

Conflict Resolution:



Turning Conflict into Opportunity

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Objectives



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- Convey skills to identify the source of conflict

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- Convey techniques to resolve conflict effectively

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- Identify skills to identify the source of conflict
- Convey techniques to resolve conflict effectively
- Identify resources for further development



What is a conflict?



What is a conflict?

a: competitive or opposing action of
incompatibles : antagonistic state or
action (as of divergent ideas, interests,
or persons) *a conflict of principles*



What is a conflict?

The condition in which two or more individual's concerns appear to be incompatible

What is a conflict?



“I know it when I see it.”

Justice Potter Stewart

Jacobellis v. Ohio, 378 U.S. 184 (1964)

What is *this* conflict?

- Step One: Ask what is this about?

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- Step Two: Focus on interests rather than positions

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- Step Three: Invent options for mutual gain

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- Step One: Ask what is this about?
- Step Two: Focus on interests rather than positions
- Step Three: Invent options for mutual gain
- Step Four: Confirm areas of agreement

The Case of the Orange

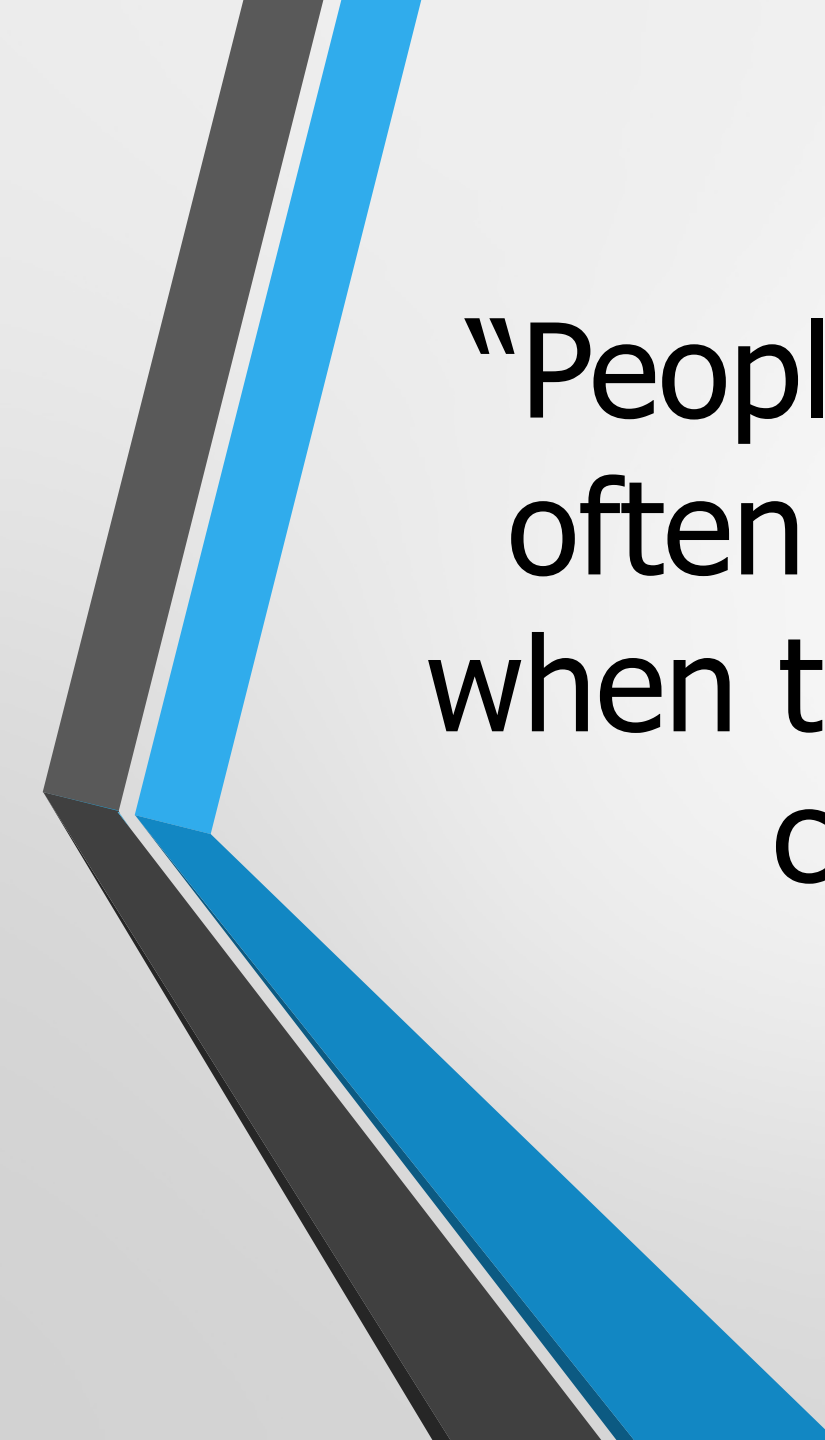


The Sinai Peninsula



INTERESTS vs. POSITIONS

Position	Interest
“I want the Orange!”	<ul style="list-style-type: none">▪ Juice▪ Pulp▪ Rind
A \$10,000 Raise	<ul style="list-style-type: none">▪ Money?▪ Prestige?▪ Acknowledgement?
The Sinai Peninsula	<ul style="list-style-type: none">▪ Autonomy?▪ Security?



