

Chapter 9

Conflict and Negotiations

A **conflict** is a situation, in which inacceptable differences in interests, values, expectations and opinions occur in or between individuals or groups.

الصراع هو موقف تحدث فيه اختلافات غير مقبولة في المصالح والقيم والتوقعات والآراء بين الأفراد أو المجموعات.

Conflict Management is the use of processes, tools, and skills to find creative and respectful ways to manage disagreements and disputes. It includes the ability to resolve conflict collaboratively through effective communication skills, such as active listening and assertive speaking.

Conflict

Intrapersonal

Conflict within a person. It arises when a person is uncertain about what is expected or wanted, or has a sense of being inadequate to the task.

Interpersonal

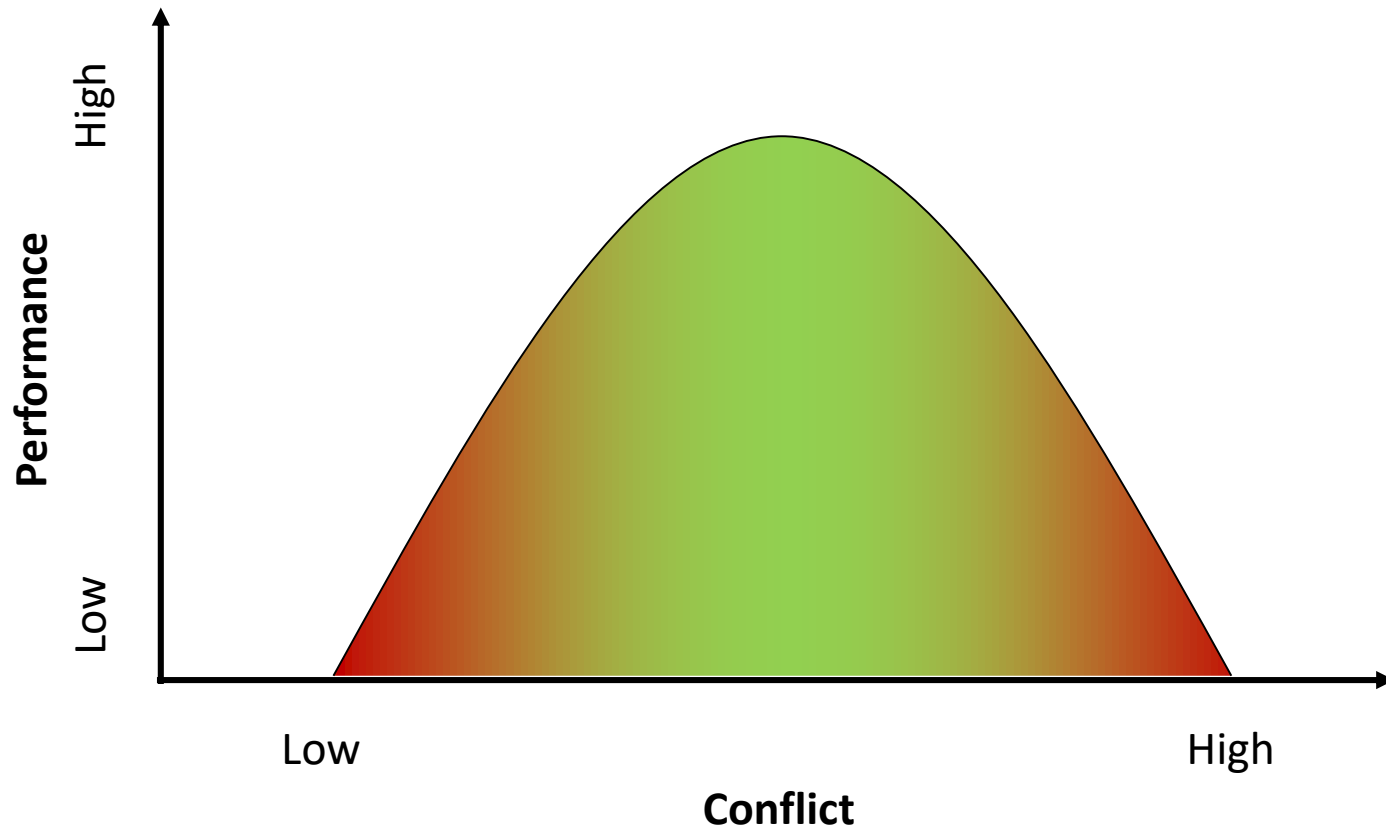
Conflict between two people.

