

Secrets of Conflict Resolution

Nebraska.Code()

Chad Green

Who is Chad Green?

- Service Delivery Manager at Hewlett Packard Enterprise
 - Previous Positions
 - Product Delivery Manager
 - Project Manager
 - .NET Solution Architect
 - Developer
- Community Involvement
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Agenda

- Who is Chad Green
- Setting the Stage
- Approaches to Conflict Resolution
- Understanding Group Dynamics
- Managing Conflict
- Conclusion

By the Numbers

85%

85% of U.S. employees experience conflict and spend 2.8 hours/week dealing with it

\$359

Significant loss of organizational productivity and resources costs \$359 billion in paid hours a year

27%

27% of employees witnessed personal attacks

25%

25% say avoiding it results in sickness/absences

31%

31% of managers think they handle conflict effectively

78%

78% of employees disagree

95%

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

60%

Nearly 60% have never received training

75%

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

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

Ronald Reagan

Setting the Stage

What is Conflict and Conflict Resolution

What is Conflict?

- A serious disagreement or argument, typically a protracted one
- A state of disagreement or disharmony between persons or ideas; a clash
- Strong disagreement between people, groups, etc., that results in often angry argument
- A turning point during which an individual struggles to attain some psychological quality.
 - Can be a time of both vulnerability and strength, as the individual works toward success or failure
- **Real or perceived** threat or opposition to one's needs, interests, principles, concerns, or security

What is Conflict?



Good discussion about the possibilities



Not too bad, but still not good



Things starting to fall apart

What is Conflict?



Oh goodness, this cannot be good



Now this is really serious







What is Conflict Resolution?

- Way for two or more parties to find a peaceful solution to a disagreement among them
- Methods and processes involved in facilitating the peaceful ending conflict
- Committed groups actively communicate information about their conflicting motives to the rest of the group
- Engaging in collective negotiation
- Typically parallel the dimensions of conflict in the way the conflict is processed
 - Cognitive Resolution
 - Emotional Resolution
 - Behavioral Resolution

Approaches to Conflict Resolution

Collaborating

Problem Solving, Confronting, Integrating, Win-Win Style

Description

- Incorporating multiple viewpoints and insights from different perspectives
- Involves a rational problem-solving approach
- Involves
 - Focusing on the issues
 - Looking at alternative approaches
 - Selecting the best alternative

When to Use

- Consensus and commitment of others important
- Collaborative environment
- Required to address the interest of multiple stakeholders
- High level of trust is present
- Long-term relationship is important
- Need to work through hard feelings, animosity, etc.
- Do not want to have full responsibility

Collaborating

Problem Solving, Confronting, Integrating, Win-Win Style

Advantages

- Leads to solving the actual problem
- Leads to a win-win outcome
- Reinforces mutual trust and respect
- Builds a foundation for effective collaboration in the future
- Shared responsibility of the outcome
- You earn the reputation of a good negotiator
- Outcome of the conflict resolution is less stressful

Disadvantages

- Requires a commitment from all parties
- May require more effort and more time
- May not be practical when timing is crucial and a quick solution or fast response is required
- Involved parties must continue collaborative efforts to maintain a collaborative relationship

Compromising

Give and Take, Reconciling

Description

- Conflicting parties bargain to reach a mutually acceptable solution
- Lose/Lose

When to Use

- Both parties need to win
- Goals are moderately important / not worth the use of more assertive involving approaches
- Teach temporary settlement on complex issues
- Reach expedient solutions on important issues
- First step when involved parties do not know each other
- When collaboration or forcing do not work

Compromising

Give and Take, Reconciling

Advantages

- Faster issue resolution
- Can provide a temporary solution while looking for a win-win solution
- Lowers the level of tension and stress resulting from the conflict

Disadvantages

- May result in a situation when both parties are not satisfied with the outcome
- Does not contribute to building trust in the long run
- May require close monitoring and control

Smoothing

Accommodating, Obliging

Description

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

When to Use

- Important to provide a temporary relief or buy time
- Issue is not as important to you as it is to the other person
- You accept you are wrong
- You have no choice or when continued competition would be detrimental



Smoothing

Accommodating, Obliging

Advantages

- Helps to protect more important interests while give up on less important ones
- Gives an opportunity to reassess the situation from a different angle

Disadvantages

- Risk of being abused
- May negatively affect your confidence in your ability to respond to an aggressive opponent
- Makes it more difficult to transition to a win-win solution in the future
- Some of your supporters may not like your smoothing response and be turned off

Forcing

Directing, Competing, Controlling, Dominating

Description

- Involves pushing one viewpoint at the expense of another
- Generates a win-lose situation
- Assertiveness is the hallmark of this approach
- Addresses the conflict head-on

When to Use

- All other, less forceful methods, do not work or are ineffective
- Need to stand up for your own rights, resist aggression and pressure
- Quick resolution is required and using force if justified
- As a last resort to resolve a long-lasting conflict

