

Conflict Management for Officials

Rowing BC
February 21, 2026

Use of Materials

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What We're Working on Today.

- Staying regulated under pressure
- Communicating clearly and concisely
- Avoiding a debate
- Knowing when to engage and when not to



Let's chat!

Turn to someone near you and discuss:

What situations tend to create the most tension / conflict for you as an official?



Why Conflict Is Part of Officiating

Conflict ≠ Failure

- High stakes
- Strong emotions
- Perceived unfairness
- Authority and power dynamics



Conflict Under Pressure.

- Time pressure
- Public scrutiny
- Limited information



Scenarios

Part 1

- In groups review the scenario
- Identify the conflict
- Strategize how to approach
- What external support is available



Complaint, Conflict, or Misconduct?

Complaint

Expression of dissatisfaction or disagreement

Conflict

Ongoing tension or repeated disagreement

Misconduct

Behaviour that violates rules, safety standards, or codes of conduct





What 's my role right now?
What 's not mine to resolve?

?

Role Clarity

**What are officials often tempted to take on
that isn't their responsibility?**



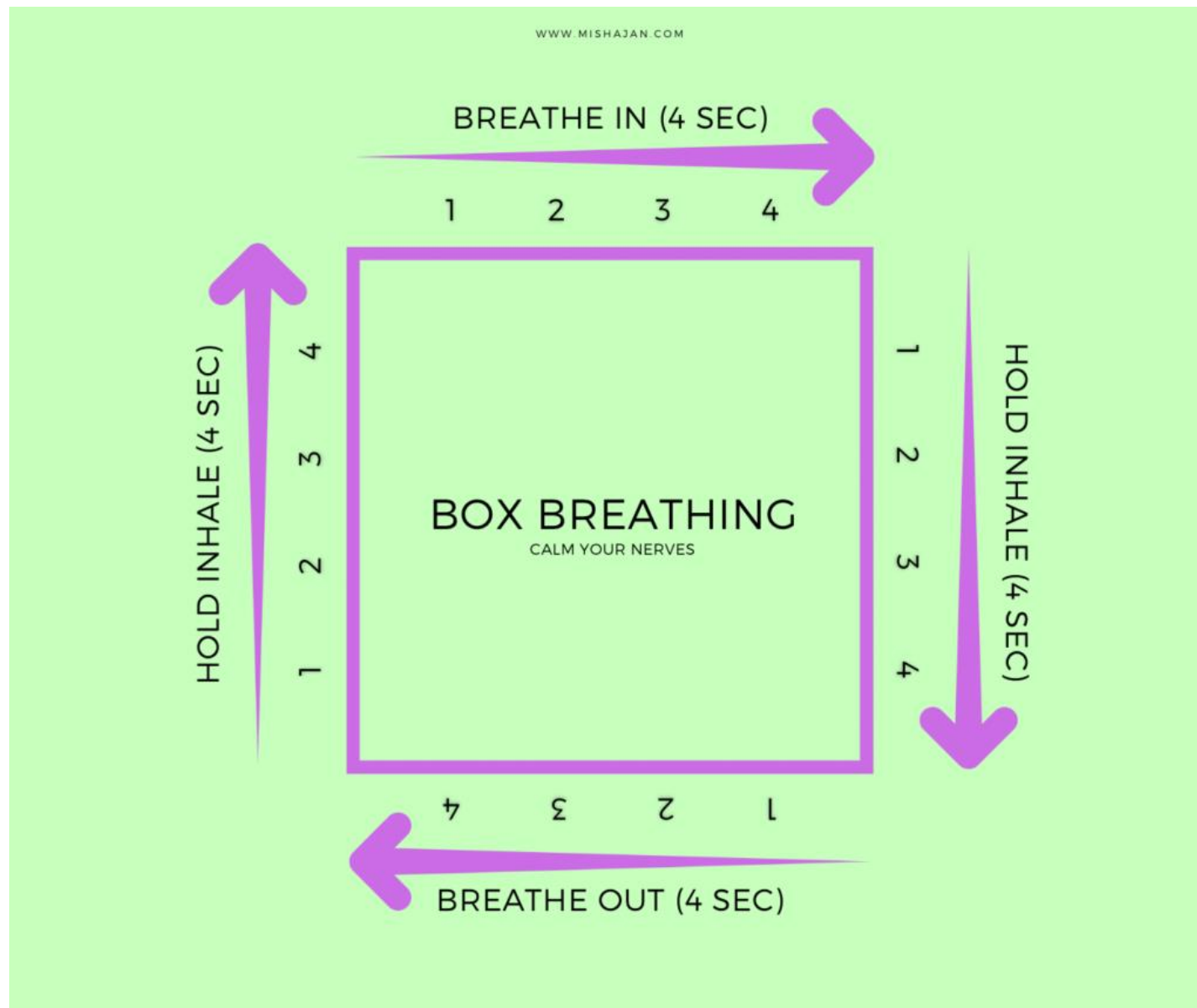
Regulation Comes First

You can't de-escalate if you're escalated

- Tone
- Body language
- Word choice

Quick Reset Tool

Pause → Breathe → Decide

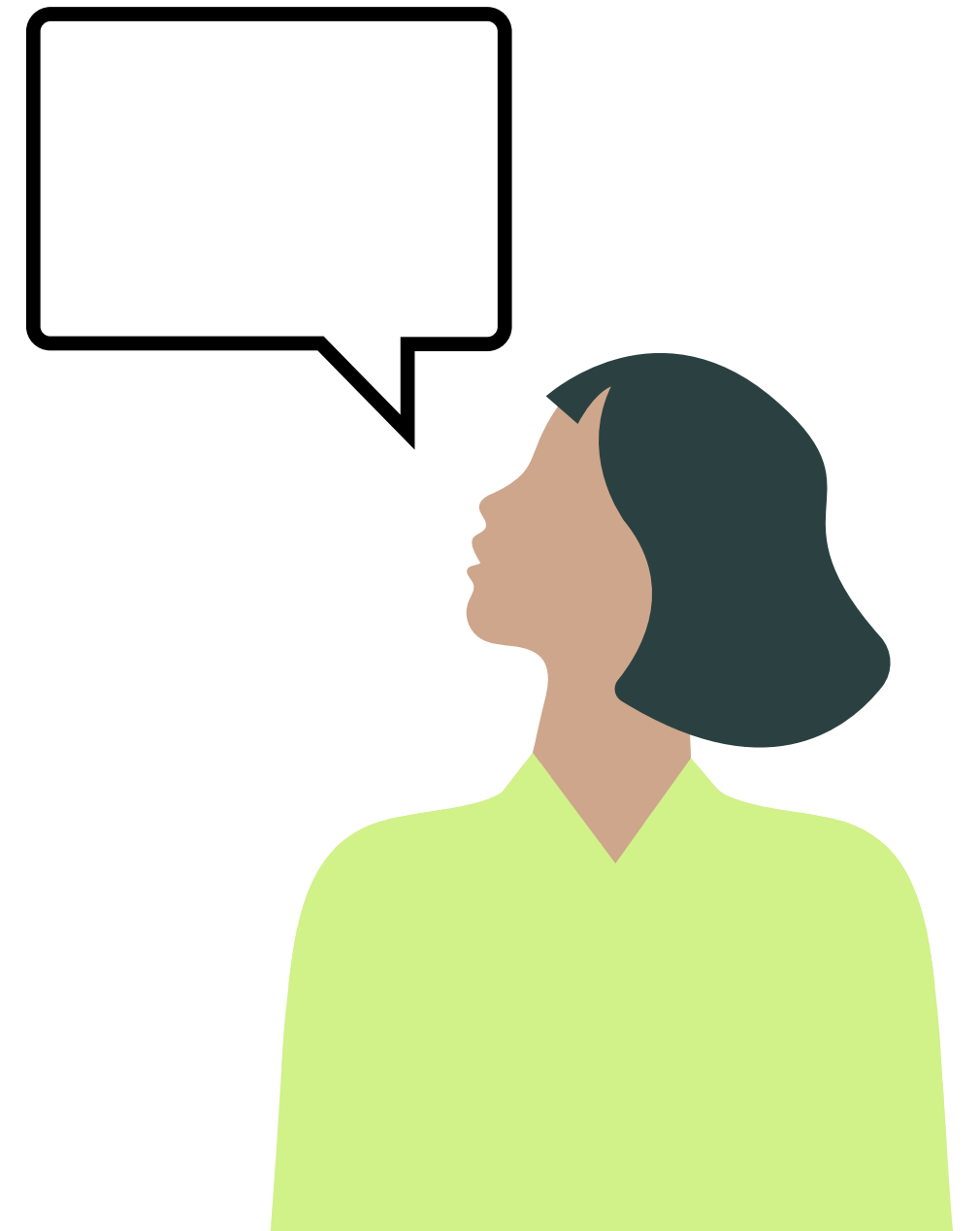


De-Escalation Language

"I hear your concern."

"The decision stands."

"Here's the next step."



What's Beneath the Surface?

