

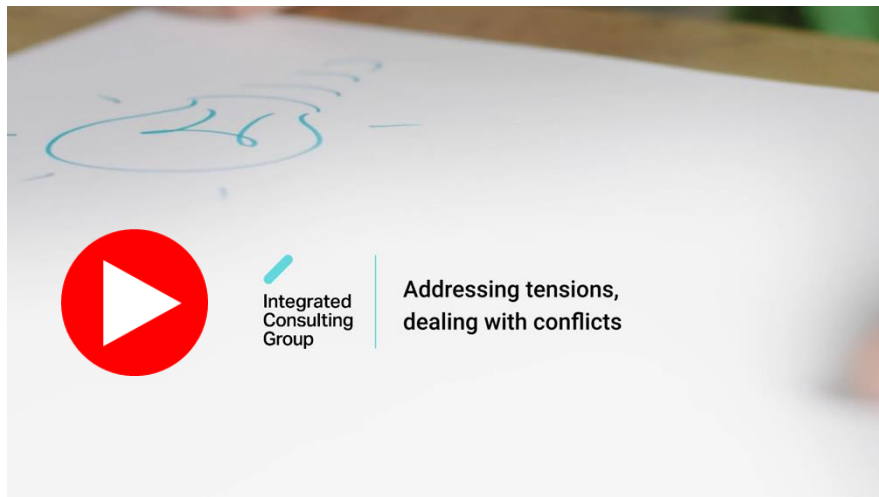


Integrated
Consulting
Group

Workbook 2

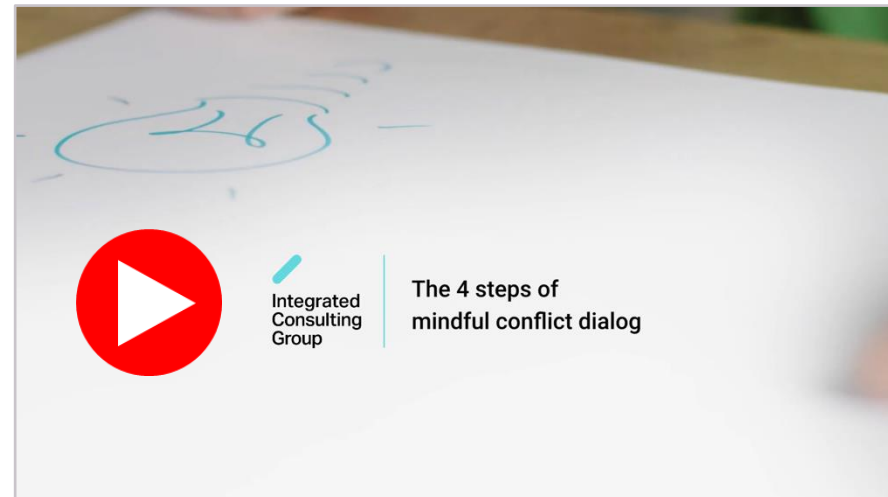
The mindful conflict dialogue

How to engage in mindful conflict dialogue using the method of nonviolent communication



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or click here:

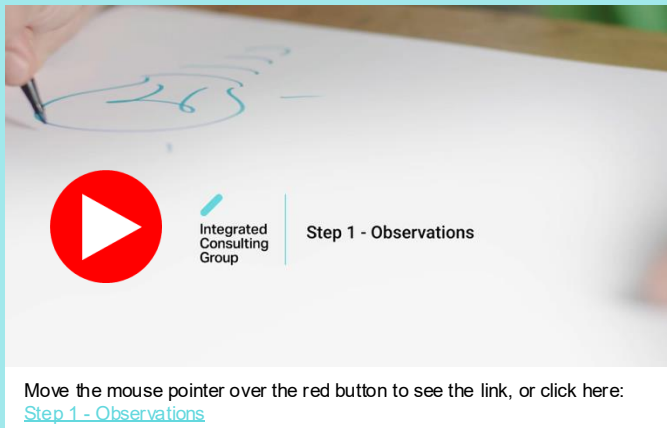
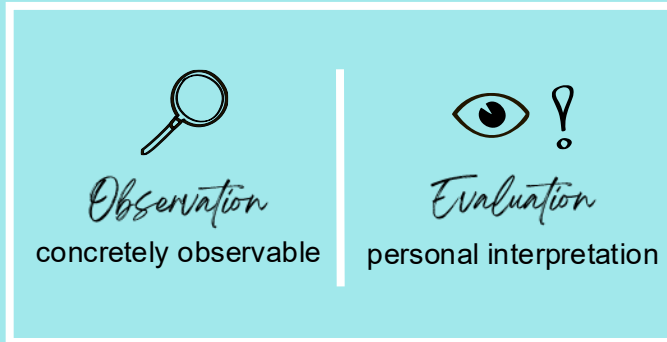
[Addressing tensions, dealing with conflicts](#)



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or click here:

[The 4 steps of mindful conflict dialog](#)

Observation vs. Evaluation



An observation refers to objective facts that would be perceived in the same way by other people. Especially in conflict situations, it is helpful to first focus on what is concretely observable. This can be beneficial for self-reflection and for making conversations more constructive by clearly distinguishing between the two.