Forcing

Directing, Competing, Controlling, Dominating

Advantages

- May provide a quick resolution
- Increases self-esteem and draws respect



Disadvantages

- May negatively affect relationship in the long run
- May cause opponent to react in the same way
- May require a lot of energy and may be exhausting
- Cannot take advantage of strong sides of the other side's position

Withdrawal

Avoidance

Description

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

When to Use

- Issue is trivial and not worth the effort
- More important issues are pressing
- Postponing the response is beneficial to you
- No change of getting your concerns met
- You would have to deal with hostility
- Unable to handle the conflict

Withdrawal

Avoidance

Advantages

- You may choose to withdraw and postpone your response until you are in a more favorable circumstance
- Low stress approach when conflict is short
- Gives the ability/time to focus on more important or more urgent issues
- Give you time to be better prepared

Disadvantages

- May lead to weakening or losing your position
- Not acting may be interpreted as an agreement
- May negatively affect your relationship with a party that expects your action

Exercise

– “Do it my way!”

–Forcing

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

–Smoothing

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

–Compromising

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

–Withdrawal

– “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.”

–Smoothing

Exercise

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

–Forcing

- “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.”

–Collaborating

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

–Collaborating

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

–Withdrawal

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

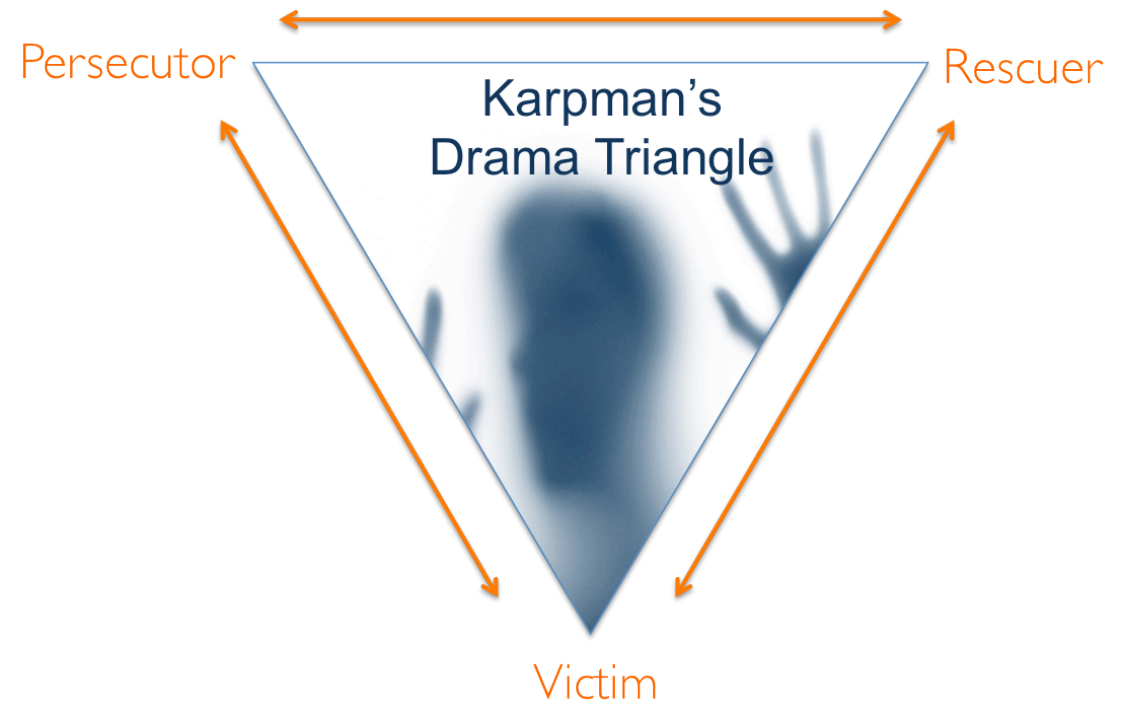
–Compromising

Understanding Group Dynamics

Transactional Analysis

Karpman Drama Triangle

- Conflict has predictable pattern known as the Karpman Drama Triangle
- Models the connection between personal responsibility and the power in conflicts, and destructive and shifting roles people play
- 3 Roles
 - Persecutor
 - Rescuer
 - Victim



Karpman Drama Triangle



Persecutor



Rescuer



Victim

Managing Conflict

10 Tips to Make you a Conflict Resolution Superstar

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5. Organize a staff meeting
6. Seek first to understand
7. Alert human resources



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7. Alert human resources
8. Find a mediator



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7. Alert human resources
8. Find a mediator
9. Be introspective



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6. Seek first to understand
7. Alert human resources
8. Find a mediator
9. Be introspective
10. Expect Conflict



Conclusion

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Thank you

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