Intergroup

Conflict that takes place among different groups, between a union and management, or between companies, such as companies that supply the same customer.

Is Conflict Always Bad?

The inverted U relationship between performance and conflict.



Causes of Conflict



Outcomes of Conflict

Negative

- Increased stress and anxiety among individuals, which decreases productivity and creativity
- Feelings of being defeated and demeaned, which lowers individuals' morale and may increase turnover
- A climate of mistrust, which hinders the teamwork and cooperation necessary to get work done

Positive

- Consideration of a broader range of ideas, resulting in a better, stronger idea
- Surfacing of assumptions that may be inaccurate
- Increased participation and creativity
- Clarification of individual views that build learning

Is Your Job at Risk for Workplace Violence?

| Job Characteristic | Example |
|--|------------------|
| Caring for others either emotionally or physically | nursing home |
| Interacting with frustrated customers | retail sales |
| Supervising others | manager |
| Denying requests others make of you | customer service |

Is Your Job at Risk for Workplace Violence?

| Job Characteristic | Example |
|---|------------------------|
| Dealing with valuables or exchanging money | banking |
| Handling weapons | law enforcement |
| Working with drugs, alcohol, or those under the influence of them | bartending |
| Working nights or weekends | gas station attendants |

Ways to Manage Conflict

Change the Structure



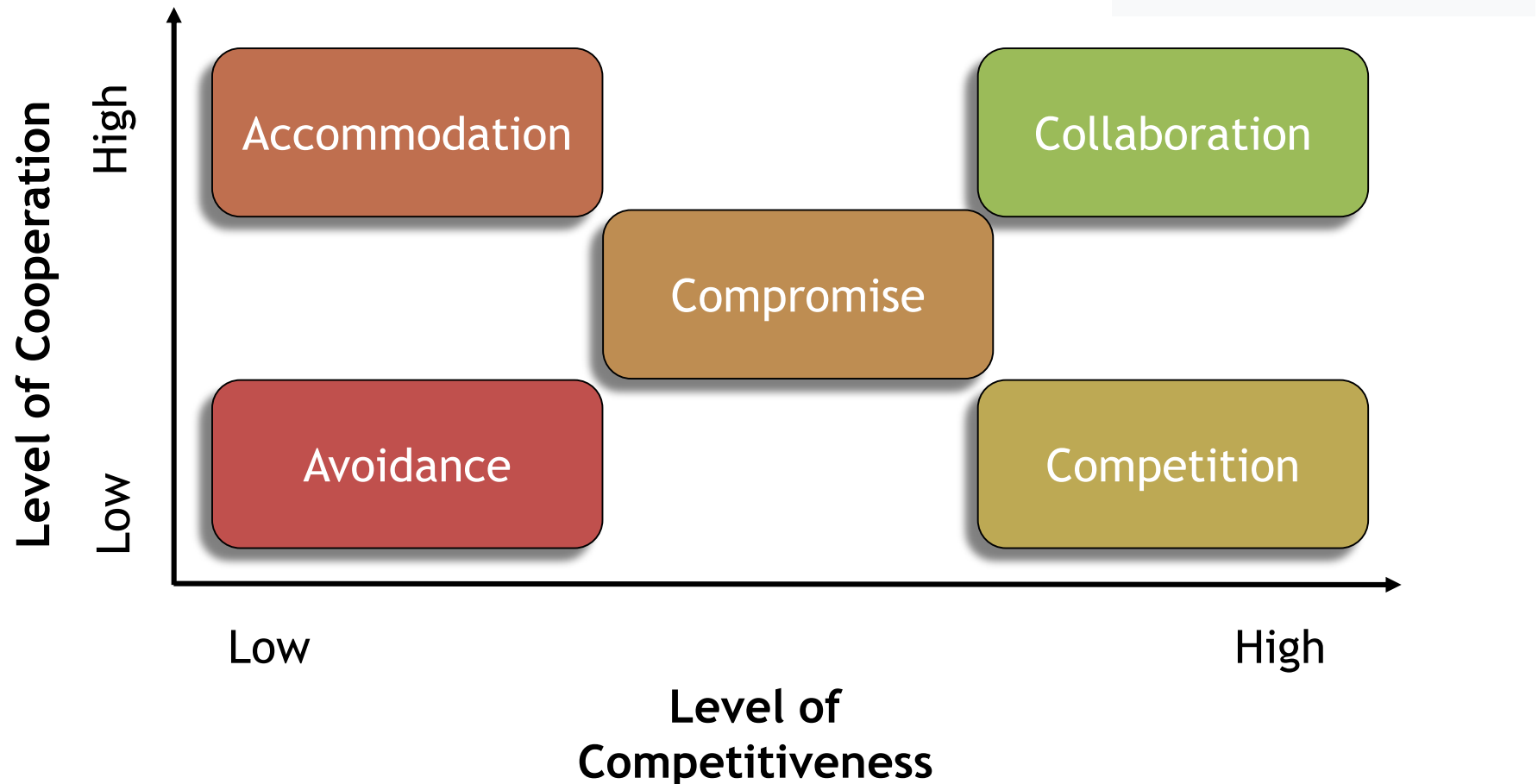
Change the Composition of the Team

Create a Common Opposing Force

Consider Majority Rule

Problem Solve

Conflict Handling Styles



Conflict Handling Styles

Avoiding

- “I don’t think there’s any problem. I feel fine about how things are.”

Accommodating

- “If it’s important to you, I can go along with it.”

Compromise

- “Maybe we can both agree to give a little.”

Competition

- “This is what I want, and I am going to fight for it.”

