

Secrets of Conflict Resolution

Chad Green

Director of IT Architecture
Glennis Solutions

Level: Introductory

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Our Training Powers You.

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Who is Chad Green

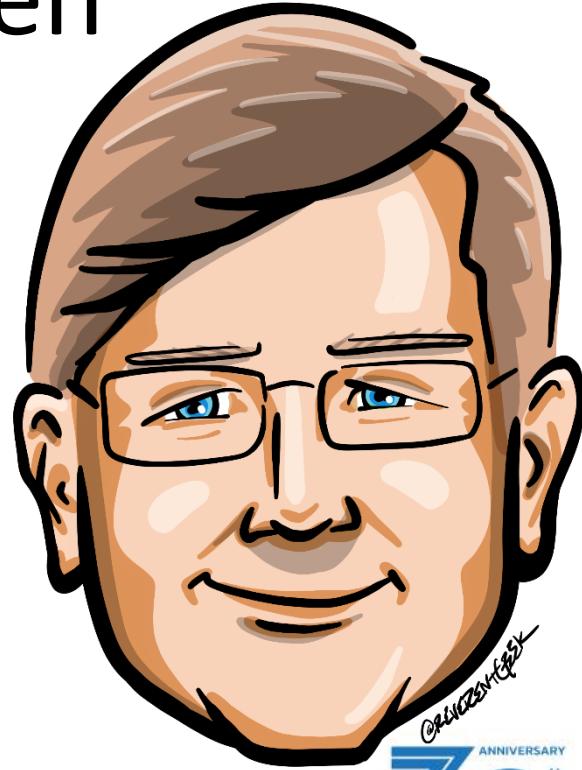
✉ chadgreen@chadgreen.com

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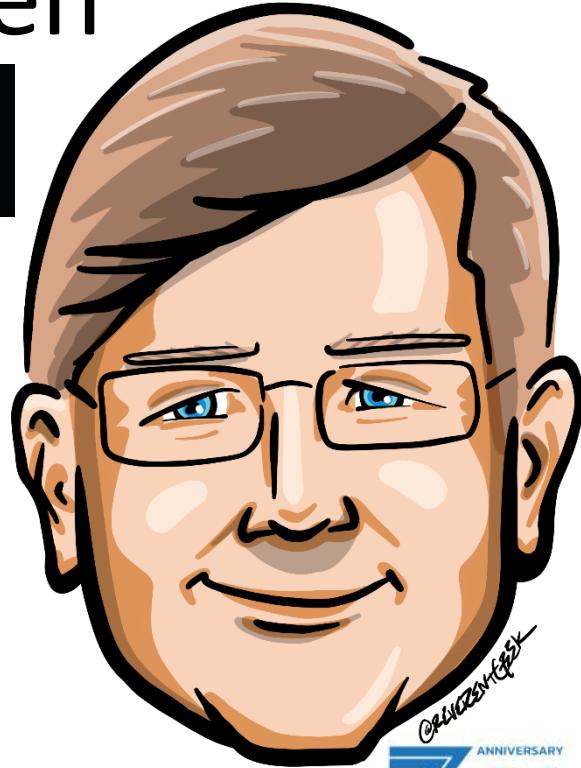
linkedin ChadwickEGreen



Who is Chad Green



- IT Architecture Director
- President / Conference Chair
- Director of Software Development
- Data & Solutions Architect
- Service Delivery Manager
- Project Manager
- Technical Lead
- Consultant
- Programmer/Analyst
- Programmer
- Aircraft Maintenance Administration Specialist



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Agenda

- What is Conflict and Conflict Resolution
- Common Approaches to Conflict Resolution
- Understanding Group Dynamics
- Tips for Managing Conflict



What is conflict?



What is conflict?



Good discussion about
the possibilities



Not bad, but not good



Things starting to fall
apart

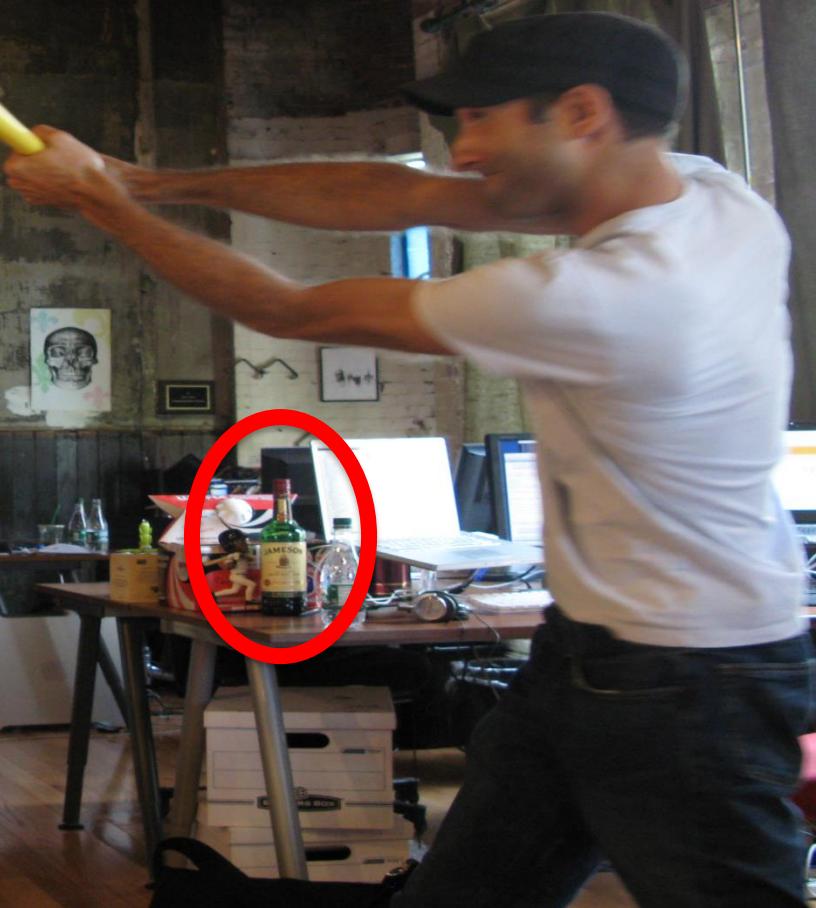
What is conflict?



