



# Conflict Management Skills Workshop

April 28, 2021 - Presented by  
Dr. Lola Gershfeld and Jack Gershfeld, LMFT  
EmC Leaders  
[emcleaders.com](http://emcleaders.com)



# About Dr. Lola Gershfeld

- BA in Finance, MA in Psychology, Doctorate in Org. Psychology
- 30+ years of experience in HR, CFO, Board Member
- Developer of an empirically-validated approach to conflict resolution and repair, team performance and resilience using emotions as the driving factor
- Completed 570+ cases in conflict resolution, engagement and trust
- Founder of [EmC Leaders](#), committed to using emotional connection for conflict resolution and leadership development training programs
- Co-author of [Emotional Connection, The EmC Strategy](#), pub. April 2021



# About Jack Gershfeld, LMFT

- B.S. and M.S. in Electrical Engineering, M.A. in Clinical Psychology
- 30 +years of experience in building and managing companies
- Uses the emotional connection for conflict resolution
- Master EmC Trainer at EmC Leaders
- Adjunct Faculty at Pepperdine University, Psychology Department
- Licensed Marriage and Family Therapist and Clinical Supervisor for upcoming therapists



# Disclosure

- The EmC process is effective when individuals
  - Have similar value system
  - Follow company policies
  - Have a desire of resolving the conflict



# Objectives

- Type of conflicts
- The framework behind Emotional Connection (EmC)
- EmC Conflict Recovery Model



# Workplace Conflict Statistics

(CPP Inc)

- 85% of employees experience conflict at work at some level
- 34% of conflicts is a result of workplace stress
- 33% of conflicts is a result of heavy workloads



# Effects of Workplace Conflicts

- 54% of the US workforce is disengaged ([Gallup, 2020](#))
- Cost of replacing mid-level employees is 150% of their annual salary. Cost of replacing high-level or highly specialized employees: 400% of their annual salary ([ERE Media](#))
- 27% of employees have experienced personal attacks arise from workplace conflicts ([CPP, Inc](#))
- 25% of employees experience absenteeism or sickness due to workplace conflicts ([CPP, Inc](#))



# Examples of Conflicts

- Lack of trust and follow-through
- Disconnected management
- Lack of communication, poor performance
- High employee turn over rate
- Lack of recognition and appreciation of contributions
- Inter-department discourse and limited resources
- Vague directives and conflicting goals from upper management



