

# **SECRETS OF CONFLICT RESOLUTION**



# Who is Chad Green

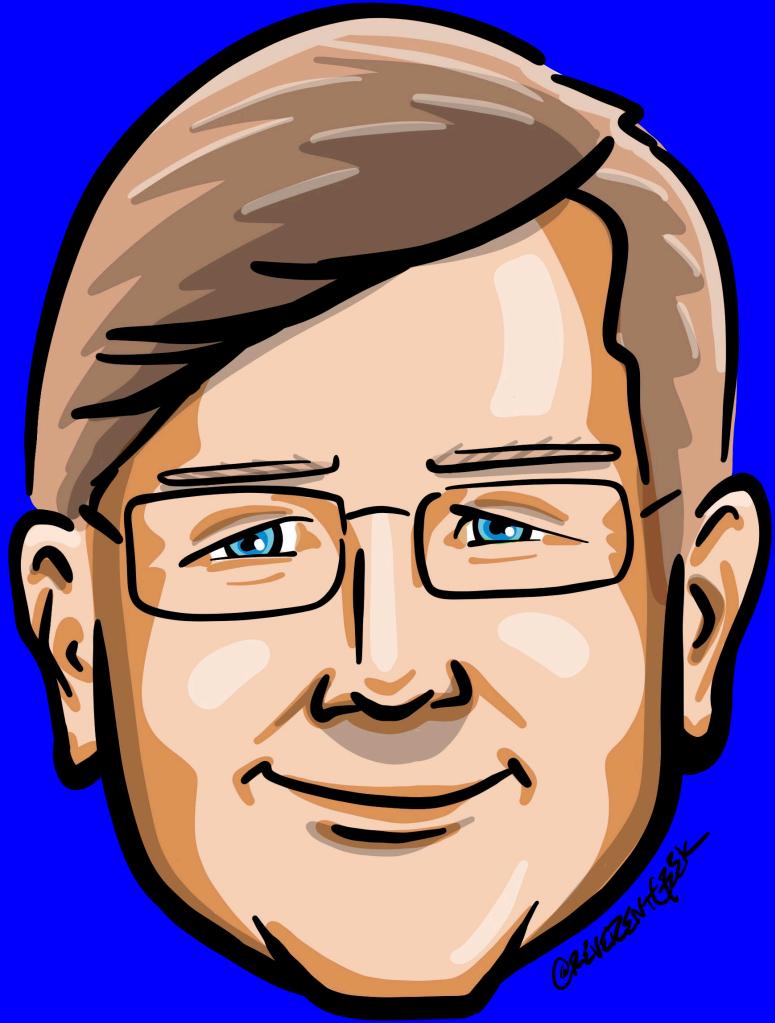
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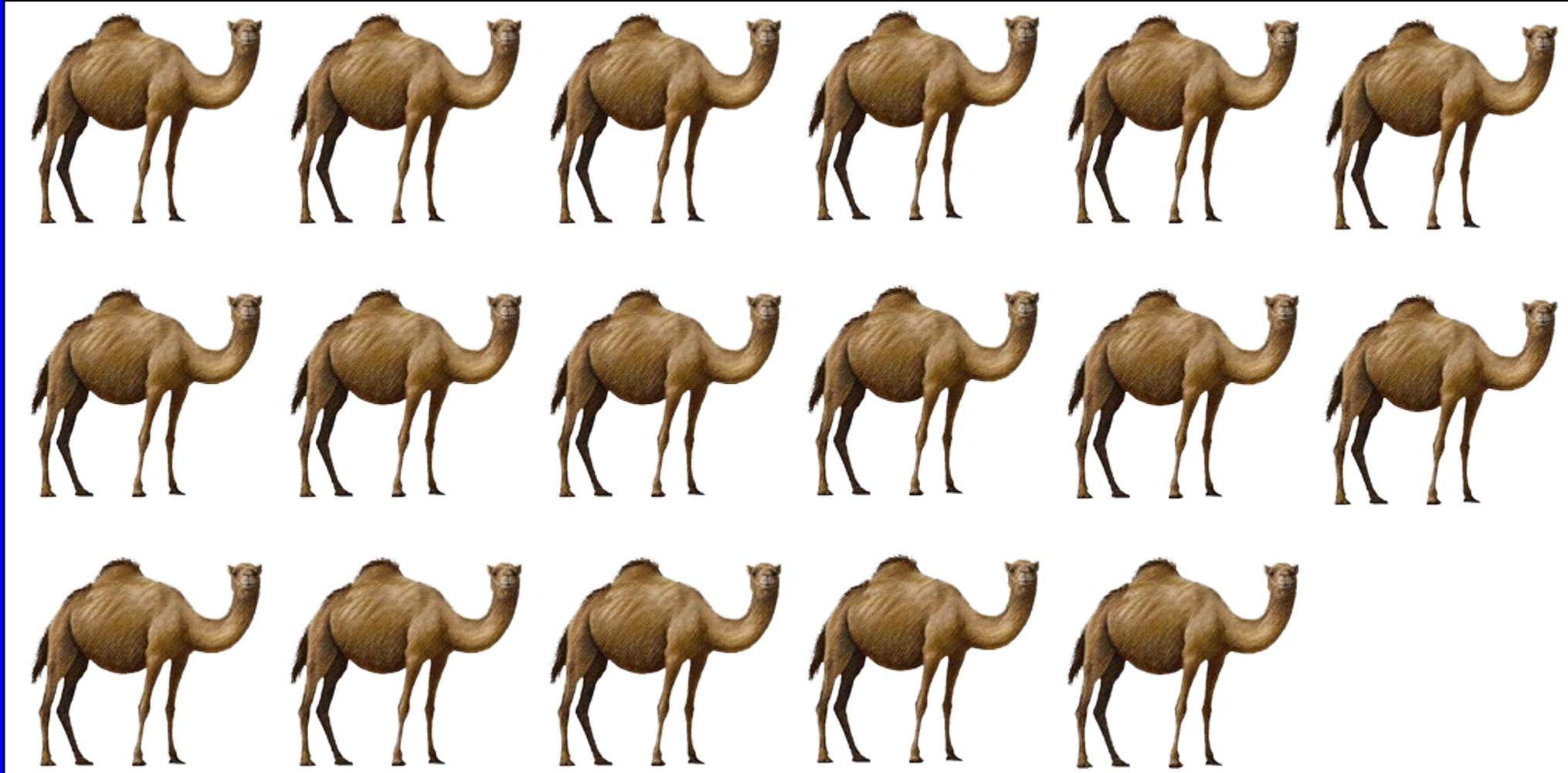
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# What is Conflict Resolution



