

# **ABRIDGED PREVIEW**

## **Resolving Conflict Participant Guide**

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## Agenda

- ◆ What is conflict management?
- ◆ Misconceptions of conflict
- ◆ Sources of conflict
- ◆ Types of conflict
- ◆ Conflict style matrix
- ◆ Who should manage conflict
- ◆ What are you like?
- ◆ Modes of conflict
- ◆ Three assumption in disagreement
- ◆ Ineffective communication styles
- ◆ Five modes of communication
- ◆ How to deal with conflict
- ◆ Confrontational skills
- ◆ Conflict Management steps
- ◆ Skills practice

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## Objectives

During today's session, we will:

- ◆ Identify the nature and sources of personal, interpersonal, and organizational conflict.
- ◆ Discuss five approaches to conflict management and how they help or hurt our ability to reach work and personal goals.
- ◆ Use an individual assessment tool to determine how we manage conflict.
- ◆ Explore a way to work through conflicts with others.
- ◆ Apply the information we get about ourselves to our work relationships.
- ◆ Practice techniques for managing conflict and enhancing the organization's effectiveness.



**Your personal learning objective(s)**

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## What Is All This Conflict Stuff?

**Think about what conflict means to you. Let's look at some definitions of conflict.**

*Conflict* originally meant to strike at another, to fight with an enemy or to do battle with an opposing force.

*Personal conflict* is the conflict which takes place inside an individual.

*Interpersonal conflict* is that conflict which takes place between two or more people.

**MANAGEMENT** Webster's New Collegiate Dictionary defines management as, "the art of \_\_\_\_\_ or \_\_\_\_\_ with a degree of skill."

As a result **CONFLICT MANAGEMENT** is the art of handling with a degree of \_\_\_\_\_, perceived incompatible differences that have resulted in some form of interference or opposition.

Does the word *conflict* connote positive or negative images for you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Sources of Conflict

### Individual

- ◆ Interpersonal conflict
- ◆ Conflict between two or more people
- ◆ Individual clashes




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#### Read the following paragraph to yourself:

I can and will maintain a decent working relationship with \_\_\_\_\_, although I don't like what that person does. Our relationship doesn't imply any agreement or approval on my part of that person's behavior. Like governments all over the world, I can keep open lines of communication with people I regard as difficult or even as enemies. That's the only way improvement can ever occur. It's possible and sensible to disentangle substantive and relationship issues.

## Sources of Conflict (Continued)

### Group

- ◆ Conflict between groups whether be an organization or family.
- ◆ Conflict has its basic roots in the design of the organization.
- ◆ Includes line-staff conflict.
- ◆ Conflict between department heads.
- ◆ Differences in goals of each department or conflict over scarce resources.



*"In any situation, the person who can most accurately describe reality without laying blame will emerge as the leader, whether designated or not."*

*Edwin Friedman*

## Sources of Conflict (Continued)

### Organization

- ◆ Conflict occurs at the interfaces of organizational functions created by the design of the organization.
- ◆ Caused by the differentiation of the organization.
- ◆ Caused by vertical conflict between managers and subordinates.
- ◆ Caused by horizontal conflict between departments and work groups.
- ◆ Matrix organizations have a high degree of conflict.

*“Conflict itself is neither good nor bad...  
What matters about conflict, in the end, is how we respond to it.”  
Brian Muldoon*

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## Four Types of Conflict

### 1. Perceptual differences

- ◆ It is imperative to learn about the other's person perception about the issue before presenting your own perspective.
- ◆ Ask to understand the other person's perspective from their point of view.
- ◆ Don't hesitate to ask questions to get to the bottom of the issue.

### 2. Different goals

- ◆ Conflict may surface in the work environment when one's personal goals interfere with a goal of another.

