MODULE OVERVIEW

Two team members in conflict: Help them resolve it or decide

Adaptive module | ~20 min

When team members clash, two opposite responses make things worse: letting "the adults sort it out between them," or imposing a decision. This module gives managers the right stance and two distinct approaches: helping each person move from their position to their interests (a solution built together is better accepted than an imposed one), or making the call in four steps and following up on the decision.

LEARNING OBJECTIVES

01 Accept conflict as a normal part of team life, without avoiding it or seeing it as a management failure.

02 Identify your role: a manager is involved and accountable for the outcome; a mediator stays outside and neutral.

03 Help two team members resolve their disagreement themselves by moving them from their positions to their interests.

04 Recognize when a situation requires you to decide, then make the call in four steps: disagree, agree, propose, commit.

WHO IT'S FOR

Managers and team leaders who want disagreements in their team to lead to clear decisions.

- **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

In your library, Fabrice wants to keep story time, and Aiko wants to replace it with video games because attendance is falling. They run it together every Saturday and ask you to make the call. You are their manager; the program must be finalized within a month. 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

- Four-step method for making the call (disagree, agree, propose, commit) – Afthonios method, loosely inspired by "disagree and commit"
- Negotiating on positions versus interests (principled negotiation) – Harvard method, Fisher & Ury, Getting to Yes (1981)
- "Disagree and commit" – Andy Grove, Intel (1980s), popularized by Jeff Bezos at Amazon

SOURCES & REFERENCES

- Roger Fisher and William Ury – Getting to Yes, Harvard Negotiation Project (1981), principled negotiation based on interests
- "Disagree and commit" – associated with Andy Grove, cofounder of Intel (1980s), widely popularized by Jeff Bezos at Amazon
- Acas (2014) – preparing for and holding difficult conversations at work
- Weger et al. (2014) – active listening and the feeling of being understood

Module created by Afthonios.com.

Content reviewed on 7 October 2026