Oh goodness, this
cannot be good



Now this is
really serious



Workplace Conflict

85% of US employees experience conflict and spend 2.8 hours per week dealing with it

85%

\$359

Significant loss of organization productivity costs \$359 billion a year

27% of employees witnessed personal attacks

27%

25%

25% say avoiding conflict results in sickness/absences

31% of managers think they handle conflict effectively

31%

78%

78% of employees disagree

95% of those who receive training say it is the biggest driver for success

95%

60%

Nearly 60% have never received training



Workplace Conflict

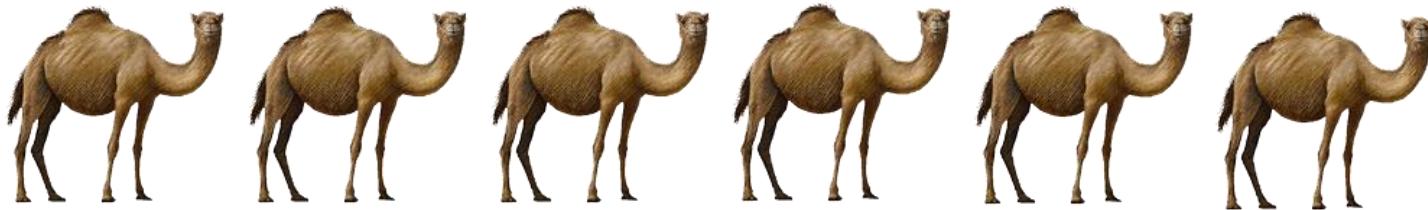
75%

75% of employees report positive outcomes from conflict that would have not been realized without conflict

