

How to Build Trust Part II

Finding Opportunity in Conflict

July 15, 2026

FEATURED ESE: **RISE UP INDUSTRIES**



At Redefine Alliance, we believe...

The work of breaking cycles of economic exclusion – scaling employment social enterprises, supporting people overcoming barriers like homelessness and incarceration – is collective. It relies on collaboration, trust, and shared action. That's why we invest in and grow the field of **employment social enterprise** across the U.S.

These enterprises serve resolve acute challenges of systemic poverty, while also building skills that jumpstart pathways to economic power.

Our Community has more than **600**
individuals representing over **300**
enterprises across the country
building **economic power**.

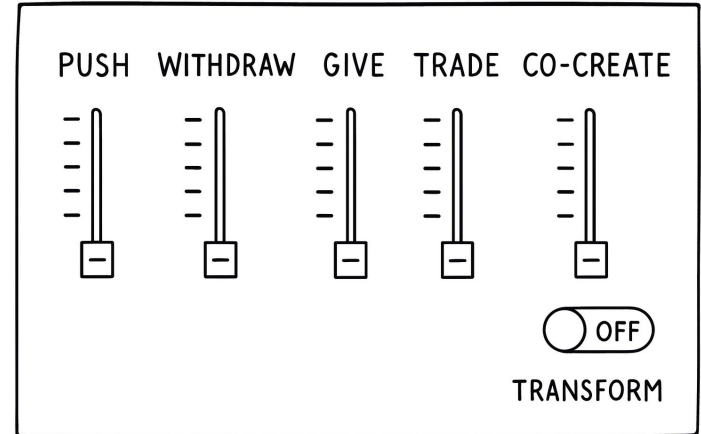
<https://redefinealliance.org/>



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Agenda: Trust-Building Part II (Conflict Styles)

- ❑ Welcome and warm-up (9:00)
- ❑ Reframing conflict as opportunity (9:10)
- ❑ Conflict style overview (9:20)
- ❑ Role play (9:30)
- ❑ Bringing this Back to Your Team (9:50)
- ❑ After party (more Q&A) (10:00)



Tools for Trust Building (Saying, Doing and Engaging)

5 Communication Styles to Build Trust (What I SAY)



FUTURE STYLE
Sounds like: "In
10 years time..."



INCLUSIVE STYLE
Sounds like: "What do
you think?"



DATA STYLE
Sounds like: "The
research shows that..."



PERSONAL STYLE
"My best friend always
tells me..."



ACTION STYLE
Sounds like: "Please
have this to me by
Friday at 3pm."

5 Ways of Being to Build Trust (What I DO)



GENEROSITY
I give freely of my
time and resources.



TRUSTWORTHINESS
I can be counted on to
keep confidences.



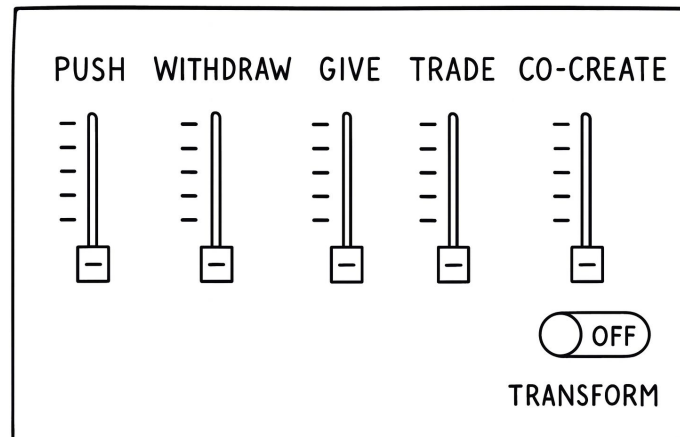
RELATABILITY
I'm aware, vulnerable
and in tune with people
and places.



CREDIBILITY
I have relevant
knowledge or
lived experience to
share.



RELIABILITY
I do what I say I'm
going to do.



Mindfulness

“Paying attention, in the present moment, on purpose, with non-judging awareness.”