Judgments play a central role in our human existence, as they help us make sense of the world around us. It is perfectly natural to evaluate certain things positively and others negatively – this tendency should not be condemned. However, problems arise when we confuse the terms “observation” and “evaluation.”

What exactly is the difference between observation and opinion/evaluation?

OBSERVATION

I notice that you are looking at your phone and typing while I am trying to go over our meeting agenda with you.

What does it sound like when observation and evaluation are mixed?

“You're just staring at your phone and not listening to me.”

“You're not even present – clearly, tomorrow's meeting isn't important to you.”

“I'm trying to align with you ... once again, you're totally dropping the ball when it comes to responsibility.”

Useful phrases

I understand that ... | I notice that ... | I heard you say that ... | I remember in that situation ... | I realized that ...

The 4 steps of mindful conflict dialogue / nonviolent communication

1. Observation

What exactly did I observe?

Facts / reality
What do I see/hear?



What exactly did I observe?

Example

"I've noticed that over the past two weeks you've repeatedly arrived late for work. For example, today you came in at 9:30 and yesterday at 9:15. However, we start our daily stand-up at 9:00, which you missed both yesterday and today."

In contrast to:

"You're always late for work... we can't work together like this."

The 4 steps of mindful conflict dialogue / nonviolent communication



What feelings does this trigger in me?

Example

"I've noticed that over the past two weeks you've repeatedly arrived late for work. For example, today you came in at 9:30 and yesterday at 9:15. However, we start our daily stand-up at 9:00, which you missed both yesterday and today."

5 Basic emotions and their impact – using emotions for reflection



INTEREST / CURIOSITY

Generates concentration, openness, attention,
hunger for stimulation

Losing sight of the bigger picture



JOY

Strengthens bonds and
cohesion in relationships

Exuberance, losing sight of potential danger



ANGER

Energy for survival – defending identity, setting
and expanding boundaries

Getting carried away or intimidating others



FEAR

Protection from danger; surge of energy;

Mental block under excess adrenaline

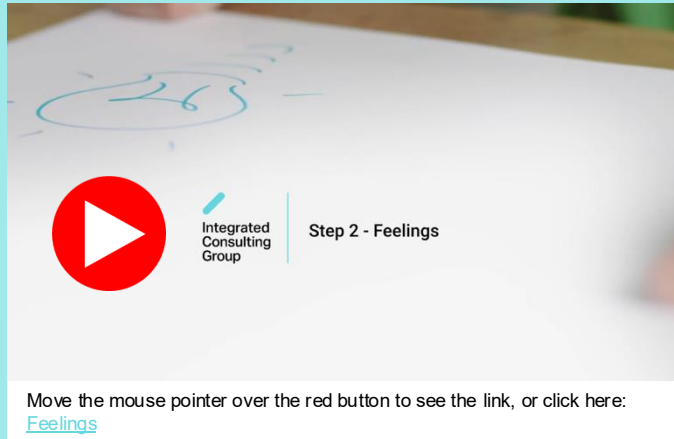


GRIEF

Releases attachment; frees up energy
for new things

Getting stuck in grief, dissolving into self-pity

Feelings vs. Pseudo Feelings



It is often helpful to reflect on what feelings you experienced. Feelings are genuine emotions such as anger, sadness, worry, fear, or hurt. Sometimes, however, we confuse feelings with what we might call “pseudo-feelings.” These are essentially hidden judgments, accusations, or evaluations.

It’s important to realize that these “pseudo-feelings” are not objective facts but rather your personal interpretations. You should label them as such. Instead of saying, “I was neglected,” ask yourself what true feeling lies behind that. You don’t always have to reveal whether you were sad, angry, or hurt in every situation – but it can always be helpful to reflect on it.

FEELINGS Examples

“I’m worried that we might not be able to meet the timeline.”

“I feel hurt and devalued when I read this.”

“I notice that I’m getting irritated because I feel unheard.”

“I feel confused and tense because the timeline keeps getting tighter for me.”

