Conflict competence is the ability to develop and use cognitive, attitudinal, emotional, and behavioral skills that enhance beneficial outcomes of disagreement and/or dissent while reducing the likelihood of escalation or harm.[[1]](#footnote-1)

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| **Competence** | **Definition** | **Mapping to Air Force Competencies** | **Mapping to OPM ECQs** |
| *Core for All* | | | |
| Conflict Agility | Recognizes both productive and destructive conflict, including its sources and drivers, and different conflict engagement styles. Utilizes essential conflict skills to constructively engage, manage, and navigate conflict, and to target and achieve desired outcomes. | * *Developing Self:* Information Seeking and Decision Making | * *Leading People:* Conflict Management * *Leading Change:* Creativity & Innovation * *Results Driven:* Problem Solving and Decisiveness |
| Self Regulation | Identifies when and how emotions have been sparked in conflict. Possesses the ability to start, stop and/or adjust actions to manage the emotions and use them to connect with and relate to others. | * *Developing Self:* Self Control and Accountability | * *Leading People:* Conflict Management |
| Purposeful Communication | Expresses thoughts and ideas within a conflict context clearly, courteously, and constructively with deliberate attention to the reason(s) for communicating, the intended audience of the communication, the best method of communication, and the desired outcome of the communication. | * *Developing Self:* Communication * *Developing Ideas:* Digital Literacy | * *Leading People:* Conflict Management |
| Growth Mindset | Demonstrates an authentic desire to include, understand, and learn from others with different viewpoints. Possesses the ability to adjust to changes in, learn from, and move beyond conflict conditions and environments. | * *Developing Self:* Flexibility, Resilience, Initiative, and Perseverance * *Developing Others:* Service Mindset | * *Leading Change:* Flexibility, Resilience, and Vision |
| *+ Leader & Impartial Practitioner Specific* | | | |
| Team/Group/Org  Conflict Engagement | Encourages creative tension through expression of different opinions. Identifies and defuses counter-productive conflicts, including those that are high emotion and have the greatest potential for damage to the team/group/organization. Manages and resolves disagreements in ways that enhance working relationships, maximize positive personal, group and/or organizational impact, and sustain mission effectiveness. | * *Developing Others:* Teamwork, Leadership, Develops People, and Fosters Inclusion * *Developing Ideas:* Analytical Thinking, Creative Thinking and Fostering Innovation * *Developing Orgs:* Strategic Thinking, Change Management and Results Focused | * *Leading Change:* Strategic Thinking * *Leading People:* Leveraging Diversity, Developing Others, and Teambuilding * *Building Coalitions:* Partnering and Influencing/Negotiating |
| *+ Impartial Practitioner Specific* | | | |
| Impartial Intervention | Assists parties to reach a mutually agreeable and voluntary solution using established processes. Adheres to a set of principles, values and behaviors that support conflict engagement, management and resolution. | * *Developing Self:* Accountability * *Developing Ideas:* Analytical Thinking | * *Results Driven:* Accountability and Technical Credibility |

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| **Competency/Description** | **Proficiency Levels** | **Core Observable Behaviors** | **Impartial Practitioner**  **Observable Behaviors** |
| **Conflict Agility**  Recognizes both productive and destructive conflict, including its sources and drivers, and different conflict engagement styles. Utilizes essential conflict skills to constructively engage, manage, and navigate conflict, and to target and achieve desired outcomes. | **Expert**  *Sustained application in highly complex situations organization and enterprise-wide; able to innovate and formulate strategies; consistently models behaviors for others.* | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Models conflict management in all interactions and guides others to improve conflict competence. * Constructively leverages enterprise-level problems and leads changes within the organization by engaging appropriate stakeholders and building consensus on organization-wide plans. * Assesses stressors and challenges to strategic-level actions or policies and effectively intervenes by engaging dissent through collaborative methods. * Successfully leads negotiations with strong impact on a strategic organization, taking well thought-out, impactful actions to reach an agreement. * Reconciles conflicting perspectives and opinions to gain new insight into difficult situations. * Identifies common ground between differing perspectives and interests that are not readily apparent to others. | All core behaviors at the **Conflict Agility** Expert, Advanced, Intermediate and Basic proficiency levels plus all **Impartial Intervention** behaviors at the Expert, Advanced, Intermediate and Basic proficiency levels. |