- Jon Kabat Zinn

What is conflict? (a working definition)

- Conflict happens when **people want different things**, feel hurt, or see things in different ways.
- It's not always bad. **Conflict can help us learn, grow, and change** if we handle it well.
- Conflict **shows up** in different ways: **in ourselves, between people, and in bigger systems.**

Desired Outcomes

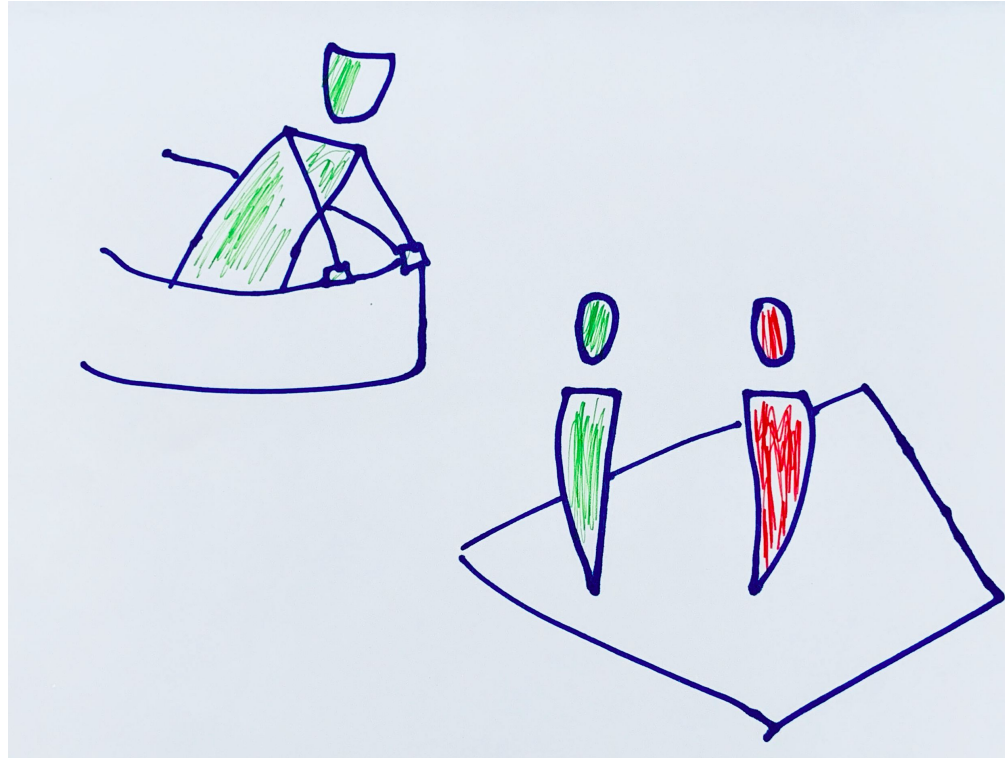
- Appreciate the need for conflict as a means for positive outcomes
- Understand a range of conflict styles and responses and when to use them
- Take responsibility for choosing our own reactions and responses to conflict
- Learn tools to navigate through conflict with appreciation for right relationship, situation and timing (i.e., how to have difficult conversations with positive outcomes)

Conflict ...

