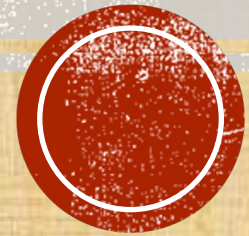# DEVELOPING COLLABORATIVE RELATIONSHIPS

Collaboration – Conflict Resolution

Compiled and presented by Dr. Edafe Otovwe

Some Class Rules:

- **To make the most out of this session PLEASE;**

- Turn-off your mobile phone or put it on mute.

- No eating in the classroom. Please use the common room on the second floor for this purpose.

- Be respectful of your classmates and lecturers

- I will go through the PPT slides and invite questions and/or feedback **at various points** during the session.

LEARNING OBJECTIVES

- Explain what is meant by conflict and conflict resolution.

- Outline types of conflict

- Give examples of constructive and destructive conflict resolution

- List ten approaches for resolving conflict

- Explain of Thomas-Kilmann Conflict Instrument

- Discuss the 17 principles of conflict resolution

WHAT IS CONFLICT?

- Conflict occurs when there is a serious disagreement or dispute between two or more parties.

- Conflict does not always lead to violence – conflict is not always violent, and in some cases, it is not immediately obvious.

- Generally seen as negative, but this should not be the case. When conflict is acknowledged and understood, it can be transformed into a positive force for change.

"Conflict is a relationship between two or more parties (individuals or groups) who have, or think they have, incompatible goals and who act on the basis of those perceived incompatibilities"

HEALTHY CONFLICT

HEALTHY CONFLICT CAN:

