State the following
• Purpose
• Your role (as a facilitator)
• Their role
• Time frame
• Rules

Example

**Purpose:** To bring the conflict to a point of mutual understanding and to establish and implement rules.

**My role:** To facilitate the discussion, ensure understanding, and establish and implement rules.

**Your role:** Share your perceptions, gain understanding of each other’s perceptions, suggest and establish solutions.

**Rules:**
• Do not interrupt.
• Be brief and specific in sharing your perceptions.
• Treat each other with respect.
• Keep voices down.

**Step 1:** Ask one employee to state the problem as he or she sees it.

**Step 2:** Ask the other employee to share their perception of what they just heard the first employee say.

**Step 3:** Ask the first employee to confirm the accuracy of that repetition.

**Step 4:** Now ask the second employee to state the problem as he/she sees it. Then repeat Step 2 and Step 3.

**Step 5:** Focus on objective facts:
• Have employees qualify perceptions/statements by giving specific facts or behaviors.
• Relate issues and behaviors to department needs/goals and vision.

**Step 6:** Ask each employee to suggest solutions to the conflict.

**Step 7:** Bring both employees to an agreement on the specific solution and action steps they will implement to resolve the conflict.

**Step 8:** Set up a date for a review of progress if necessary, or you may informally follow up with each individual separately.

- Developed by ANNA’s Administration Special Interest Group -