What is Conflict Resolution



What is Conflict Resolution



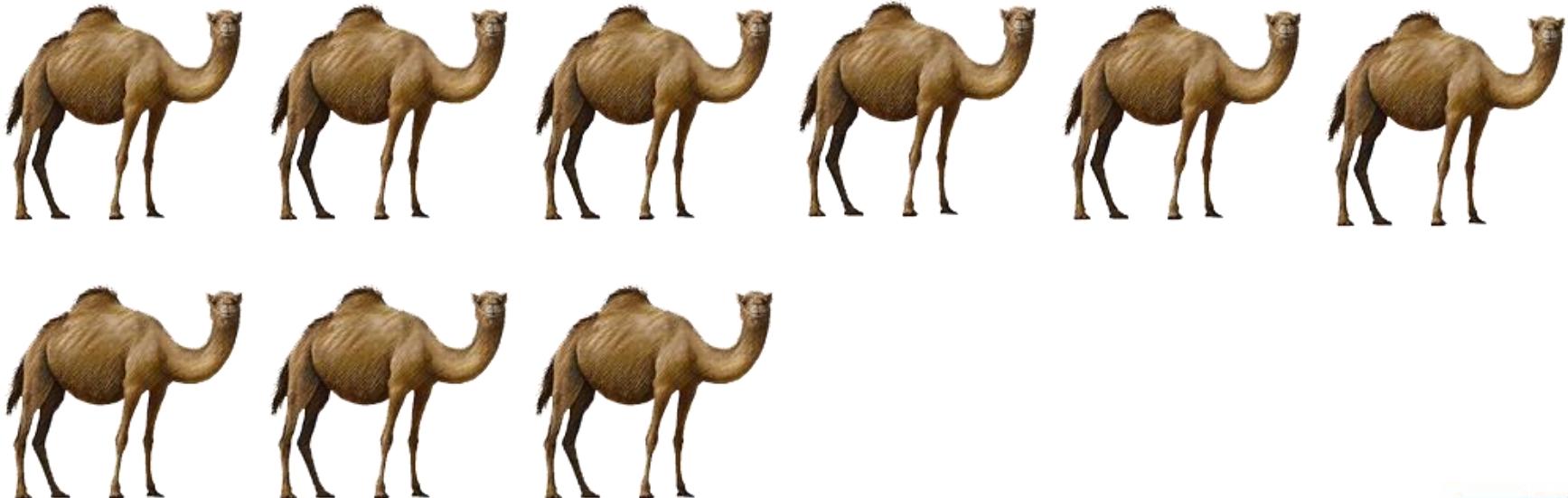
What is Conflict Resolution



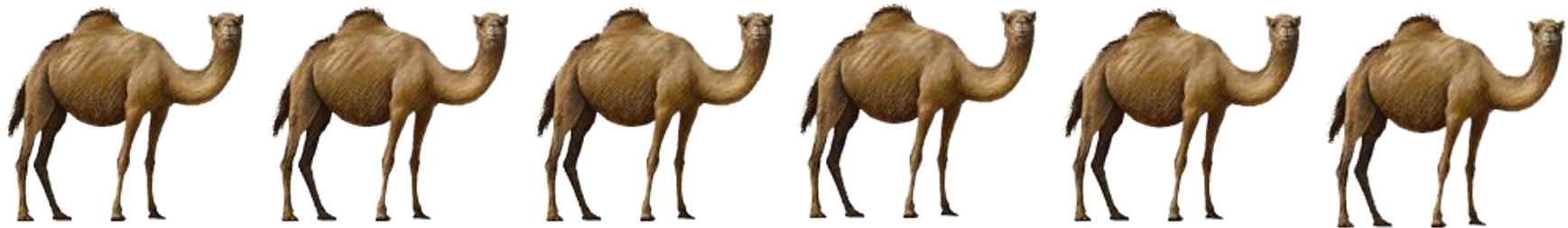
What is Conflict Resolution



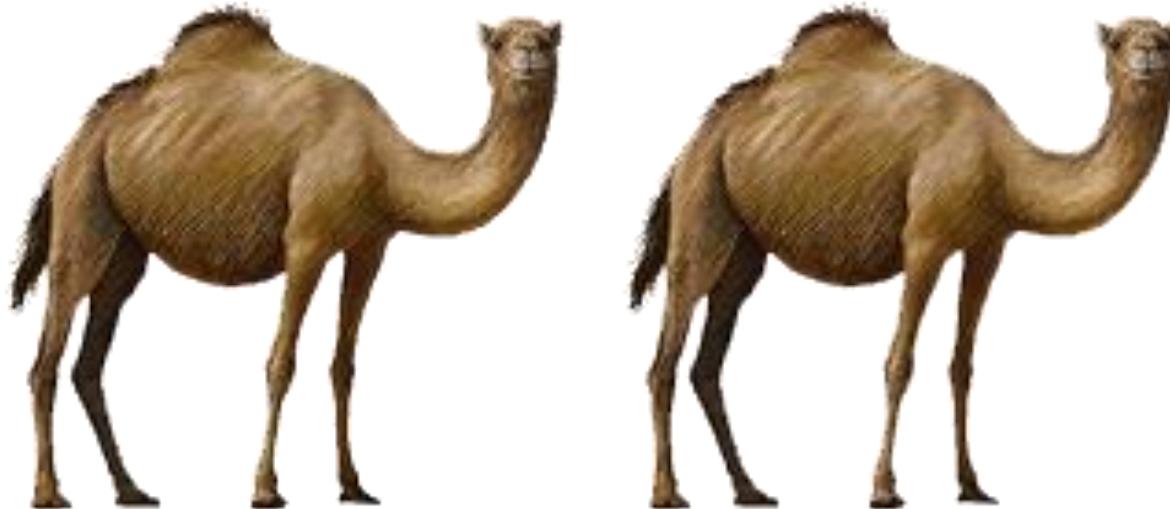
What is Conflict Resolution



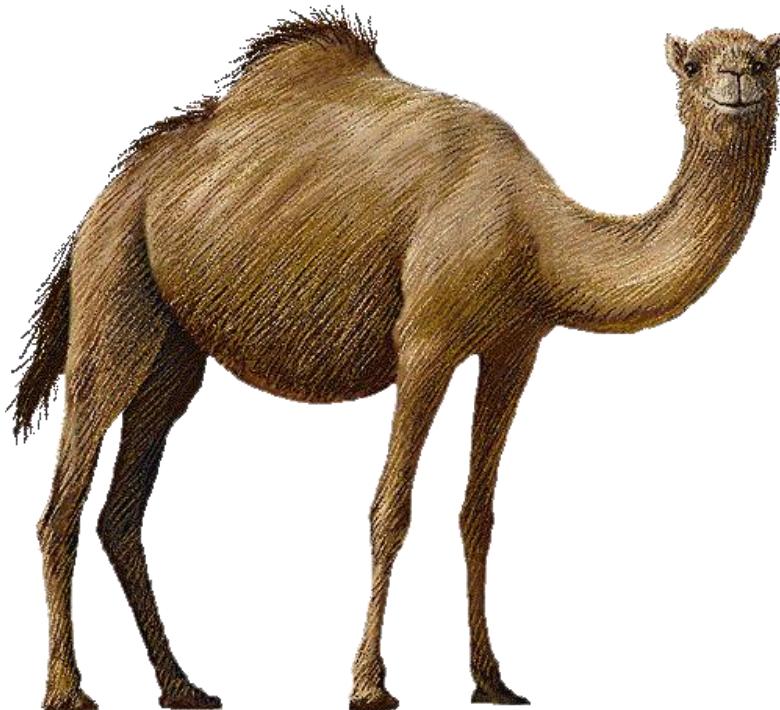
What is Conflict Resolution



What is Conflict Resolution



What is Conflict Resolution



What is Conflict Resolution





Peace is not the absence
of conflict, it is the ability
to handle conflict by
peaceful means.

