Conflict resolution

# When does conflict most commonly occur?

What does your experience tell you about when conflict most commonly arises? Write down your ideas in the box below.

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# Sources of conflict

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| --- | --- |
| **For each source of conflict, identify at least one conflict that you’ve experienced, or are experiencing, that involves it. Some conflicts may span more than one category.** | |
| Personal Differences |  |
| Conflicting Objectives |  |
| Lack of Information |  |
| Role Incompatibility |  |
| Environmental Conflict |  |
| **Which category is represented the most? Why do you think this is?** | |
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| **Does classifying the conflict this way help you think about how you’ll resolve it? Write down some of the things you could do to resolve these conflicts.** | |
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# How does conflict make you feel?

How does encountering conflict in work make you **feel**? Write down your ideas in the box below.

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# Thomas and Kilmann Conflict Assessment Tool

**Instructions**: Consider situations in which you find your wishes differing from those of someone else. How are you likely to react?

Below are several pairs of statements describing possible responses. For each pair, circle either ‘A’ or ‘B’: whichever is most characteristic of your own behaviour. In some cases, neither the ‘A’ or ‘B’ will seem very typical of your behaviour, but please select whichever response you think you’d be more likely to use.

There are no ‘right’ or ‘wrong’ answers

1. A. There are times when I let others take responsibility for solving the problem

B. Rather than negotiate the things on which we disagree, I’d rather stress those things that we both agree on

1. A. I try to find a compromise solution

B. I attempt to deal with all of their-and my- concerns

1. A. I usually firm in pursuing my goals.

B. I might try to soothe their feelings and preserve our relationship.

1. A. I try to find a compromise solution

B. I sometimes sacrifice my own wishes for the wishes of the other person.

1. A. I consistently seek the other’s help in working out a solution.

B. I try to do what is necessary to avoid useless tensions.

1. A. I try to avoid creating unpleasantness for myself.

B. I try to win my position.

1. A. I try to postpone the issue until I have had some time to think about it.

B. I’ll give up some points in exchange for others.

1. A. I am usually firm in pursuing my goals.

B. I attempt to get all concerns and issues immediately out in the open.

1. A. I feel that differences are not always worth worrying about.

B. I make some effort to get my way.

1. A. I am firm in pursuing my goals.

B. I try to find a compromise solution.

1. A. I attempt to get all concerns and issues immediately out in the open.

B. I might try to soothe their feelings and preserve our relationship.

1. A. I sometimes avoid taking up a controversial position.

B. I’ll meet some of their demands, if they’ll meet some of mine.

1. A. I’ll propose the middle ground.

B. I’ll press to get my points made.

1. A. I’ll tell them my ideas and ask them for theirs.

B. I try to show them the logic and benefits of my position.

1. A. I might try to soothe the other’s feelings and preserve our relationship.

B. I try to do what is necessary to avoid tension.

1. A. I try not to hurt their feelings.

B. I try to convince them of the merits of my position.

1. A. I am usually firm in pursuing my goals.

B. I try to do what is necessary to avoid pointless conflict.

1. A. If it makes them happy, I might not challenge their views.

B. I will let them have some of their wishes, if they let me have some of mine.

1. A. I try to get all concerns and issues immediately out in the open.

B. I try to postpone the issue until I have had some time to think it over.

1. A. I attempt to immediately work through our differences.

B. I try to find a fair combination of gains and losses for both of us.

1. A. In approaching negotiations, I try to be considerate of the other person’s feelings.

B. I always lean towards a direct discussion of the problem.

1. A. I try to find a position that is midway between mine and theirs.

B. I assert my wishes.

1. A. I am often concerned with satisfying all my wishes.

B. There are times when I let others take responsibility for solving problems.

1. A. If their position seems important to them, I would try to meet their wishes.

B. I try to get the other person to settle for a compromise.

1. A. I try to show the other person the logic and benefits of my position.

B. In approaching negotiations, I try to consider the other person’s wishes.

1. A. I usually propose the middle ground.

B. I’m good at staying focused on satisfying all my wishes.

1. A. I sometimes avoid taking positions that would create controversy.

B. If it makes the other person happy, I might let them maintain their views.

1. A. I’ll be firm in order to get what I want.

B. I feel that differences are not always worth worrying about.

1. A. I usually propose the middle ground.

B. I feel that differences aren’t always worth worrying about.

1. A. I try not to hurt the other person’s feelings.

B. I’ll share the problem with the other person so that we can work it out together.

Scoring your questionnaire:

1. **Copy** your answers onto this sheet, by circling either “A” or “B” for whichever answer you gave for each of the thirty pairs of statements.
2. **Add up** the number of circled letters in each of the five columns, and write the total for each column at the bottom.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Competing | Collaborating | | Compromising | Avoiding | | Accommodating | | |
| 1 |  |  | |  | A | | B | | |
| 2 |  | B | | A |  | |  | | |
| 3 | A |  | |  | B | |  | | |
| 4 |  |  | | A |  | | B | | |
| 5 |  | A | |  | B | |  | | |
| 6 | B |  | |  | A | |  | | |
| 7 |  |  | | B | A | |  | | |
| 8 | A | B | |  |  | |  | | |
| 9 | B |  | |  | A | |  | | |
| 10 | A |  | | B |  | |  | | |
| 11 |  | A | |  |  | | B | | |
| 12 |  |  | | B | A | |  | | |
| 13 | B |  | | A |  | |  | | |
| 14 | B | A | |  |  | |  | | |
| 15 |  |  | |  | B | | A | | |
| 16 | B |  | |  |  | | A | | |
| 17 | A |  | |  | B | |  | | |
| 18 |  |  | | B |  | | A | | |
| 19 |  | A | |  | B | |  | | |
| 20 |  | A | | B |  | |  | | |
| 21 |  | B | |  |  | | A | | |
| 22 | B |  | | A |  | |  | | |
| 23 |  | A | |  | B | |  | | |
| 24 |  |  | | B |  | | A | | |
| 25 | A |  | |  |  | | B | | |
| 26 |  | B | | A |  | |  | | |
| 27 |  |  | |  | A | | B | | |
| 28 | A | B | |  |  | |  | | |
| 29 |  |  | | A | B | |  | | |
| 30 |  | B | |  |  | | A | | |
|  |  |  | |  |  | |  | | |
| Add up the number of circled letters in each column and write the totals in the boxes below… | | | | | | | | |
| Competing | | | Collaborating | Compromising | | Avoiding | | Accommodating |
|  | | |  |  | |  | |  |

Reflect on your primary style (highest total) and secondary style (second highest total), and think about how well they have suited you in recent conflicts. Write down your insights below:

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# Creating a conflict resolution strategy using principled negotiation

### Part one:

Look back to the conflicts you identified at the beginning of this course. Is there one which you feel might benefit from the use of the principled negotiation approach?

Focusing on this one conflict, think about the four golden rules of principled negotiation

1. Separate people from the problem
2. Move back from solutions to underlying issues
3. Look for solutions which suit everyone
4. Use objective criteria where possible

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| 1. **What conflict would you like to resolve?** |
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| 1. **How could you incorporate principled negotiation into how you approach resolving the conflict?** |
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| 1. **What opportunities exist in the short term for this?** |
|  |
| 1. **What would be the first step?** |
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### Part two:

Now thinking about the four stages you would work through when facilitating the process:

1. Identify interests (20% of groups time)
2. Create solutions (70% of groups time)
3. Reach Agreement (5% of groups time)
4. Check understanding (5% of groups time)

Is there anything you can add to the strategy you’ve drafted above?