# Types of Conflicts



Hidden  
(inward)  
conflict



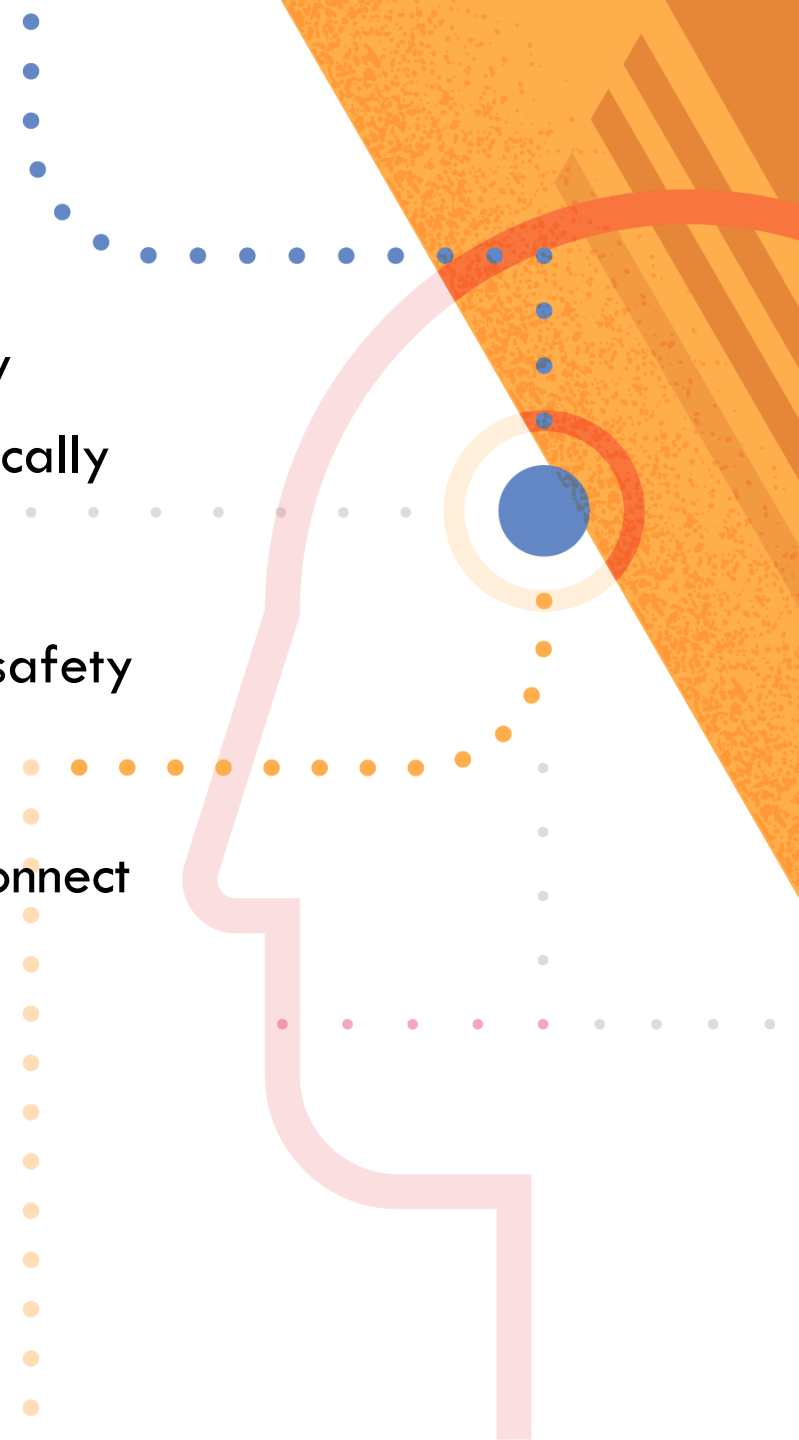
Open  
(outward)  
conflict



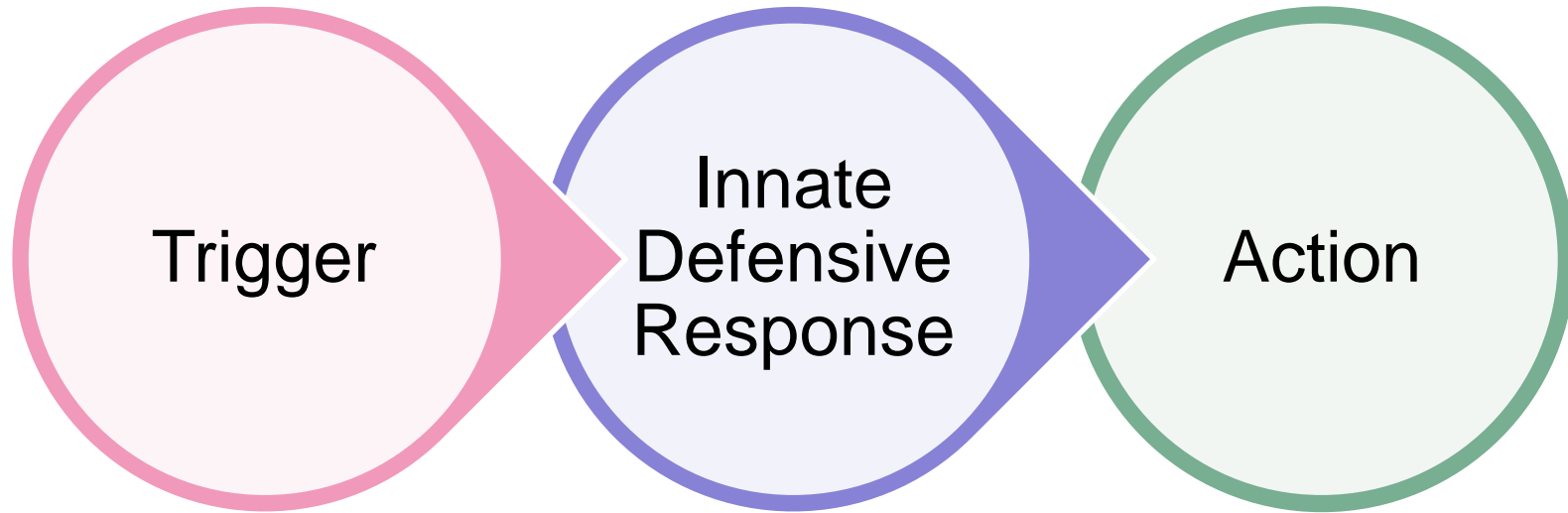
# The EmC Framework and Conflict Structure

# The EmC Framework

- Attachment theory - working together creates an inter-dependency which activates bonding needs. The need to be connected is genetically wired-in.
- Emotional connection is the glue that holds the bond and provides safety in workplace interactions.
- When a disconnection occurs, the brain automatically wants to reconnect and goes into a habitual response of addressing the content which activates the conflict and perpetuates the disconnect.
- By addressing emotions, the focus changes to the connection which restructures the pattern into positive interactions.