Ronald Reagan

Secrets of Conflict Resolution

APPROACHES TO CONFLICT RESOLUTION



Collaboration



**Problem
Solving
Confronting
Integrating**

Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives



Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives
- **Rational problem solving**



Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives
- Rational problem solving
- **Focusing on the issues**



Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives
- Rational problem solving
- Focusing on the issues
- **Looking at alternative approaches**



Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives
- Rational problem solving
- Focusing on the issues
- Looking at alternative approaches
- **Selecting best alternative**



Win/Win Collaboration

Collaboration

- Multiple viewpoints and insights from different perspectives
- Rational problem solving
- Focusing on the issues
- Looking at alternative approaches
- Selecting best alternative



Collaboration



When to use?

- **Consensus and commitment is important**

Collaboration



When to use?

- Consensus and commitment is important
- **Collaborative environment**

Collaboration



When to use?

- Consensus and commitment is important
- Collaborative environment
- **Address interest of multiple stakeholders**

Collaboration



When to use?

- Consensus and commitment is important
- Collaborative environment
- Address interest of multiple stakeholders
- **High level of trust is present**

Collaboration



When to use?

- Consensus and commitment is important
- Collaborative environment
- Address interest of multiple stakeholders
- High level of trust is present
- **Long-term relationship is important**

Collaboration



When to use?

- Consensus and commitment is important
- Collaborative environment
- Address interest of multiple stakeholders
- High level of trust is present
- Long-term relationship is important
- **Work through hard feelings, animosity, etc.**

Collaboration



When to use?

- Consensus and commitment is important
- Collaborative environment
- Address interest of multiple stakeholders
- High level of trust is present
- Long-term relationship is important
- Work through hard feelings, animosity, etc.
- **Do not want full responsibility**

Collaboration

Advantages

- Solves the actual problem



Collaboration

Advantages

- Solves the actual problem
- **Win-Win outcome**



Collaboration

Advantages

- Solves the actual problem
- Win-Win outcome
- **Reinforces mutual trust and respect**



Collaboration

Advantages

- Solves the actual problem
- Win-Win outcome
- Reinforces mutual trust and respect
- **Foundation for effective collaboration**



Collaboration

Advantages

- Solves the actual problem
- Win-Win outcome
- Reinforces mutual trust and respect
- Foundation for effective collaboration
- **Shared responsibility**



Collaboration

Advantages

- Solves the actual problem
- Win-Win outcome
- Reinforces mutual trust and respect
- Foundation for effective collaboration
- Shared responsibility
- **Earn the reputation of good negotiator**



Collaboration

Advantages

- Solves the actual problem
- Win-Win outcome
- Reinforces mutual trust and respect
- Foundation for effective collaboration
- Shared responsibility
- Earn the reputation of good negotiator
- **Outcome is less stressful**



Collaboration



Disadvantages

- **Requires commitment from all parties**

Collaboration



Disadvantages

- Requires commitment from all parties
- **May require more effort and time**

Collaboration



Disadvantages

- Requires commitment from all parties
- May require more effort and time
- **Not practical when timing is critical**

Collaboration



Disadvantages

- Requires commitment from all parties
- May require more effort and time
- Not practical when timing is critical
- **Must continue collaborative efforts**

Compromise



**Give and take
Reconciling**



Compromise

- Bargain to reach a mutually acceptable solution



Compromise

- Bargain to reach a mutually acceptable solution

Lose/Lose



Compromise



When to Use?

- Both parties need to win

Compromise



When to Use?

- Both parties need to win
- **Goals are moderately important**

Compromise



When to Use?

- Both parties need to win
- Goals are moderately important
- **Temporary settlement on complex issues**

Compromise



When to Use?

- Both parties need to win
- Goals are moderately important
- Temporary settlement on complex issues
- **Expedient solutions on important issues**

Compromise



When to Use?

- Both parties need to win
- Goals are moderately important
- Temporary settlement on complex issues
- Expedient solutions on important issues
- **Involved parties do not know each other**

Compromise



When to Use?

- Both parties need to win
- Goals are moderately important
- Temporary settlement on complex issues
- Expedient solutions on important issues
- Involved parties do not know each other
- **Collaboration or forcing does not work**

Compromise

Advantages

- Faster issue resolution



Compromise

Advantages

- Faster issue resolution
- Provides a temporary solution



Compromise

Advantages

- Faster issue resolution
- Provides a temporary solution
- **Lowers tension and stress**



Compromise



Disadvantages

- Both parties are not satisfied

Compromise



Disadvantages

- Both parties are not satisfied
- **Does not build trust**

Compromise



Disadvantages

- Both parties are not satisfied
- Does not build trust
- **Close monitoring and control**

Accommodation



**Smoothing
Obliging**

VERSARY

th



Accommodation

- Areas of agreement are emphasized
- Areas of disagreement are downplayed

Lose/Win



Accommodation

When to use?

- **Provide a temporary relief or buy time**



Accommodation

When to use?

- Provide a temporary relief or buy time
- **Issue not as important to you**



Accommodation

When to use?

- Provide a temporary relief or buy time
- Issue not as important to you
- **You accept you are wrong**



Accommodation

When to use?

