Conflict Management

- What Is Conflict?

- How Do We Behave in Conflict?

- Managing Conflict

- **Exercise 12: Conflict Management**

– Module 0: Factors Influencing Human Interaction

– Module 01: Communication

– Module 02: Decision Making

– Module 03: Negotiation

 Module 04: Conflict Management

| Class 12: Conflict Management Principles |

– Module 05: Relationship Management

– Module 06: Leadership

"Life is not about winning and losing - it's about learning. When you fall down, you pick yourself up and note where the pothole was so you can walk around it the next time. A person who has gone too far knows just how far they can go. No winners and - losers, just winners and **learners**."

The Conflict Resolution Network (www.crnhq.org)

- A condition between people who:

    - Are task interdependent

    - May feel angry

    - Find fault with the other

    - Use behaviors that cause a business problem

What happens when we don't deal with conflict constructively?

- Wasted time

- Lower motivation and productivity

- Conflict-related absenteeism

- Health costs

- Loss of investment in skilled employees

- Conflict-incited theft, sabotage, vandalism, and damage

- Restructuring around the problem

- Degraded decision quality

- What are some examples of conflict behavior?

- Are some behaviors more effective than others in dealing with conflict?

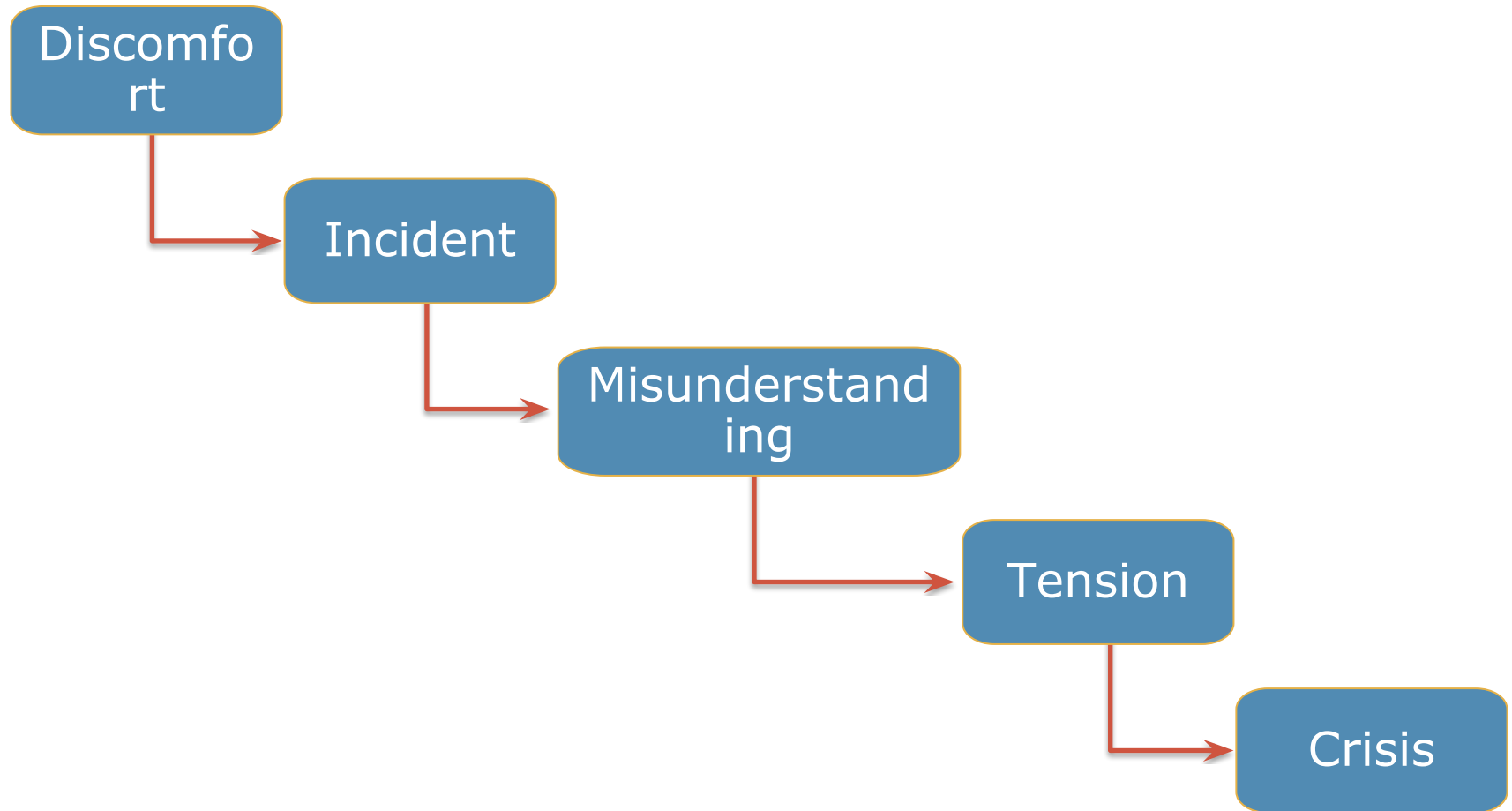- Why do we behave in a certain ways during conflict?

