CALM Model

The Amygdala: The Body’s Alarm Circuit  
<http://www.dana.org/Publications/Brainwork/Details.aspx?id=43615>

* Clarify
* Ask Questions
* Listen
* Manage Your Way To Resolution

***CLARIFY- is all about making sure you have engaged critical thinking as you process a clear picture of the problem***

1. What am I upset about?
2. What’s my perspective on this problem/issue?
3. What actually happened?
4. Who else is involved? What did they do as it relates to the problem?
5. What am I feeling: anger, hurt, frustration, other emotions? Why am I feeling this way?
6. How clear am I on what others’ intentions are?
7. How might I have contributed to the problem?
8. Am I overacting? If so, why?
9. What are my desires for an outcome to this conflict?
10. What’s the impact if this issue is not resolved?
11. What would a successful solution look like?
12. If I were the other person involved in this situation, how would I want to be approached  
    on this topic?

***ASK- By asking questions, I am more in control of making sure the picture in my head is accurate. I will better understand what happened that engaged the conflict. Ultimately, I can gain insight into the other person(s) view the situation.***

Questions to ask the person:

1. Describe the problem or issue so I can understand more clearly.
2. Tell me why is issue/problem is important to you?
3. What were your intentions when ‘xyz’ happened?
4. How willing are you to work with me on this issue so we can both learn and grow from the challenge this situation has presented?
5. What are your thoughts about turning this situation into a “win-win” outcome?
6. What ideas do you have about how we might resolve this?

***LISTEN*-** ***In general, listening is one of the most critical (and underused) communication skills. Especially in conflict situations, listening may not happen because both parties are invested in expressing their positions.***

1. Give the person your total attention.
2. Maintain positive and open body language.
3. Do not interrupt them, and if it’s appropriate, take notes.
4. Ask clarifying questions if something is unclear.
5. Ask if there is anything else they can think of about the situation that would be helpful  
   to talk about.
6. Paraphrase back what you’ve heard—being careful not to add any tone of judgement.
7. Thank the individual for being open about what he/she has shared.
8. If appropriate, let them know that listening to their perspective has been helpful and   
   it gave you more insight into the issue.

***Manage Your Way to Resolution*- *Your conversation is likely to have offered you a variety of ways to move forward into conflict resolution. Identifying the best option for moving forward can now happen if the above steps are in place.***

1. Get agreement on naming the problem that you are solving together.
2. Get agreement on each other’s concerns and needs.
3. Explore “win-win” solutions together.
4. Agree on a course of action.
5. Determine how you will handle missteps if they happen (acknowledging it might happen).
6. Close the conversation on a positive note.

Feedback

1. What worked?
2. Where did we get stuck?
3. What should we do differently next time?

BICE-Conversation Planner

1. Identify the specific **Behaviors** that illustrate the situation:
2. Describe the **Impacts** and what is at stake:
3. Identify the **Consequences** if the behavior continues:
4. Describe your **Expectations** on changing things for the better and attach a timeframe to your expectations.

Check-In Sheet

|  |  |  |
| --- | --- | --- |
|  | You | Me |
| 1. | What Worked? | This is what I saw that worked: |
| 2. | Where do you get stuck? | This is where I saw you getting stuck: |
| 3. | What might you do differently next time? | Additional considerations of how you can manage this more effectively in the future: |

Additional Resources

8 Causes of Conflict

<https://www.mindtools.com/pages/article/eight-causes-conflict.htm>

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Dare To Disagree (TED Talk) Margaret Heffernan

<https://www.ted.com/talks/margaret_heffernan_dare_to_disagree>

How to Resolve Workplace Conflicts

<https://www.shrm.org/hr-today/news/hr-magazine/pages/070815-conflict-management.aspx>

Resolving Conflict Situations

<http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/conflict/resolving>

Steps to Conflict Resolution – CALM Model

<http://entrcommunicators.blogspot.com/2011/07/steps-to-conflict-resolution-calm-model.html>

What To Do When Conflict Happens, Workplace Conflict Resolution (Video)

<http://www.dana.org/Publications/Brainwork/Details.aspx?id=43615>

Without Conflict There Is No Growth

<http://www.npr.org/sections/13.7/2014/07/23/334036507/without-conflict-there-is-no-growth>