- Provide a temporary relief or buy time
- Issue not as important to you
- You accept you are wrong
- **You have no choice/continued competition would be detrimental**



Accommodation



Advantages

- **Protects more important interest**

Accommodation



Advantages

- Protects more important interest
- **Opportunity to reassess the situation**

Accommodation



Disadvantages

- More difficult to transition to win-win

Accommodation



Disadvantages

- More difficult to transition to win-win
- **Some supporters may not like your response**

Force



**Directing
Competing
Controlling
Dominating**

Force

- Pushing viewpoint at expense of another



Force

- Pushing viewpoint at expense of another
- **Assertiveness is hallmark**



Force

- Pushing viewpoint at expense of another
- Assertiveness is hallmark
- **Addresses conflict head-on**



Force

- Pushing viewpoint at expense of another
- Assertiveness is hallmark
- Addresses conflict head-on

Win/Lose



Force



When to use?

- Other methods do not work

Force



When to use?

- Other methods do not work
- **Stand up for your rights**

Force



When to use?

- Other methods do not work
- Stand up for your rights
- **Quick resolution is required**

Force



When to use?

- Other methods do not work
- Stand up for your rights
- Quick resolution is required
- **Last resort to long-lasting conflict**

Force

Advantages

- Quick resolution



Force

Advantages

- Quick resolution
- Increases self-esteem/respect



Force



Disadvantages

- Negatively affect relationship

Force



Disadvantages

- Negatively affect relationship
- **Opponent reacts in same way**

Force



Disadvantages

- Negatively affect relationship
- Opponent reacts in same way
- **Lots of energy**

Force



Disadvantages

- Negatively affect relationship
- Opponent reacts in same way
- Lots of energy
- **Cannot take advantage of other side's position**

Withdrawal



Avoidance

Withdrawal

- **Retreat or postpone a decision on a problem**



Withdrawal

- Retreat or postpone a decision on a problem
- **Not best choice for resolving conflict**



Withdrawal

- Retreat or postpone a decision on a problem
- Not best choice for resolving conflict
- **Not giving up – sidestepping or postponing**



Withdrawal



When to use?

- **Trivial issue not worth effort**

Withdrawal



When to use?

- Trivial issue not worth effort
- **More important pressing issues**

Withdrawal



When to use?

- Trivial issue not worth effort
- More important pressing issues
- **postponing response is beneficial**

Withdrawal



When to use?

- Trivial issue not worth effort
- More important pressing issues
- postponing response is beneficial
- **No chance of getting concerns met**

Withdrawal



When to use?

- Trivial issue not worth effort
- More important pressing issues
- postponing response is beneficial
- No chance of getting concerns met
- **Have to deal with hostility**

Withdrawal



When to use?

- Trivial issue not worth effort
- More important pressing issues
- postponing response is beneficial
- No chance of getting concerns met
- Have to deal with hostility
- **Unable to handle conflict**

Withdrawal

Advantages

- Postpone until more favorable circumstance



Withdrawal

Advantages

- Postpone until more favorable circumstance
- **Low stress approach**



Withdrawal

Advantages

- Postpone until more favorable circumstance
- Low stress approach
- Ability/time to focus on more important/urgent issues



Withdrawal

Advantages

- Postpone until more favorable circumstance
- Low stress approach
- Ability/time to focus on more important/urgent issues
- **Time to be better prepared**



Withdrawal



Disadvantages

- Lead to weakening or losing position

Withdrawal



Disadvantages

- Lead to weaking or losing position
- **Interpreted as agreement**

Withdrawal



Disadvantages

- Lead to weaking or losing position
- Interpreted as agreement
- **Negatively affect relationship with others**

Secrets of Conflict Resolution

EXERCISE



Exercise

“Do it my way!”

Force



Exercise

“Let’s calm down and get the job done!”

Accommodation



Exercise

“Let us do a little of what both of you suggest.”

Compromise



Exercise

“Let’s deal with this issue next week.”

Withdrawal



Exercise

“Pat and Amanda, both of you want this project to cause as little distraction to your departments as possible. With that in mind, I am sure we can come to be agreement on the purchase of equipment and what is best for the project.”

Accommodation



Exercise

“We have talked about new computers enough.
I do not want to get the computers, and that it
is!”

Force



Exercise

“Pat, you say the project should include the purchase of new computers, and Amanda, you say the project can use existing equipment. I suggest we perform the following test on the existing equipment to determine if it needs to be replaced.”

Collaboration



Exercise

“Let’s see what everyone thinks, and try to reach a consensus.”

Collaboration



Exercise

“Since we cannot decide on the purchase of new computers, we will have to wait until our meeting next month.”

Withdrawal



Exercise

“Pat, what if we get new computers for the design activity on the project and use the existing computers for the monitoring functions?”

Compromise



Secrets of Conflict Resolution

UNDERSTANDING GROUP DYNAMICS



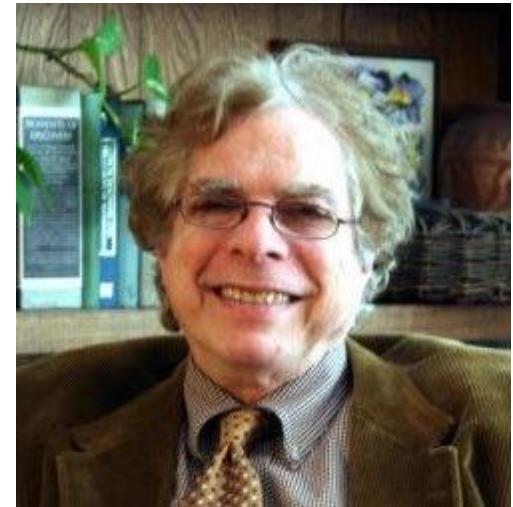


How can there be peace
without people
understanding each other;
and how can this be if they
don't know each other?