| **Advanced**  *Sustained application in complex situations across large multicultural groups and the organization.* | All behaviors at the Intermediate and Basic proficiency levels plus:   * Fosters a cooperative, rather than a competitive, work environment. * Skillfully and proactively collaborates with organizational stakeholders to address disagreement, complaints and/or dissent. * Seeks to achieve “mutually-beneficial” outcomes with operationally value-added results. * Confronts opposition cautiously and observes the conflict with a levelheaded assessment of the risks and potential damage to the organization. * Considers how various stakeholders interact with and experience the organization and evaluates issues and potential solutions from those different perspectives. * Provides a high level of support to others even if they are rude, mean, or fail to appreciate efforts to meet their needs. * Assumes responsibility for own actions and the consequences for actions undertaken and decisions made. * Addresses controversial issues by using all aspects of a situation (e.g., the setting, people present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome. * Builds consensus with organizational counterparts by considering input and promoting trust between various parties. | All core behaviors at the **Conflict Agility** Advanced, Intermediate and Basic proficiency levels plus all **Impartial Intervention** behaviors at the Advanced, Intermediate and Basic proficiency levels. |
| **Intermediate**  *Sustained application in a variety of situations and within teams and small groups.* | All behaviors at the Basic proficiency level plus:   * Identifies how team members interact, communicate, and work together in order to leverage this knowledge to effectively achieve the team’s goals. * Identifies and refers peers and subordinates with personal and professional issues to referring services and authorities to enhance mission success. * Maintains positive, productive working relationships despite differing/conflicting situations and personalities. * Demonstrates equal treatment of all parties with appreciation for their individual experiences. * Acknowledges conflict and proactively works to leverage productive conflict and anticipate, manage and resolve issues at the earliest stages to prevent escalation. | All core behaviors at the **Conflict Agility** Intermediate and Basic proficiency levels plus all **Impartial Intervention** behaviors at Intermediate and Basic proficiency levels. |
| **Basic**  *Sustained application in individual interactions.* | * Seeks to engage in a cooperative, rather than a competitive, manner. * Recognizes when a conflict arises and identifies at least one constructive method for addressing the conflict. * Recognizes when conflict is productive and when it is destructive. * Recognizes own typical response to conflict situations. * Recognizes potential causes of conflict. | All core behaviors at the **Conflict Agility** Basic proficiency level plus all **Impartial Intervention** behaviors at Basic proficiency level. |

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| **Competency/Description** | **Proficiency Levels** | **Core Observable Behaviors** | **Impartial Practitioner**  **Observable Behaviors** |
| **Self Regulation**  Identifies when and how emotions have been sparked in conflict. Possesses the ability to start, stop and/or adjust actions to manage the emotions and use them to connect with and relate to others. | **Expert**  *Sustained application in highly complex situations organization and enterprise-wide; able to innovate and formulate strategies; consistently models behaviors for others.* | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Maintains a calm, open demeanor while resolving highly sensitive or controversial issues. * Models the use of stress management techniques to manage high emotion responses, prevent burnout, and deal with ongoing stresses effectively. * Influences others and supports their capacity to maintain calm in stressful situations and manage their responses during highly sensitive or controversial issues. | All core behaviors at the Expert, Advanced, Intermediate and Basic proficiency levels plus:   * Helps others navigates the full range of emotional responses while resolving highly sensitive or controversial issues. |
| **Advanced**  *Sustained application in complex situations across large multicultural groups and the organization.* | All behaviors at the Intermediate and Basic proficiency levels plus:   * Consistently acknowledges emotional responses from self and others and reacts purposefully to frustrations with empathy and without judgment. * Acts to restore calm in stressful situations through the use of stress management techniques and breaks. * Manages strong emotions or other stressors and takes action to respond constructively to the source of the problems. * Influences contentious or strained group situations by promoting positive, cohesive group dynamics. * Maintains focus on operational needs and strategic objectives in stressful situations. | All core behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Creates a safe environment for others to engage with their own emotions and the emotional responses of others. |
| **Intermediate**  *Sustained application in a variety of situations and within teams and small groups.* | All behaviors at the Basic proficiency level plus:   * Expresses true emotions honestly and without agitation even when difficult. * Displays emotions in a constructive manner. * Engages and validates the emotions of others. * Reaches out to the other person, takes responsibility for actions, and takes initiative in making amends. | All core behaviors at the Intermediate and Basic proficiency levels plus:   * Effectively engages high emotions in conflict situations. |