1) MAKE GROUPS CONSIDER A WIDE RANGE OF OPTIONS

2) BOOST CREATIVE THINKING

3) KEEP GROUPS ATTENTIVE TO ALL INTERESTS

4) HELP HEAR EVERYONE'S IDEAS

5) FOCUS ON THE FACTS AND STAY OBJECTIVE

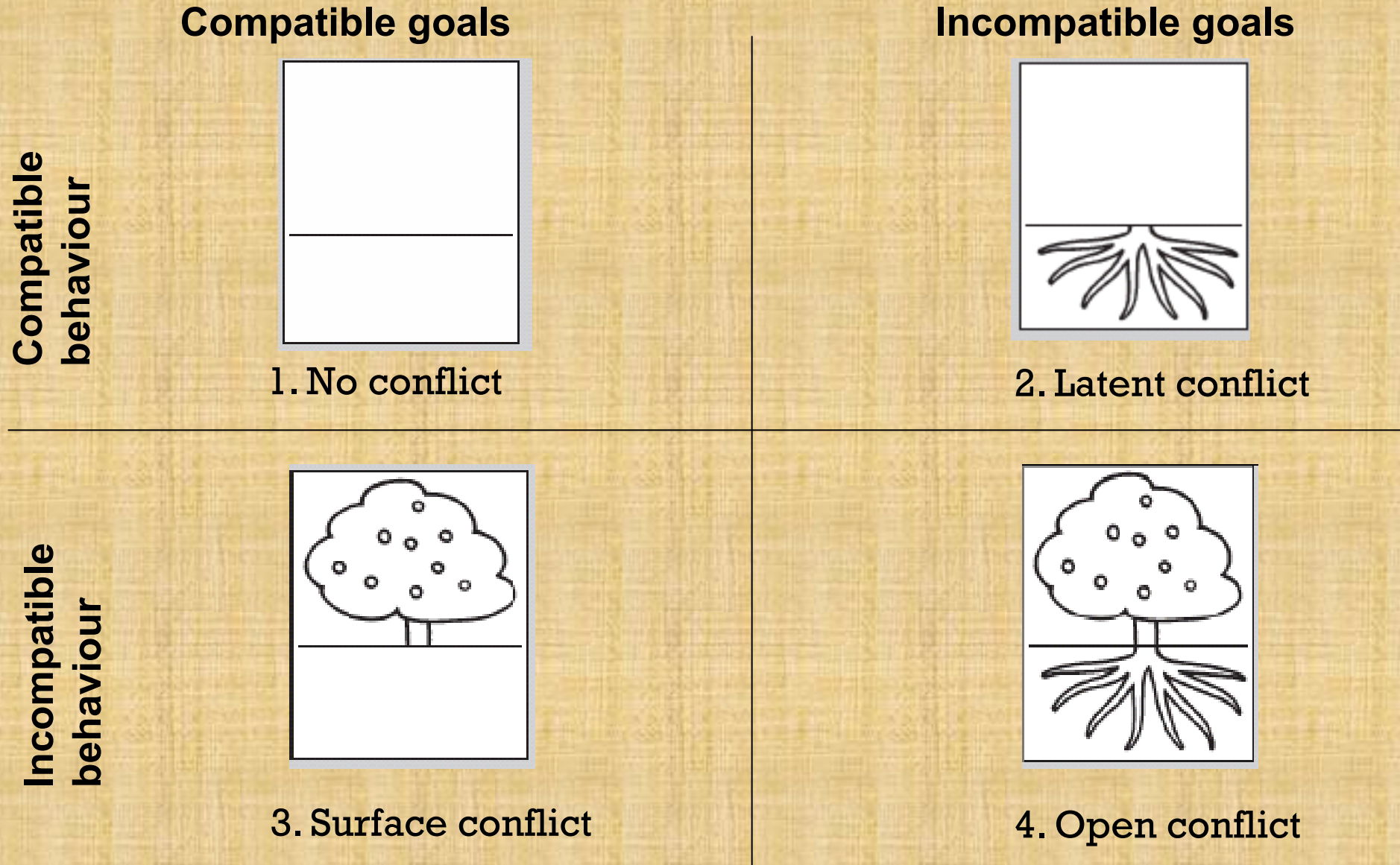6) USE A LOGICAL APPROACH TO CONSIDER SOLUTIONS
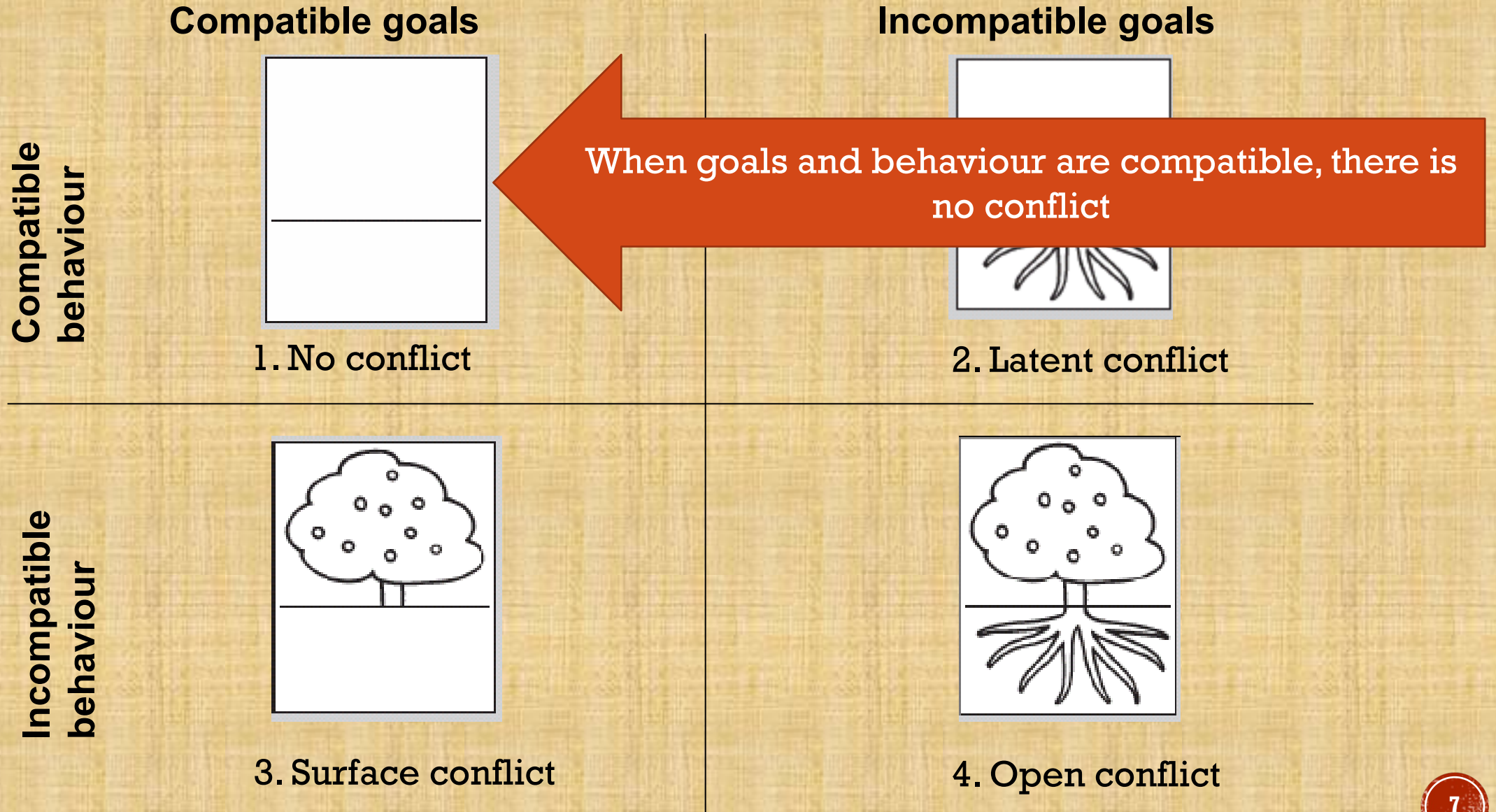
VS.

