Conflict Resolution Steps: CALM

**CLARIFY THE ISSUE**
- Ask yourself Conflict Clarification Questions, such as “What am I upset about?” or “Have I contributed to the problem?” and “If I was the other person, how would I want to be approached and dealt with?”
- Plan what you’re going to say and practice saying it aloud.

**ADDRESS THE PROBLEM**
- Begin with your planned opening (avoid using phrases that start with “you.”)
- Describe the issue:
  - What happened
  - How it made you feel
  - How it has negatively affected you and others

**LISTEN TO THE OTHER SIDE**
- Be open to the other person’s concern
- Never interrupt
- Ask questions for clarification
- Paraphrase what you’ve heard
- Make sure your body language shows you’re listening

**MANAGE YOUR WAY TO RESOLUTION**
- Gain agreement that a problem exists
- Identify each other’s needs
- Explore win-win solutions
- Agree on a course of action and how to handle missteps

For the full C.A.L.M. conflict resolution model and all the Conflict Clarification Questions, check out the What To Do When Conflict Happens ([http://bit.ly/1N7hiGH](http://bit.ly/1N7hiGH)) video training program. All material © 2007 CRM Learning, L.P.