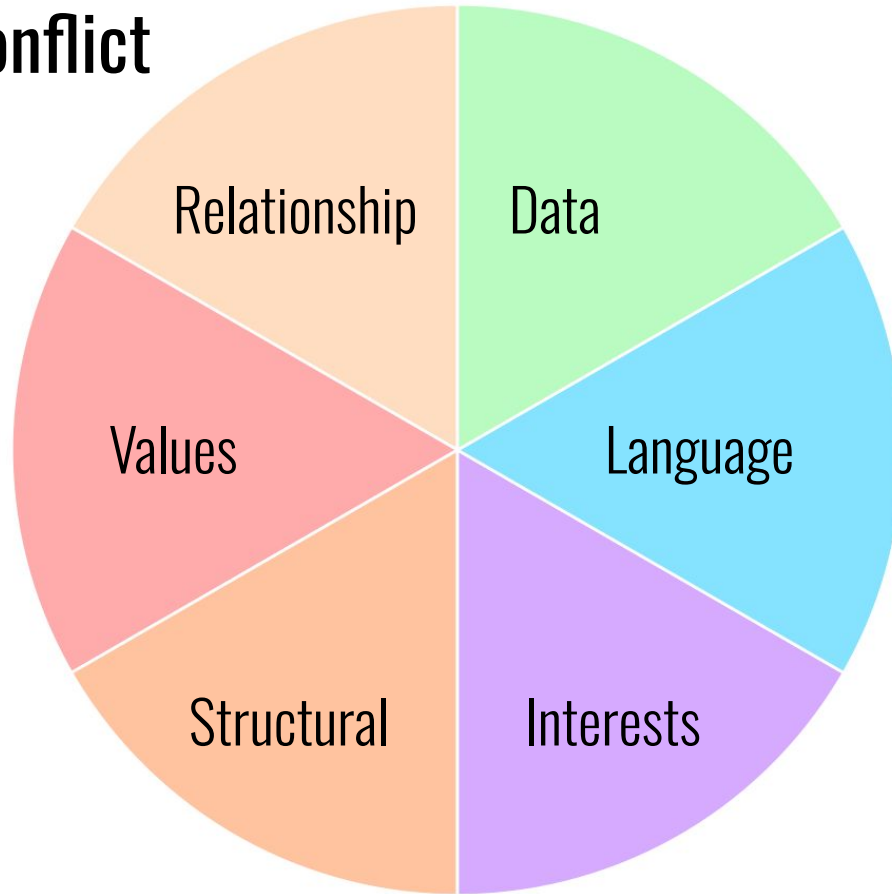
- Is part of being human
- Can produce positive results
- Can preserve (and even strengthen) relationships
- Can often produce positive results AND preserve relationships