- ## What is Fight-or-Flight?

  - ### Physiological response to perceived threat

  - ### Developed as survival mechanism

  - ### Physical changes:

    - Increased heart rate
    - Perspiration
    - Flushing

    - Muscular tension
    - Shaking

- What are some examples of "Fight" behavior? What type of message does this behavior send?

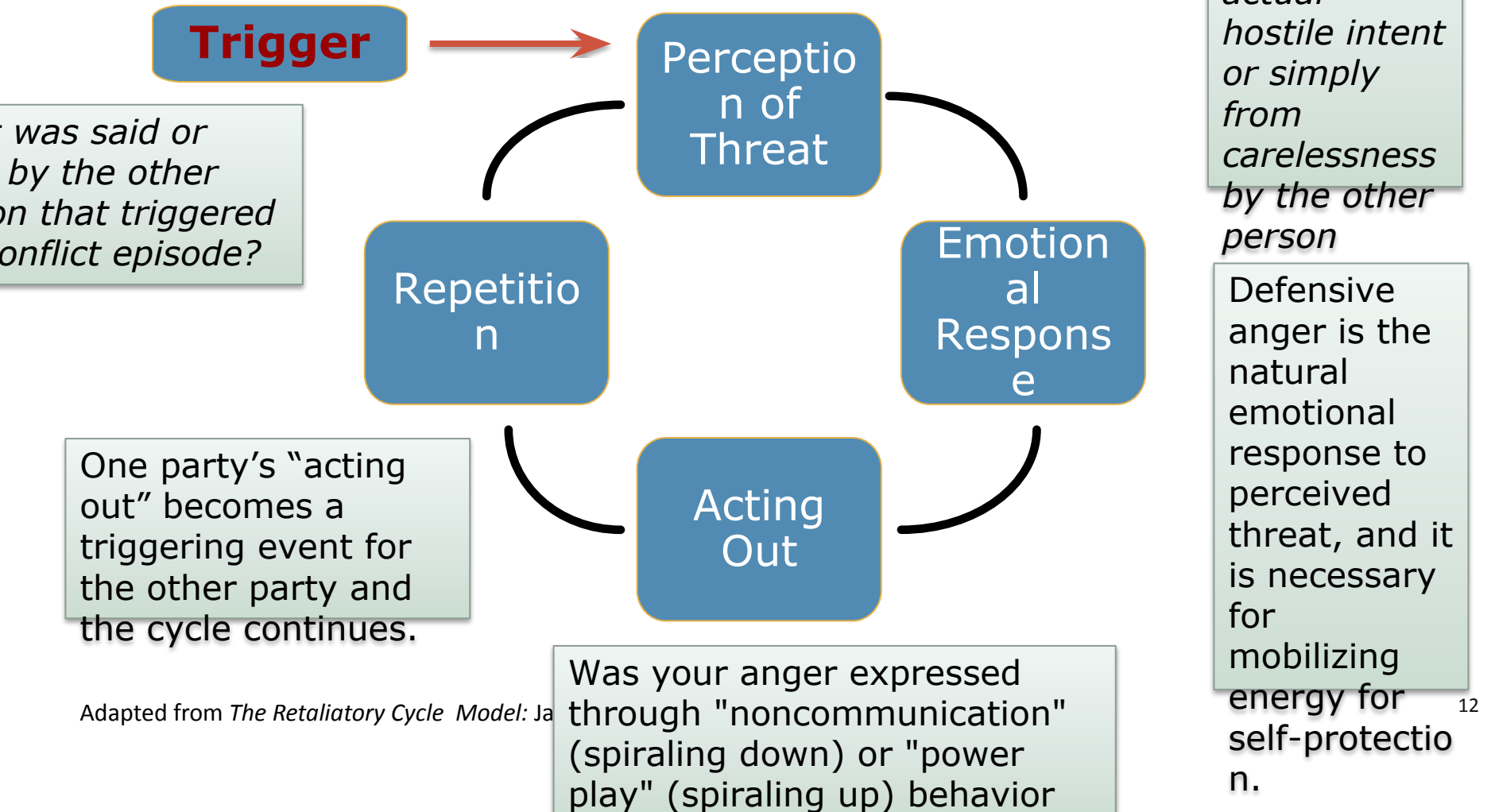- What are some examples of "Flight" behavior? What type of message does this behavior send?