| **Basic**  *Sustained application in individual interactions.* | * Recognizes when emotions have been sparked in heated situations and actively chooses to manage response. * Delays one’s response , when emotions are running high, waiting until an appropriate time to present ideas or letting matters settle down until initial emotional responses have calmed. * Resists the temptation to engage in inappropriate involvements or impulsive behavior. * Communicates concern without raising one’s voice. | * Models a calm, open demeanor. |

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| **Competency/Description** | | **Proficiency Levels** | **Core Observable Behaviors** | **Impartial Practitioner**  **Observable Behaviors** |
| **Purposeful Communication**  Expresses thoughts and ideas within a conflict context clearly, courteously, and constructively with deliberate attention to the reason(s) for communicating, the intended audience of the communication, the best method of communication, and the desired outcome of the communication. | | **Expert**  *Sustained application in highly complex situations organization and enterprise-wide; able to innovate and formulate strategies; consistently models behaviors for others.* | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Expresses one’s perspective tactfully and influences others towards mutually beneficial outcomes when addressing organization-level controversial issues. * Provides guidance and expertise in navigating complex interpersonal, intergroup and inter-organization interactions where disagreements and/or dissent are present. * Models communication that improves understanding in all interactions using active listening, responding and asking questions. * Mentors others on approaches to improve communications during conflict within and among their teams. * Mentors others to respond effectively and respectfully to situations in which cultural miscommunication and/or barriers arise. * Champions civility during conflict situations, promoting courteous behavior and confronting incivility. * Maintains objectivity when one’s own positions or opinions are challenged. | All core behaviors at the Expert, Advanced, Intermediate and Basic proficiency levels plus:   * Partners with leaders to design communications and deliberative processes for complex organization-wide issues. |
| **Advanced**  *Sustained application in complex situations across large multicultural groups and the organization.* | All behaviors at the Intermediate and Basic proficiency levels plus:   * Obtains buy-in from teams by communicating complex issues clearly and credibly and by carefully listening to all ideas. * Communicates effectively up the chain of command for organization-level actions and policies based on concerns and critical feedback from teams. * Communicates effectively among multiple parties with different needs to develop mutual understanding across teams and organizations and help resolve problems. * Understands others' complex or underlying needs, motivation, emotions or concerns, tests assumptions, and adjusts communication effectively. * Actively anticipates problems and provides guidance and expertise in navigating complex interpersonal interactions. * Encourages others to contribute their input and response and leaves people feeling their ideas have been heard, understood, and valued even when there is dissent or disagreement. * Identifies and responds to underlying attitudes or behavior patterns such as cultural norms and personality differences. * Recognizes non-verbal reactions of others, anticipates others’ concerns, and adjusts what one says to maximize mutual understanding. | All core behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Creates an environment for others to clearly, courteously, and constructively listen to and exchange differing viewpoints and listen to gain understanding in conflict. |
| **Intermediate**  *Sustained application in a variety of situations and within teams and small groups.* | All behaviors at the Basic proficiency level plus:   * Presents difficult information in a way that demonstrates sensitivity to the feelings of others and focuses on the issue, situation or behavior rather than the person. * Considers the views of others and responds to opposing views in a non-defensive manner. * Builds rapport by asking open-ended questions and accurately reflecting concerns or feelings expressed by others. * Communicates with sensitivity to others’ needs, concerns and interests. * Considers cultural and identity differences of intended recipients of communications in order to increase likelihood of communication being received well. | All core behaviors at the Intermediate and Basic proficiency levels plus:   * Models active listening through asking open-ended questions and accurately restating and reflecting concerns or feelings expressed by others. |
| **Basic**  *Sustained application in individual interactions.* | * Listens attentively and patiently to others in order to demonstrate they have been heard. * Checks own understanding of others' communication in order to demonstrate listening through restating back what was heard and asking if understanding is accurate. * Refrains from immediate judgment and criticism of others’ ideas, opinions, and perspectives. * Share thoughts and opinions in a constructive manner even when difficult. * Expresses genuine concern for the welfare of others. * Voices and listens to differing opinions while managing own defensive responses. | * Listens to differing points of view and articulates and promotes mutual understanding. |
