

**Model for INEFFECTIVE Communication and Conflict Resolution**  
**THE MENTORING COLLEAGUE**

*I am a female who for two years has been mentoring a younger male faculty member from a different country. We have good rapport and I've spoken with him before about numerous issues in and outside of the classroom. At a recent department meeting where we had worked for almost two hours on strategic planning, he didn't talk during the meeting but did sigh now and then which he does when something is troubling him or there is something he wants to say. When the Department Chair asked for his input near the end of the meeting, he said: "This isn't the way to do strategic planning." I scheduled a meeting with him two days later to discuss this.*

Anonymous, Sport Management Department

**List** behaviors you have observed. Make your list as specific and concrete as possible.

- You sat back and didn't participate in the Strategic Planning Meeting.
- You insulted the Department Chair.

Step 1: I care... that you don't make a mess of our meetings and look unprofessional.

Step 2: I see...

- You're not participating at all during an important Strategic Planning Meeting.
- You're insulting the Department Chair and being disrespectful and uncooperative which really makes me mad because I've been putting so much time into mentoring you. .

Step 3: I feel...

- You make me mad and frustrated when you do this.
- I feel that you're arrogant and think there's only one way to approach an issue and its your way.

Step 4: Listen...

Step 5: I want...

- I want you to get on board with what we're doing as a department and think before you speak.
- I want you to go and apologize to the Department Chair and be ready to smooth things over at our next planning meeting.

Step 6: I will...

- I will keep mentoring you but you've got to stop doing things like this.

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Step 2: I see...

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Step 3: I feel...

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Step 6: I will...

Model developed in 1991 from various sources by Harriet Marritz, Gettysburg College.