UNHEALTHY CONFLICT

UNHEALTHY CONFLICT CAN:

1) ENCOURAGE THOSE WHO THINK THEY ARE "RIGHT" TO FEEL SUPERIOR TO THOSE WHO ARE "WRONG"

2) BRING OUT PERSONAL ATTACKS AND BLAME

3) GENERATE DISTRUST

4) STIFLE COLLABORATION

5) MAKE PARTICIPANTS UPSET

TYPES OF CONFLICT

	Compatible goals	Incompatible goals
Compatible behaviour	1. No conflict	2. Latent conflict
Incompatible behaviour	3. Surface conflict	4. Open conflict

TYPES OF CONFLICT

Compatible goals

Incompatible goals

Compatible behaviour

1. No conflict

2. Latent conflict

When goals and behaviour are compatible, there is no conflict

Incompatible behaviour

3. Surface conflict

4. Open conflict

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TYPES OF CONFLICT

Compatible goals

Incompatible goals

Latent conflict is when behaviour is apparently compatible, but goals are not. The latent conflict may need to be brought to the surface to be resolved
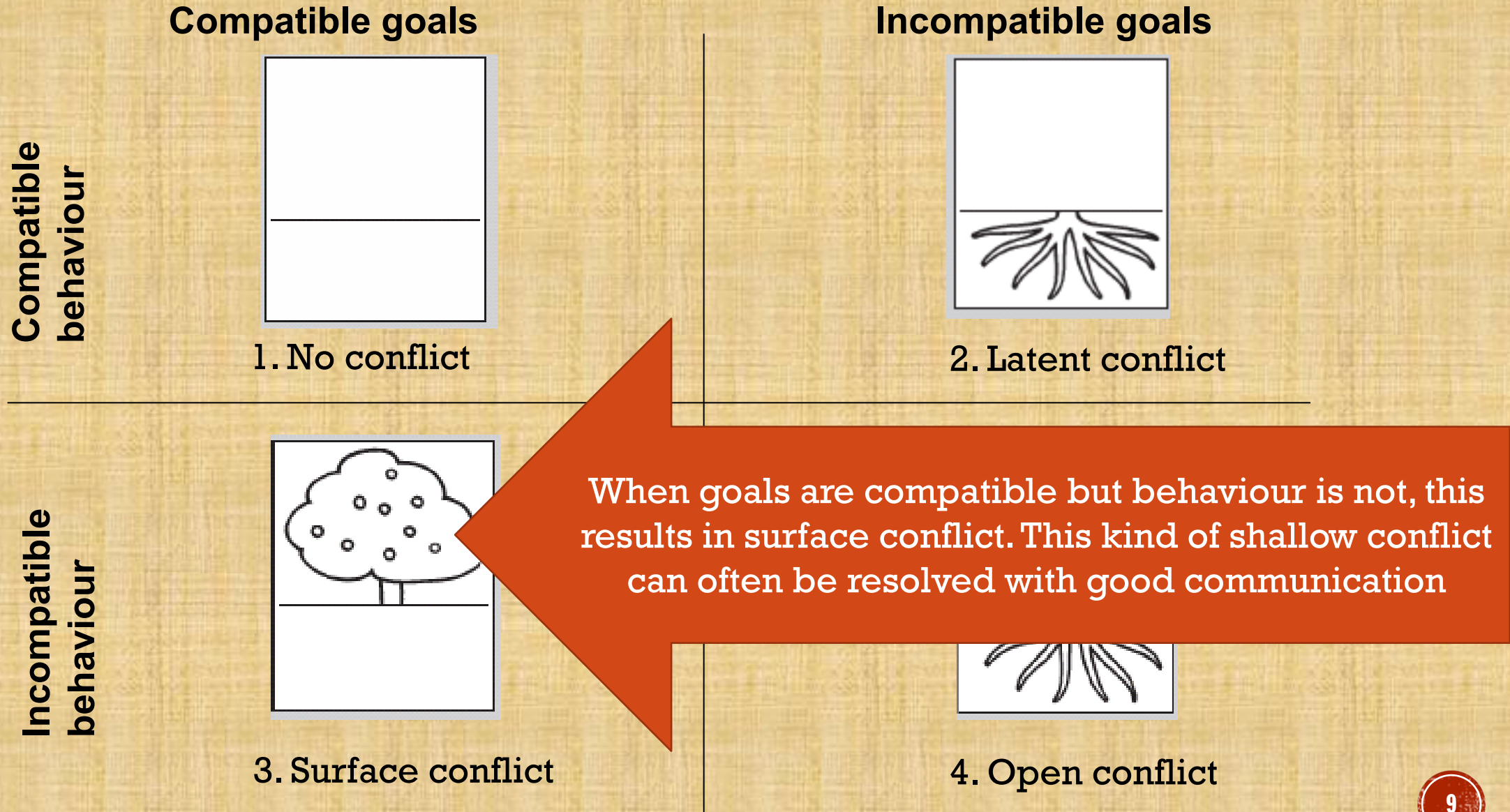
Compatible behaviour