# Conflict Consists Of



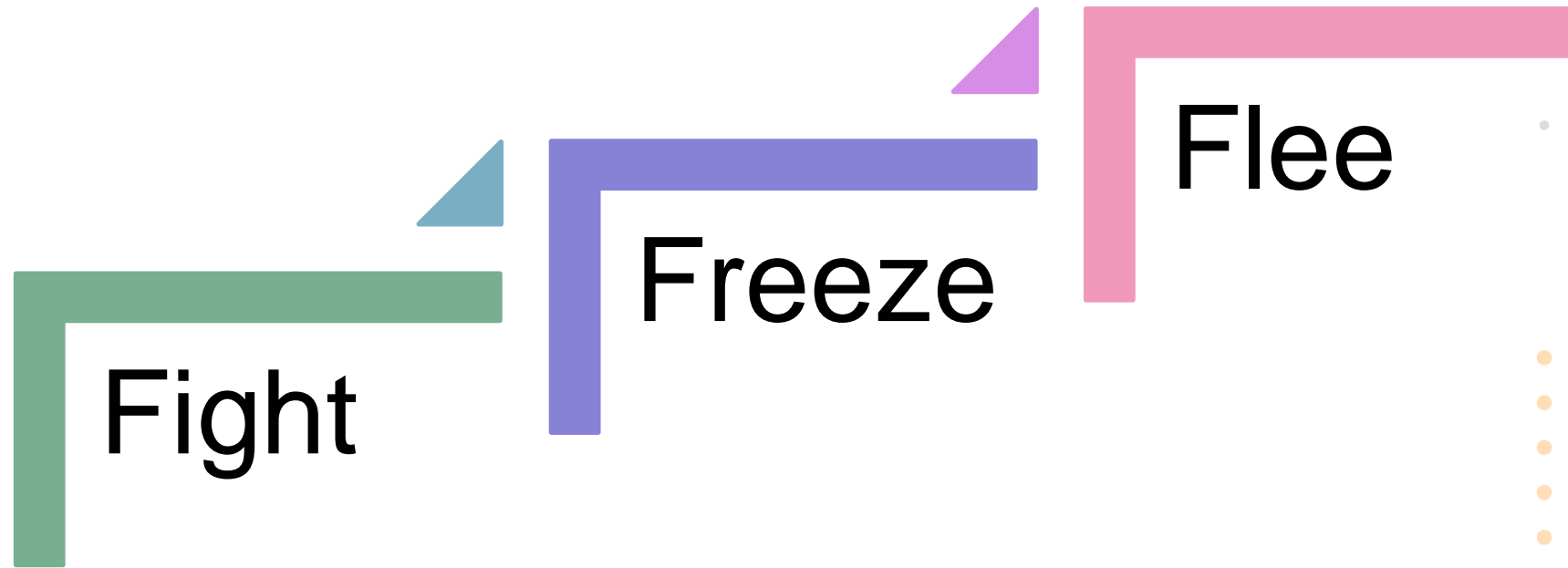
Starts the  
conflict

Anger, frustration  
escalates conflict

Raising voice,  
walking away,  
attacks, avoid – all  
sustains the conflict



# Automatic Ways of Dealing With Conflict



# Types of Responses to Conflicts



Stop the fight to maintain the peace

Stay engaged and confront

Stay but not engaged

# Dysfunctional Patterns of Conflicts

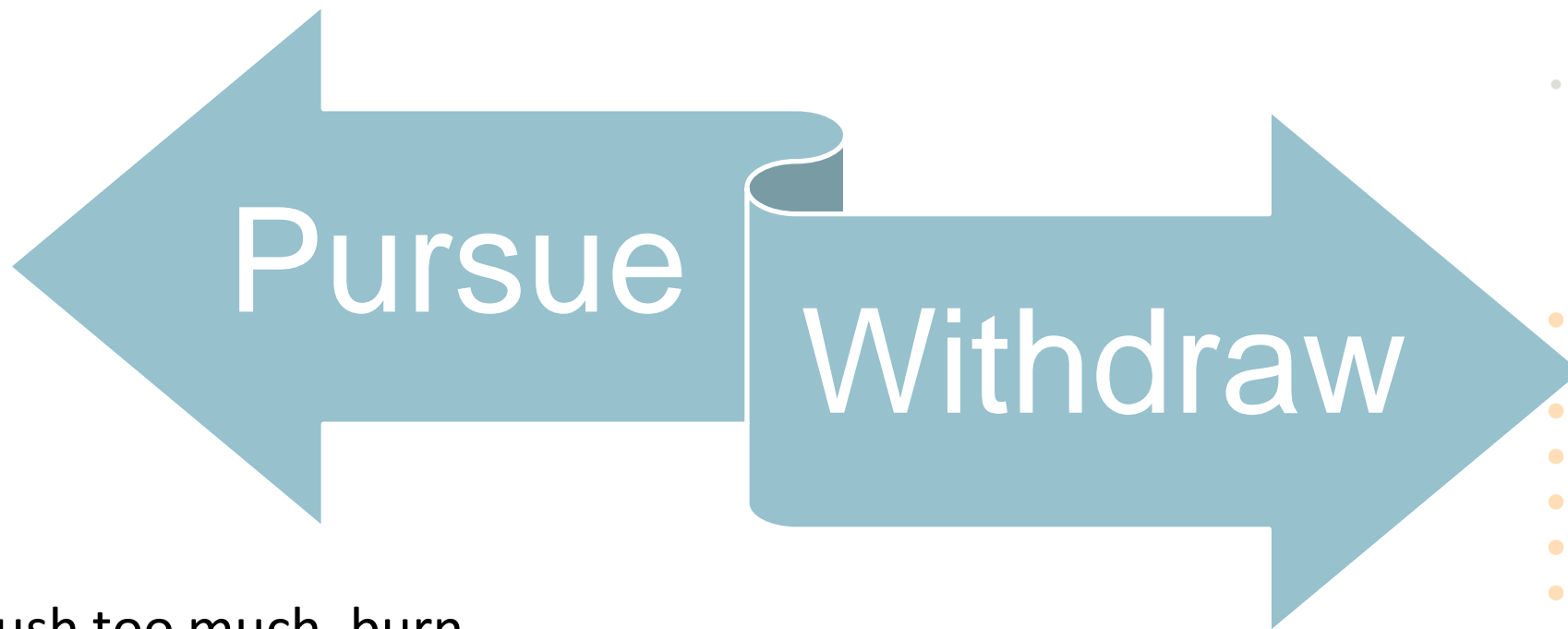
Push - Withdraw

Push – Push

Withdraw - Withdraw