“People’s positions are often in conflict even when their interests are compatible”

--Fisher & Ury, 1983



Understand

**“Seek First To Understand,
Then to Be Understood”**



Understand

**“Seek First To Understand,
Then to Be Understood”**

Listening



Understand

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Listening

Questioning



Understand

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Listening:

- listen “for” vs. listen “to”



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- repeat, rephrase, verify



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Listening:

- listen “for” vs. listen “to”
- do not form response while listening
- repeat, rephrase, verify
- use silence effectively: “WAIT”



Understand

- **“Seek First To Understand, Then to Be Understood”**
- Questioning:



Understand

**“Seek First To Understand,
Then to Be Understood”**

Questioning:

- focus on problem solving



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Questioning:

- focus on problem solving
- explore interests & clarify



Understand

“Seek First To Understand, Then to Be Understood”

Questioning:

- focus on problem solving
- explore interests & clarify
- check out inferences/assumptions



Negotiate

“Invent Options for Mutual Gain”



Negotiate

“Invent Options for Mutual Gain”

- Focus on Interests Not Positions



Negotiate

“Invent Options for Mutual Gain”

- Focus on Interests Not Positions
- Use Objective Standards



Negotiate

“Invent Options for Mutual Gain”

- Focus on Interests Not Positions
- Use Objective Standards
- Hard on Problem, Soft on People



Confirm

“Even the lightest ink is better than the brightest memory.”



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- Check for mutual understanding



Confirm

“Even the lightest ink is better than the brightest memory.”