PSEUDO-FEELINGS Examples

“I feel like you don’t respect me.”

“It scares me that you always want to be in control.”

“It shocks me that you deliberately ignore me.”

Useful phrases

I feel... | I’m feeling ... | Right now, I am ...

Feelings vs. Judgement or Interpretation

Feeling

I am sad.

I am frustrated.

I feel hurt.

Judgement

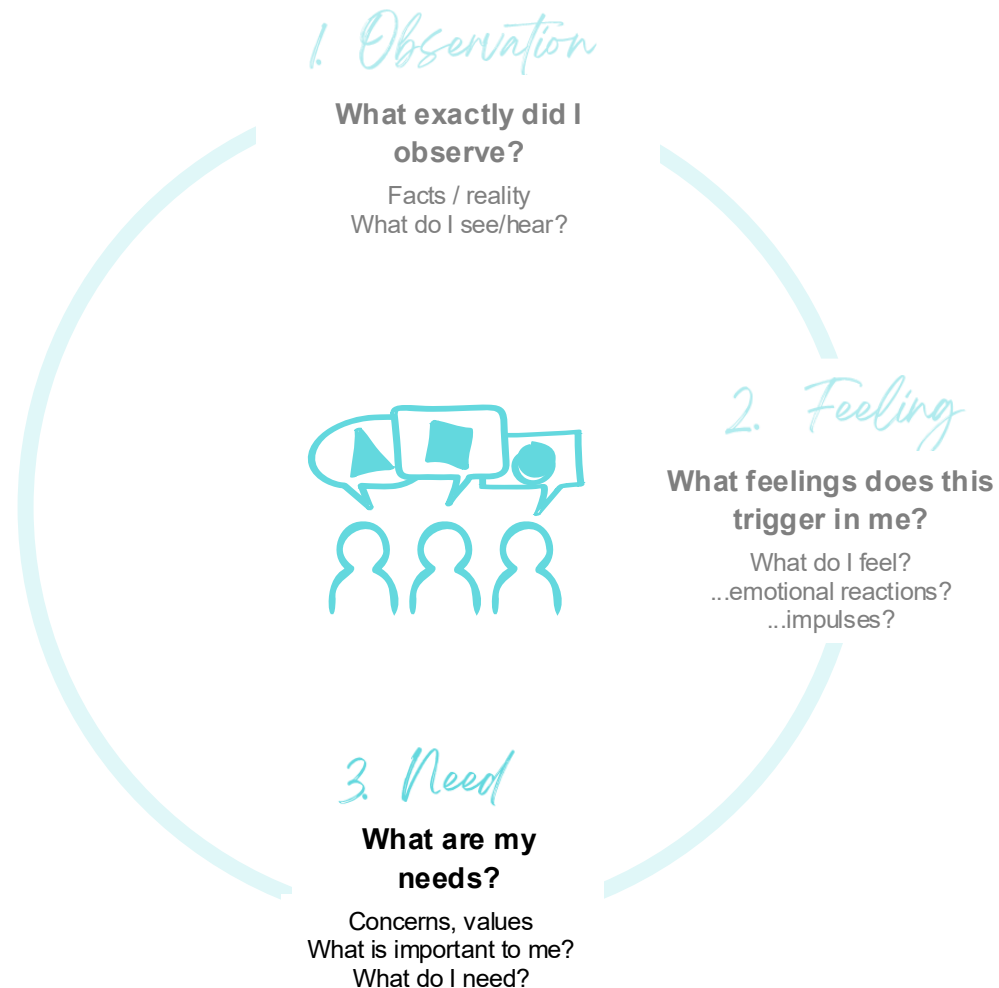
I feel like you don't respect me.

I feel like you always want to be in control.

I feel like you are intentionally ignoring me.

When we hide our judgments or interpretations behind our feelings, it can lead to misunderstandings or conflicts. By being aware of whether we are expressing a true feeling or a judgment, we can communicate more clearly and precisely and create an atmosphere of understanding.