# Two Types of Strategies People Use to Reconnect



Push too much, burn  
out and withdraw

Hit and run, become  
angry and shut down





# Ineffective Actions That Sustain Conflicts

Pursuers – **pursue** the connection

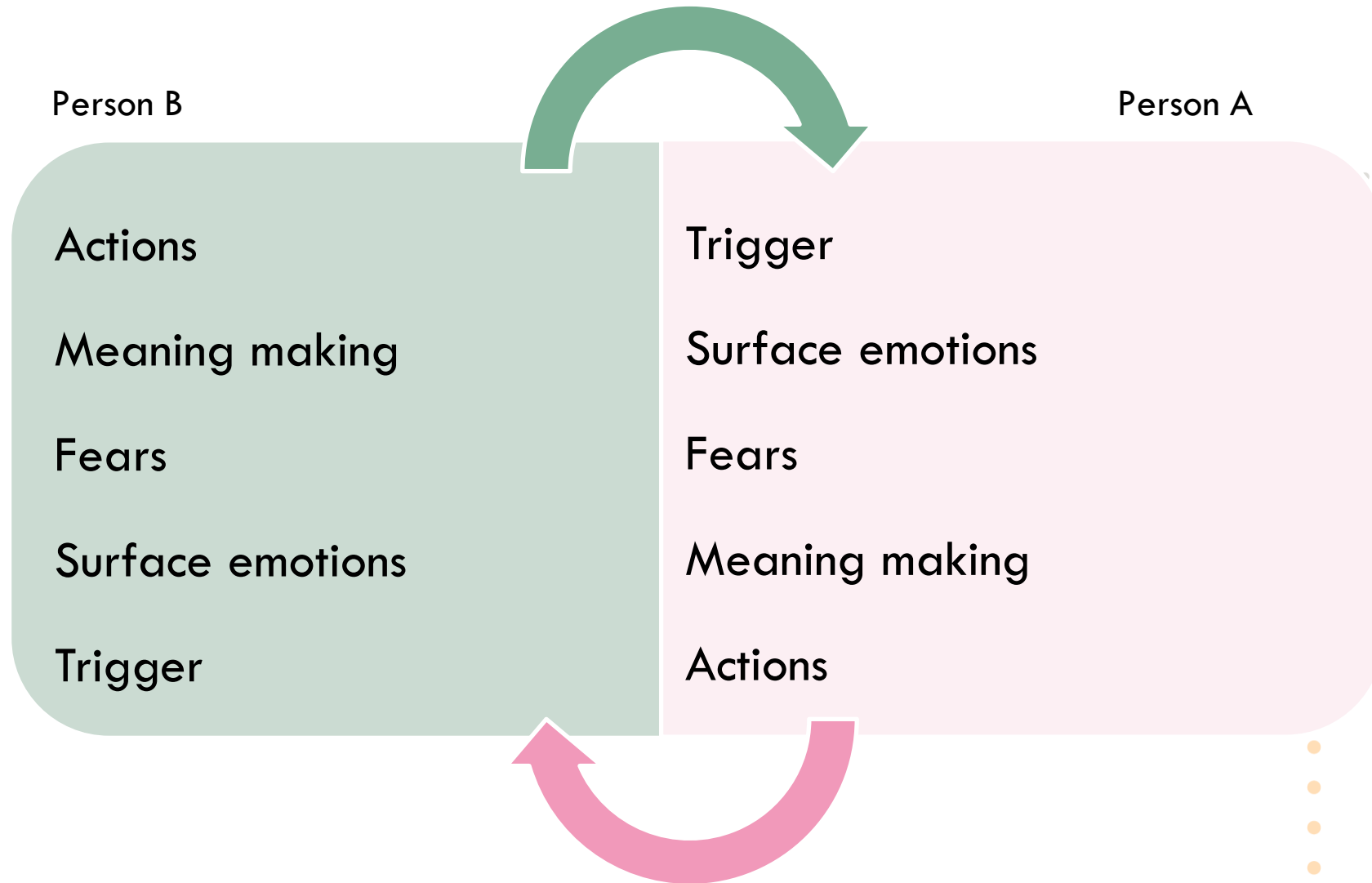
Blame  
Judge  
Complain  
Lecture  
Criticize

Avoid  
Withdraw  
Distance  
Stonewall  
Get busy

Withdrawers – **preserve** the connection



# Negative Cycle of Conflict





Conflict lives in content.  
Conflict resolution lives in  
addressing emotional needs.