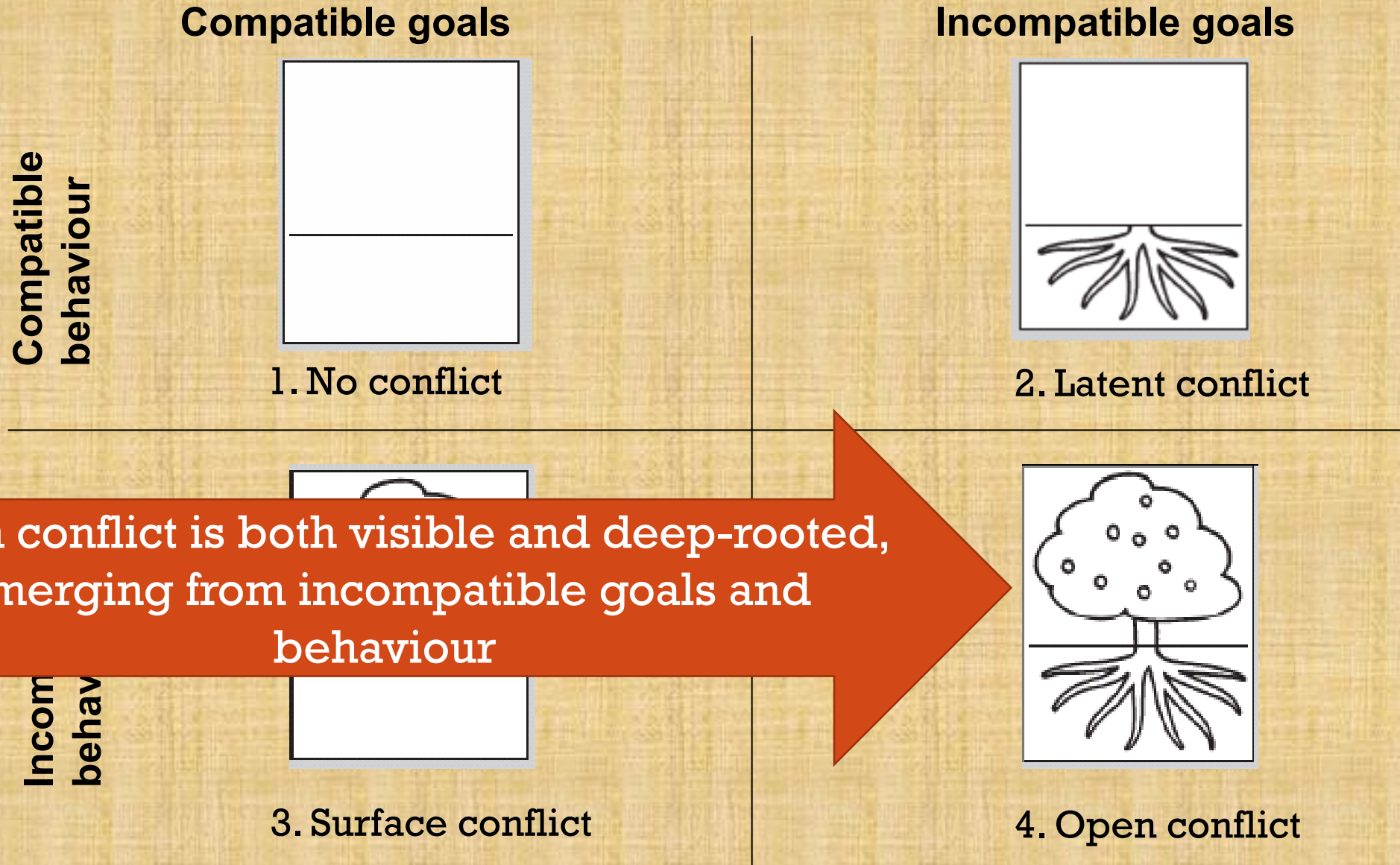1. No conflict

2. Latent conflict

Incompatible behaviour

3. Surface conflict

4. Open conflict

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TYPES OF CONFLICT

Compatible goals

Incompatible goals

Compatible behaviour

1. No conflict

2. Latent conflict

Incompatible behaviour

3. Surface conflict

When goals are compatible but behaviour is not, this results in surface conflict. This kind of shallow conflict can often be resolved with good communication

4. Open conflict

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TYPES OF CONFLICT

Compatible goals

Incompatible goals

Compatible behaviour

1. No conflict

2. Latent conflict

Incompatible behaviour

Open conflict is both visible and deep-rooted, emerging from incompatible goals and behaviour

3. Surface conflict

4. Open conflict

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What causes conflict?

WHAT CAUSES CONFLICT?

- Past history/personality issues

- Different values and guiding principles

- Different perceptions or positions on the issue

- **Lack of clarity**

WHAT IS CONFLICT RESOLUTION?

- Conflict resolution refers to the guidelines or strategies for resolving conflict.

- There are many ways to resolve conflict. For conflict to be resolved, some form of change has to be accepted by both parties. This usually involves 'give and take'. Conflict resolution can only occur if both parties are willing to work together.

- When these differences are resolved in **constructive ways**, relationships can actually be made stronger. When **destructive methods** are used, relationships may be damaged or destroyed.