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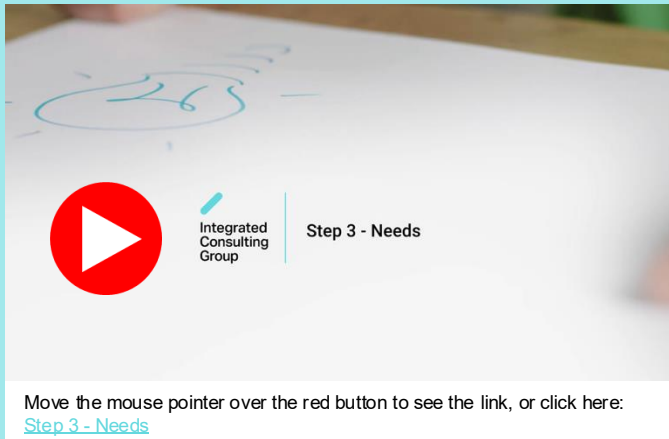
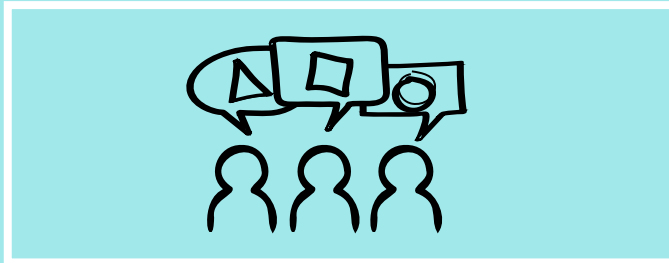


What are my needs?

Example

“As a team leader, I value reliability and efficiency. It is also important that we all share the same attitude and follow the basic ground rules, because otherwise people may feel that things are unfair, which in turn weakens us as a team.”

Need vs. Strategy



A key idea of mindful conflict dialogue is that all people share the same basic needs. We all want to be autonomous and feel connected to others. We seek respect and consideration. When these needs are not met, we often feel uncomfortable. People try to fulfill these needs using different strategies, e.g., by asking themselves: "How can I get connection or respect?" Conflicts often arise at the level of strategies, not at the level of basic needs.

It can therefore be helpful to use statements like: "I need..." or "I want..." In most cases, behind these statements lies an unmet need, which could possibly be fulfilled in another way.

NEEDS

Autonomy, love, security, respect, appreciation, connection, peace, freedom, health, growth

STRATEGY

Direct communication, compromise, cooperation, setting boundaries, empathy, self-care, planning

Useful phrases

I need ... | It is important to me... | I miss ... | I long for ... | I'm looking for...

Example – Difference Between Needs and Strategies

You are working on a team project, and there are disagreements about how the project should be carried out. One team member suggests extending the working hours.

Needs

The team wants to complete the project efficiently and with good quality, but also maintain a healthy work-life balance.