Discomfort

Incident

Misunderstanding

Tension

Crisis

- **Discomfort** occurs early on in the conflict, when the conflict is not yet obvious. During this stage, people feel uneasy, but they are not sure why. This stage is a natural part of most relationships. Conflicts can often be cooperatively resolved in this stage.

- **Incidents**: This stage involves a sudden, brief occurrence that upsets the people involved. The incidents generally carry some type of negative meaning and, therefore, increase the tension within the relationship. At this stage, it becomes clearer that some kind of problem exists. Individuals often try to convince the other party that their perspective is correct. This often causes the conflict to escalate to the next stage.

- **Misunderstandings**: In this stage, misunderstanding contributes to the escalation of the conflict. The involved parties often don't understand each other's motives. Additionally, facts are often confused or misperceived. Because thoughts keep returning frequently to the problem, the conflict generally escalates.

- **Tension**: At this stage, trust within the relationship is generally nonexistent. The involved parties often do not believe that there is a reasonable resolution to the conflict. At this stage, each side will continue to pressure the other side to change their opinion. Unfortunately, this often causes the conflict to continue to escalate.

- **Crisis**: At this stage, the involved parties can often be hostile towards one another. Interactions, when they take place, are very negative. Once a conflict has reached this stage, it is unlikely the conflict can be resolved without assistance.
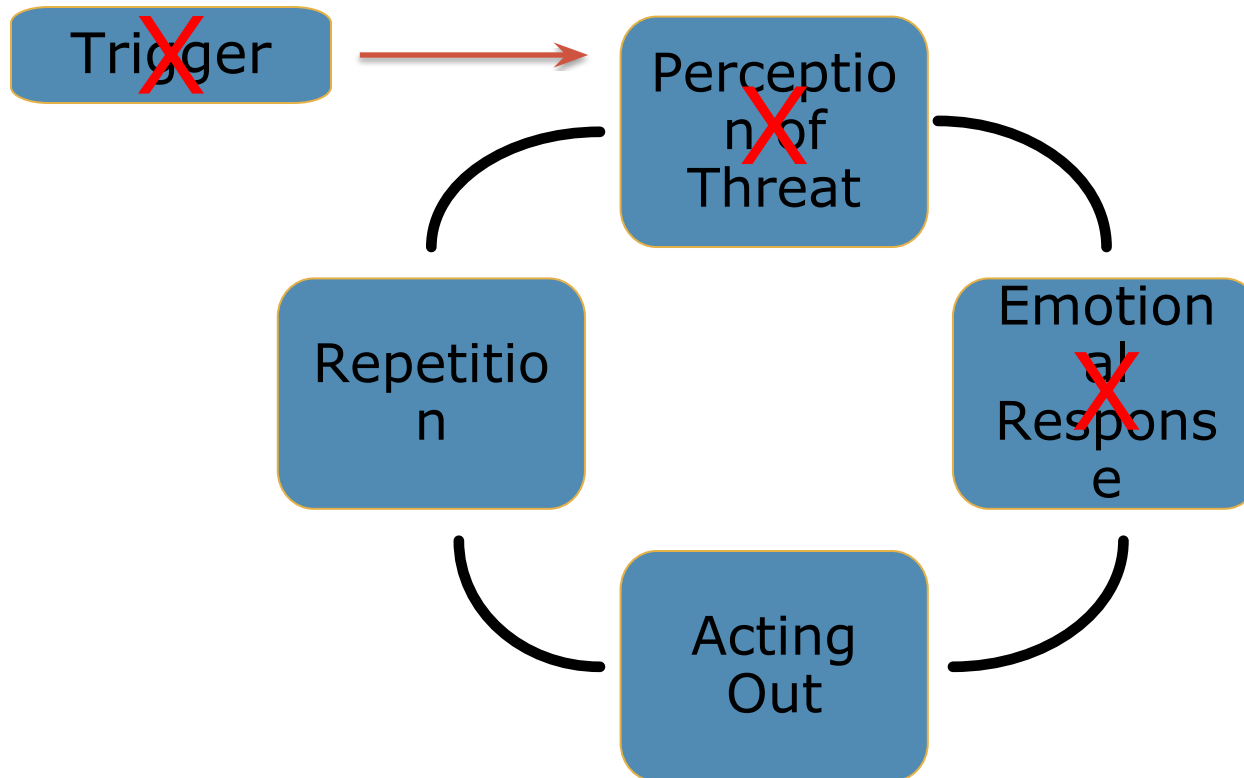
The Retaliatory Cycle
another negative reaction on conflict