An iceberg floating in the ocean. The top part of the iceberg is visible above the water surface, while a much larger, jagged portion is submerged below. The water is a clear, deep blue, and the sky is a lighter blue with some white clouds. The horizon is visible in the distance.

Be curious. Ask yourself:

“What’s driving this reaction?”

When to Disengage.

Signs:

- Repetition
- Raised Voices
- No new Information

What makes disengaging hard for officials?



Scenarios

Part 2

- In groups review the scenario
- Identify the conflict
- Strategize how to approach
- What external support is available



Official vs. Official Conflict

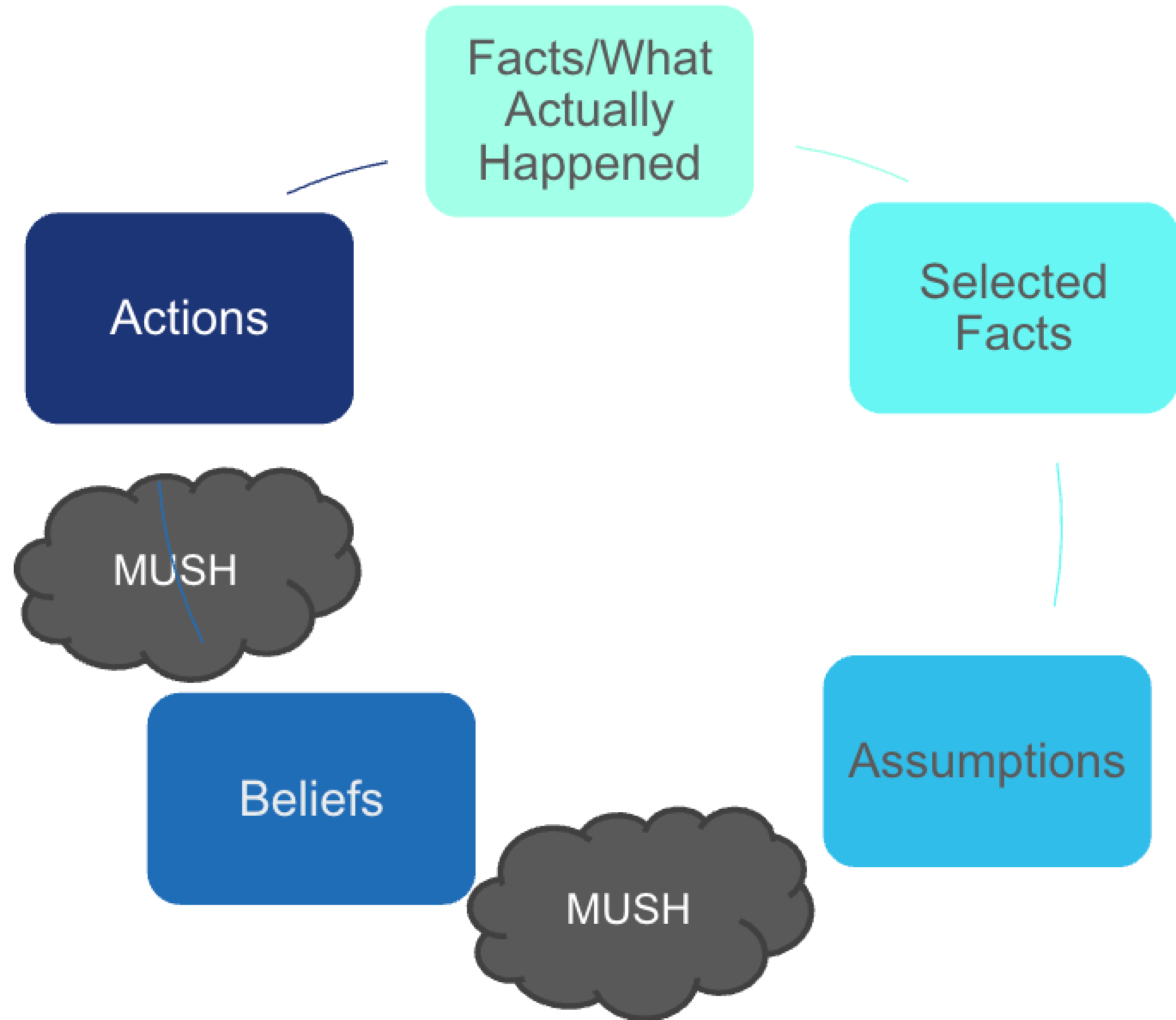
- Communal Care/Support
- Document
 - What happened
 - When
 - Who was present
 - What was said or done
- Use processes available to you through PSO