| **Competency/Description** | **Proficiency Levels** | | **Core Observable Behaviors** | **Impartial Practitioner**  **Observable Behaviors** |
| **Growth Mindset**  Demonstrates an authentic desire to include, understand, and learn from others with different viewpoints. Possesses the ability to adjust to changes in, learn from, and move beyond conflict conditions and environments. | **Expert**  *Sustained application in highly complex situations organization and enterprise-wide; able to innovate and formulate strategies; consistently models behaviors for others.* | | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Models comfort with discomfort in high stakes, emotion-filled conflicts. * Mentors and guides others to appreciate the importance of continuous learning in order to appreciate differing viewpoints. * Helps others regain motivation and commitment to long-term goals after major difficulties and setbacks. * Offers sustainable ideas and solutions that are inclusive of other viewpoints. * Makes strategic connections between attitudes towards conflict engagement and group/organizational success. * Explores creative solutions with others to overcome antagonism and to develop strategic partnerships. | All core behaviors at the Expert, Advanced, Intermediate and Basic proficiency levels plus:   * Helps others learn behaviors to constructively demonstrate a growth mindset in a variety of settings. |
| **Advanced**  *Sustained application in complex situations across large multicultural groups and the organization.* | | All behaviors at the Intermediate and Basic proficiency levels plus:   * Pursues opportunities for additional information that may be useful in the future for leveraging disagreement. * Invites constructive criticism. * Challenges the status quo and demonstrates creative thinking when evaluating and deciding on a course of action. * Responds effectively to threats/deception/force tactics while maintaining curiosity regarding motivations. * Uses learning from engaging in conflict to adapt responses to subsequent conflict events increasingly well. | All core behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Creates an environment that encourages behaviors consistent with a growth mindset. |
| **Intermediate**  *Sustained application in a variety of situations and within teams and small groups.* | | All behaviors at the Basic proficiency level plus:   * Demonstrates a passion for learning especially in areas that challenge established viewpoints. * Assumes good faith participation of others until such time as they recognize signs that good faith is not present. * Asks probing questions to better understand the perspectives and experiences of others. * Learns and moves on from challenges, mistakes, and setbacks. | All core behaviors at the Intermediate and Basic proficiency levels plus:   * Models behaviors consistent with a growth mindset. |
| **Basic**  *Sustained application in individual interactions.* | | * Expresses genuine curiosity to hear other ideas, perspectives, and experiences. * Acknowledges that other viewpoints and experiences exist. * Avoids assigning blame. * Asks questions to clarify information. | * Articulates a deep understanding of the growth mindset. |

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| **Competency/Description** | **Proficiency Levels** | **Leader**  **Observable Behaviors** | **Impartial Practitioner**  **Observable Behaviors** |
| **Team/Group/Org**  **Conflict Engagement**  Encourages creative tension through expression of different opinions. Identifies and defuse counter-productive conflicts, including those that are high emotion and have the greatest potential for damage to the team/group/organization. Manages and resolves disagreements in ways that enhance working relationships, maximize positive personal, group and/or organizational impact, and sustain mission effectiveness. | **Expert**  *Sustained application in highly complex situations organization and enterprise-wide; able to innovate and formulate strategies; consistently models behaviors for others.* | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Leads managers through a consensus process on organization's response to controversial issues. * Manages conflicts arising at the strategic level due to competing objectives, limited resources, or differing perspectives. * Facilitates effectively across the organization with internal and external stakeholders to advance mission effectiveness using interest-based negotiation and alternative dispute resolution concepts. * Anticipates conflict and takes action at organization or enterprise level. * Works toward mutually beneficial outcomes to achieve value-added results using interest-based negotiation and alternative dispute resolution techniques. * Acknowledges conflict and works to resolve issues across the organization or with external stakeholders. * Set policies and expectations for conflict management across DAF. * Develops organization-wide policies and procedures and change management processes to address underlying issues and conditions that contribute to conflict and risk mission effectiveness. * Maintains a broad, strategic perspective while identifying and focusing on crucial details in engaging organizational and enterprise-level conflict. * Models, leads, trains, and motivates multiple levels of personnel to use appropriate negotiation and dispute resolution skills. | All behaviors at the Expert, Advanced, Intermediate and Basic proficiency levels plus:   * Designs and facilitates organization and enterprise-wide multi-party stakeholder interventions at the strategic level to support mission effectiveness. * Collaborates in setting negotiation and dispute resolution policies and procedures at the enterprise level. |