# Universal Emotional Needs



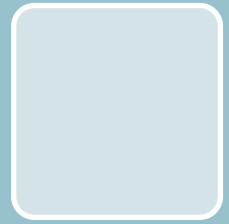
Do I matter?

Do you care about me?

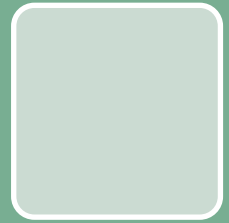
Do you see my value?

Are you able to be A.R.E. when I am stressed?

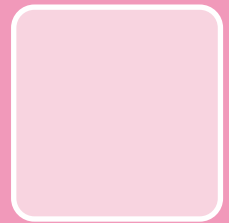
# A.R.E.



Accessible



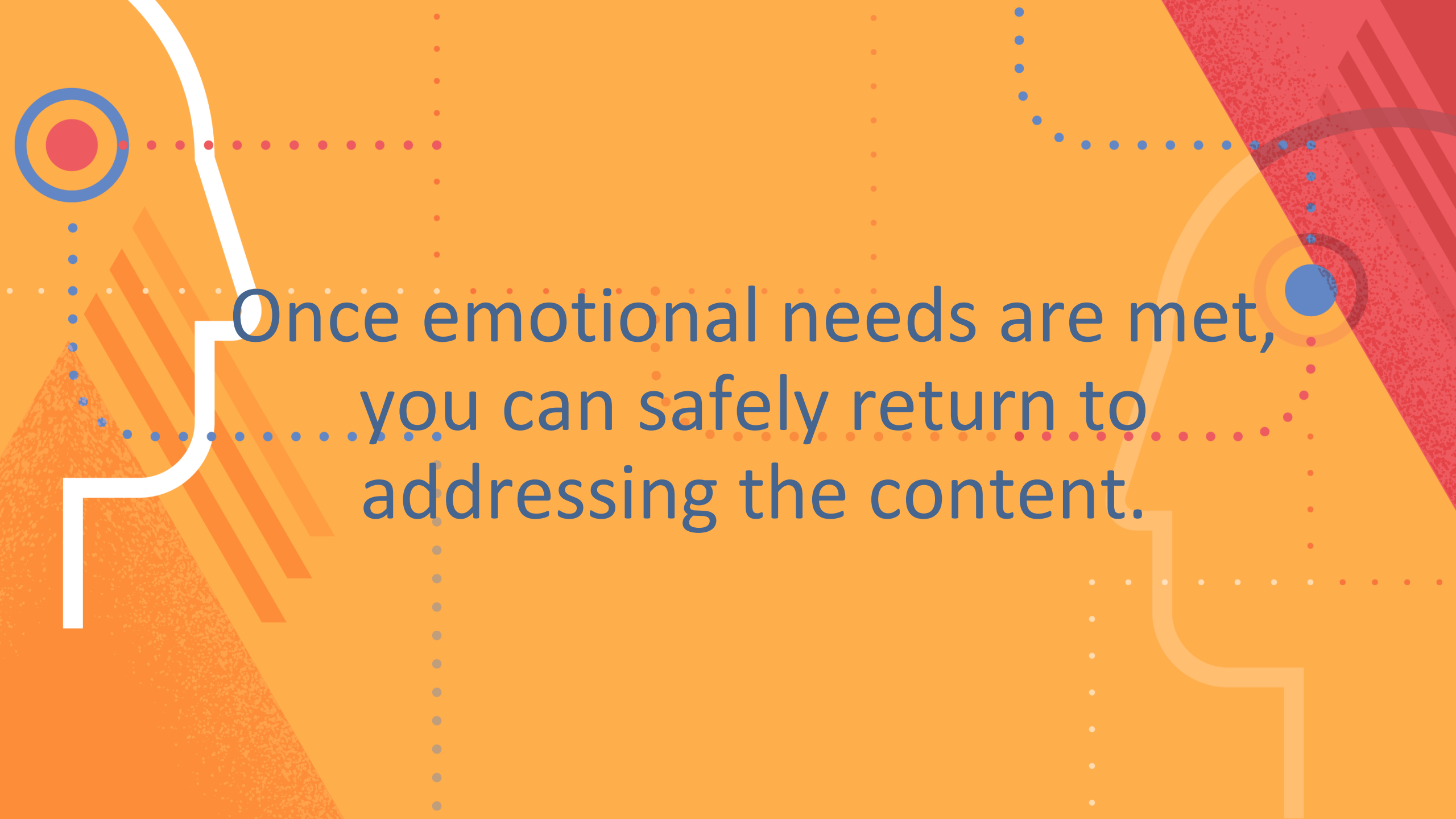
Responsive



Engaged

Withdrawers:  
not to run away,  
stay in the conversation.

