

Office of the Ombudsperson

Conflict Coaching: An Overview of the 3D Harmony Model ⁱ

**TWO TRUISMS:
CONFLICT IS INEVITABLE.
CONFLICT COACHING MODELS ARE NUMEROUS.**

Working through conflict --- whether interpersonal, intrapersonal, or organizational --- can be an immensely difficult and richly rewarding process.

Oftentimes, people experiencing conflict due to a dispute, an underlying/unaddressed tension, or uncertainties of various kinds (doubt, misunderstanding, etc.) can benefit from assistance.

Conflict Coaching is simply a particular way of assisting that harmonizes well with organizational ombuds' ethical principles and standards of practice.

The search for justice and security, the struggle for equality of opportunity, the quest for tolerance and harmony, the pursuit of human dignity - these are moral imperatives which we must work towards and think about on a daily basis. --- Aga Khan IV

1. DIGNIFY

- Dignifying is about centering the humanity of your coachee.
- It serves as an entryway into the “work” of the discussion and provides a touchstone throughout the dialogic and discovery phases as well.
- The focus will primarily be on the feelings, needs, and desires that come up for coachees based on their experience or conflict.

2. DIALOGUE

- Dialoguing facilitates the listening and learning that leads to understanding.
- Once you notice a deeper level of comfort, begin to ask more questions about the situation.
- Gently probe for more context or clarity as needed.
- A basic question might be “Is there anything more you want to share about this?”
- Try a “What else?” after that.
- When they’ve fully shared, summarize what you’ve heard, ask if that’s accurate, and if so, are they ready to move into some problem-solving.

3. DISCOVERY

- Discovering together through collaborative brainstorming.
- Start by asking what they think they want to do.
- Propose options and alternatives, suggest relevant resources, listen and notice how they respond.
- Once they’ve either settled on a way forward or seem content to further consider the options generated, wrap-up the discovery phase with a summary of their plan, i.e., next-steps.

- End the coaching session by circling back to the act of dignifying your coachee.

**To discuss conflict coaching services with the Ombuds, please phone for an appointment.
The Ombuds is available by arrangement for workshops on conflict capacity-building for your team.**

ⁱ This handout is an abbreviated summary of proprietary material (the 3D Harmony model by Kira Nurieli of the Harmony Strategies Group). It distills the fuller model content to a focus on the three steps as procedural scaffolding to readily operationalize.