

# Secrets of Conflict Resolution

**Chad Green**

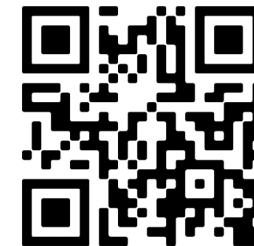
Director of IT Architecture  
**Glennis Solutions**

Level: Introductory

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# Who is Chad Green

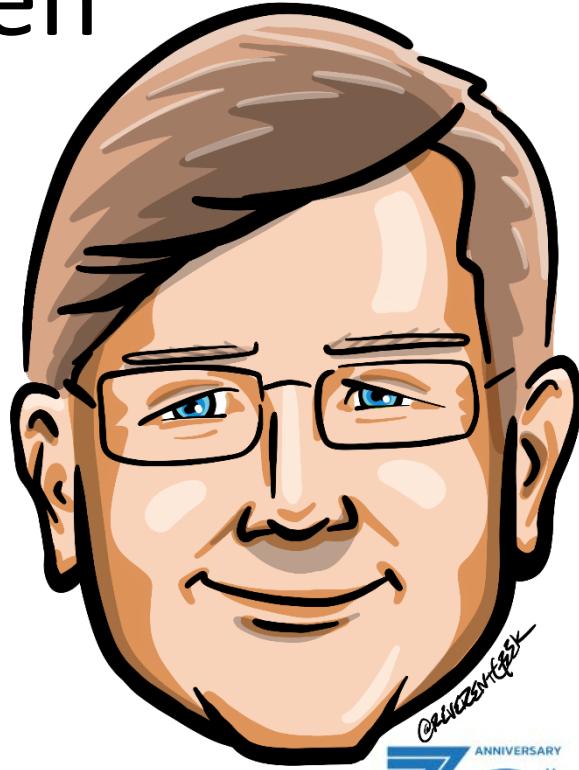
✉️ chadgreen@chadgreen.com

.twitch TaleLearnCode

🌐 ChadGreen.com

🐦 ChadGreen & TaleLearnCode

