

HANDOUT #1 for Conflict Management: A Toolkit for Local Leaders

Our job isn't to eliminate conflict. It's to remain CALM in the middle of it.

C = Curiosity Over Criticism

Ask questions before making assumptions.

A = Active Listening

Listen to understand, not to win.

L = Lead with Transparency

Silence creates stories.

M = Move Toward Shared Goals

Focus on solving, not winning.

During Conflict, **PAUSE**.

Pause = Respond, don't react.

Acknowledge = Validate the person.

Understand = Ask before assuming.

Simplify = Stick to the facts.

Engage = Focus on the next step.

HANDOUT #2 for Conflict Management: A Toolkit for Local Leaders

10 Powerful Phrases Every City Leader Should Know

1. Help me understand your concerns.
2. Tell me more.
3. What outcome are you hoping to achieve?
4. I can see this issue is important to you.
5. Let's focus on the issue we're trying to solve.
6. Let me clarify the information we have.
7. Here's the process we followed.
8. Where do we have common ground?
9. What information would be helpful?
10. We may not agree, but we can remain respectful.