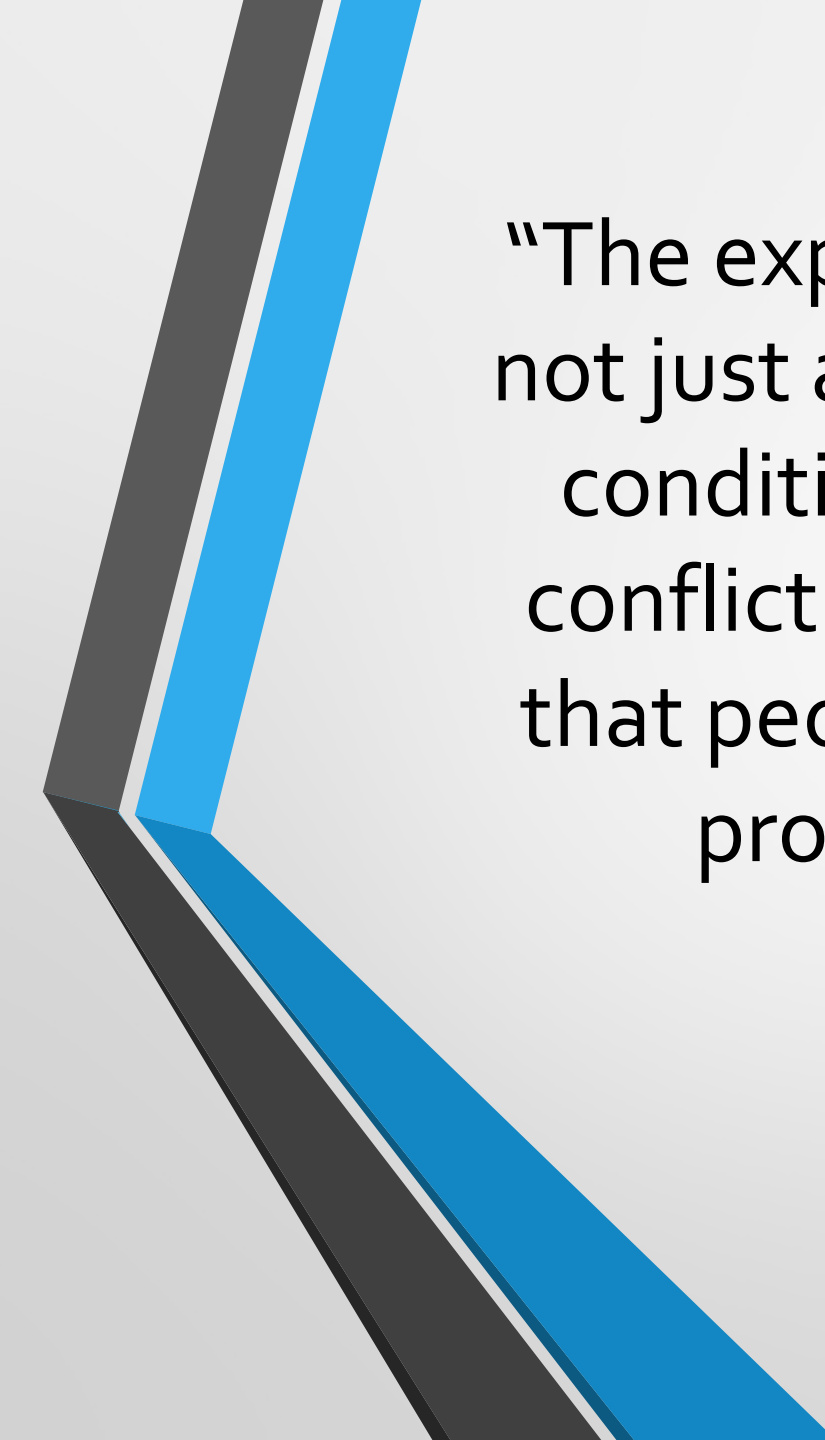
- Check for mutual understanding
- Explore unresolved questions



Confirm

“Even the lightest ink is better than the brightest memory.”

- Check for mutual understanding
- Explore unresolved questions
- Confirm agreements



“The experience of conflict is not just a function of external conditions, but also of the conflict management styles that people bring to bear on problems at work.”