Lester B. Pearson

Group Dynamics

Karpman
Drama Triangle



Karpman Drama Triangle

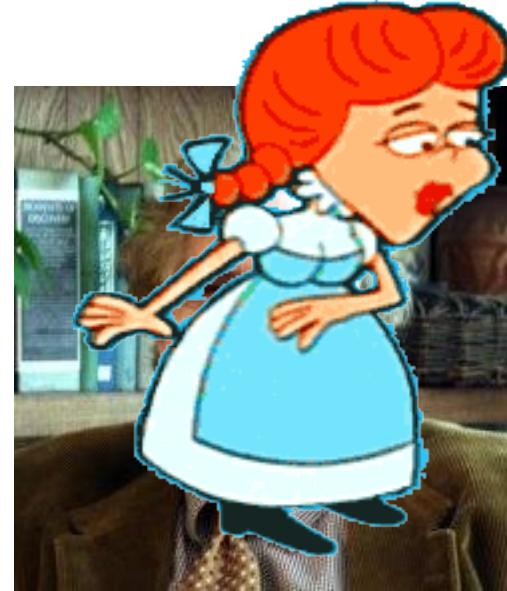


Persecutor

Karpman
Triangle



Rescuer



Victim

Karpman Drama Triangle



Persecutor



Rescuer



Victim

Karpman Drama Triangle



Persecutor



Rescuer



Rescuer

Victim



Rescuer



Victim

Little Red Riding Hood

Karpman Drama Triangle



Little Red Riding Hood



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Little Red Riding Hood - Analysis



Rescuer

Victim

Persecutor



Little Red Riding Hood - Analysis



Persecutor



Little Red Riding Hood - Analysis



Victim



Little Red Riding Hood - Analysis



Persecutor

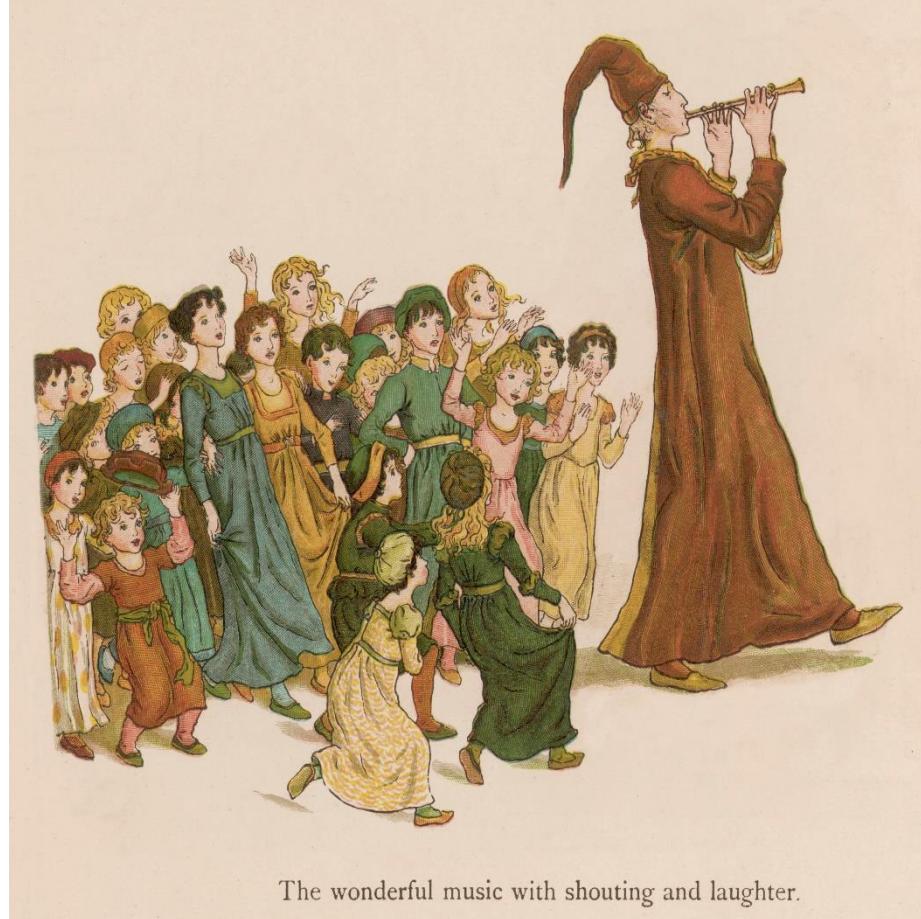


Rescuer



Pied Piper

Karpman Drama Triangle



The wonderful music with shouting and laughter.

