysts to change relationships, a team, or an organization.

The goal of this module is to provide the impetus to create a culture that fosters and sustains an open environment for conflict. In this environment, all who experience conflict feel comfortable and confident to raise it, knowing that it will be dealt with responsibly and respectfully.

---

### At the completion of this module, participants will be able to:

- Identify sources of conflict
- Establish opportunities from conflict situations
- Get hidden conflict out in the open
- Incorporate guidelines for keeping conflict situations productive
- Move beyond conflict without harboring resentment

*“In the middle of difficulty lies opportunity.”*  
—Albert Einstein