Pursuers  
to slow down,  
push less.



Once emotional needs are met,  
you can safely return to  
addressing the content.

# Summary

- EmC Framework
- Types of conflicts
- Ineffective strategies people use to reconnect
- The negative cycle of conflict
- Universal emotional needs

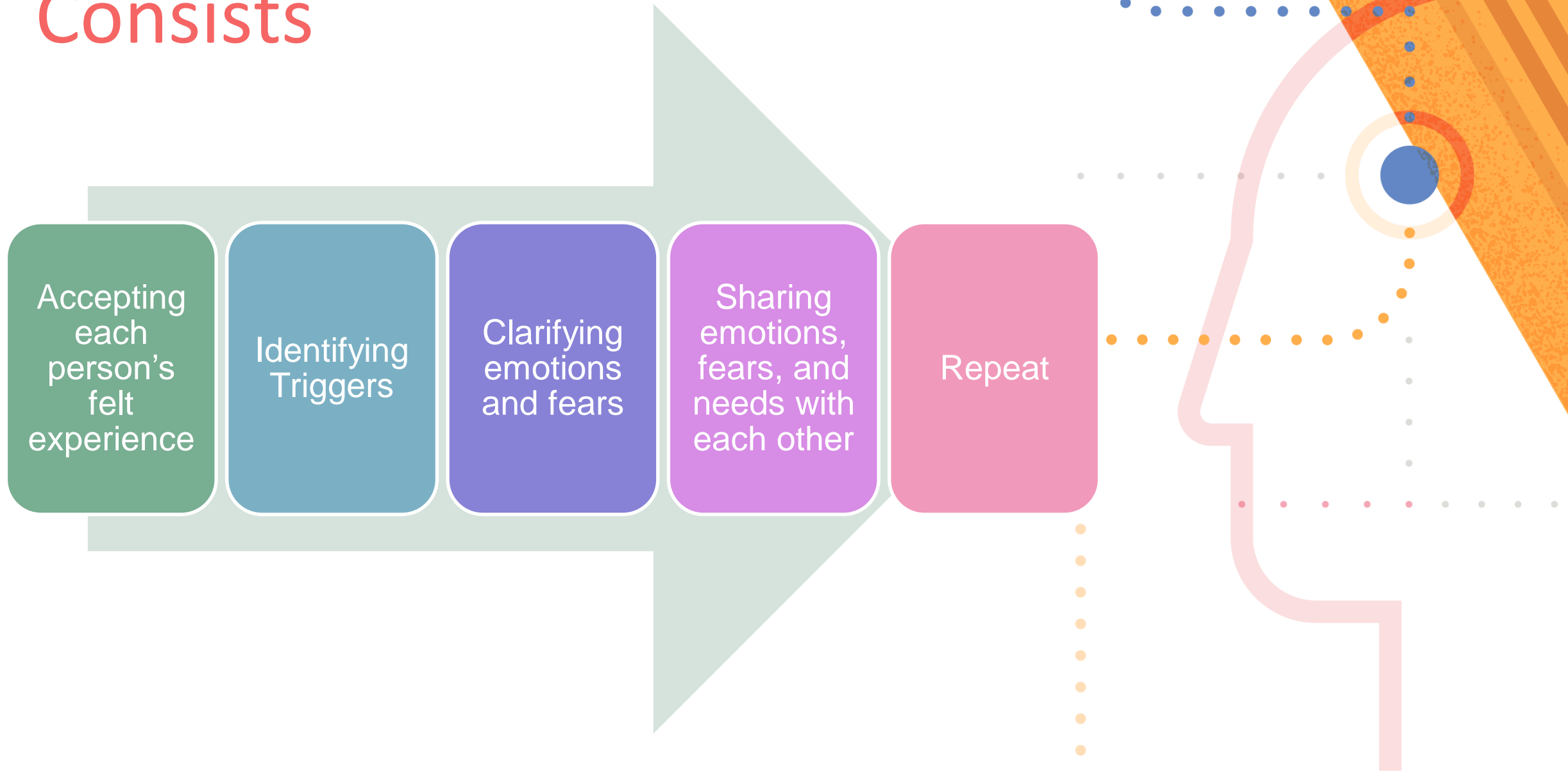