Trigger → Perception of Threat

Repetition

Emotional Response

Acting Out

This could arise from actual hostile intent or simply from carelessness by the other person

...was said or ...by the other ...on that triggered ...onflict episode?

One party's "acting out" becomes a triggering event for the other party and the cycle continues.

Defensive anger is the natural emotional response to perceived threat, and it is necessary for mobilizing energy for self-protection.

Was your anger expressed through "noncommunication" (spiraling down) or "power play" (spiraling up) behavior

Adapted from *The Retaliatory Cycle Model:* Ja

12

- The triggering event: In this phase, a conflict is triggered by specific words or actions.
- Perception of threat: In this phase, the involved parties perceive that there is an issue. The perceived threat can arise from a number of sources, whether they be actual hostile intent or misinterpretation of the other person's words or actions.
- Emotional response: In this phase, an individual responds emotionally to the triggering event and his perception of the event. He may feel threatened, undermined, afraid, or even angry. This occurs as a natural, defensive response to a threat.
- Acting out: In this phase, an individual behaves in a way that expresses his or her emotions by "acting out". This can include being non-communicative, distancing yourself from the other party, acting hostile, being destructive, etc.
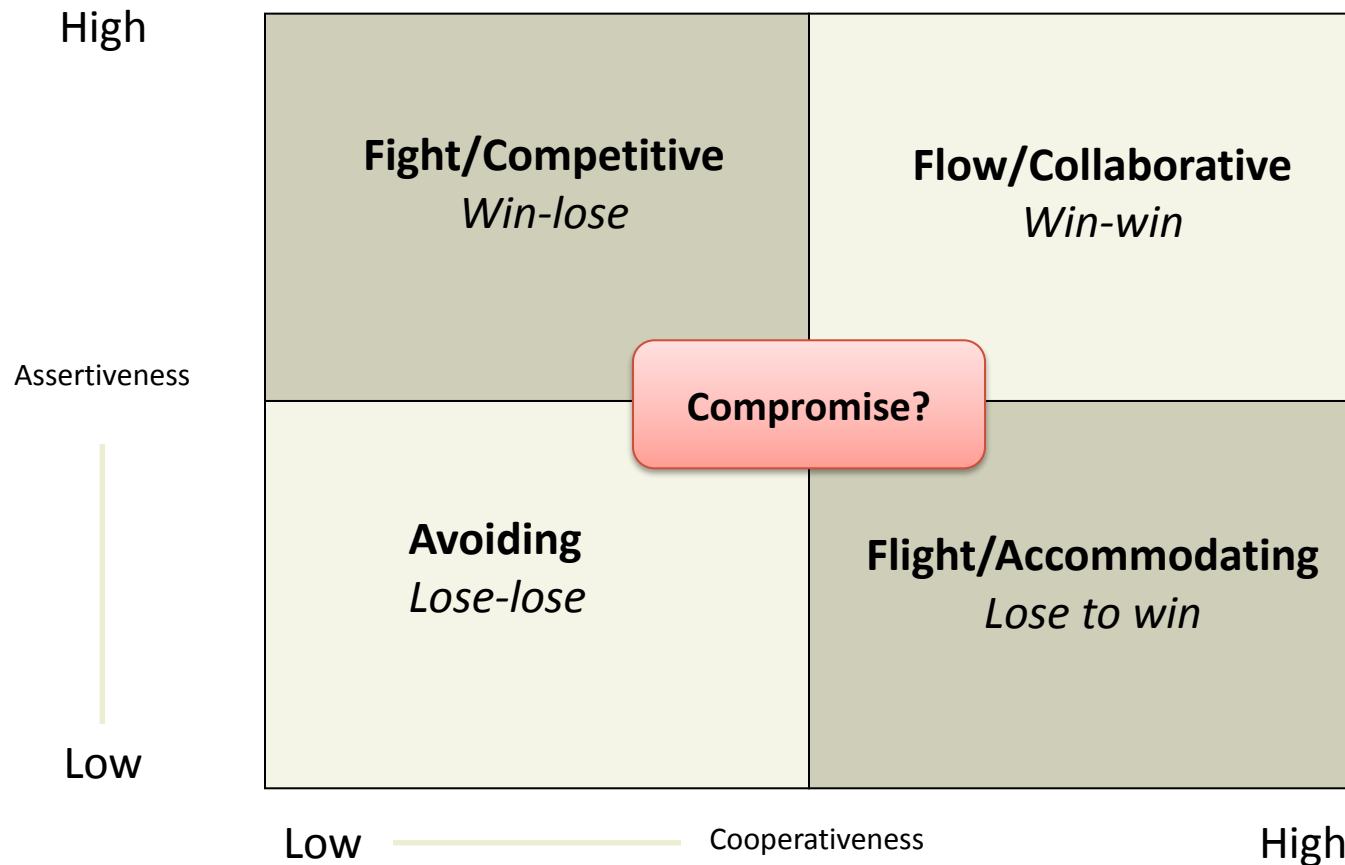
The Retaliatory Cycle

