

# After a conflict: Make the peace last and learn from it

Adaptive module

~20 min

Most teams think a conflict is settled as soon as calm returns and move on, yet the calm can hide embers that will flare up again, stronger. This module therefore covers what comes after: checking that the peace is real, consolidating it with a written record and a follow-up meeting, and turning the ordeal into an opportunity to gain broader perspectives, emotional intelligence, and a stronger relationship.

## LEARNING OBJECTIVES

- 01 Confirm a conflict is truly resolved with three questions: solution, relationship, and duration.
- 02 Consolidate the way out of the conflict with a written record, shared indicators, and a follow-up meeting.
- 03 Adjust the solution after testing it in practice: an agreement is revisited, not set in stone.
- 04 Capitalize on the conflict to gain broader perspectives, emotional intelligence, and a stronger relationship.

## WHO IT'S FOR

Anyone who has just resolved a conflict at work and wants to make sure the peace lasts.

- **Prerequisite:** none

## HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

## A SAMPLE PRACTICE SCENARIO

After weeks of tension, you and Gabriel split the calls and emails between you. Three weeks later, at the planned follow-up, Gabriel says everything is fine. Yet you notice that no one is calling back the customers who are waiting. What do you do?

## ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

### METHODS & MODELS

- Afthonios method: a debrief in 4 questions, once things have cooled down – inspired by the After Action Review (US Army)
- Moving from “victim” to “sharing responsibility” – inspired by Karpman’s drama triangle (1968)
- Afthonios method: 3 questions to check that the conflict is over (mutual satisfaction, restored relationship, durability over time)
- Emotional intelligence – Salovey & Mayer (1990), popularized by D. Goleman (1995)

### SOURCES & REFERENCES

- John Gottman (University of Washington, “Love Lab”), 1999: happy couples aren’t the ones with the fewest conflicts, but the ones who know how to repair and recover quickly
- S. Karpman, 1968 – drama triangle
- Salovey & Mayer, 1990; D. Goleman, 1995 – emotional intelligence
- Amy Edmondson (1999) – psychological safety and team learning