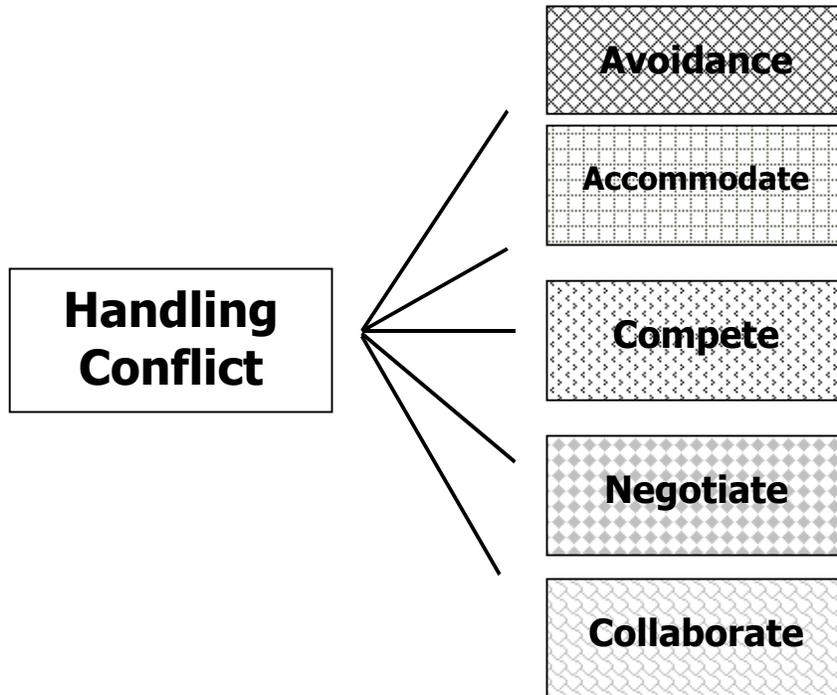
### 3. Value differences

- ◆ Ideas
- ◆ Thoughts, and
- ◆ Virtues that are considered important to individuals or organizations.

[Preview Note: Fourth type of conflict is on page 11 in the unabridged participant guide.]

## Five Modes for Handling Conflict

Different people use different strategies for managing conflicts. These strategies are learned, usually in childhood, and they seem to function automatically.



## Compete

- ◆ Aggressively pursue ways to win from own perspective.
- ◆ A selfish power-oriented struggle.
- ◆ One party pursues his/her own goal at the expense of the other.
- ◆ Results in one winner and one loser.
- ◆ Usually based on limited resources.
- ◆ The resolution decreases cooperation with the team.

### Personal Example:

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### Work Example:

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### Conflict Management Modes Matrix

Mode	Use If	Avoid Use If
<b>Avoidance</b>		
<b>Accommodation</b>		
<b>Negotiation</b>		
<b>Collaboration</b>		

**Discussion**

How has your conflict strategy been useful to you in your job? \_\_\_\_\_

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In what ways has it not served you well? Give examples. \_\_\_\_\_

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Using what you have learned, how might you change from a less productive strategy with a particular person or situation to a more productive strategy?

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In what types of situations in the past could you have applied the collaboration strategy? \_\_\_\_\_

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What are the norms for handling conflict in your organization? \_\_\_\_\_

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How have those norms influenced your approach to conflict? \_\_\_\_\_

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## How Do You Handle Conflict? Scoring Sheet

Directions: Copy your ranks next to each letter.  
Add up your scores for each style.

### SCENARIO ONE:

- \_\_\_\_\_ A. Negotiating
- \_\_\_\_\_ B. Competing
- \_\_\_\_\_ C. Collaborating
- \_\_\_\_\_ D. Avoiding
- \_\_\_\_\_ E. Accommodating

### SCENARIO TWO:

- \_\_\_\_\_ A. Competing
- \_\_\_\_\_ B. Avoiding
- \_\_\_\_\_ C. Accommodating
- \_\_\_\_\_ D. Collaborating
- \_\_\_\_\_ E. Negotiating

### SCENARIO THREE:

- \_\_\_\_\_ A. Collaborating
- \_\_\_\_\_ B. Negotiating
- \_\_\_\_\_ C. Avoiding
- \_\_\_\_\_ D. Competing
- \_\_\_\_\_ E. Accommodating

### SCENARIO FOUR:

- \_\_\_\_\_ A. Avoiding
- \_\_\_\_\_ B. Accommodating
- \_\_\_\_\_ C. Negotiating
- \_\_\_\_\_ D. Collaborating
- \_\_\_\_\_ E. Competing

### TOTALS:

- \_\_\_\_\_ Collaborating
- \_\_\_\_\_ Negotiating
- \_\_\_\_\_ Competing
- \_\_\_\_\_ Accommodating
- \_\_\_\_\_ Avoiding