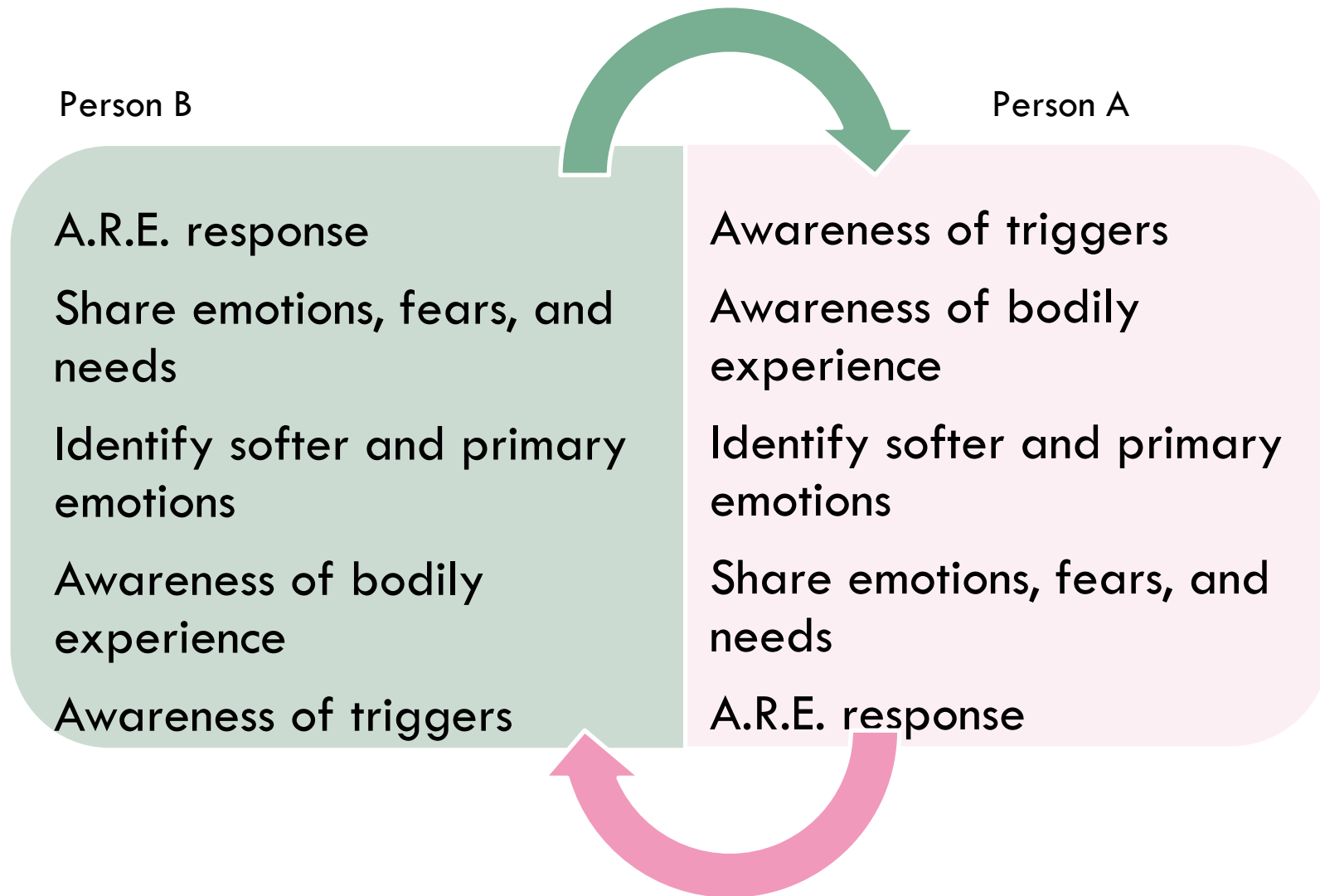
# The EmC Conflict Resolution Model



# EmC Conflict Resolution Model Consists



# Positive Cycle of Conflict Repair



# Why EmC Is Effective?

- Rooted in attachment theory
- Focuses on the emotional experience
- An evidenced-based approach
- Prescriptive - it can be learned
- Predictable with consistent results