Pied Piper - Analysis

Pied Piper



Mayor



Children

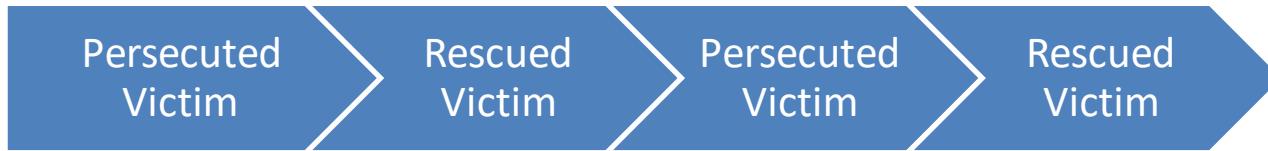


Cinderella

Karpman Drama Triangle



Cinderella - Analysis



Software Development Team

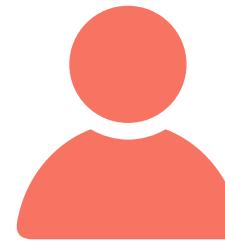
Karpman Drama Triangle



Software Development Team Scenario

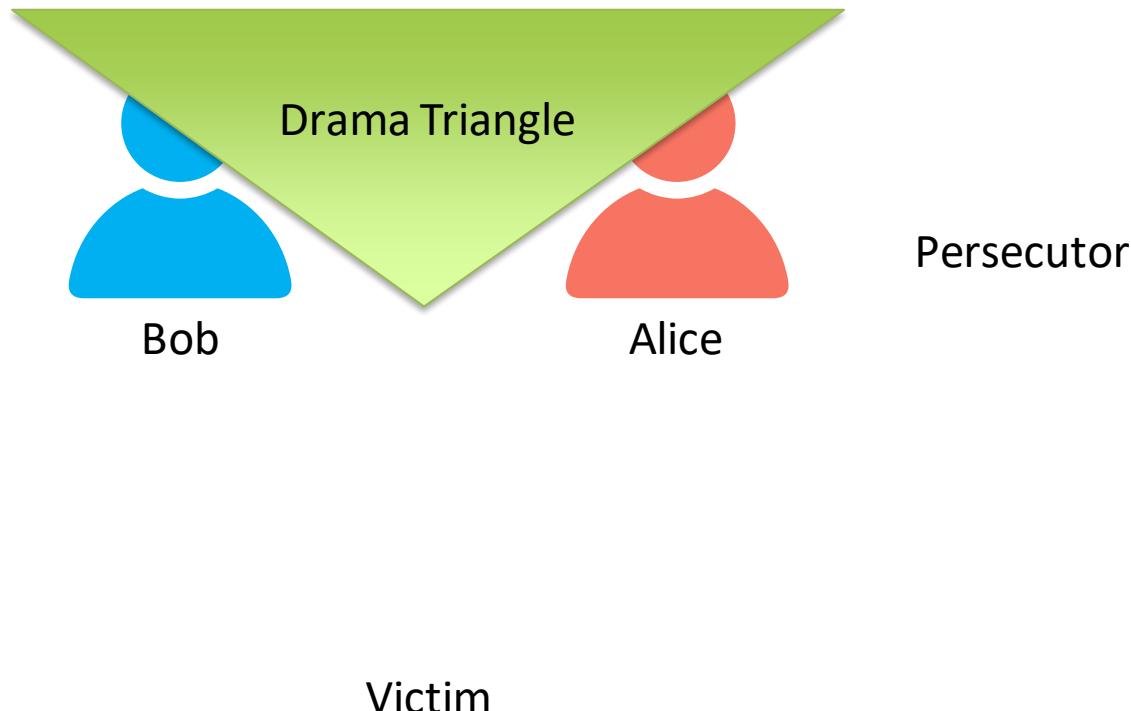


Bob

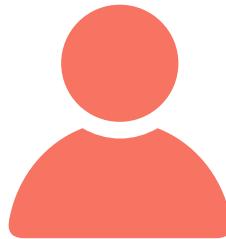


Alice

Software Development Team Scenario

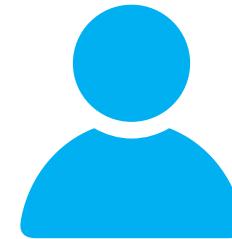


Software Development Team Scenario



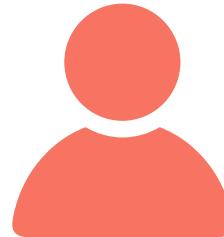
Alice

Rescuer



Bob

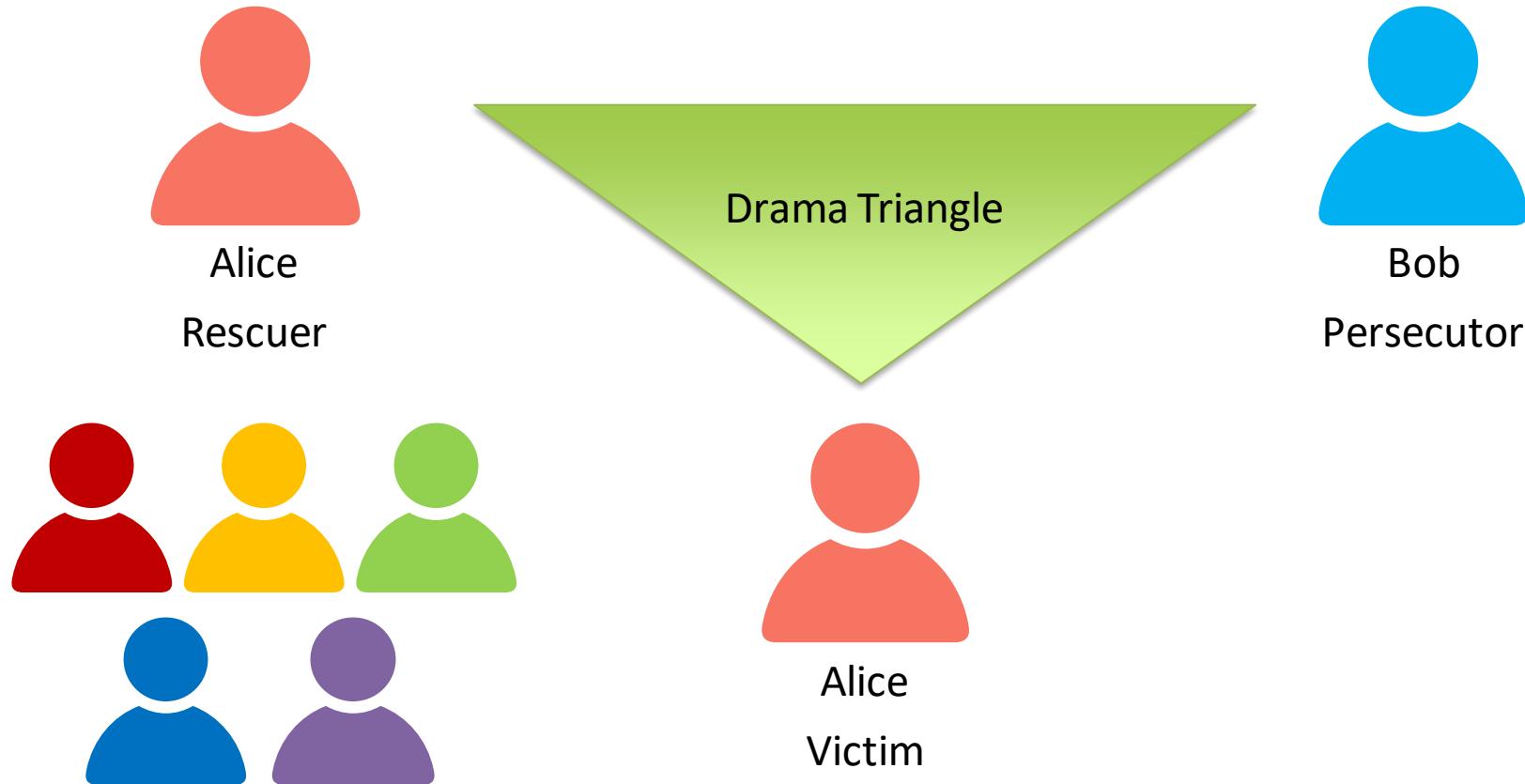
Persecutor



Alice

Victim

Software Development Team Scenario



Secrets of Conflict Resolution

TIPS TO MAKE YOU A CONFLICT RESOLUTION SUPERSTAR



Tackle the issue after both parties have calmed down

Tips to Make You a Conflict Resolution Superstar



Maintain a positive outlook