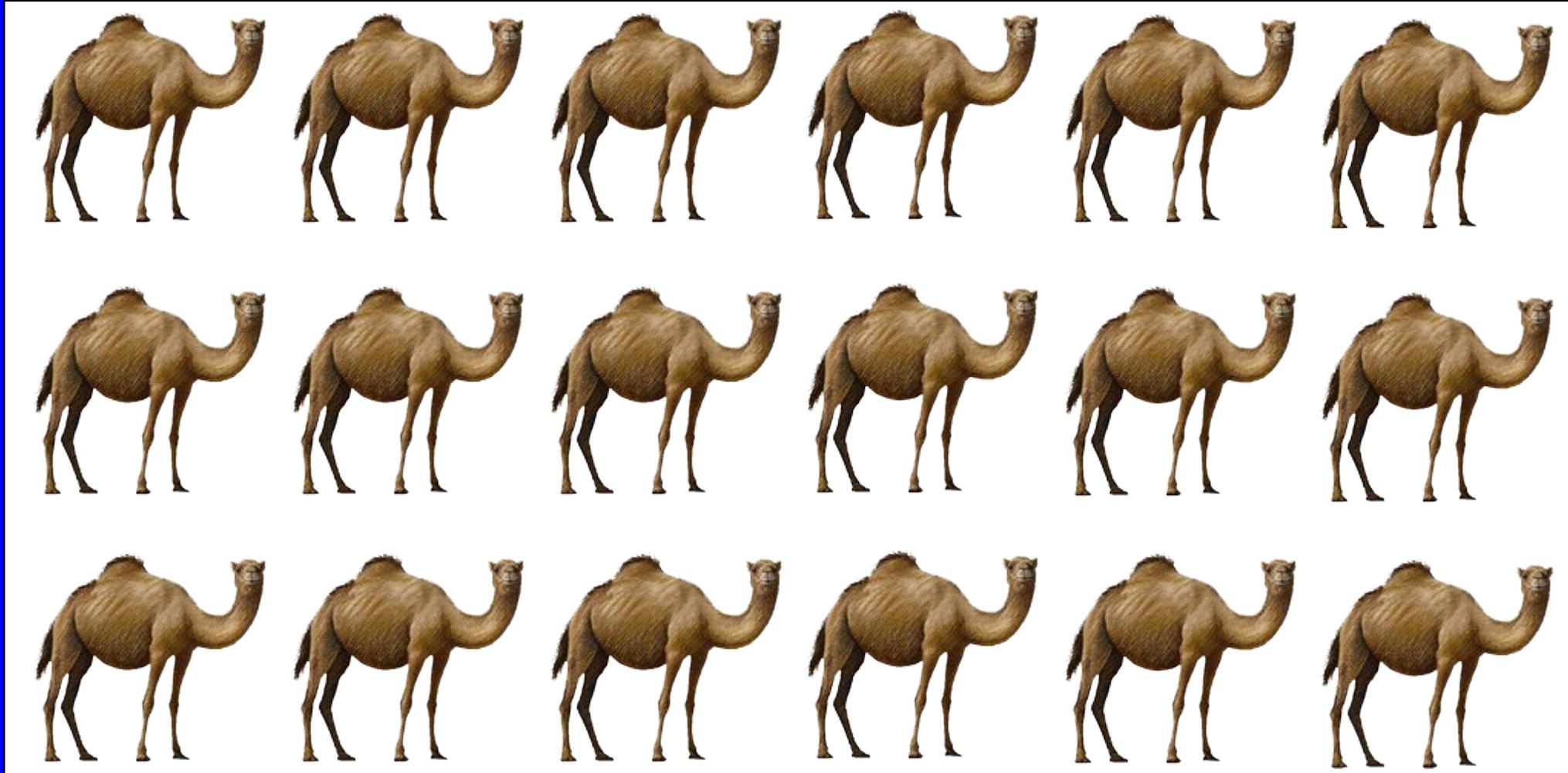
# What is Conflict Resolution



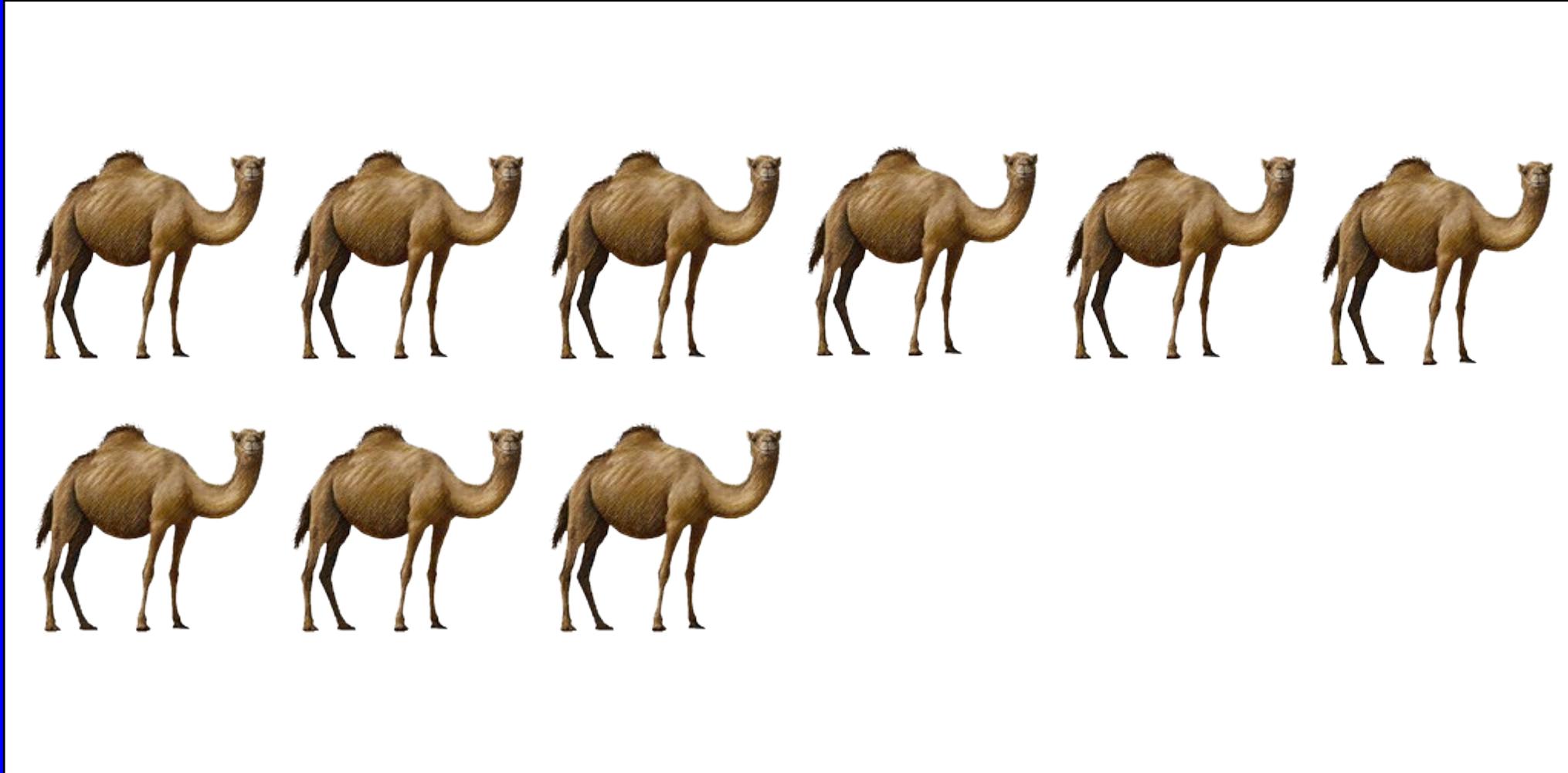
# What is Conflict Resolution



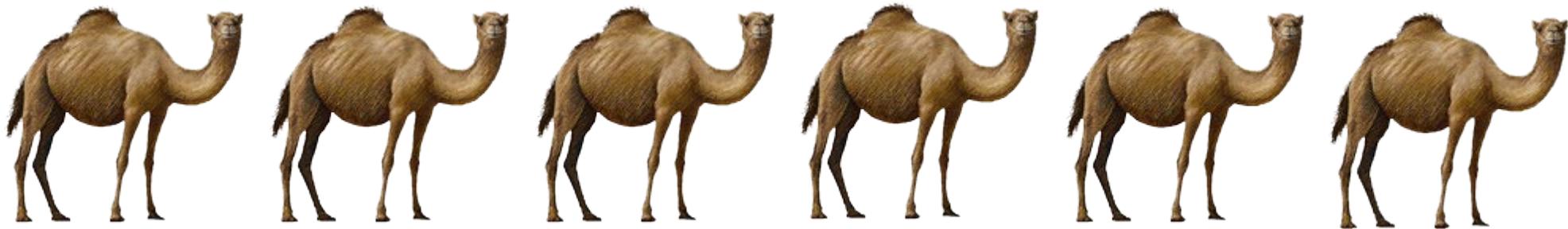
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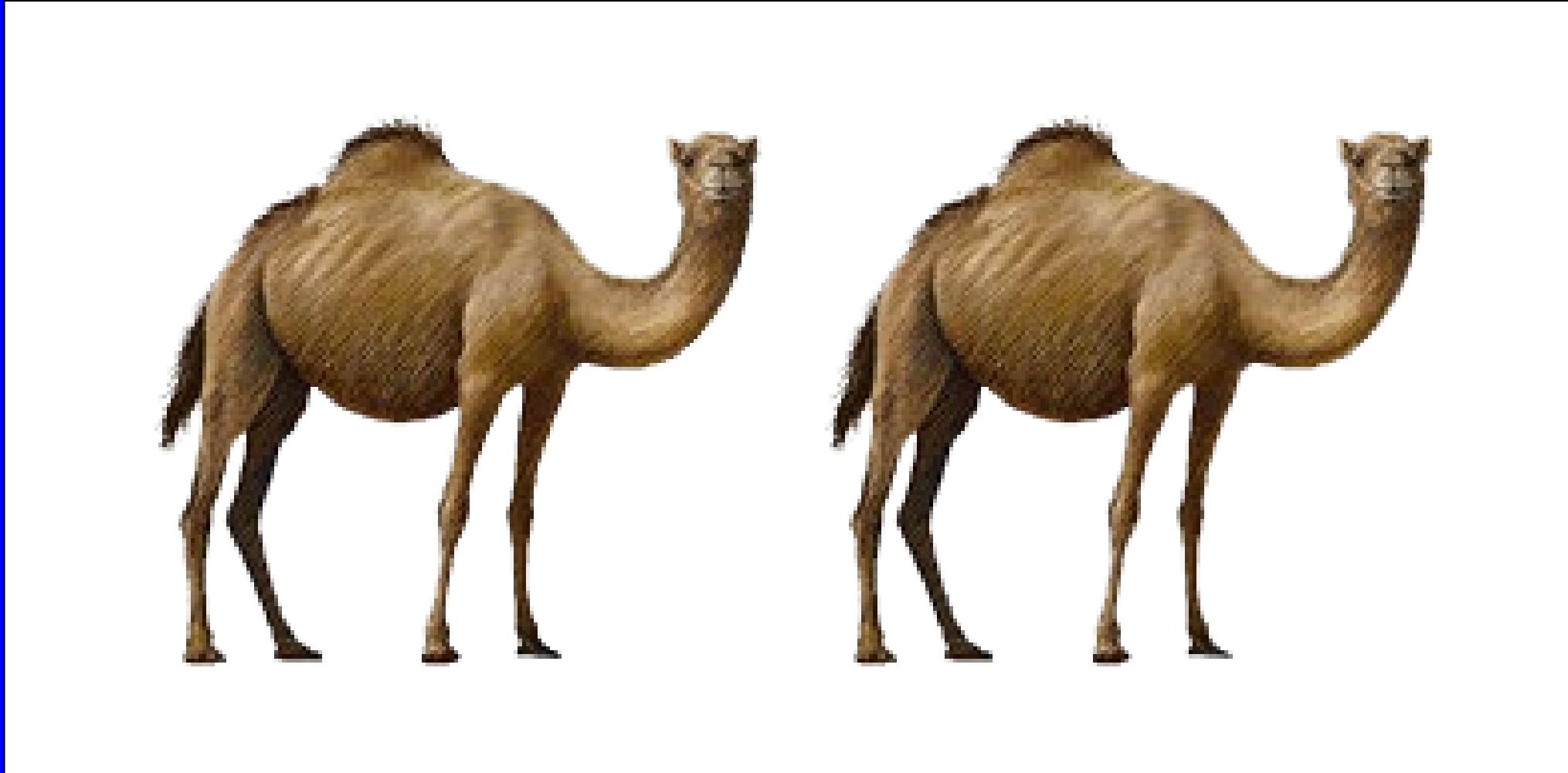
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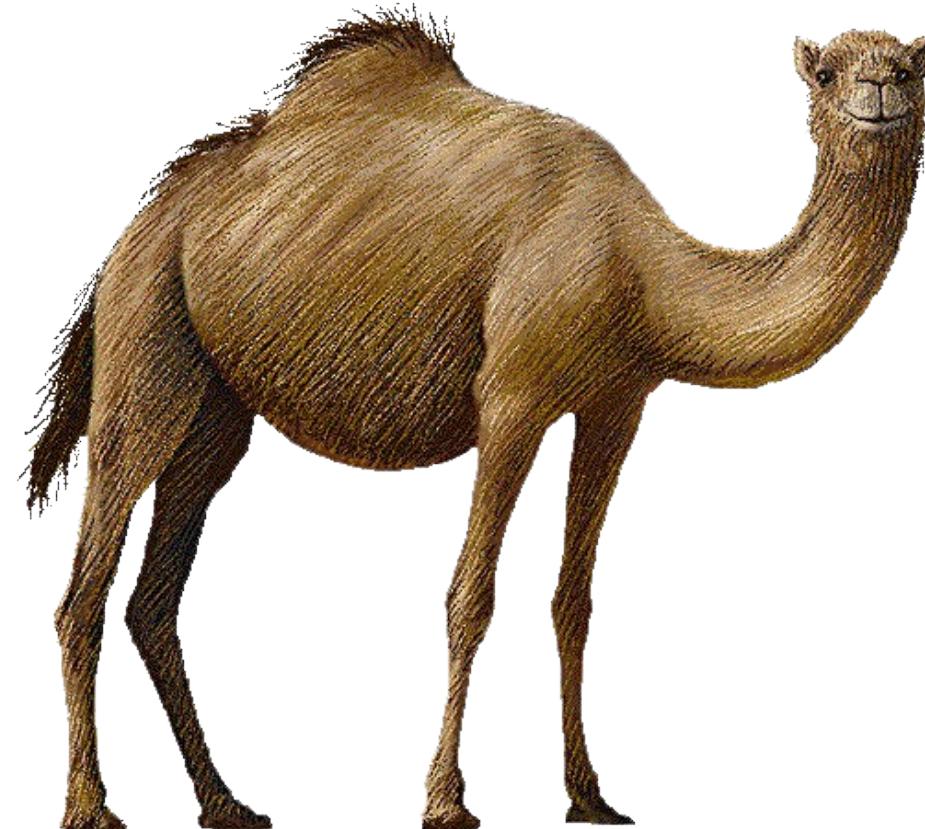
# What is Conflict Resolution



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# Workplace conflict

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

27% of employees witnessed personal attacks

31% of managers think they handle conflict effectively

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



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

25% say avoiding conflict results in sickness/absences

78% of employees disagree

Nearly 60% have never received training

# Workplace conflict



75%

A large yellow circle with a black outline, centered on a blue background. Inside the circle, the number "75" is written in a large, bold, black sans-serif font, followed by a percentage sign "%".