- Learning to recognize constructive and destructive behaviors can help people focus on positive ways to resolve differences.

QUESTION

- Have you ever been in conflict with someone else or groups of people? Either in your personal or professional life?

- Did you resolve it? How was it resolved?

CONSTRUCTIVE CONFLICT RESOLUTION

▪ Here are some constructive ways to resolve conflicts:

1. Accommodation – Parties *agree to disagree*. They accept differences and agree not to let these differences grow into major problems.

2. Compromise – Parties give in and find an agreement they can both live with. The result is based on a combination of their views.

3. Concession – One individual agrees to give in to the other.

4. Consensus - Both individuals are able to see each other's point of view and choose a solution good for both of them.

SCENARIOS

- In small groups, discuss the following scenarios and decide which of the four conflict resolution strategies *(Accommodation, Compromise, Concession, Consensus)* is ideal and why.

1. Let's say an Advertising campaign your company is working would take longer than expected to complete. Your solution is to ask the client for a 1-month extension, while your co-founder prefers to ask the crew to work longer hours and even on weekends.

2. You are an Events manager for a 5-star hotel and are hosting a cocktail dinner party. The musical band cannot set up until the hotel electricians have finished setting up. The party starts in 1 hour but the electricians only started setting up 5 mins ago. Now both groups are fighting over this.

3. Assuming you are the logistics administrator for a small firm and ordered some items required for production. Upon delivery, you realise that one item was wrong and need to be changed. You sent the item back and when the supplier re-delivered, it was still a wrong item.
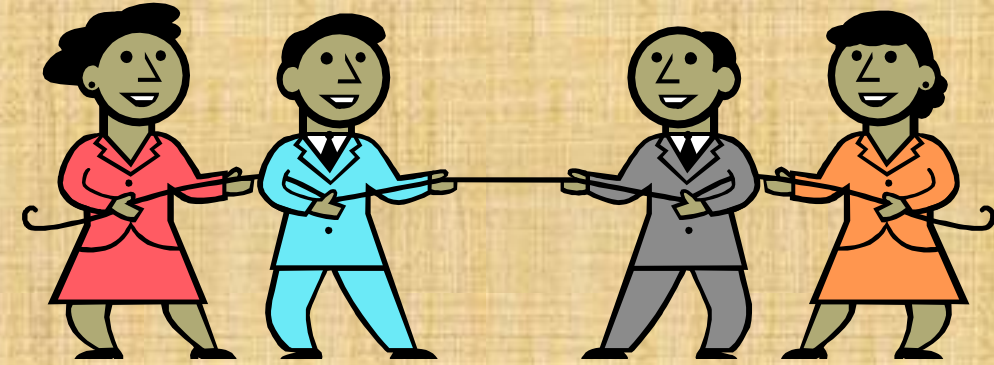
DESTRUCTIVE CONFLICT RESOLUTION

- Attempting to prove who is right
- Bagging (i.e. saving up anger, irritations, etc)
- Blowing up
- Deceiving
- Lying
- Personal attacking

IDEAL CONFLICT RESOLUTION STEPS

- **Define the problem** - Each party takes a turn describing the problem from his or her point of view. Participants should show respect for each other.

- **Suggest a solution** - Each party suggests a solution.

- **Evaluate a solution** - The solutions are discussed. Each party explains the part of a suggestion that (1) they agree with, and (2) they cannot accept.

- **Compromise** - If the parties are fairly close to agreeing, they may compromise or settle the dispute by each agreeing to give up something.

- **Brainstorm** - If the parties cannot compromise, they brainstorm different ways to approach the problem and try again to reach a compromise.

- **Seek mediation** - If no solution is reached, the parties invite a third party to listen and make suggestions.

CONFLICT RESOLUTION APPROACHES

WIN-WIN APPROACH

- Cooperation

- I want to win and I want you to win, too.

- Discuss underlying needs
  - *Two people, one Lemon dilemma:* There are two people in a kitchen. There is only one lemon left and both of them want it. What would you expect as the solution?
  - Ask probing questions to find out needs. Such as "Why does that seem to be the best solution to you?", "What interests need to be served in this situation?", "What's the outcome or result you want?"

- Recognize individual differences

- Be open to adapting your position in light of shared information and attitudes

- Attack the problem, not the people

EMPATHY

- Information
  - Getting a clear picture through effective communication
    - Ask questions, don't jump to conclusion, find out needs and concerns.

- Affirmation
  - Affirming, acknowledging, exploring the problem
    - Active Listen, don't ignore or deny their feelings, reflect back to them what you hear them to be saying so they know you understand.

- Inflammation
  - Responding to a complaint or attack on you
    - Don't defend yourself straight away, deal with their emotions first, acknowledge their side, ask them what could be done now to make it "OK" again, active listening.

APPROPRIATE ASSERTIVENESS

- Assertiveness is stating your case without evoking the defenses of the other person.
  - Saying how it is for you rather than what they should or shouldn't do.