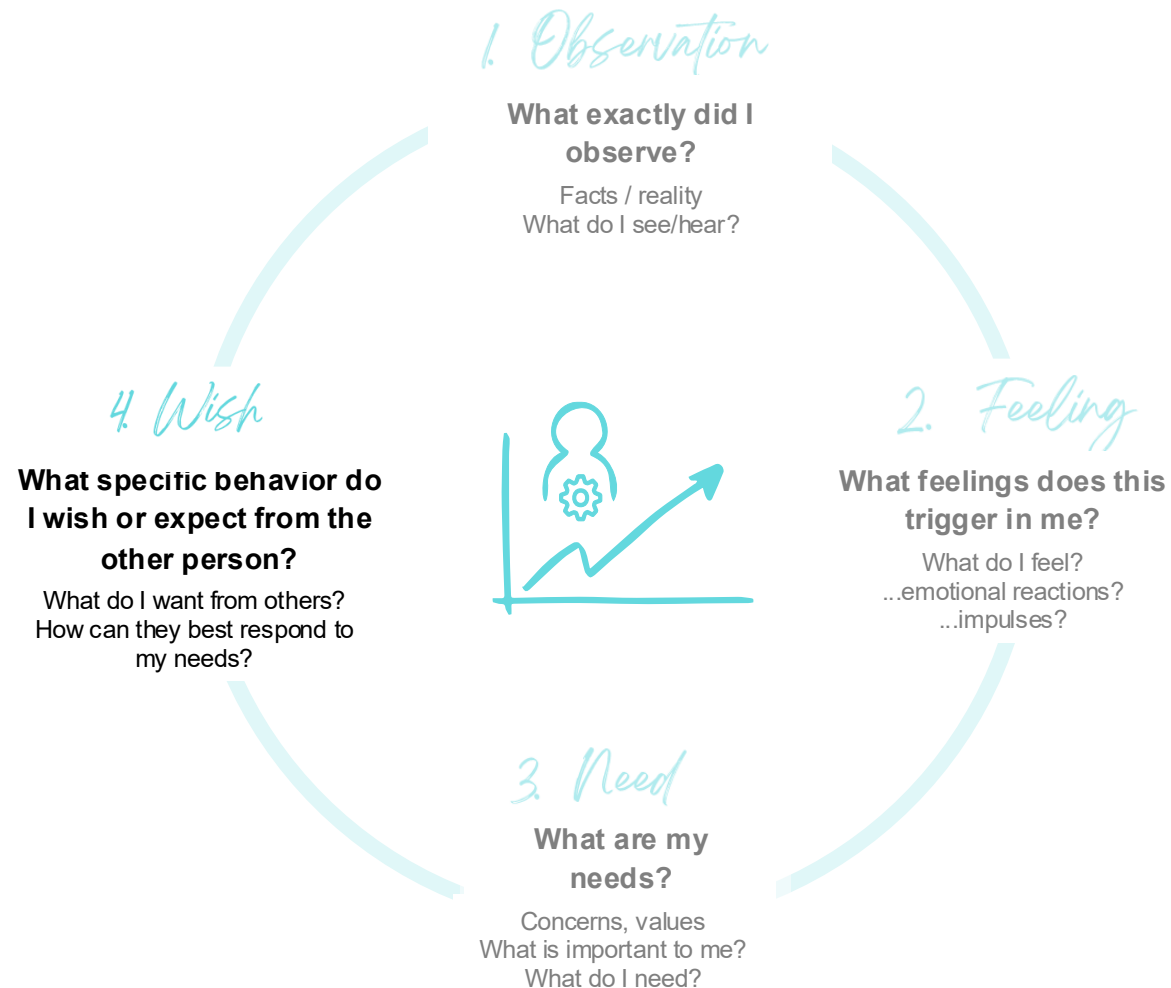
Strategy

The proposed strategy is to extend working hours in order to increase efficiency.

“We want to finish the project efficiently and maintain a good work-life balance. Can we find other ways to achieve this without extending working hours? Maybe we can optimize our workflows or redistribute tasks.

”By focusing on needs and being open to different strategies, we create a cooperative atmosphere in the team and open the door for creative solutions.

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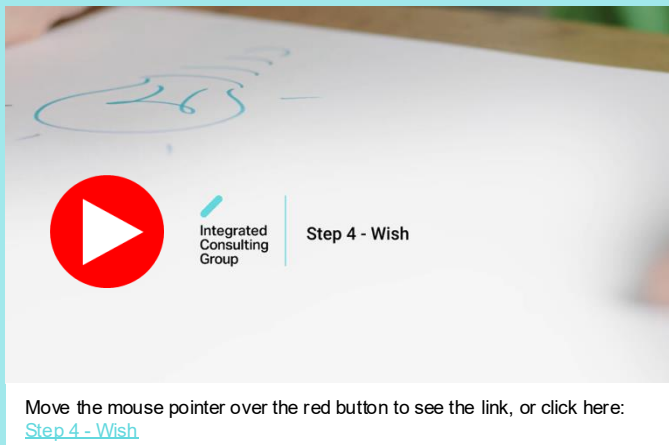
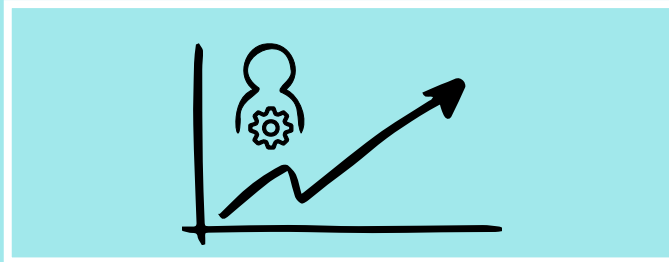


What specific behavior do I wish or expect from the other person?

Example

"I would like you to be on time for the stand-up meetings in the future, so that we as a team can start the day together and in good alignment. And if there are any obstacles, that I'm not aware of – such as childcare times, traffic connections, or similar - I'd appreciate it if we could talk about them now so that we can find a solution together."

Wish vs. Demand



In nonviolent communication, a wish is characterized by the fact that it respects the autonomy of the other person and the person making the request can accept a "no." A wish also implies a certain flexibility regarding the strategy being used. There is room for negotiation, for example: „I would like to ... because ... could you do that? And if not, what would you be willing to do instead??“

In contrast, a demand is something different: it clearly states what is expected, leaves no room for negotiation, and a "no" is not accepted. Here too, it's important to ask yourself: Do I have a concern? Am I ready to accept a "no" and to discuss implementation? Or do I have a clear concern, know exactly what I want, and will not accept a "no"? Sometimes the latter is entirely appropriate—but then the request should not be disguised as a wish.

WISH

- The autonomy of the other person is preserved“
- No" is accepted

DEMAND

- No room for negotiation
- "No" is not accepted

Useful phrases

Wish/Expectation

Please ... | Would you ... | What do you think about ... | I wish ... | I wonder if you could ...

Demand

I expect you to ...