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





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

Ronald Regan

# Approaches to Conflict Resolution

Secrets of Conflict Resolution

# Collaboration

# Collaboration

# Win/Win

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

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Address interest of multiple stakeholders

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Address interest of multiple stakeholders

High level of trust is present

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Address interest of multiple stakeholders

High level of trust is present

Long-term relationship is important

# Collaboration – When to use?

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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

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Solves the actual  
problem

Win-Win Outcome

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Reinforces mutual trust and respect

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Earn the reputation of good negotiator

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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

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May require more effort  
and time

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Not practical when  
timing is critical

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May require more effort  
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Not practical when  
timing is critical

Must continue  
collaborative efforts

# Compromise

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Bargain to reach a mutually acceptable solution

# Lose/Lose

# Compromise – When to use?

Both parties need to win

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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

When collaboration or forcing does not work

# Compromise – Advantages

Faster issue resolution

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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

# Accommodation

Areas of agreement are emphasized

Areas of disagreement are downplayed

Lose/Win

# Accommodation – When to use?

Provide a temporary  
relief or buy time

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Issue not as important to you

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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

Protect more important  
interests

# Accommodation – Advantages

Protect more important  
interests

Opportunity to reassess  
the situation

# Accommodation – Disadvantages

Risk of being abused

# Accommodation – Disadvantages

Risk of being abused

Affects your confidence

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More difficult to transition to win-win

# Accommodation – Disadvantages

Risk of being abused

Affects your confidence

More difficult to transition to win-win

Some supporters may not like your response

# Force

# Force

# Win/Lose

Pushing viewpoint at expense of another

Assertiveness is hallmark

Addresses conflict head-on

# Force – When to use?

Other methods do not  
work

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Other methods do not work

Stand up for your rights

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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

# 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

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More important pressing issues

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No chance of getting concerns met

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No chance of getting concerns met

Have to deal with hostility

# Withdrawal – When to use?

Trivial issue not worth effort

More important pressing issues

When postponing response is beneficial

No chance of getting concerns met

Have to deal with hostility

Unable to handle conflict

# Withdrawal – Advantages

Postpone until you are in  
a more favorable  
circumstance

# Withdrawal – Advantages

Postpone until you are in  
a more favorable  
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Low stress approach

# Withdrawal – Advantages

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Low stress approach

Ability/time to focus on  
more important/urgent  
issues

# Withdrawal – Advantages

Postpone until you are in  
a 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 weakening or  
losing position

Interpreted as  
agreement

# Withdrawal – Disadvantages

Lead to weakening or  
losing position

Interpreted as  
agreement

Negatively affect  
relationship with others

# 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 an 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 is it!”

# 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

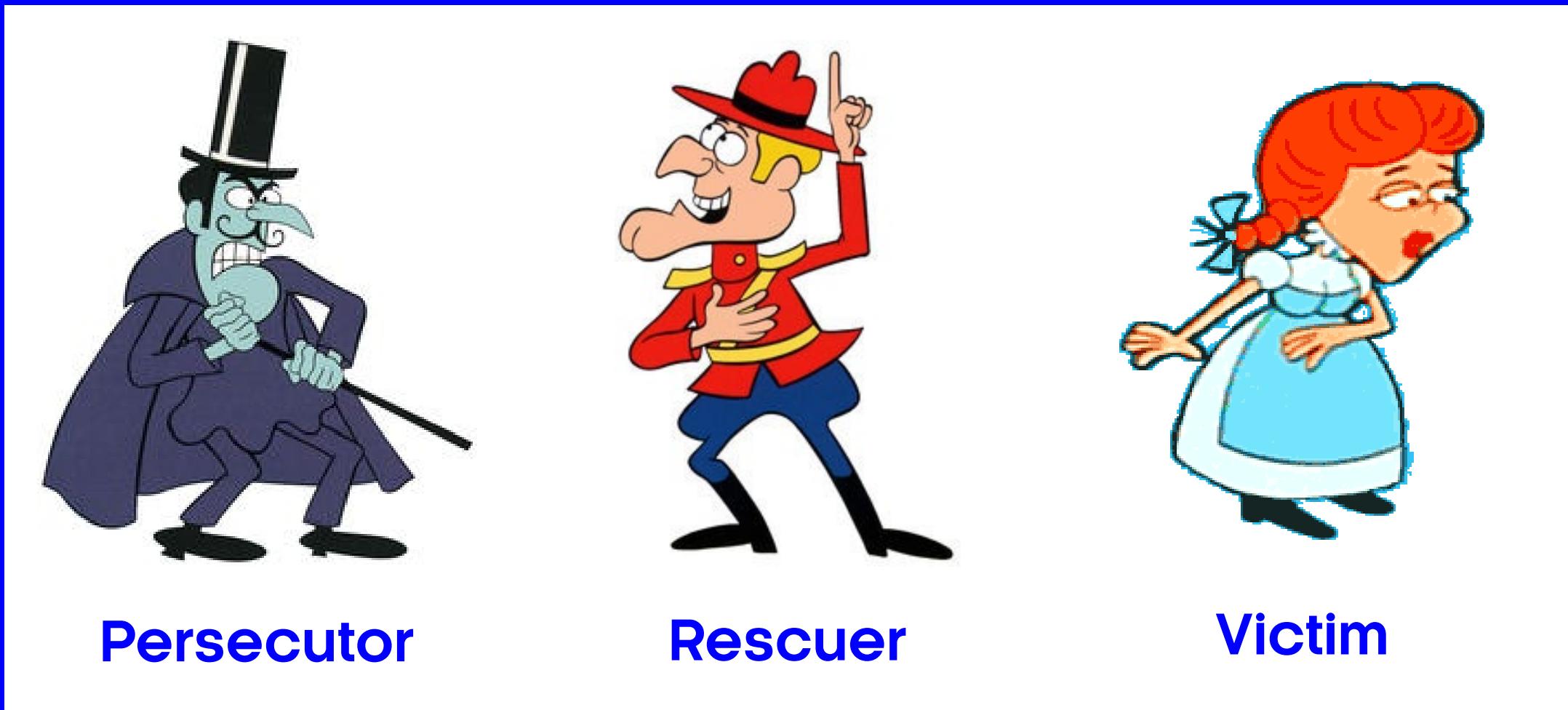
“Pat, what if we get new computers for the design activity on the project and use the existing computers for the monitoring functions?”