- When to use "I" statements
  - How it is on my side, how I see it, and how I would like it to be.
  - You need to let the other person know you are feeling strongly about the issue
    - Others often underestimate how hurt or angry you are, so it's useful to say *exactly what's going on for you* in a respectful manner — making the situation appear neither better nor worse.

Your Needs

Assertive

Others' Needs

Aggressive

Passive

COOPERATIVE POWER

- Responding to resistance from others
  - Ask open- ended questions to reframe resistance. It should focus on positive possibilities.

- Find alternatives.

- Redirect
  - Move to the positive.

- Go back to legitimate needs and concerns

MANAGING EMOTIONS: HANDLING YOURSELF

- 5 questions
  - Why am I feeling so angry/hurt/frightened?
  - What do I want to change?
  - What do I need in order to let go of this feeling?
  - Whose problem is this, really?
  - What is the unspoken message I infer from the situation?

- 5 goals
  - Aim to avoid the desire to punish or blame.
  - Aim to improve the situation.
  - Aim to communicate your feelings appropriately.
  - Aim to improve the relationship and increase communication.
  - Aim to avoid repeating the same situation.

MANAGING EMOTIONS: HANDLING OTHERS

- People's emotional actions occurs for a reason. They are looking for ways to belong, feel significant, and self-protect.

- How we respond to difficult behaviors of others can determine how intensified their actions become.

- To manage others' behaviour…
  - Give attention to positive behaviour.
  - Disengage from the struggle for power., encourage cooperation.
  - Convince them that you respect their needs.
  - Encourage any positive attempt, no matter how small.

NEGOTIATION

- Be hard on the problem and soft on the person.

- Focus on needs, not positions.

- Emphasize common ground.

- Be inventive about options.

- Make clear agreements.

- Where possible prepare in advance.

MEDIATION

- These attitudes are relevant when you are advising a conflict that is not your own.
  - Be objective and supportive
  - No judging
  - Steer the process, not the content
  - Win/win

- This may be an informal chat with both conflicting people or a formally organized mediation session.

BROADENING PERSPECTIVES

- Respect and value differences.

- Recognize the long-term timeframe.

- Assume a global perspective.

- Deal with resistance to the broader perspective.

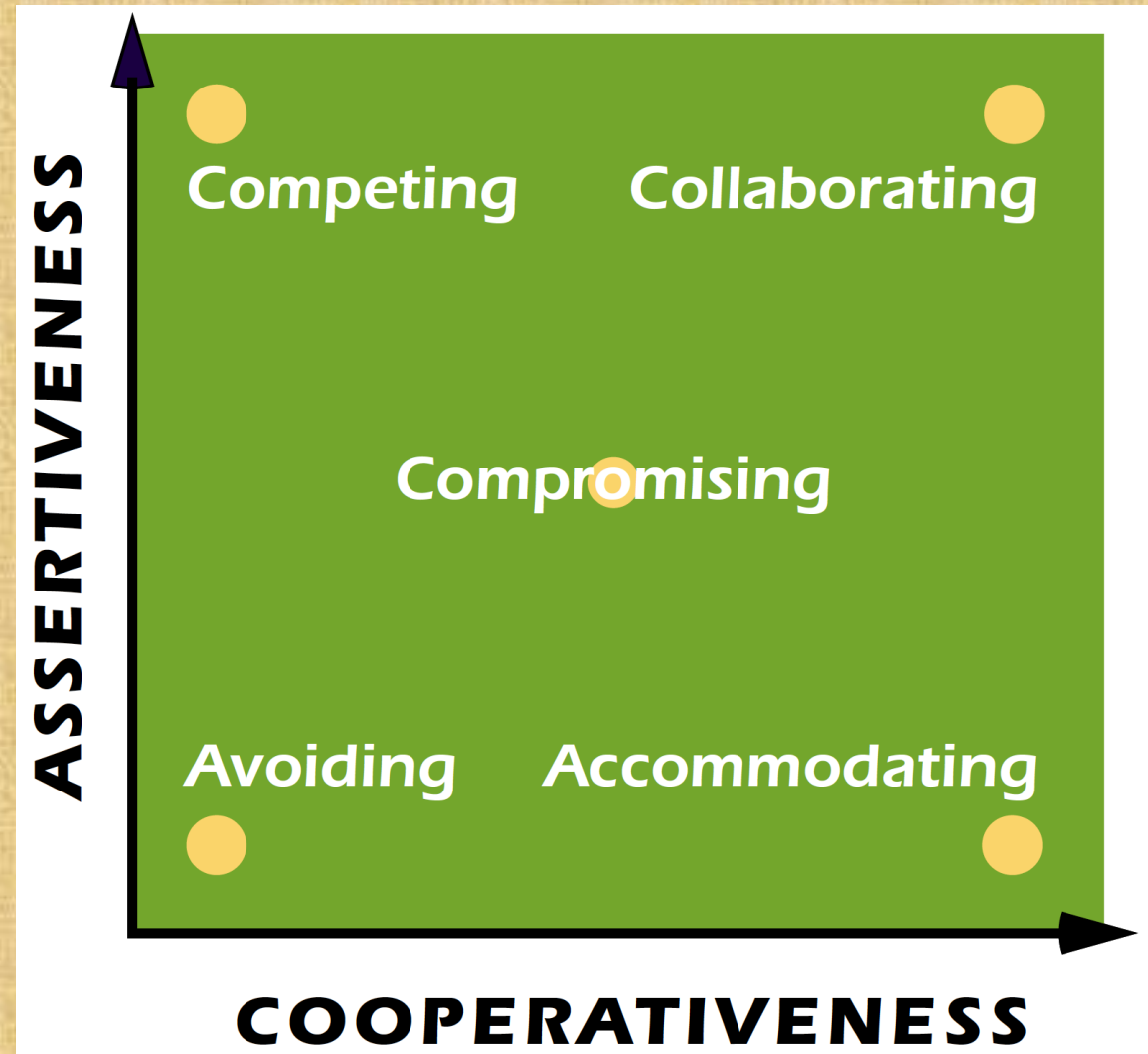- Be open to the idea of changing and risk-taking.
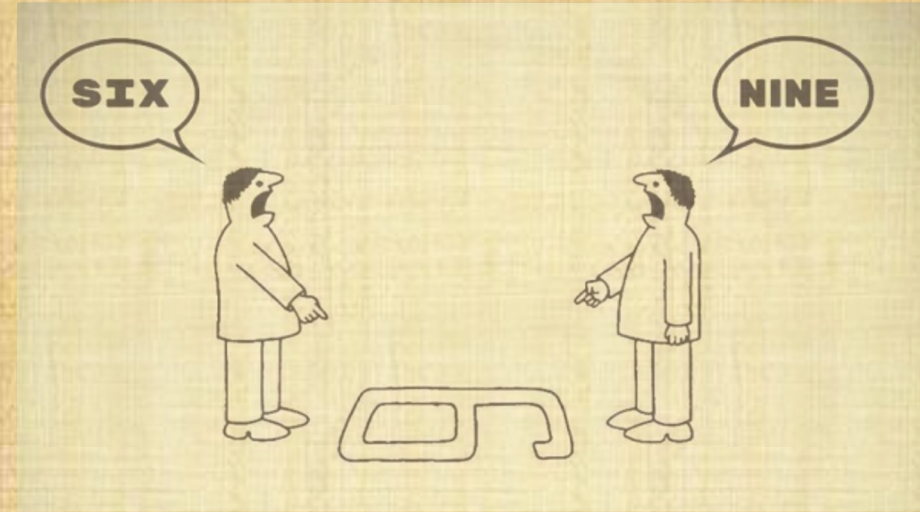
ACTIVE LISTENING

