



DEAR - Conflict Resolution

“To Err is Human; to Forgive, Divine”
-Alexander Pope

What is this?

A conflict resolution practice.

Declare-Explore-Amends-Recommit is a practice for delivering effective apologies and reestablishing trust in conflicts between peers.

DEAR is applied either one-on-one or in a confidential team environment where mistakes and conflict are seen as a source of learning.

Outcomes

- Unspecified feelings of shame and guilt related to mistakes are transformed into clarified interpersonal boundaries and actionable expectations.
- Clarity of boundaries lead to higher psychological safety in the group.
- A strong experience-based culture of peer-based trust empower teams to handle their own conflicts.
- A shared understanding of the source and effect of the conflict on personal needs and feelings.

Setting up for Success

- Listen to really understand.
- Be curious.
- In DEAR, the focus on failures is shifted from *blame*, to *contribution and learning*. A shift from “your fault” and “punishment” to “our shared understanding” and “shared conflict ownership”.
- An optional but highly recommended role for conflict resolution is a facilitator of the process.
- The process should be clear to both parties before getting started.
- You should set aside the necessary time to go through the whole process and do it in a place where you will not get interrupted. This can be from 20 minutes to hours, depending on the severity and depth of the conflict.

It may sometimes be hard to keep neutral when someone criticizes your behavior. Begin by actively choosing a mindset of

- a helper - help your peer to overcome a past situation
- an explorer - explore to really understand your peers experience, and see what that can teach you about yourself

How to...

0. Agree on running DEAR.

Agree between the peers / in the team to run the DEAR, and be clear about the felt need to do so.

Outline the process steps, so that all parties know the way. Facilitate to stick with the process.

1. D - Declare

Declare that your perspectives on what has happened may differ.

Declare the scope of the conflict. Try to limit it to an incident or set of incidents with similarities that can be agreed upon.

Declare the chain of events. It can be good to listen to one person at a time, in sequence.

Explore your different views on what happened. Also - agreeing on having different views on a scenario is also a great starting point.

Try to stay objective - no interpretations or feelings at this stage.

2. E - Explore

Explore the effects on each other.

When the chain of events is outlined, explore what impact your actions have had on your peer.

What emotions have been evoked?

What underlying needs have not been met?

Intention is to fully hear your peer, and be truly curious to understand feelings and needs.

Again, it is usually beneficial to listen to one person at a time. In sequence.

3. A - Amends

What do you need to do or say to heal what has happened, and move on? Find actions to make things right, to leave this event behind you.

This is where you express what you would offer the other person to do to make things better. Be concrete and specific.

4. R - Recommit

Make new commitments. How do you go on from here to ensure not to end up in the same situation again?

What agreements do you need?

How do you need to relate going forward?

This is an opportunity for both parties to improve their relationship.

Appendix A:

Feelings

... & Needs

Calm	Uneasy	Health	Rest, sleep
Comfortable	Stressed	Peace	Balance
At ease	Tense	Safety	Protection
Content	Nervous	Freedom	Love
Safe	Suspicious	Relaxation	Warmth
Secure	Afraid	Mourning	
Free	Dominated		
Confident	Lost	Inclusion	Cooperation
Loved	Lonely	Dialogue	Shared reality
Satisfied	Restless	Respect	Authenticity
Attracted	Disappointed	Support	Understanding
Thankful	Frustrated	Belonging	Trust
Delighted	Uncomfortable	Honesty	Dependency
Moved	Concerned	Empathy	Being seen
Curious	Split	Being heard	
Excited	Tired		
Hopeful	Sceptical	Learning	Efficiency
Happy	Sad	Mutuality	Simplicity
Brave	Scared	Movement	Predictability
Passionate	Angry	Mandate	Clarity
Touched	Hostile	Confirmation	Action
Connected	Irritated		
Comforted	Vulnerable	Light	Creativity
Certain	Diminished	Beauty	Celebration
Fascinated	Alone	Meaning	Integrity
Tender	Cold	Play	Thoughtfulness
Dynamic	Trapped	Inspiration	Equality
Alert / Pepp	Bored	Connection	Harmony
Energetic	Miserable		
Enthusiastic	Uninterested		
Alive	Confused		
Amazed	Upset		
Proud	Ashamed		
Surprised	Impatient		
Inspired	Embarrassed		
Determined	Irresolute		
Re-inforced	Overwhelmed		

Känslor

Lugn	Illa till mods
Bekvämt	Stressad
Avslappnad	Spänd
Nöjd	Nervös
Säker	Misstänksam
Trygg	Orolig
Fri	Begränsad
Självssäker	Vilse
Älskad	Ensam
Nöjd	Rastlös
Attraherad	Besviken
Tacksam	Frustrerad
Förtjust	Obekvämt
Rörd	Bekymrad
Nyfiken	Splittrad
Exalterad	Trött
Hoppfull	Skeptisk
Glad	Sorgsen
Modig	Rädd
Passionerad	Arg
Gripen	Fientlig
Connectad	Irriterad
Tröstad	Sårbar
Förvissad	Förminskad
Fascinerad	Förtvivlad
Ömsint	Kall
Dynamisk	Instängd
Alert / Pepp	Uttråkad
Energisk	Eländig
Entusiastisk	Ointresserad
Levande	Förvirrad
Förvånad	Upprörd
Stolt	Skamsen
Överraskad	Otålig
Inspirerad	Generad
Bestämd	Obeslutsam
Stärkt	Överväldigad

Behov

Hälsa	Vila, sömn
Frid, fred	Balans
Säkerhet	Trygghet
Frihet	Beskydd
Avslappning	Kärlek
Sörja	Värme
Inkluderad	Acceptans
Dialog	Delad verklighet
Respekt	Autenticitet
Stöd	Förståelse
Höra till	Tillit
Ärlighet	Medkänsla
Empati	Bli sedd
Bli hörd	Omtanke
Lärande	Effektivitet
Delaktighet	Enkelhet
Ömsesidighet	Samarbete
Utveckling	Förutsägbarhet
Mandat	Klarhet
Bekräftelse	Handling
Att ge, bidra	Utmaning
Ljus	Kreativitet
Skönhet	Firande
Mening	Integritet
Glädje	Bus & lek
Humor	Reflektion
Inspiration	Jämlikhet
Kontakt	Harmoni