# Compromise

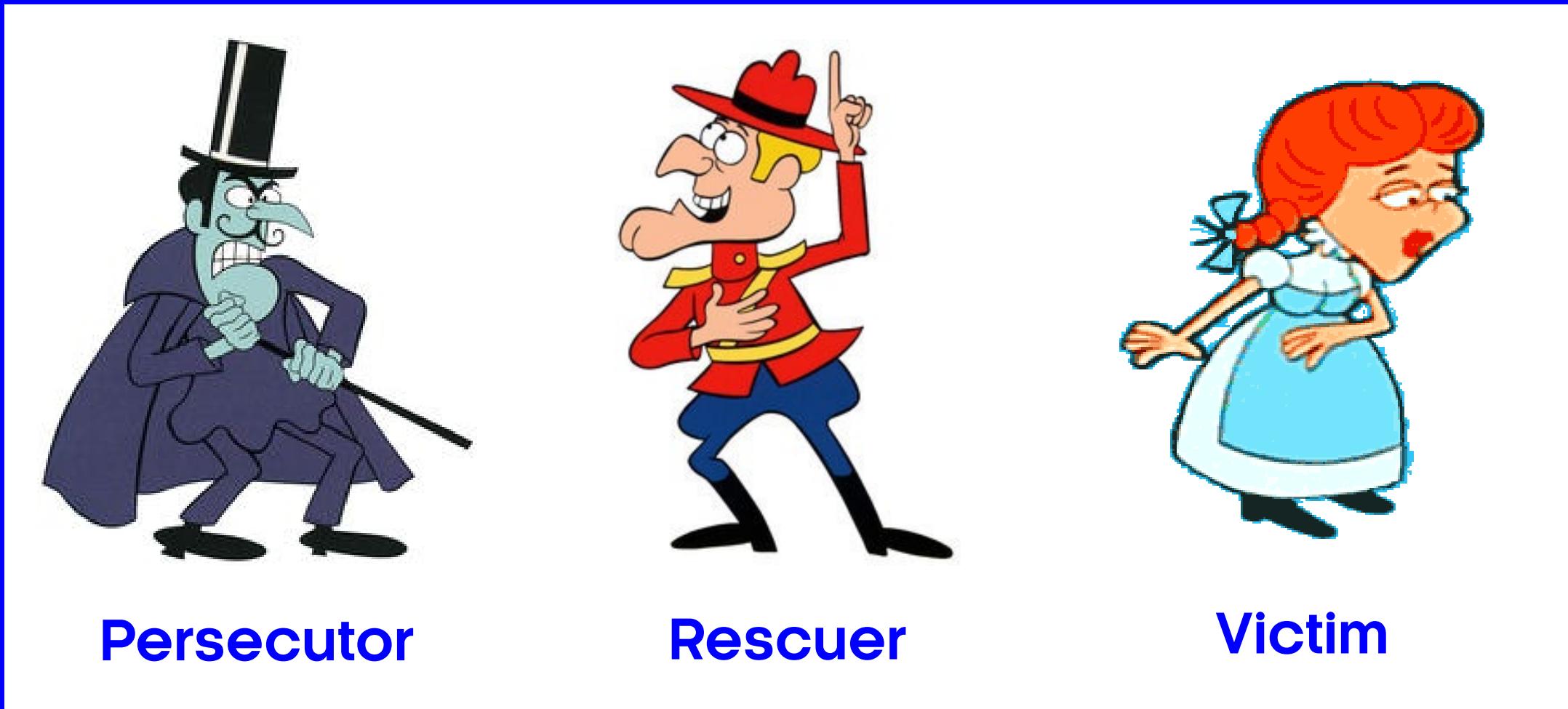
# Understanding Group Dynamics

Secrets of Conflict Resolution

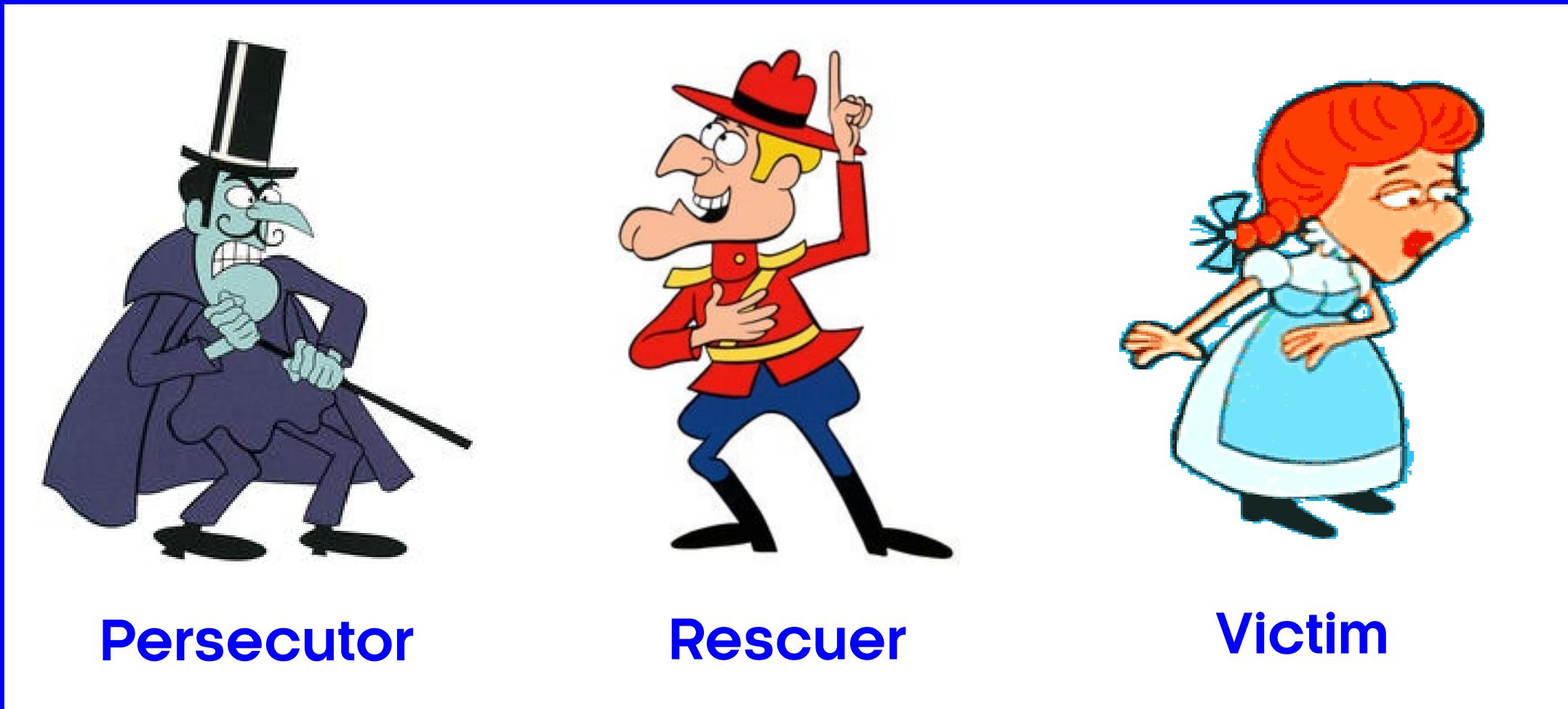
# Karpman Drama Triangle



# Karpman Drama Triangle



# Karpman Drama Triangle



# Managing Conflicts

Secrets of Conflict Resolution

# Tackle the issue after both parties have calmed down

10 Tips to Make You a Conflict Resolution  
Superstar