Tips to Make You a Conflict Resolution Superstar



Practice active listening

Tips to Make You a Conflict Resolution Superstar



Consider your role in the conflict

Tips to Make You a Conflict Resolution Superstar



Organize a staff meeting

Tips to Make You a Conflict Resolution Superstar



Seek first to understand

Tips to Make You a Conflict Resolution
Superstar



Alert human resources

Tips to Make You a Conflict Resolution
Superstar



Find a mediator

Tips to Make You a Conflict Resolution
Superstar



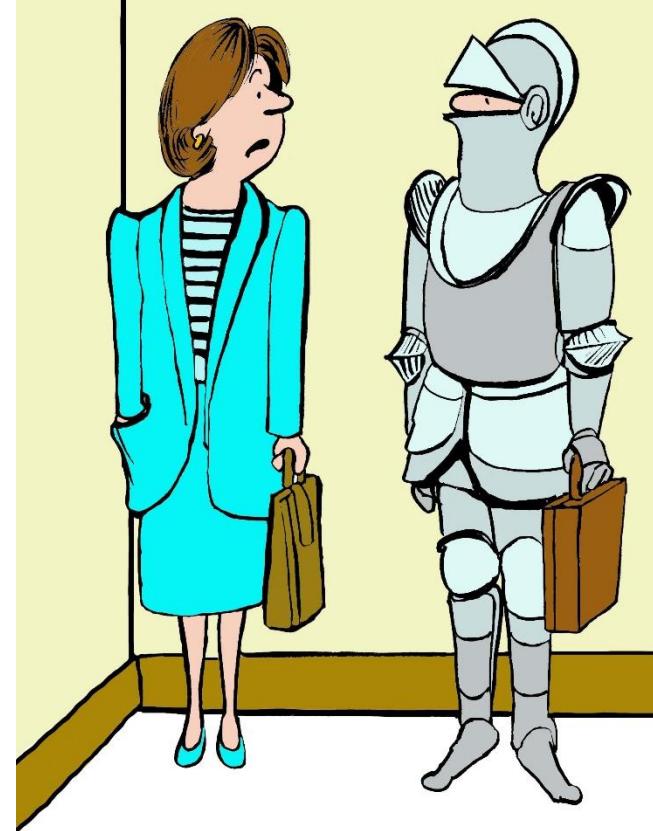
Be introspective

Tips to Make You a Conflict Resolution
Superstar



Expect conflict

Tips to Make You a Conflict Resolution Superstar



“You look sufficiently armored for this afternoon’s meeting.”

Everyone is different

Tips to Make You a Conflict Resolution
Superstar



Thank You!

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