| **Advanced**  *Sustained application in complex situations across large multicultural groups and the organization.* | All behaviors at the Intermediate and Basic proficiency levels plus:   * Manages conflicts arising at the organization level due to competing objectives, limited resources, or differing perspectives. * Facilitates effectively in and between groups in the organization to advance mission effectiveness using interest-based negotiation and alternative dispute resolution concepts and skills. * Mitigates staff concerns regarding organization-wide issues by investigating allegations and taking appropriate action. * Contributes to shaping business practices and policies related to dispute resolution and conflict management. * Fosters a workplace culture based on equitable treatment, trust and recognition of value at all levels. * Explores creative solutions to overcome antagonism, reach mutually beneficial outcomes for all stakeholders, and develop partnerships. * Expands areas of agreement and narrows or manages areas of disagreement in complex situations. * Identifies interrelated issues and concerns to address multiple facets of a difficult issue or conflict. * Recognizes and anticipates organizational conflicts and works to resolve situations that could affect organization goals. * Understands domestic and international negotiating styles and demonstrates the necessary skills to manage conflict in diverse environments. | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Designs and facilitates complex and high-emotion conflict situations at the organization level successfully. * Collaborates in setting workplace dispute resolution policies and procedures at the organization level. |
| **Intermediate**  *Sustained application in a variety of situations and within teams and small groups.* | All behaviors at the Basic proficiency level plus:   * Facilitates effectively in interpersonal and team workplace disputes and conflicts to advance mission effectiveness using interest-based negotiation, facilitation, and alternative dispute resolution concepts and skills. * Gives and receives feedback on how to more constructively engage with others to prevent, manage, or resolve conflict. * Creates a working environment where conflict leads to positive change. * Helps team members remain focused on interests and needs and away from entrenched positions and personal attacks. * Recognizes and responds to the emotions that are fueling a conflict. * Facilitates communication to promotes mutual understanding between conflicting parties. * Understands and respects different cultural backgrounds and perspectives and applies that knowledge to reducing conflicts that are based on cultural differences. * Demonstrates flexibility and adaptability in their approach to managing disagreements and conflicts, including demonstrating more than one preferred negotiating style (e.g., evade, comply, insist, settle, cooperative negotiating) depending on the individuals involved and context. * Maintains an impartial stance that avoids taking sides in conflicts and manages conflict sensitively and fairly. * Brings disagreements, difficult or critical issues, and conflict into the open at the earliest appropriate moment and encourages or facilitates open and honest discussion to reach a beneficial resolution. | All behaviors at the Intermediate and Basic proficiency levels plus:   * Resolves interpersonal and team conflicts in a variety of situations successfully. * Able to adapt an intervention process to engage teams experiencing conflict. |
| **Basic**  *Sustained application in individual interactions with and among team members.* | * Seeks support, when needed, to respond to and manage disputes and conflicts within the team. * Promotes mutual understanding among team members and encourages mutual problem solving to prevent escalation. * Actively listens to all team members involved in disagreements and conflictual situations and responds with respect. * Resolves issues by meeting one-on-one with team member and takes action to address employee grievances. * Acknowledges conflict and works to resolve issues between individuals at the lowest possible level and with minimal direction. * Addresses employee concerns by providing accurate information to reduce conflict or concern within the workplace. | * Resolves a variety of common interpersonal conflicts successfully. * Follows a process to engage conflict. |

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| **Competency/Description** | **Proficiency Levels** | **Impartial Practitioner**  **Observable Behaviors** |