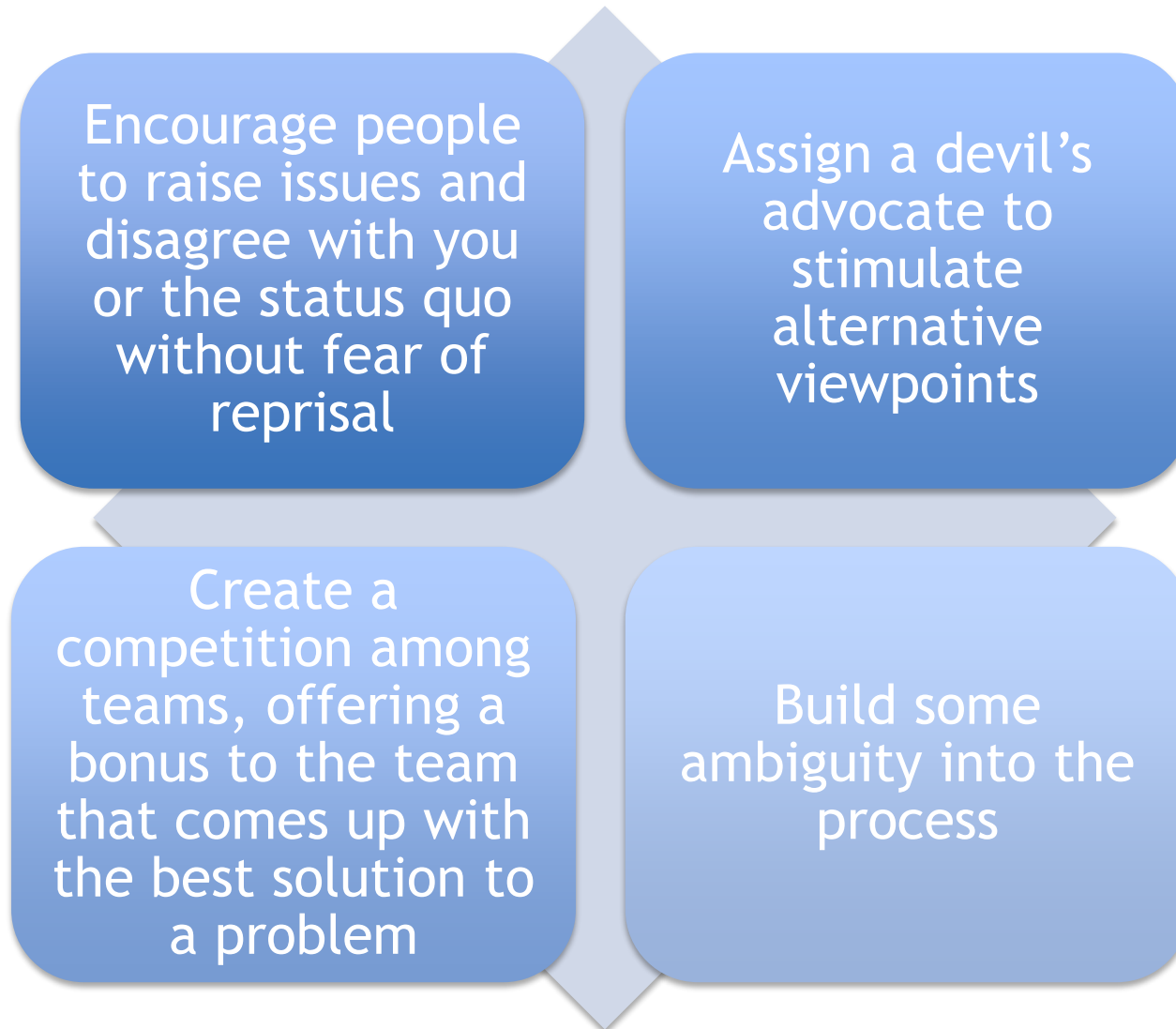
Collaboration

- “Let’s look at the bigger picture and find out how we can both get what we want.”

Which Style is Best?

There is no single “right way” to deal with conflict. Although many people have a single method they use most frequently, the best conflict handlers will adapt their style to the situation.

How Can You Stimulate Healthy Conflict?



The Five Phases of Negotiation



What is BATNA? The definition, or the ability to identify a negotiator's best alternative to a negotiated agreement, is among one of the many pieces of information negotiators seek when formulating dealmaking and negotiation strategies.

The Five Phases of Negotiation



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All phases of the negotiation process are important. The presentation is the one that normally receives the most attention but the work done before that point is equally important.

Determining Your BATNA

B est
A lternative
T o a
N egotiated
A greement

BATNA Best Practices

- 1 Brainstorm a list of alternatives
- 2 Improve upon more promising ideas and convert them
- 3 Identify the most beneficial alternative
- 4 Remember that your BATNA may evolve over time
- 5 Don't reveal your BATNA to the other party

Negotiation Strategies

Distributive التوزيع Approach

- The traditional fixed-pie approach in which negotiators see the situation as a pie that they have to divide between them.

Integrative التكاملي Approach

- An approach to negotiation in which both parties look for ways to integrate their goals under a large umbrella.