- Encourage the other person to share his or her issues as fully as possible.

- Clarify the real issues, rather than making assumptions.

- Restate what you have heard.

- Reflect feelings.

- Validate the concerns of the other person.

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

- In such conflict situations, we can describe an individual's behaviour along two dimensions:

- (1) **assertiveness,** the extent to which the person attempts to satisfy his own concerns, and

- (2) **cooperativeness,** the extent to which the person attempts to satisfy the other person's concerns.

- These two underlying dimensions of human behaviour (assertiveness and cooperativeness) can then be used to define five different modes for responding to conflict situations:

ASSERTIVENESS

Competing   Collaborating

Compromising

Avoiding   Accommodating

COOPERATIVENESS

COMPETING

ASSERTIVE

COMPETING

The goal is to win.

BEHAVIORS
- MONOPOLIZES THE CONVERSATION
- NOT LISTENING
- EXAGGERATING
- ATTACKING

GOOD OR BAD?
- STANDS UP FOR WHAT THEY BELIEVE IN
- FIGHTS FOR THEIR TEAM
- MAY BE SEEN AS INSENSITIVE AND SELFISH
- BEHAVIOR MAY SEEM TO UNDERMINE GOODWILL AND TRUST

COMPETING

Competing is effective:

o When quick decisive action is needed

o When unpopular action must be taken on important issues

o When the issue is vital and the right course is clear

o To protect against people who take advantage of noncompetitive behavior

ACCOMMODATING

UNASSERTIVE

ACCOMMODATING

COOPERATIVE

The goal is to yield.

BEHAVIORS
- SACRIFICING
- MAY ALLOW QUESTIONABLE DECISIONS TO MOVE FORWARD
- BENDS THE RULES
- WANTS TO APPEASE OTHERS

GOOD OR BAD?
- ALLOWS OTHERS TO GET 'THEIR WAY'
- TOLERATES DECISIONS THEY DON'T AGREE WITH
- GOES WITH THE FLOW
- DOESN'T ROCK THE BOAT

ACCOMMODATING

Accommodating is effective:

o When you are wrong, learning is important, or demonstrating reasonableness is critical

o When creating goodwill is paramount

o When harmony is important

AVOIDING

UNASSERTIVE

AVOIDING

UNCOOPERATIVE

The goal is to delay.