| **Impartial Intervention**  Assists parties to reach a mutually agreeable and voluntary solution using established processes. Adheres to a set of principles, values and behaviors that support conflict engagement, management and resolution. | **Expert**  *Sustained application in highly complex situations; able to innovate and formulate strategies; able to design and facilitate processes at the strategic level* | All behaviors at the Advanced, Intermediate and Basic proficiency levels plus:   * Facilitates organizational and enterprise-wide multi-party stakeholder interventions at the strategic level to achieve mission objectives. * Innovates and formulates effective approaches to engage organizational and enterprise-wide conflicts. * Designs the intervention process taking political considerations into account and adapts as necessary as the intervention progresses. * Models, teaches and coaches others to develop competencies for facilitating multi-party stakeholder processes. * Collaborates in setting negotiation and dispute resolution policies and procedures at the strategic level. |
| **Advanced**  *Sustained application in complex situations that affect the organization and large multicultural groups* | All behaviors at the Intermediate and Basic proficiency levels plus:   * Facilitates effectively in complex and high-emotion conflict situations at the organization level to improve organizational effectiveness. * Encourages participants to think through proposed solutions for compromise or collaboration and their impact on the organization. * Understands various dispute resolution techniques, such as negotiation, conflict management, mediation, and group facilitation, and the ability to apply these techniques effectively in order to reach mutually beneficial agreements and resolve any conflicts that may arise during discussions. * Understands domestic and international negotiating styles and demonstrates the necessary skills to manage conflict in diverse environments. * Designs the intervention process taking cultural considerations into account and adapts as necessary as the intervention progresses. * Facilitates group processes effectively, including managing multi-party group dynamics, encouraging participation, keeping discussions on track, and adapting dispute resolution skills to succeed in a changing environment. * Designs multi-party intervention processes to identify, explore and address a variety of organizational concerns to support employee engagement, group cohesion and effectiveness, and mission success. * Models, teaches and coaches others to develop competencies for facilitating team processes. * Collaborates in setting workplace dispute mediation policies and procedures. |
| **Intermediate**  *Sustained application in a variety of situations in interpersonal and team disputes and conflicts* | All behaviors at the Basic proficiency level plus:   * Facilitates effectively in workplace disputes in teams and between teams in a variety of situations to improve team effectiveness. * Detects whether, when and how cultural considerations may be impacting the intervention process and adapts the process and one’s own communication style accordingly. * Checks consistently for coercion, intimidation, and power imbalances, and provides mechanisms for mitigation, where appropriate. * Uses caucusing appropriately, and selectively, with participants to facilitate communications. * Illustrates a balance in managing high emotions and empowering participants to consider the impact of emotion on the conflict. * Shows awareness of changing dynamics between team members when engaging conflict and adapts appropriately. * Identifies and addresses conflict dynamics that contribute to interpersonal and team conflict, including patterns of behavior and interaction, personality, culture, power, resources, history, and communication styles. * Models, teaches and coaches others to develop competencies for addressing interpersonal conflicts. |
| **Basic**  *Sustained application in interpersonal disagreements and conflicts* | * Facilitates effectively in interpersonal workplace disputes using interest-based negotiation and alternative dispute resolution concepts to find mutually acceptable solutions that best accommodate the interests of all parties. * Reframes language as appropriate and explores needs and concerns, and focuses the parties on interests and solutions and away from entrenched positions and personal attacks. * Able to recognize how culture may be contributing to the conflict and adapts accordingly. * Watches for personal and participant body language and takes measures to correct negative body language. * Demonstrates empathy with all parties and helps to diffuse any emotions that are fueling conflict. * Models active listening and encourages open and honest communication by all parties. * Demonstrates equal and fair treatment to all parties consistently, such as by equal interactions with participants, consistent messaging, equal time in facilitated sessions, and impartiality in both conduct and process. * Clearly explains the intervention process, including confidentiality, norms and limitations of the process, roles, and that the process is voluntary and particpants can terminate the process at any time. * Develops and maintains good rapport with all parties and maintains a positive, respectful atmosphere. |

1. Definition adapted from Conflict Dynamics Profile definition of conflict competence (<https://www.conflictdynamics.org/conflict-competence/>) and SkillScan Three Types of Skills Classification (<https://www.skillscan.com/sites/default/files/Three%20Types%20of%20Skills%20Classification.pdf>). [↑](#footnote-ref-1)