# Maintain a positive outlook

10 Tips to Make You a Conflict Resolution Superstar



# Practice active listening

10 Tips to Make You a Conflict Resolution Superstar



# Consider your role in the conflict

10 Tips to Make You a Conflict Resolution  
Superstar



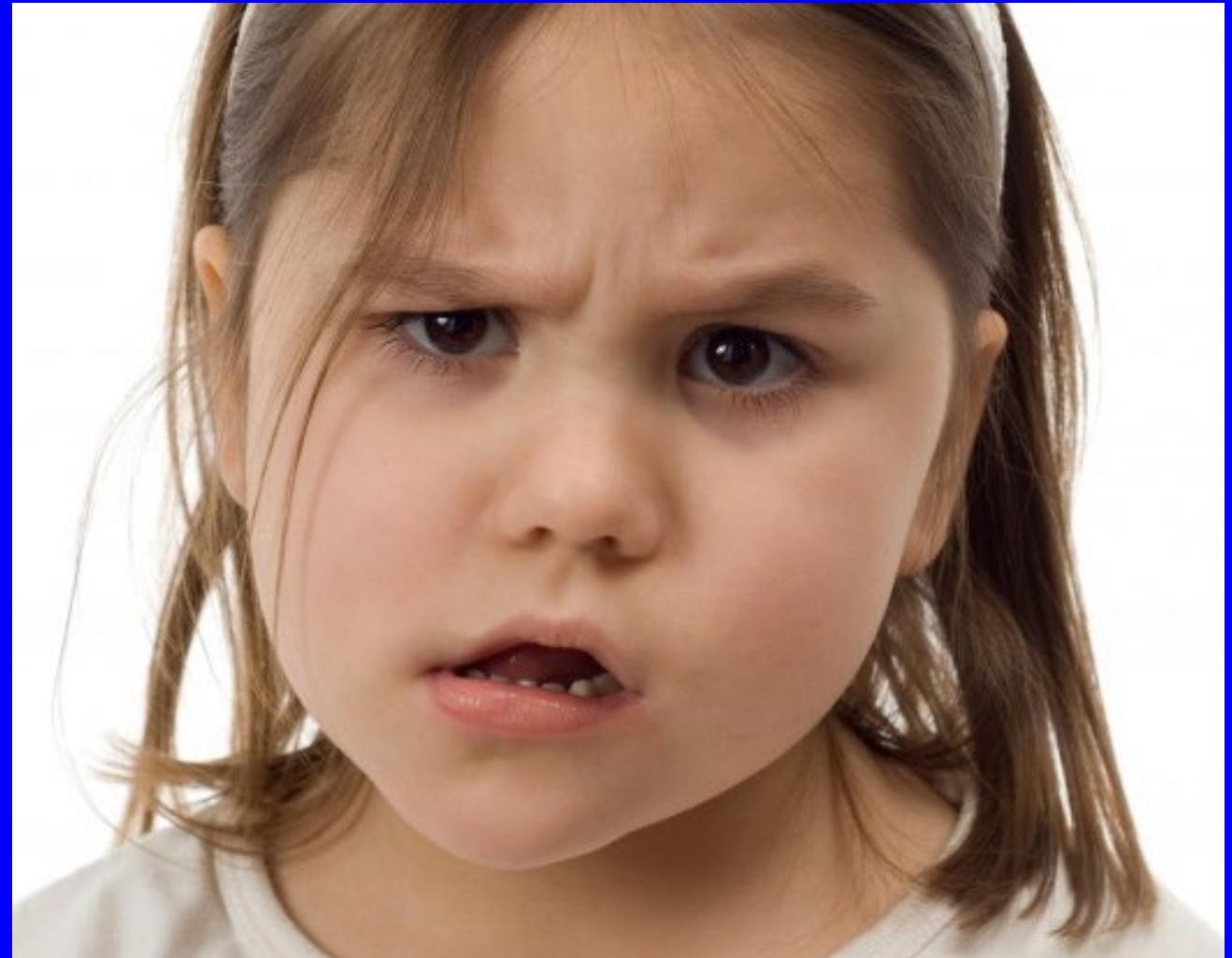
# Organize a staff meeting

10 Tips to Make You a Conflict Resolution Superstar



# Seek first to understand

10 Tips to Make You a Conflict Resolution Superstar