The Circle of Inference

Inference:

The act or process of reaching a conclusion about something from known facts.



Moving from Positions to Interests

How to create an all-win.



Positions: A fixed solution to a problem.

Eg: "That call was wrong"

Interests: What is important to each person?

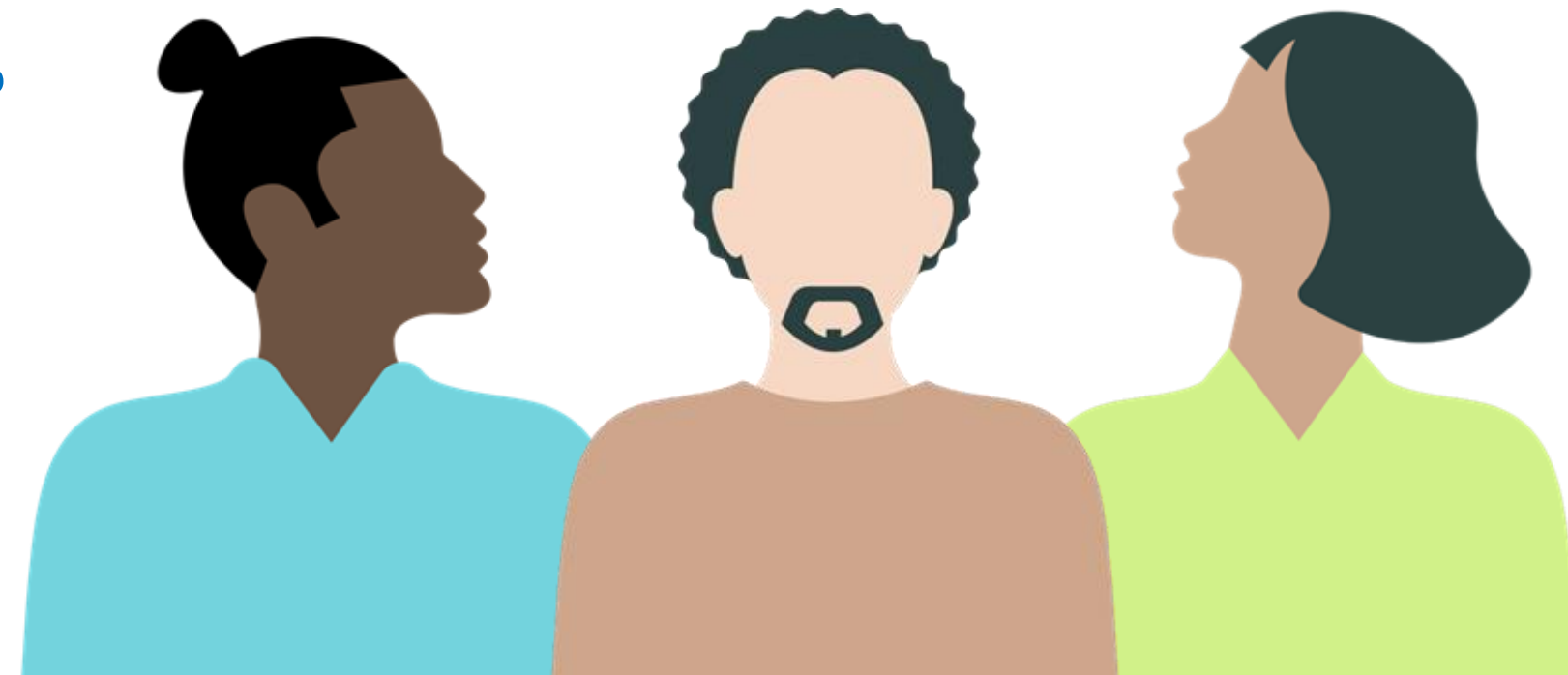
Eg: Possible interests

- Fairness
- Safety
- Clarity

Takeaways and Closing

- Conflict is normal
- Regulation first
- Facts ≠ assumptions
- Interests matter
- Boundaries protect

Which takeaway will matter most at your next event?



The learning process isn't finished when you acquire knowledge. It is complete when you consistently apply that knowledge.

Many people accumulate information far fewer use it to evolve and improve.

The ultimate test of growth is closing the gap between awareness and action.

-Adam Grant, Organizational Psychologist