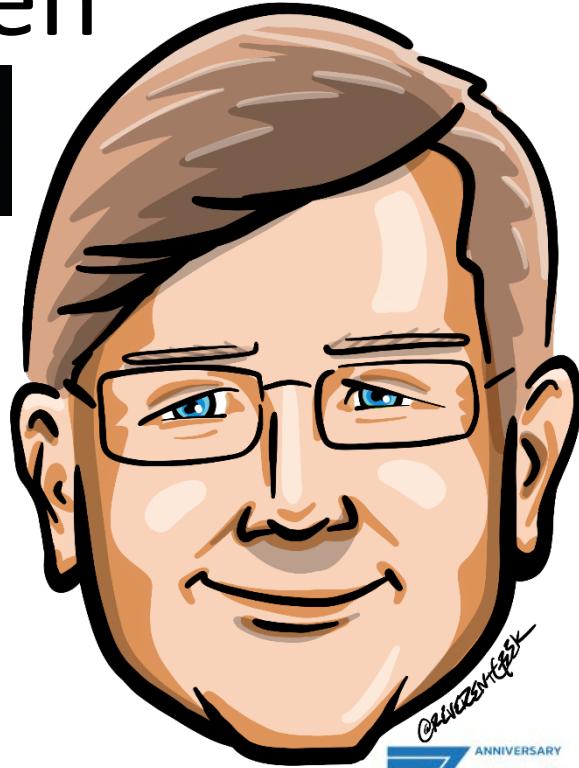
linkedin ChadwickEGreen



# 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

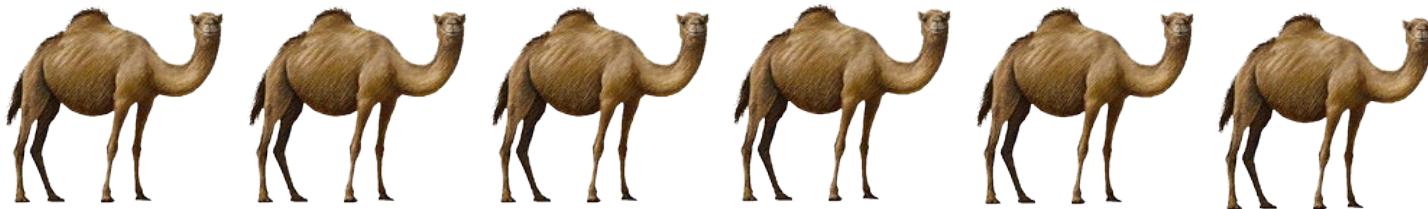
75%

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

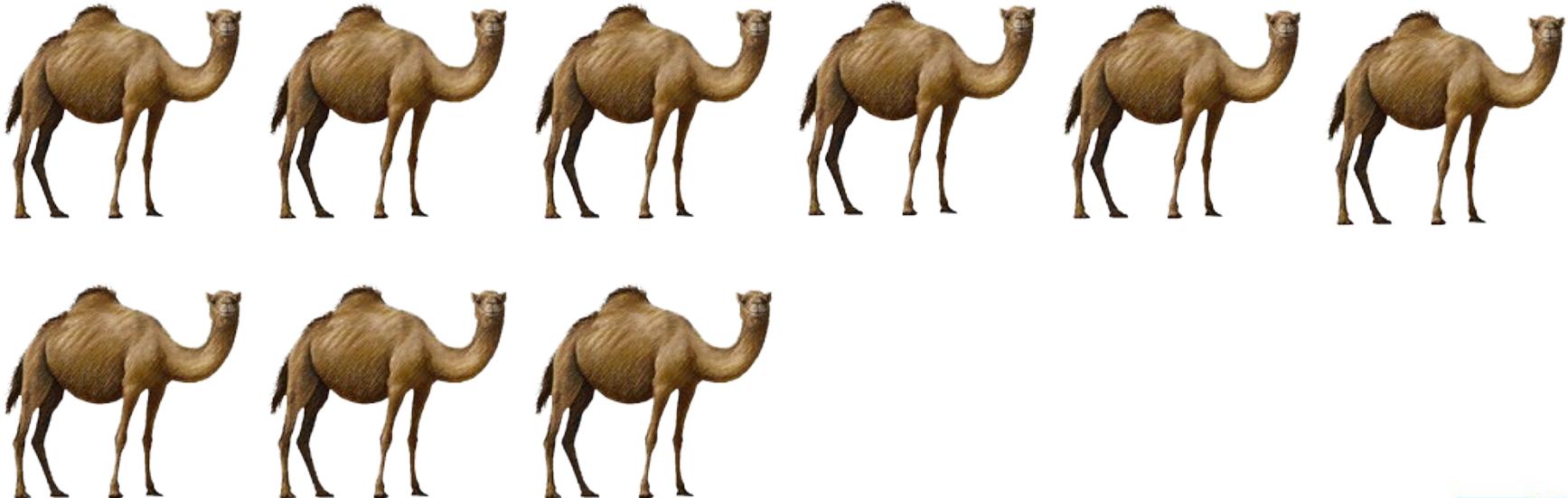


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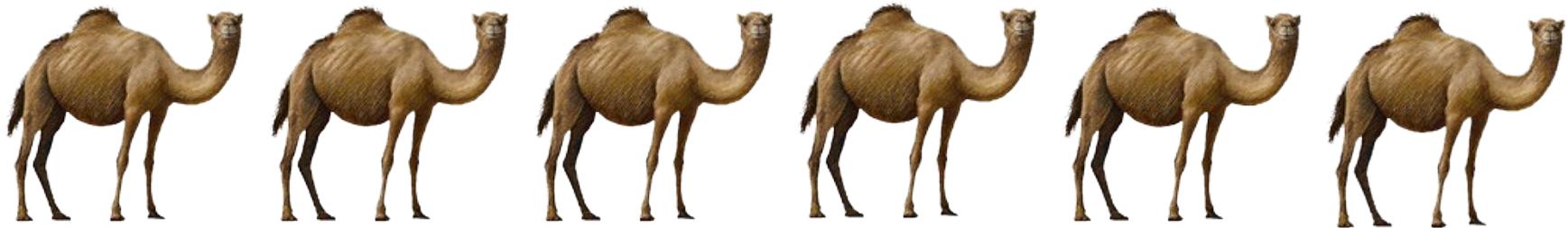
# What is Conflict Resolution