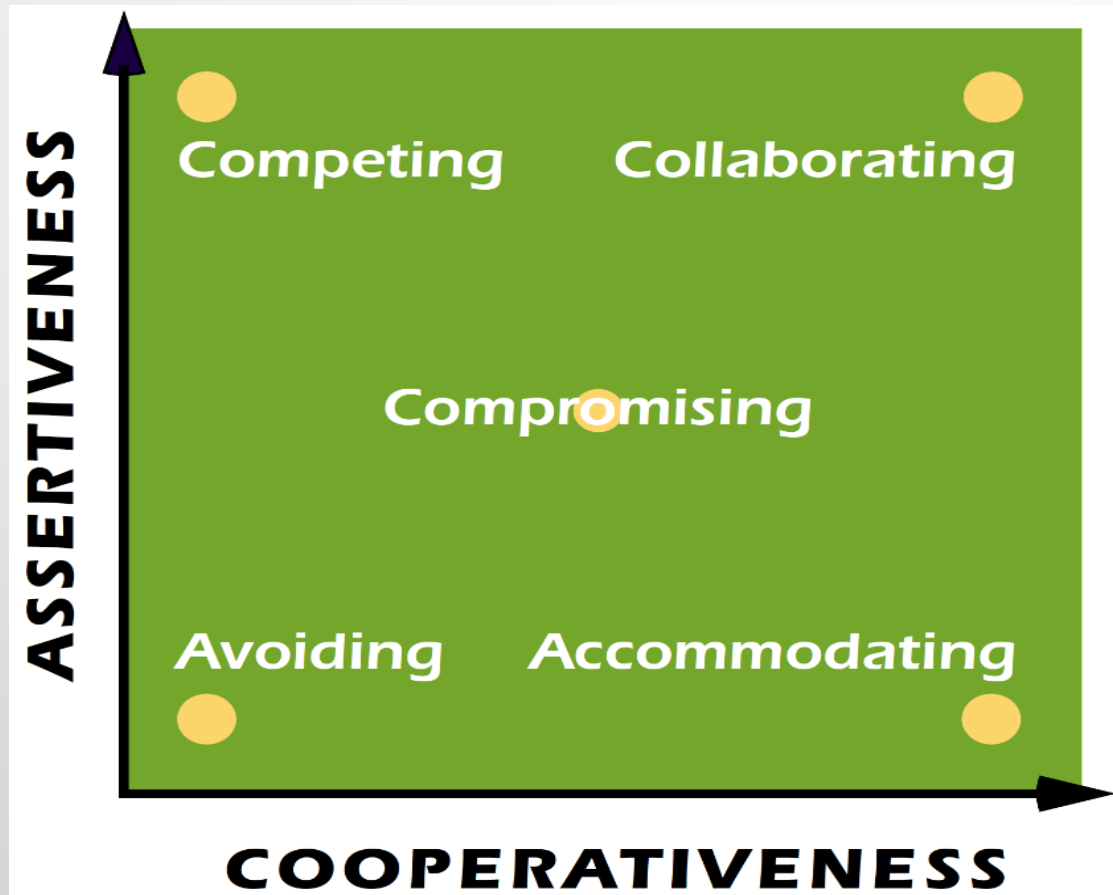
Friedman, Currall, Tsai, 2000

Personal Conflict Style

Kenneth W. Thomas and Ralph H. Kilmann

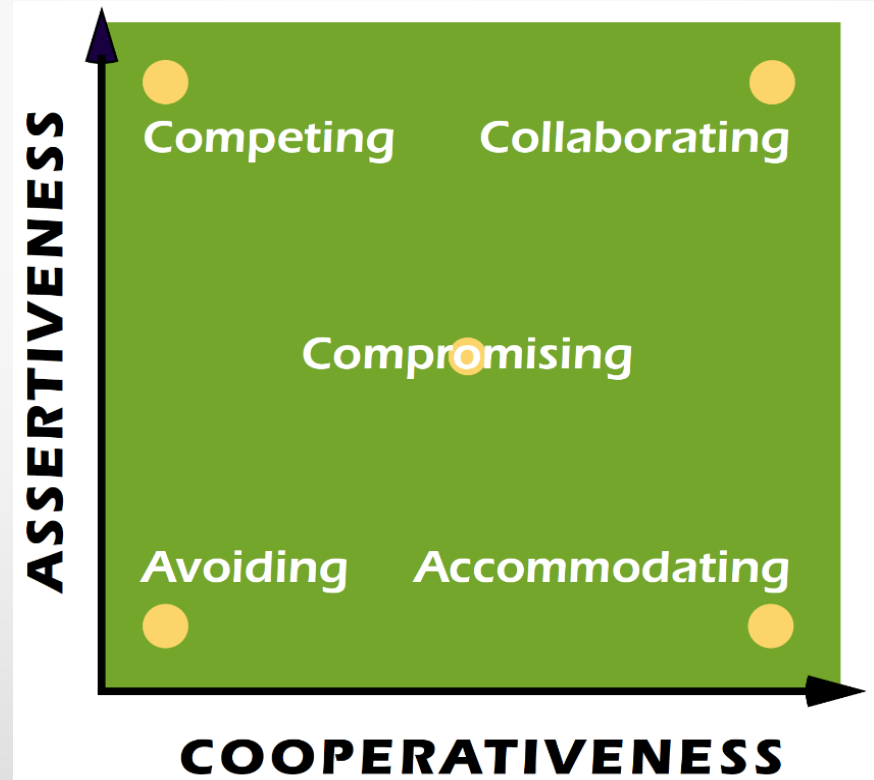
- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