Set a **calendar reminder for one month from today** to check in with yourself:
“How have I applied one idea from this workshop in my work?”



Now What? Our Services

◆ Conflict Coaching & Early Intervention

Helping individuals and teams recognize and address conflict early.

◆ Mediation & Collaborative Planning Facilitation

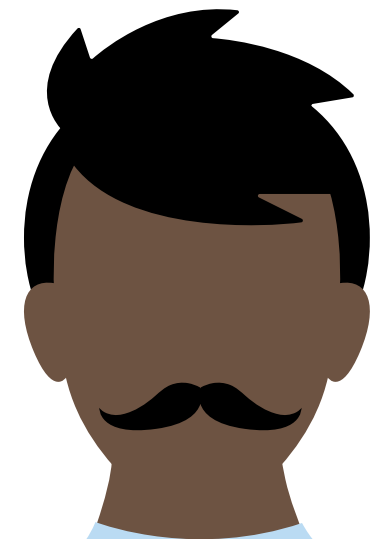
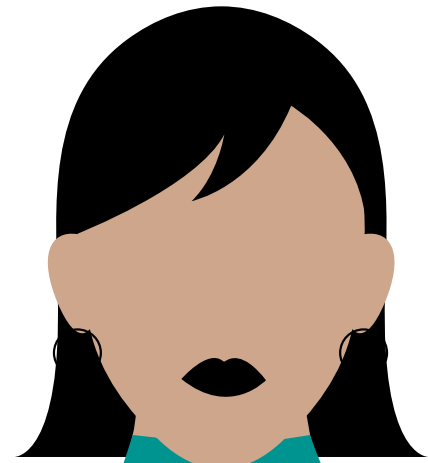
Facilitated conversations and formal processes tailored for workplaces .

◆ Workshops

Conflict and Complaints Management, Governance Training and De-escalation Training for boards, volunteers, staff

◆ Organizational Support

Policy development, investigation, arbitration and culture audits, and customized strategies for building healthier teams.



THANKYOU

for all you do!
We value your feedback:



Please keep in touch!
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