

Conflict Resolution

Speaker Script · "Early. Fair. Direct."

PRESENTER Dr. Thomas L. Jones, Jr.

SLIDES 15

THE HAMPTON UNIVERSITY MARCHING FORCE · PRE-DRILL CAMP 2026

Presenter notes for every slide, in order. Bracketed cues are stage directions; quoted lines are suggested wording — say them in your own voice.

01 Conflict Resolution

SLIDE 1 — TITLE: Conflict Resolution

SAY: "Put a few hundred people together for hundreds of hours chasing perfection, and conflict is guaranteed. This session is about handling it — not avoiding it."

NOTE: this deck is framed on 12 Angry Men throughout, and there are TWO clips — one now, one at the midpoint.

02 Icebreaker

SLIDE 2 — ICEBREAKER: 12 Angry Men, "Who Changed Their Vote?" (3:06)

SET UP: "One hot room, twelve jurors, a boy's life. The first vote is eleven to one."

Play it.

AFTER: "Watch what cracked the room. Not volume. One man refusing to rush, and another choosing to actually listen."

03 The Premise

SLIDE 3 — THE PREMISE (statement slide)

Read it.

"Our band is that room — hundreds of people, real stakes, friction that has to be worked out instead of walked out on."

Takeaway: "Address it, or it festers."

04 Conflict Is Normal

SLIDE 4 — CONFLICT IS NORMAL

Relieve the pressure first: "People who care will disagree. That's investment, not dysfunction."

THE REAL PROBLEM: "Conflict avoided doesn't go away. It goes underground — gossip, resentment, a section that quietly splits."

"Your job isn't to prevent conflict. It's to make sure it gets handled instead of buried."

05 Address It Early

SLIDE 5 — ADDRESS IT EARLY

"Small problems are cheap to fix. Big ones aren't."

KILL THE COMMON EXCUSE: "Don't hope it works itself out. Most conflict doesn't — it just waits for the worst possible moment."

RULE OF THUMB: early, direct, private.

06 Positions vs. Interests

SLIDE 6 — POSITIONS VS. INTERESTS

The most useful idea in the session. Teach it with the example on screen.

"A position is 'I should get the solo.' The interest underneath is 'I want to be seen, to matter.'"

THE TOOL: "Ask 'why does this matter to you?' until you hit the real need."

LAND: "Fight over positions and someone loses. Solve for interests and both sides can win."

07 Separate the People From the Problem

SLIDE 7 — SEPARATE THE PEOPLE FROM THE PROBLEM

"Hard on the issue, soft on the person."

CONTRAST OUT LOUD: "'When the rep starts late, we lose time' — not 'you're lazy.'"

WHY IT MATTERS HERE: "You still have to stand next to this person tomorrow."

08 Five Ways People Handle Conflict

SLIDE 8 — FIVE WAYS PEOPLE HANDLE CONFLICT

Thomas-Kilmann's five modes: competing, avoiding, accommodating, compromising, collaborating.

MAKE IT PERSONAL: "Which one is your default? Not which is best — which do you actually reach for?" Give them ten seconds to decide privately.

THE POINT: "Each has a right moment. Know your default so you can choose on purpose instead of by habit."

09 One of Our Core Competencies

SLIDE 9 — ONE OF OUR CORE COMPETENCIES (second clip, 11:35)

FRAME IT: "Conflict resolution is a skill we deliberately build in every Marching Force leader."

THEN: "Before we practice resolving it, watch how fast it escalates when nobody does."

CLIP IS LONG — 11:35. Plan for it, or cue a segment if you're tight on time. Watch the room; if energy sags, cut it and narrate the rest.

10 Seek First to Understand

SLIDE 10 — SEEK FIRST TO UNDERSTAND

Covey's habit, applied.

"Listen fully, to both sides, without planning your rebuttal while they talk."

THE PHRASE THAT WORKS: "'So what I'm hearing is...' It proves you listened and clears up the misreads that fuel the conflict."

READ THE CALLOUT: Juror 8 never argues louder. One calm, fair voice turns the whole room.

11 Stay Fair and Neutral

SLIDE 11 — STAY FAIR AND NEUTRAL

For when they're mediating between two members.

"When you step in, your job is to be fair — not to back the person you like more."

CREDIBILITY WARNING: "Judging early, or being SEEN to judge early, kills you as a mediator."

ESCALATION: bigger than you, involves safety, or you're too close to be neutral — bring it to the director.

12 Find the Common Ground

SLIDE 12 — FIND THE COMMON GROUND

"Under almost every band conflict is a shared goal. Name it out loud."

THE MOVE: "Get them from facing each other to facing the same direction."

GIVE THEM THE SENTENCE: "'We both want this section to be great.' That turns opponents into teammates with a problem."

13 Get to a Solution, Then Follow Up

SLIDE 13 — GET TO A SOLUTION, THEN FOLLOW UP

"A good talk isn't the finish line. A changed situation is."

CONCRETE: who does what, by when. Both people say out loud what they'll do differently.

THE STEP EVERYONE SKIPS: "Follow up in a few days. Did it hold?"

AND: "Once it's settled, let it be settled. No grudges, no scoreboard."

14 The Conflict Playbook

SLIDE 14 — THE CONFLICT PLAYBOOK

Go Early, Listen First, Stay Fair, Move Forward.

Photograph slide.

15 Settle It. Don't Bury It.

SLIDE 15 — CLOSE: Settle It. Don't Bury It.

Bring the film back around: "That jury walked in eleven to one and walked out with a fair, unanimous verdict — because one person refused to rush and stayed fair when the room got hot."

End on: "Be the one who turns eleven-to-one into justice."