Adapted from *The Retaliatory Cycle Model:* Jack Gordon

- What similarities and differences do you see between conflict resolution and negotiation?

High

Fight/Competitive
Win-lose

Flow/Collaborative
Win-win

Assertiveness

Compromise?

Avoiding
Lose-lose

Flight/Accommodating
Lose to win

Low

Low — Cooperativeness — High

http://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki

- **Competing** is assertive and uncooperative—an individual pursues his own concerns at the other person's expense. This is a power-oriented mode in which you use whatever power seems appropriate to win your own position—your ability to argue, your rank, or economic sanctions. Competing means "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

- **Accommodating** is unassertive and cooperative—the complete opposite of competing. When accommodating, the individual neglects his own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

- **Avoiding** is unassertive and uncooperative—the person neither pursues his own concerns nor those of the other individual. Thus he does not deal with the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

- **Collaborating** is both assertive and cooperative—the complete opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to an interpersonal problem.

- **Compromising** is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.
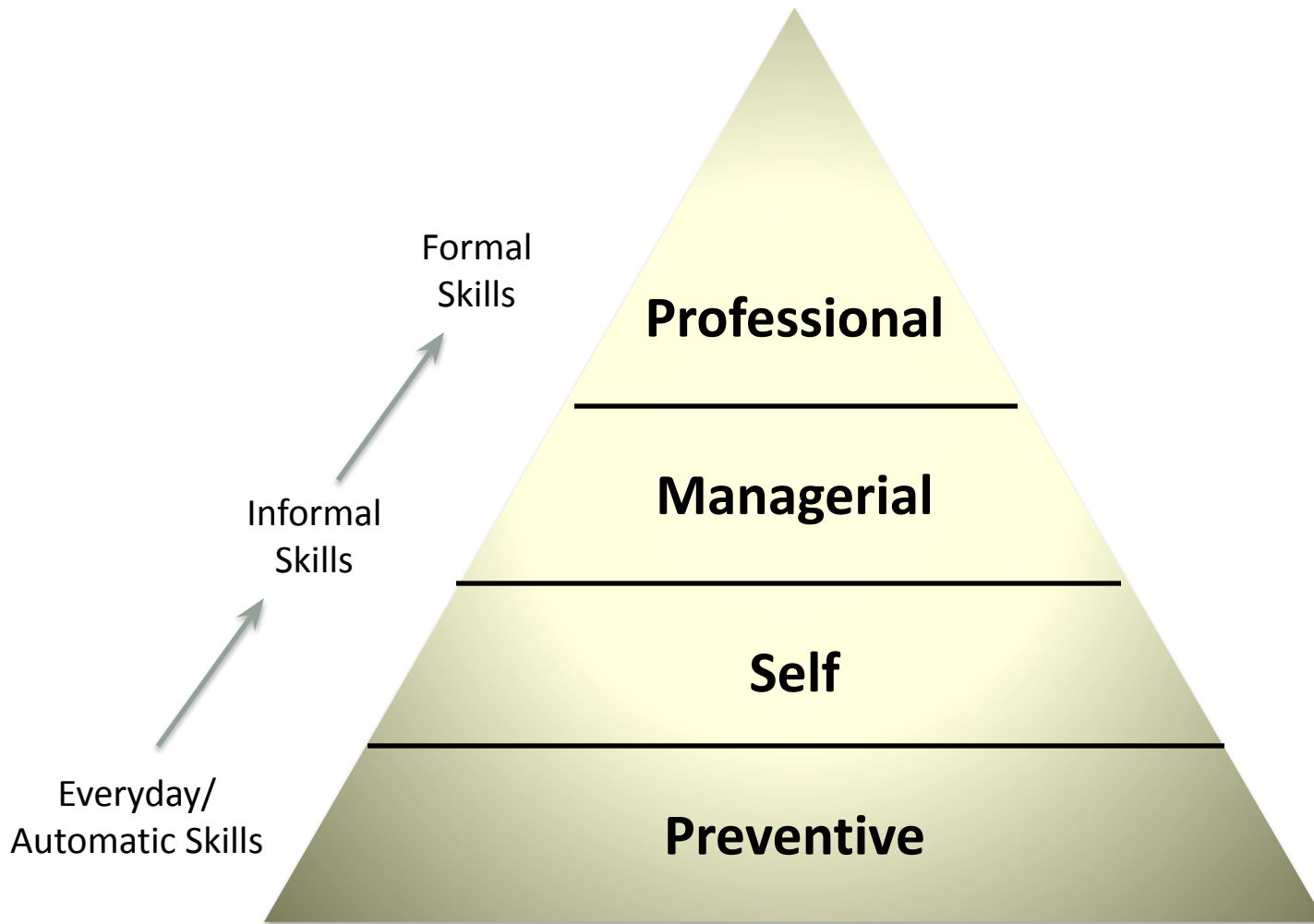
- What were the results of your conflict management self-assessment?