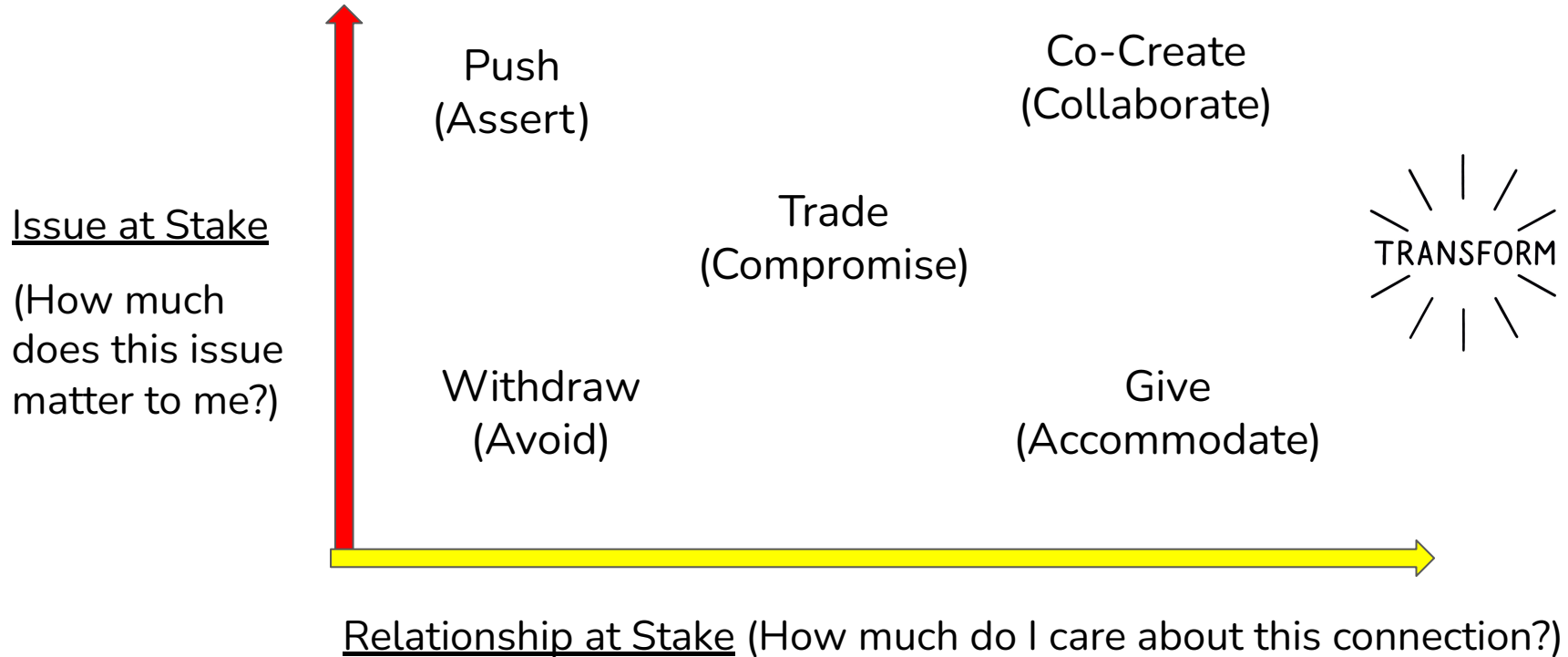
The Balcony Tool



The Circle of Conflict (Sources)



Six Conflict Style Choices (Stances)



Research sources include Thomas-Kilman and others (see Bibliography in the SMALLIFY Field Guide)

Research Basis

Thomas, K. W., & Kilmann, R. H. (1974). Thomas-Kilmann Conflict Mode Instrument (TKI). (Five common approaches to conflict based on assertiveness and cooperation)

Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes. (Focus on interests, not positions; seek mutual gain and objective criteria)

Ury, W. (1991). Getting Past No. (Practical strategies for navigating resistance and difficult conversations)

Lencioni, P. (2002). The Five Dysfunctions of a Team. (Healthy conflict is essential for trust, commitment, and strong decisions)

Heifetz, R., Grashow, A., & Linsky, M. (2009). The Practice of Adaptive Leadership. (Leadership requires engaging competing values, tensions, and adaptive challenges)

Lederach, J. P. (2005). The Moral Imagination. (Move beyond conflict resolution toward transforming relationships and systems)

Kana'iaupuni, S. M., Ledward, B., & Jensen, U. (2010). Ka Huaka'i: Native Hawaiian Educational Assessment. (Grounds leadership in belonging, responsibility, aloha, and collective well-being as foundations for addressing challenges)

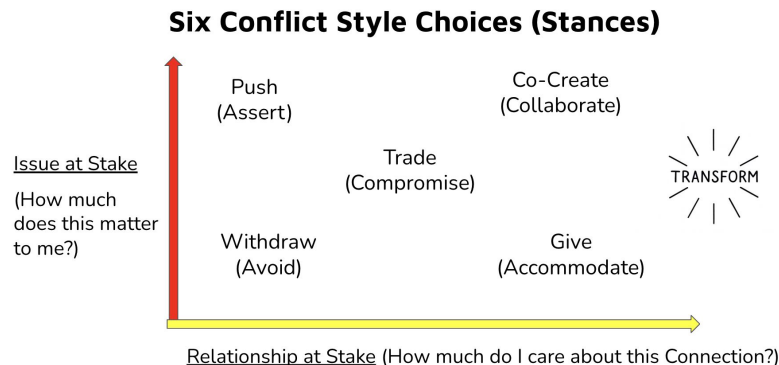
Which Conflict Style Will I Choose?

PUSH WITHDRAW GIVE TRADE CO-CREATE

TRANSFORM

Silent Reflection:

- Which of these styles do you tend to default to?
- Which of these is more difficult for you? Why do you think that is?
- What styles do you tend to see in your work environment?



A control panel with five sliders and a toggle switch. The sliders are labeled from left to right: PUSH, WITHDRAW, GIVE, TRADE, and CO-CREATE. Each slider has five tick marks and a small square knob at the bottom. Below the sliders is a toggle switch labeled OFF, and below that is the word TRANSFORM.