Seven Steps to Negotiating a Higher Salary

Step 1: • Overcome your fear

Step 2: • Get the facts

Step 3: • Build your case

Step 4: • Know what you want

Step 5: • Begin assertively

Step 6: • Don't make the first offer

Step 7: • Listen more than talk

Avoiding Common Mistake in Negotiations

Failing to
negotiate/accepti
ng the first offer

Letting your ego
get in the way

Having unrealistic
expectations

Getting overly
emotional

Letting past
negative
outcomes affect
the present ones

Tips for Negotiation Success

Focus on agreement first

Be patient

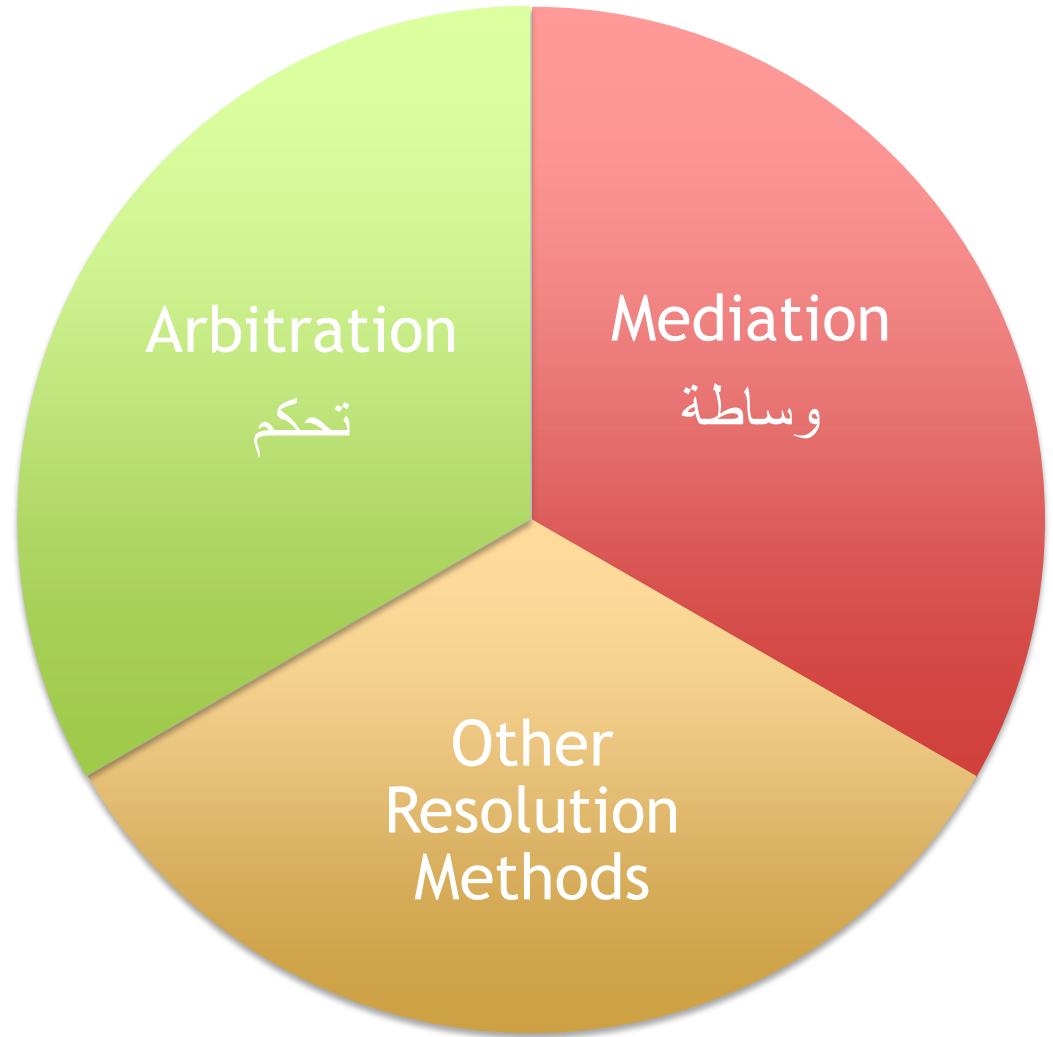
Whose reality?

Deadlines

Be comfortable with
silence

When All Else Fails: Third Party Negotiations

Third party negotiations are intended to help avoid a formal trial or hearing.



When All Else Fails: Third Party Negotiations

Mediation

- An outside third party (the mediator) enters the situation with the goal of assisting the parties to reach an agreement.