What is mediation?

- Meeting

- To talk about the problem

- Without interruption

- Long enough to find a solution

Formal
Skills

Professional

Informal
Skills

Managerial

Self

Everyday/
Automatic Skills

Preventive

Interdependency:

High——————Low

Number of parties:

Many ←——————→ Two

Parties represent others:

~~Yes~~——————~~No~~

Urgency:

High——————Low

Communication channels:

- Same time – Same place?
- Same time – Different place?
- Different time – Same Place
- Different time – Different place?

1. Be proactive

    - Address conflict before it escalates

2. Deal with conflict directly

    - Meet face-to-face

    - Free of interruptions

    - Long enough to find a solution to the

      conflict (90 minutes is recommended)

3.   Plan the meeting

- Clearly state purpose

- Decide what to focus on

- Schedule meeting at mutually
  convenient time and in neutral location

4. Conduct the meeting

- Agree on rules:

    - Keep talking until you reach a solution

    - Stay in the process (no "walkaways")

    - Avoid one-sided solutions (no "power plays")

- Be open-minded

- Depersonalize problem

- Acknowledge other party's concerns

- Do not react emotionally

- What is the dispute about?

Interests	Rights	Power
Desires, needs, and fears of involved parties	Standards of fairness	Ability to control others' behavior

Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict: William Ury, Jeanne M. Brett, and Stephen B. Goldberg

- When determining what to focus on in your meeting, it's important to consider the conflict in terms of the party's interests, rights, and power.

  – Interests: Represent the desires, needs, and fears of the involved parties. This can include things such as security, identity, recognition, and personal fulfillment. First, consider the importance of priorities, principles or values. The interests, needs, and fears that underlie the parties' positions play an important role in determining an effective conflict-resolution strategy.

  – Rights: Deals with standards of fairness. These can be socially recognized or formally established and can include things like reciprocity, precedent, equality, and seniority. Consider whether or not the parties need to agree on who is "right" in the conflict. If so, this will greatly influence your discussion.

  – Power: Pertains to the ability to control others' behavior. Essentially, power is the ability to get someone to do something he or she would not otherwise do. Consider the amount of power each party has relative to the other. If a large power gap exists between the parties, the conflict may become coercive and involve an exchange of escalated threats.

Managing Conflict: Interests, Rights, and Power

Distressed Conflict Resolution System

Interests

Rights

Power

Power

Rights

Interests

Effective Conflict Resolution System

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How will the focus affect…				
	Cost	Satisfaction	Relationship	Recurrence
Interests	+/-	+/-	+/-	+/-
Rights	+/-	+/-	+/-	+/-
Power	+/-	+/-	+/-	+/-

You have 70 minutes

Complete Exercise 12

- Do not hide that your organization has a problem