Conflict Role Play

Mark is an employee in the employment social enterprise, a cafe and catering service. Since being relocated to transitional housing across town, Mark has struggled to get to work on time for his shift.

Kristen, the Program Manager, is focused on helping Mark overcome the barriers that threaten both his employment and his housing stability. Dave, the Business Manager, is concerned about the impact on customers, team morale, and fairness.

Together, they must decide how to balance care, accountability, and the needs of the business.

Thought Bubble Exercise

The conversation we hear is often only half the conversation.

A–L: Step into Kristen's mind (thought bubble).

M–Z: Step into Dave's mind (thought bubble).

As you watch the role play, imagine the inner dialogue of your character. What might Dave or Kristen be thinking and feeling, but not saying?

Chat in as the conflict unfolds (e.g., “Dave feels frustrated that Kristen doesn’t appreciate the impact on the business” or “Kristen feels discouraged that Dave doesn’t see the bigger picture”)

Key Takeaways

- ✓ Appreciative Inquiry
- ✓ Active Listening & Empathy
- ✓ Mirroring & Framing Concerns
- ✓ Collaborative Problem-Solving (Yes, And)
- ✓ Explicit Agreements.

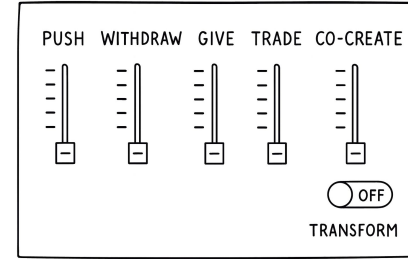
Tools You Can Take Back to Your Team

1. Planning for Conflict (Pre-Conflict)
2. The Peace Note (Pre-Conflict)
3. Conflict Engagement Checklist (Pre- and During Conflict)
4. Name the Unspoken (During Conflict)
5. Explicit Agreements (Post)

Planning Tool

Reflect on a conflict you'd like to approach with clarity and care:

- ❑ What do I really care about in this situation?
(Is it the issue, the relationship, or both?)
- ❑ What might the other person care about?
(Can I name their interests, values, needs, or fears, even if I don't agree?)
- ❑ How do I want to show up in this conversation?
(Calm, curious, clear, firm?)
- ❑ What's one pattern I want to shift, starting with me?
(Blame, avoiding, defensiveness, over-accommodating, etc.)
- ❑ Which lever(s) might I choose and why?
(Push, Withdraw, Give, Trade, Co-Create, Transform)
- ❑ What's the right time, place, and manner for this conversation?
(Would it help to pause? Go for a walk? Set ground rules? Choose a neutral space or a quieter moment? Use a mediator?)



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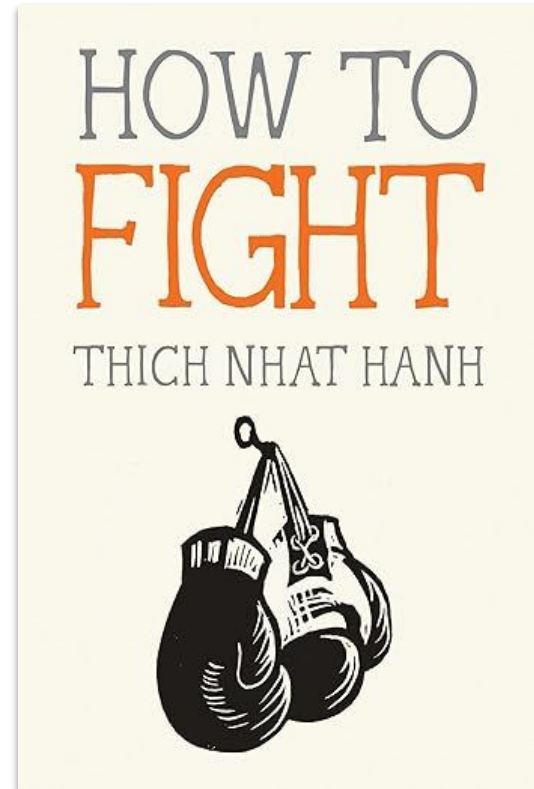
The Peace Note (when you've triggered someone):

Dear ...,

You seemed upset after our meeting. If there is anything I said or did that offended you, I am sorry. That was not my intention.