# Alert human resources

10 Tips to Make You a Conflict Resolution Superstar



# Find a mediator

10 Tips to Make You a Conflict Resolution Superstar



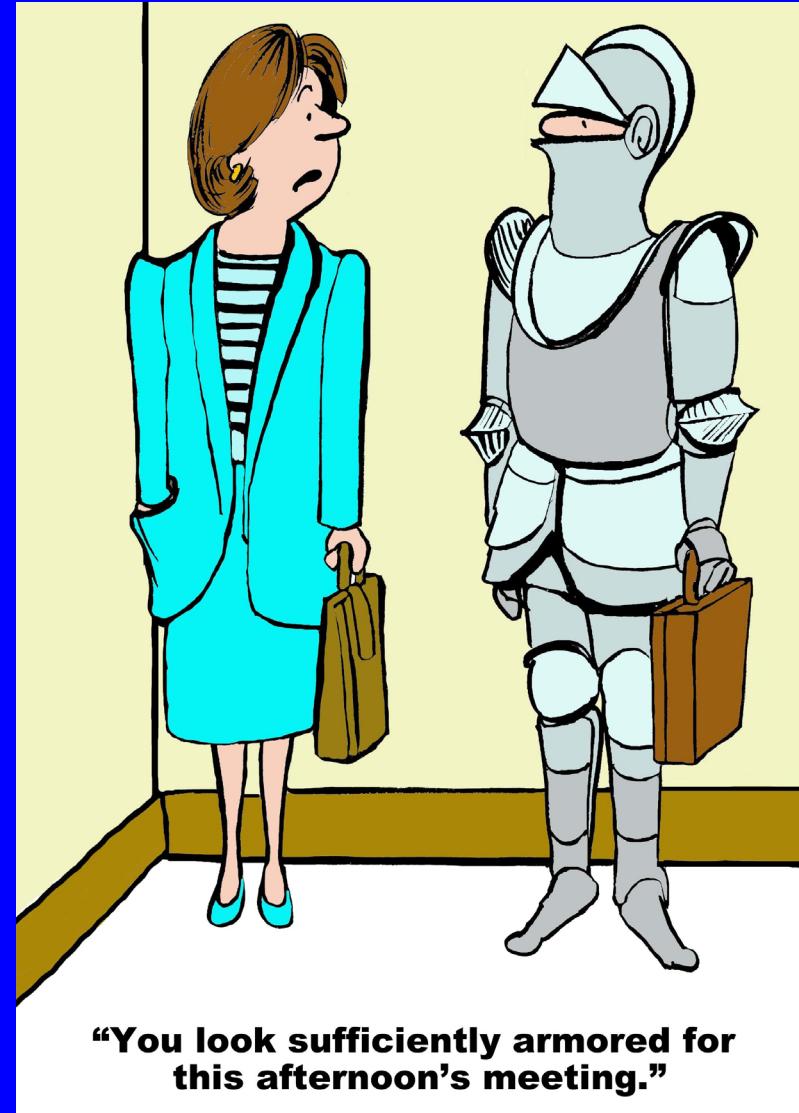
# Be introspective

10 Tips to Make You a Conflict Resolution Superstar



# Expect conflict

10 Tips to Make You a Conflict Resolution Superstar



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

# Thank You

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