Thomas-Kilmann Conflict Mode Instrument

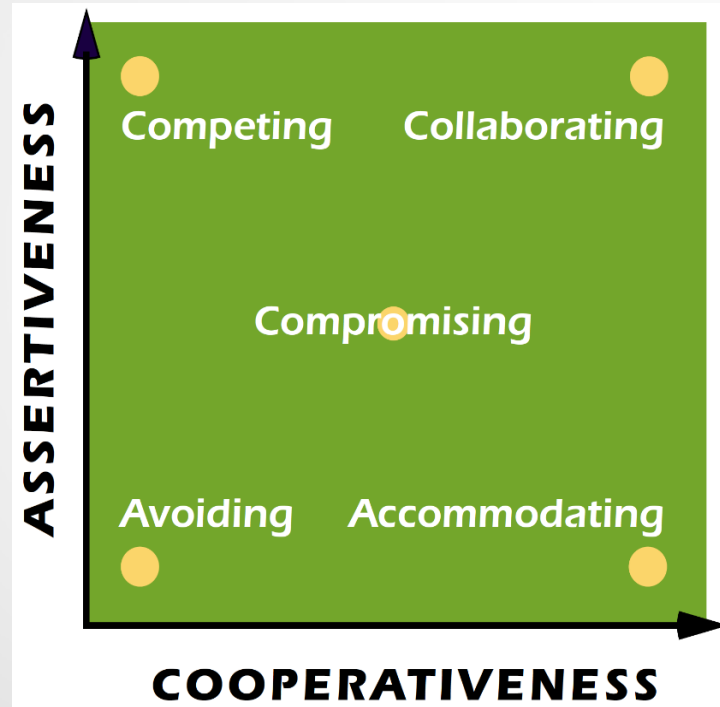


Thomas-Kilmann Conflict Mode Instrument

ASSERTIVENESS the degree to which you try to satisfy your own concerns during conflict