Please know that I am grateful for our partnership. We both value harmony and communication.

Can we find a moment to talk about this?



Conflict Engagement Checklist (Pre- and During)

- ☐ Thoughtfully consider what you say before you say it. (PAUSE)
- ☐ Survey the situation. Be observant to what is going on around you.
- ☐ Use careful consideration. Put yourself in the shoes of the other.
- ☐ Reflect back what you hear the other person saying.
- ☐ Ask clarifying questions to gain understanding.

Name the Unspoken ... (During)

1. You could ask:
 - “What are you thinking and feeling that you’re not saying?”
2. You can also invite internal voices into the conversation by hypothesizing what people might be thinking and feeling:
 - “I imagine some of us might be feeling unheard or underappreciated...”

Adaptation from: Fisher, Roger, William Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement Without Giving In*. 3rd ed. NY: Penguin Books.

Make Explicit Agreements

☐ **Summary of the Conflict**

Brief, neutral description agreed upon by both parties (no blame language).

☐ **Agreed-Upon Solutions**

Clear, specific actions each party agrees to take (or avoid).

☐ **Mutual Respect and Behavior Guidelines**

Any shared norms around communication, boundaries, or interaction.

☐ **Timeline and Check-In**

When and how progress will be reviewed, and who will facilitate that.

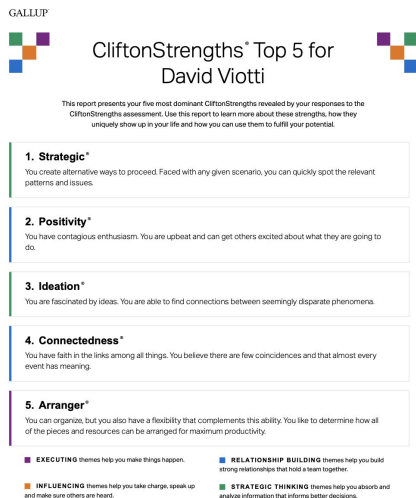
☐ **Confidentiality Agreement**

A reminder that discussions stay private unless harm is disclosed.

GenAI Tips for Conflict Prep

- ❑ Draft Peace Notes → shape clear, kind messages
- ❑ Spot the Unspoken → surface hidden feelings & assumptions
- ❑ Role-Play Perspectives → explore different voices & reactions
- ❑ Check Your Tone → align words with intent & values
- ❑ Co-Create Options → use “yes, and” to find common ground

About Dave Viotti



Dave Viotti is the founder and CEO of SMALLIFY, a global innovation capacity-building community based in Silicon Valley and practiced around the world. Dave has delivered SMALLIFY Labs and workshops to 30,000 leaders in over 1,000 organizations around the world in the corporate, start-up, government, and non-profit sectors.

Dave serves on the faculty of the Executive Leadership Program at U.C. Berkeley's Haas School of Business and the IT Leadership Academy for the State of California. He was on the founding teams for Fuse Corps, the Civic Accelerator at Points of Light, the Collaborative Solutions Lab with the federal government at the Presidio Institute, the Westly Prize for innovation in California, and the IT Leadership Program for the State of Hawai'i. Dave is a Gallup-Certified CliftonStrengths Coach.

Career highlights include: U.S. Chief Learning Officer and Corporate Counsel at Sun Microsystems, intellectual property lawyer at Faegre & Benson, Assistant Producer of CNN's Burden of Proof, Executive Director of the Junior Statesmen Foundation, and Henry Luce Scholar at the Legislative Council in Hong Kong. Dave received undergraduate and law degrees from Georgetown University and a master's degree in International Relations from Oxford University as an Allbritton Scholar.

Dave is a long-time practitioner of improv comedy and a devoted chowhound and chef. Dave travels and works around the world (in person or remotely) to support clients and partners who are building positive futures for ALL. A dual Italian and American citizen, Dave's basecamps are Honolulu, Los Angeles, and Modena, Italy.



THANK YOU!
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