

# Coaching Clients to Find Their Way Through Conflict

*by Cinnie Noble*

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*for ICF New Mexico*

# Objectives

Participants will learn:

- A context for discussion on conflict management coaching
- An evidence-based conflict analysis as a coaching tool
- The stages of the **CINERGY**<sup>®</sup> Conflict Management Coaching Model
- Focus on 3 core competencies – goal setting, perspective taking and powerful questions – and how they apply in conflict management coaching
- What distinguishes this form of coaching from others

How do you define  
*interpersonal*  
*conflict?*

# Defining Conflict

**“Any situation in which interdependent people have apparently incompatible interests, goals, principles, or feelings.” – Craig Runde & Tim Flanagan**

**“A condition in which one or both feel angry at the other and perceive the other is at fault.”  
– Daniel Dana**

**“...simply the sound made by cracks in a system; regardless of whether the system is personal, relational, familial, organizational, social, economic or political.” – Kenneth Cloke**

# What is Conflict Management Coaching?

A one-on-one process in which a trained coach works with clients who aim to maximize their ability to effectively engage in conflict.

# Many Applications

- Before Conflict
- During Conflict
- After Conflict
- Conflict Competence

# Coaching the “Gap”

Where the client is → → → Where the client wants to be

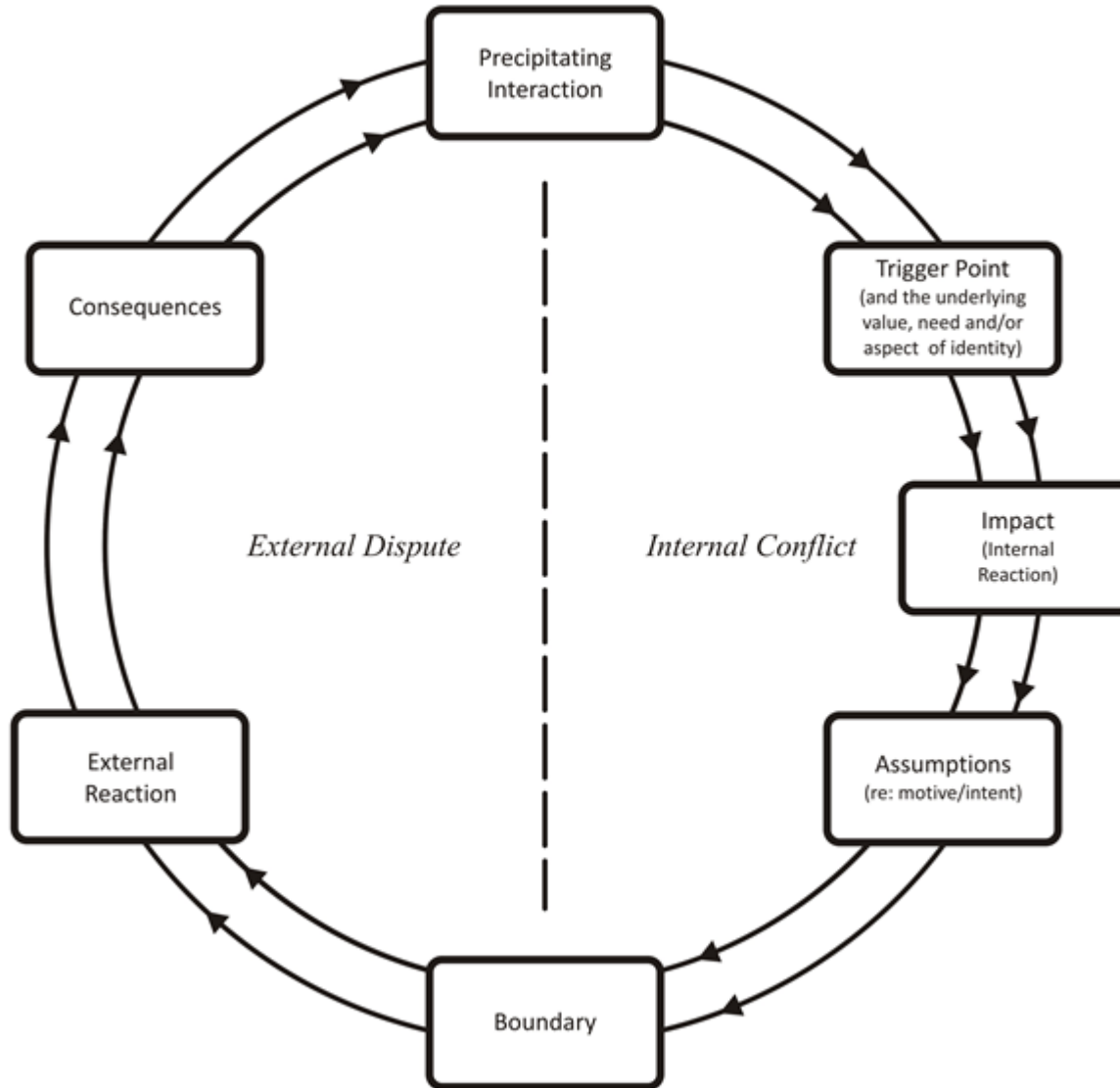
- *Different perspectives*
- Options
- Action steps
- Challenges

Core Competency: Perspective Taking

**Interpersonal conflict** occurs when we perceive that 'the other person' threatens, challenges or undermines one or more of our values, needs or aspects of our identity.



# The (*Not So*) Merry Go Round of Conflict



# The **CINERGY®** Model

- C** Clarify the goal
- I** Inquire about the situation
- N** Name the elements
- E** Explore choices
- R** Reconstruct the situation
- G** Ground the challenges
- Y** Yes, the commitment

**A few  
NEUROSCIENCE  
considerations**

# ICF Core Competencies

## A. SETTING THE FOUNDATION

1. Meeting ethical guidelines and professional standards
2. Establishing the coaching agreement

## B. CO-CREATING THE RELATIONSHIP

3. Establishing trust and intimacy with the client
4. Coaching presence

## C. COMMUNICATING EFFECTIVELY

5. Active listening
- 6. Powerful questions**
7. Direct communication

## D. FACILITATING LEARNING AND RESULTS

8. Creating awareness
9. Designing actions
10. Planning and **goal setting**
11. Managing progress and accountability

# Goal Setting

Common types of goals:

- To figure out whether to do anything about a situation and if so, what
- To prepare for a difficult conversation, including performance reviews and disciplinary processes
- To better understand the conflict
- To constructively resolve a dispute and manage the related discussion
- To vent to an objective person

***Some Important Tips  
about Goal Setting in  
Conflict Management  
Coaching***

# Powerful Questions



## A FEW NOTABLE POINTS RE: WHAT DISTINGUISHES THIS SPECIALTY?

- Linear methodology
- Different perspectives  
(conflict analysis)
- Specific reasons for self-determination



*Q* & *A*

# Cinnie Noble

Email: [cinnie@cinergycoaching.com](mailto:cinnie@cinergycoaching.com)

Website: [www.cinergycoaching.com](http://www.cinergycoaching.com)

Blog: Conflict Mastery Quest(ions)  
[www.cinergycoaching.com/blog/](http://www.cinergycoaching.com/blog/)

# BOOKS

## ***Conflict Mastery: Questions to Guide You***

<http://tinyurl.com/ConflictMasteryBook>

## ***Conflict Management Coaching: The CINERGY Model***

<http://tinyurl.com/CMCcinergymodel>

*THANK YOU*

*ICF New Mexico*