## Who Should Manage Conflict?

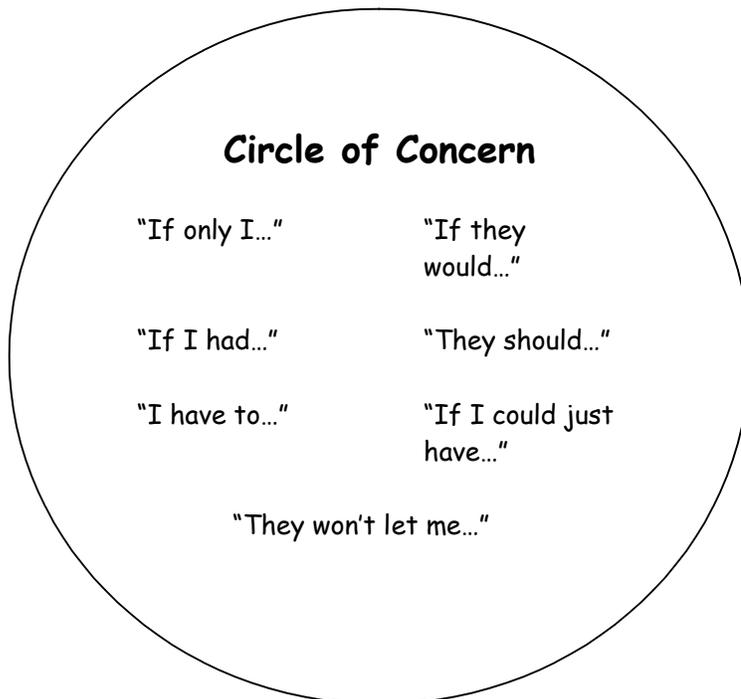
### Circle of Concern

We know we're operating in our circle of concern where we have no influence when we say things like:

"I wish 'they' would take care of this situation."

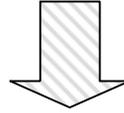
"I'd be happy if only I worked with a better team."

As long as we think this way, the conflict is always \_\_\_\_\_ responsibility. We feel \_\_\_\_\_ and \_\_\_\_\_ about conflict.



## Four Assumptions in Disagreements

\_\_\_\_\_ - \_\_\_\_\_ method



“Let’s discuss this later.” “Let’s forget it.”

\_\_\_\_\_ method

“I’m sorry. You’re right.” “Go ahead and do it your way.”



\_\_\_\_\_ method

“Either we do it my way, or we don’t do it at all.”

\_\_\_\_\_ - \_\_\_\_\_ method



“Let’s share our ideas. We can work this out if we work together and value each other’s skills and values.”

*“Win/Win’ doesn’t mean ‘I win, then I win again.’”*  
*Susan Scott*

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## Ineffective Communication styles

Check those that sometimes describe you.

**Detective:** The detective is eager to “get the facts.”

**Magician:** The magician tries to make the problem disappear by telling people it is not there.

**Foreman:** The foreman believes that if a person can be kept too busy to think about a problem, there will be no

[Abridged for preview.]

problem.

**Judge:** The judge gives rational explanations to show the individual those past actions have caused the present situation- that he/she is the guilty party.

## Steps to Conflict Resolution

1. First do a quick humanity check

Am I at \_\_\_\_\_?

Am I \_\_\_\_\_?

Pick a time and a place

2. Identify the conflict

Focus on ideas or concerns, not the individual

Be objective and describe only the facts

Look at the below sentence. This statement is not specifically factual.

*You were late for work today.*

A more specific, factual statement may be:

*You were late for work today because you arrived at 8:45 when we agreed that you would be here by 8:30 each day.*

Rewrite the below sentences to make them more objective and describe the facts.

You were a real jerk during the meeting. You have some severe personal problems.

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You are such a procrastinator.

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**Steps to Conflict Resolution (continued)**

5. Add a point to the other person's point of view.  
EXAMPLE: "In addition to what you've said, we could also be missing an opportunity to exceed our client's expectations."
  
6. Share your point of view in a narrative story.
  
7. See common ground:  
Discover areas of agreement.  
Find opportunities for areas of acceptance.  
When developing options, think in these categories:  
Trade offs: \_\_\_\_\_  
Alternative(s): \_\_\_\_\_  
Expansion: \_\_\_\_\_
  
8. Plan a course of action in which both participate.  
Actions and who will do it . . .  
When actions will begin and/or end . . .  
We will monitor our progress by . . .

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### **Putting It All Together**

Think about the last time you resolved or tried to resolve a conflict situation. What did you do before addressing the situation?

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What do you think could be different the next time if you ask yourself the “before” questions?

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How could the steps for conflict resolution help you the next time you address a conflict situation?

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In addition to monitoring progress after resolving the conflict, how can the “after” questions help you be more prepared to address conflict in the future?

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