# Results of EmC Conflict Resolution

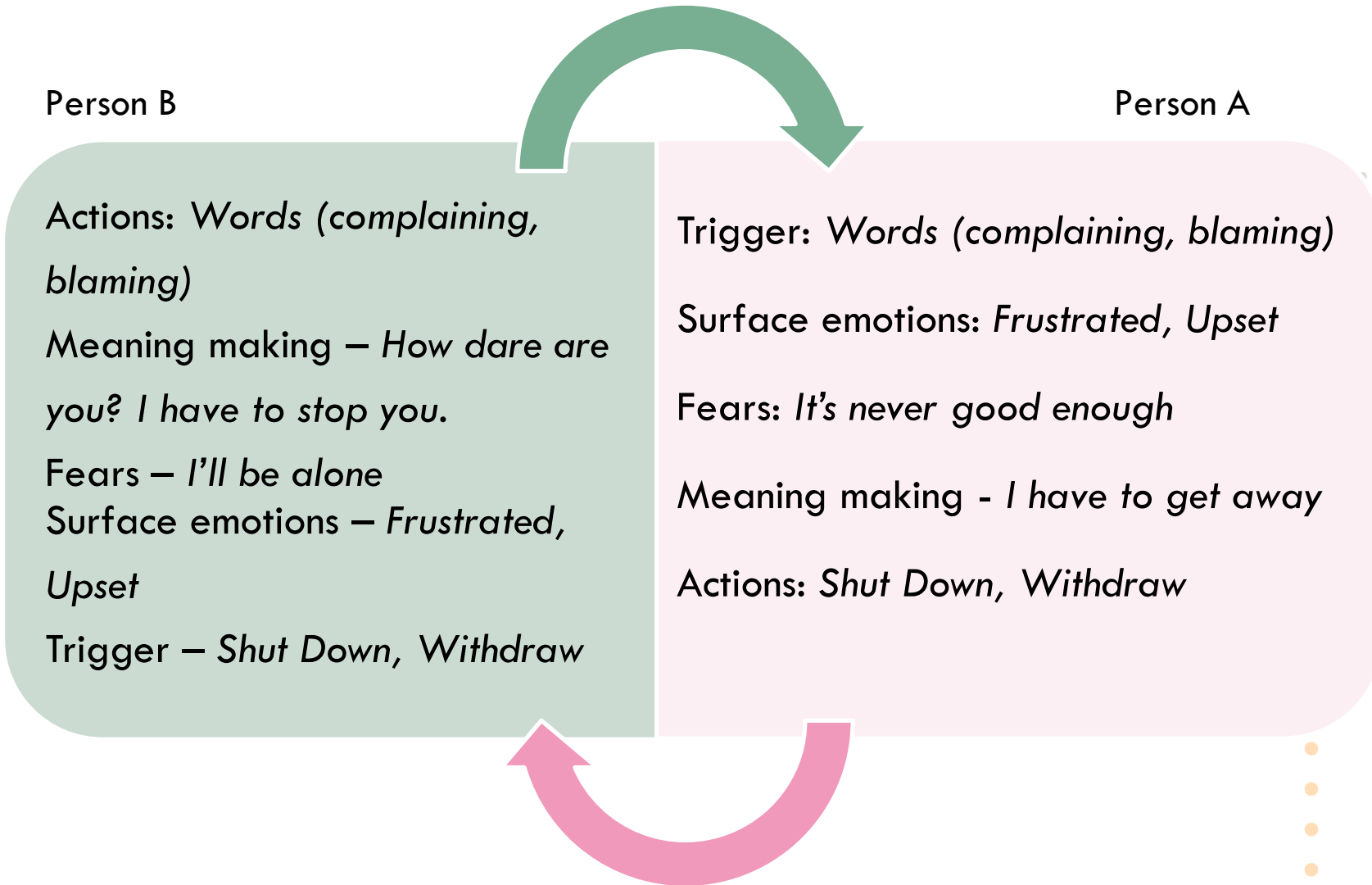


- Higher engagement - studies show that engaged teams outperform other teams by an average of 20% in sales and 10% in customer engagement ([Gallup, 2017](#))
- Improved communication, collaboration, transparency, and stronger performance
- People feel happier at work, more energized, and a lot more motivated. Read [more](#) what people experience.



**Facilitators** play an important  
role in the EmC Conflict  
Resolution process

# Example of a Negative Cycle



# Example of a Positive Cycle of Conflict Repair

Person B

A.R.E. response: *I'm right here with you. I care about you.*

Share fears and needs: *I'll be alone. I need to know you care about me.*

Identify soft and primary emotions:  
*Worried, Abandoned, Desperate*

Bodily experience: *Chest pain*

Trigger: *Shut down and withdraw*

Person A

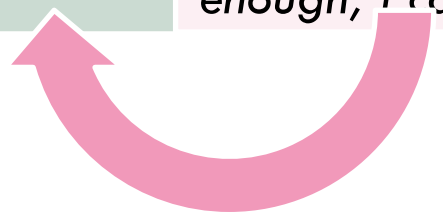
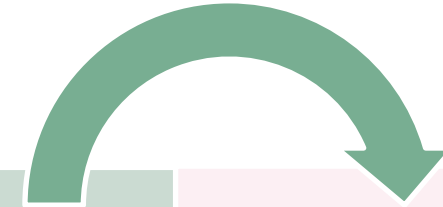
Trigger: *Words (complaining, blaming)*

Bodily experience: *Chest pain*

Soft and primary emotions:  
*Worried, Failing, Fear*

Share fears and needs: *I'm never be good enough. I need to know you care about me*

A.R.E. response: *You are good enough, I care about you*



# Next Steps:

- [EmC Course](#) – understand the EmC framework
- [EmC Master Class](#) – learn the EmC roadmap to effective conflict resolution
- Practice, practice, practice – dedicate, commit, and do
- Schedule [a free consultation](#) to address your challenges and specific training need







We're always here to guide you.  
Feel free to contact us.

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