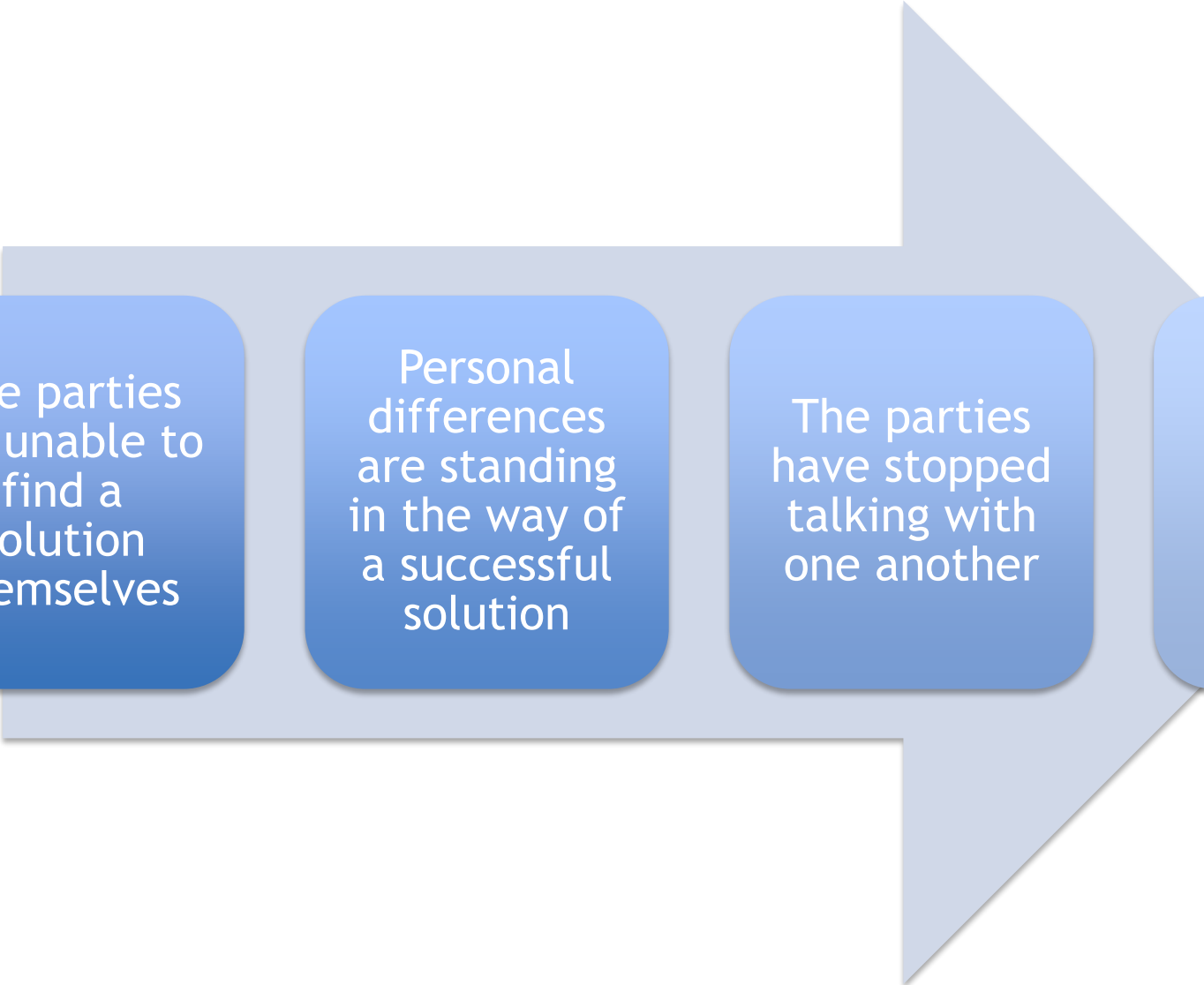
Arbitration

- A process that involves bringing in a third party, the arbitrator, who has the authority to act as a judge and make a binding decision to which both parties must adhere.

Arbitration-Mediation

- An arbitrator makes a decision and places it in a sealed envelope. Both parties then work through mediation. If they cannot reach an agreement, the arbitrator's decision becomes binding.

You Know It's Time for a Mediator When...



The parties
are unable to
find a
solution
themselves

Personal
differences
are standing
in the way of
a successful
solution

The parties
have stopped
talking with
one another

Obtaining a
quick
resolution is
important

Ethics and Negotiations

Be honest



Keep your promises



Follow the Platinum Rule. Most people know the Golden Rule...the Platinum Rule takes it one step further by, “Treating others the way *they* want to be treated.”

Negotiations Around the Globe

Countries have different thresholds الحدود القصوى for conflict.

| Low Threshold (prefer harmony) | Higher Threshold (conflict is acceptable) |
|--------------------------------|---|
| Japan | America |
| Korea | Germany |

Various other differences exist among cultures, such as levels of trust (e.g., Pakistan), negotiation “rituals” (e.g., China), how information exchanges are handled (e.g., Japan vs. United States), and how negotiations are viewed (e.g., Western vs. other cultures).