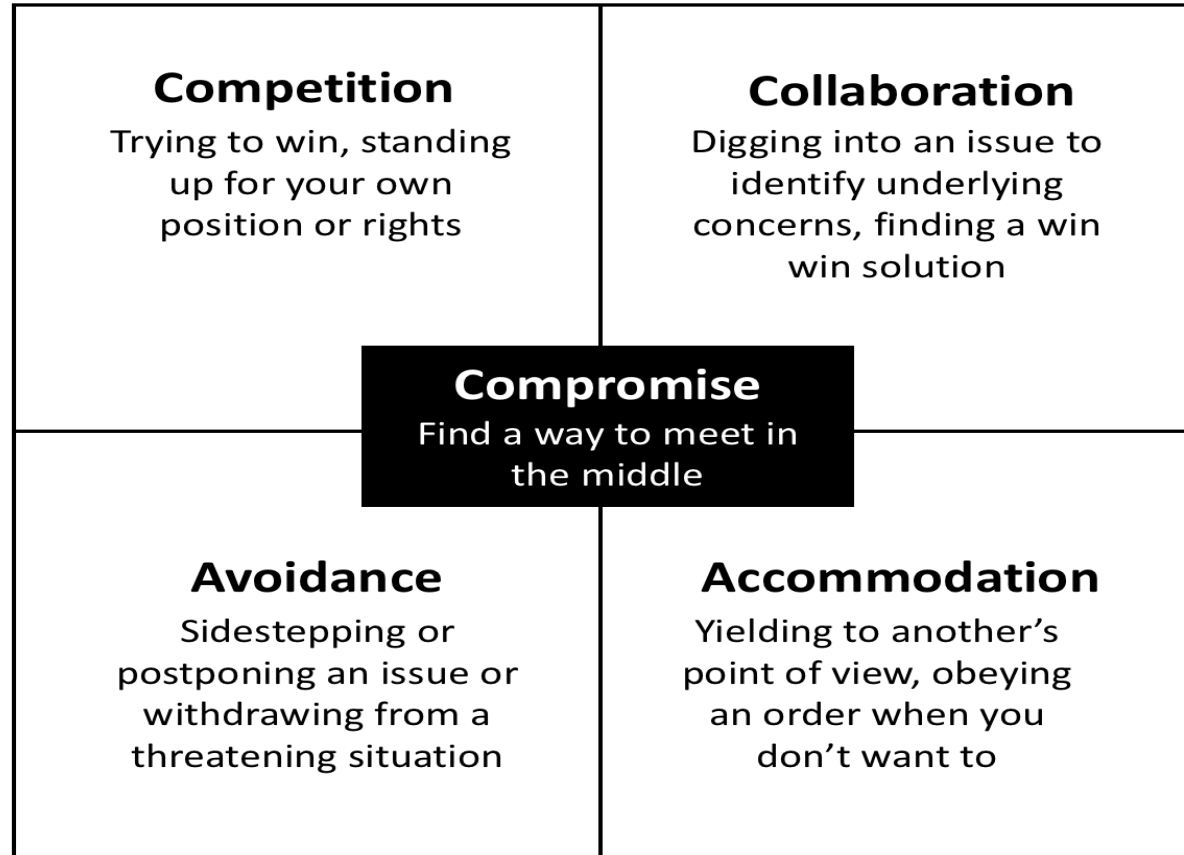
Thomas-Kilmann Conflict Mode Instrument



COOPERATIVENESS the degree to which you try to satisfy the other individuals' concerns during conflict

Thomas Killman Conflict Mode Instrument

Assertiveness



Compromise
Find a way to meet in the middle

Avoidance
Sidestepping or postponing an issue or withdrawing from a threatening situation

Accommodation
Yielding to another's point of view, obeying an order when you don't want to

Cooperation

COMPETING

"Might makes right"

- Assertive & uncooperative, power-oriented mode to win his/her position
- Standing up for your rights, defending a position you believe is correct, or simply trying to win

COMPETING

- Benefits:
 - Required to make unpopular decisions (budget cuts or terminating employment)
 - Emergency situations (time is of the essence)

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- Benefits:
 - Required to make unpopular decisions (budget cuts or terminating employment)
 - Emergency situations (time is of the essence)
- Costs:
 - Strained work relationships
 - Decreased initiative and motivation

COLLABORATING

"Two heads are better than one"

- Works to find a solution that fully satisfies the concerns of both
- Learns from the other's insights and tries to find a creative solution

COLLABORATING

- Benefits:
 - High-quality decisions
 - Learning and communication
 - Strengthens relationships

COLLABORATING

- Benefits:
 - High-quality decisions
 - Learning and communication
 - Strengthens relationships
- Costs:
 - Time and energy required
 - Psychological demands (open to new views)

COMPROMISING

"Split the difference"

- Find an expedient, mutually acceptable solution that partially satisfies both parties
- Best suited for issues of intermediate importance

COMPROMISING

- Benefits:
 - Speed and expediency
 - Fairness
 - Maintaining relationships – meeting halfway

COMPROMISING

- Benefits:
 - Speed and expediency
 - Fairness
 - Maintaining relationships – meeting halfway
- Costs:
 - Suboptimal decisions
 - Partially sacrificed concerns

AVOIDING

"Leave well enough alone"

- Individual does not pursue his/her own concerns OR those of the other person
- Does not address the conflict (sidestepping, postponing, withdrawing)

AVOIDING

- Benefits:
 - Reducing stress (for the time being)
 - Steering clear of danger
 - Setting up more favorable conditions

AVOIDING

- Benefits:
 - Reducing stress (for the time being)
 - Steering clear of danger
 - Setting up more favorable conditions
- Costs:
 - Declining working relationships
 - Resentment, delays, and degrading decisions

ACCOMMODATING

"Kill your enemies with kindness"

- Individual neglects his/her concerns to satisfy the concerns of the other person
- Self-sacrifice or yielding to another's point of view

ACCOMMODATING

- Benefits:
 - Restoring harmony & building relationships
 - Choosing a quick ending

ACCOMMODATING

- Benefits:
 - Restoring harmony & building relationships
 - Choosing a quick ending
- Costs:
 - Sacrificed concerns
 - Loss of respect
 - Loss of motivation




5 Types of Conflict Styles

Each of us is capable of using all FIVE conflict styles. We use some better than others and therefore tend to rely on those styles.



SUMMARY



“Let us never
negotiate out of fear,
but let us never fear
to negotiate”

--John F. Kennedy,
Inaugural Address, January 20, 1961