

Week 4: Personal Reflections

Exercise 1: S.A.R.A. (Shock, Anger, Rejection, Acceptance)

When we are stuck in Surprise, Anger or Rejection, it is too early to act. We cannot do anything productive to resolve conflict and we fall back into the Blame Frame. That's why it is good to recognize the stages and take whatever time it takes to get to acceptance.

Getting to acceptance is a matter of intentions. It can take five minutes or five years; that part is up to each of us, but it must be done to productively resolve conflict.

Questions to ponder:

- What are some common situations at Costco where S.A.R.A can be applied to better navigate conflict?

- What would acceptance look like in these situations?

Exercise 2: Reducing Triangulation

Relationship triangles usually involve three people who each take one of three roles: victim, persecutor, and rescuer. Once in a triangle, people change places among its three points. The only way to stop the triangulation is for each person to communicate his or her feelings, concerns, or opinions directly. Once in a triangle, escape may take some courage and clarity but is possible. The triangulated person can redirect the other person straight to the appropriate individual —the one

If you see someone else, make sure they are a committed listener, not just an 'ear'. Present that person with your challenge and explain what you're looking for.

- Step 3: Long-term Intentions

Get in touch with your long-term intentions. Are you committed to working with this client/colleague/partner? Do you want to make the partnership or collaboration work?

- Step 4: Identify Cost of Conflict

Forget about who's right and who's wrong and focus on the cost of the conflict. Ask yourself "Is being right more important than the relationship I have with this person?"

- Step 5: Detach from your Opinion

Detach yourself from your opinions, because the first step in resolving conflicts through the Outcome Frame is to find out what a 'winning' solution would be for the other side.

Describe a typical situation you have experienced where these 5 steps would have made a difference by shifting from blame to outcome.