BEHAVIORS

- MISSES MEETINGS
- AVOID CO-WORKERS
- WITHHOLDS INFORMATION
- PROCRASTINATOR

GOOD OR BAD?

- SIDE-STEPS AND LETS OTHERS HANDLE THINGS
- MAY BE SEEN AS NOT CARING OR NOT INTERESTED
- DELAYS RESPONSES

AVOIDING

Avoiding is effective:

o When the issue is relatively trivial

o When you know you can't be satisfied

o When the costs of conflict outweigh the benefits of resolution

o To allow time to "cool off"

o When others can resolve the issue more effectively

COLLABORATING

ASSERTIVE

COLLABORATING

COOPERATIVE

The goal is mutual participation.

BEHAVIORS
- OVER-ANALYZES
- RISK SHARING
- CONTINUES TO PROBLEM SOLVE EVEN WHEN IT'S NOT WORKING
- INDECISIVE

GOOD OR BAD?
- GREAT AT SEEING BOTH SIDES OF THE DISCUSSION
- ALLOWS OTHERS TO HAVE AN OPINION AND EXPRESS THEM
- MAY BE SEEN AS SOMEONE WHO DOESN'T WANT TO TAKE RESPONSIBILITY FOR DECISIONS

COLLABORATING

Collaborating is effective:

o When it's important that both sides be integrated

o When you want to learn and fully understand others' views

o To merge different perspectives and insights

o To work though hard feelings that have interfered with interpersonal relationships

COMPROMISING

COMPROMISING

The goal is to find middle ground.

BEHAVIORS
- POSTURING
- RUSHING TO SETTLE
- ERODING A PRINCIPLE

GOOD OR BAD?
- GREAT AT MAKING FAST DECISIONS, WHERE IT MEETS THE NEEDS OF BOTH SIDES
- MAY BE SEEN AS SOMEONE WHO JUST WANTS TO MOVE ON
- DOESN'T WANT TO SPEND TIME DEBATING OR DISCUSSING THE ISSUE IN FULL

COMPROMISING

Compromising is effective:

o When goals are less important than avoiding the disruption caused by more assertive conflict resolution styles

o When people have equal power and commitment to mutually exclusive goals

o To quickly reach a solution

o When it's important to reach a win-win for all involved

- "Each of us is capable of using all five conflict-handling modes. None of us can be characterized as having a single style of dealing with conflict. But certain people use some modes better than others and, therefore, tend to rely on those modes more heavily than others—whether because of temperament or practice.

- Your conflict behavior in the workplace is therefore a result of both your personal predispositions and the requirements of the situation in which you find yourself. The Thomas-Kilmann Instrument is designed to measure your use of conflict-handling modes across a wide variety of group and organizational settings".

CASPERSEN'S 17 PRINCIPLES OF CONFLICT RESOLUTION

- Caspersen (2015) suggested 17 principles of conflict resolution

- To Facilitate Listening and Speaking

1. Don't hear attack. Listen to what is behind the words

2. Resist the urge to attack. Change the conversation from the inside

3. Talk to the other person's best self

4. Differentiate needs, interests and strategies

5. Acknowledge emotions. See them as signals.

6. Differentiate between acknowledgement and agreement

7. When listening, avoid making suggestions

8. Differentiate between evaluation and observation

9. Test your assumptions. Relinquish them if they prove to be false.

17 PRINCIPLES OF CONFLICT RESOLUTION(2)

CHANGING THE
CONVERSATION

Dana Caspersen

A Joost Elffers Book

THE 17 PRINCIPLES OF
CONFLICT RESOLUTION

▪ Change the conversation

10. Develop curiosity in difficult situations

11. Assume useful dialogue is possible, even when it seems unlikely.

12. If you are making things worse, stop.

13. Figure out what is happening, not whose fault it is.

▪ Look for ways forward

14. Acknowledge conflict. Talk to the right people about the real problem

15. Assume undiscovered options exist. Seek solutions people willingly support.

16. Be explicit about agreements. Be explicit when they change.

17. Expect and plan for future conflict.
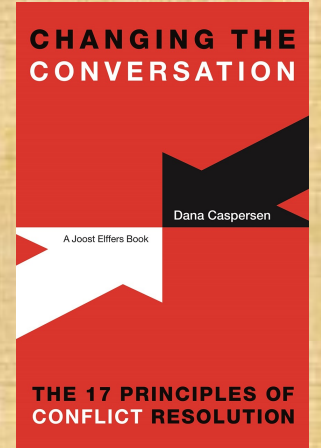
RESOURCES

- Caspersen, D., 2015. *Changing the Conversation: The 17 Principles of Conflict Resolution. London,* Profile Books

- Dr. Robert Cialdini and 6 principles of persuasion http://www.influenceatwork.com/wp-content/uploads/2012/02/E_Brand_principles.pdf

- *The Thomas-Kilmann Conflict Mode Instrument (TKI)* https://kilmanndiagnostics.com

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- https://learn.tearfund.org/~/media/files/tilz/publications/roots/english/peace-building/peace_esection1.pdf