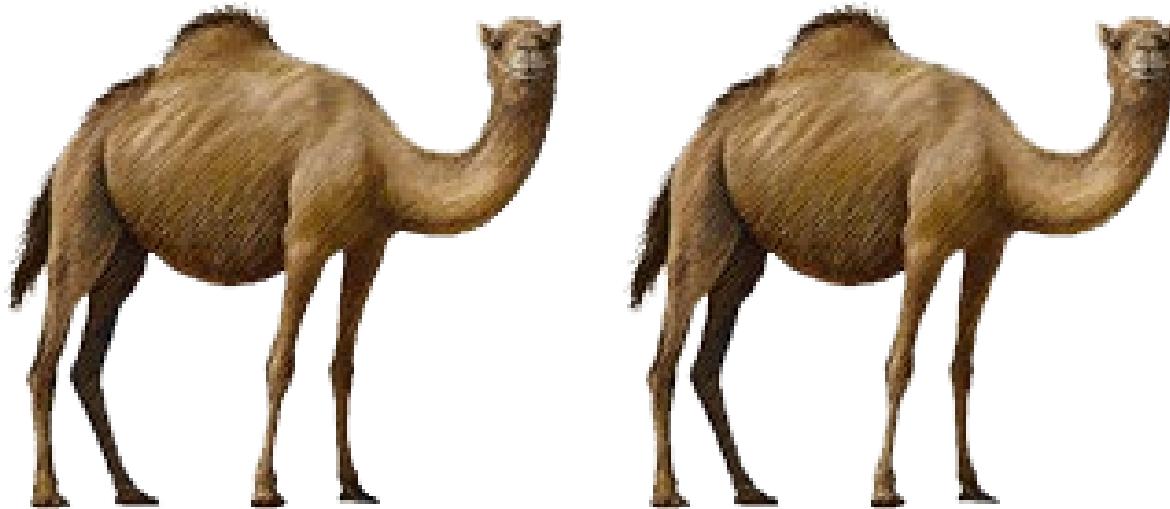
# What is Conflict Resolution



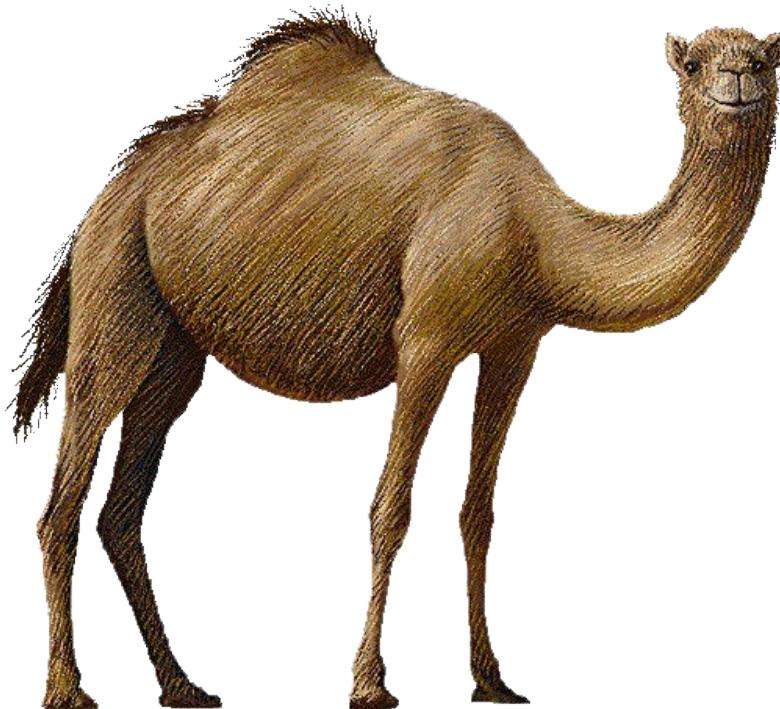
# What is Conflict Resolution



# 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



## Advantages

- Protects more important interest
- Opportunity to reassess the situation
- **More difficult to transition to win-win**

# Accommodation



## Advantages

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



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# 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 weakening 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



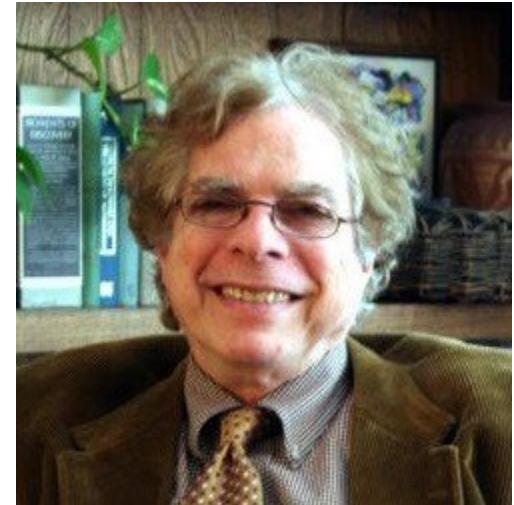


How can there be peace  
without people  
understanding each other;  
and how can this be if they  
don't know each other?

Lester B. Pearson

# Group Dynamics

Karpman  
Drama Triangle



# Group Dynamics



Persecutor

Human  
Triad



Rescuer



Victim

# Karpman Drama Triangle



Persecutor



Rescuer



Victim

# Karpman Drama Triangle



Persecutor



Persecutor



Rescuer



Victim



Rescuer



Victim

# Little Red Riding Hood

Karpman Drama Triangle



# Little Red Riding Hood



# Little Red Riding Hood



# Little Red Riding Hood



# Little Red Riding Hood



# 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

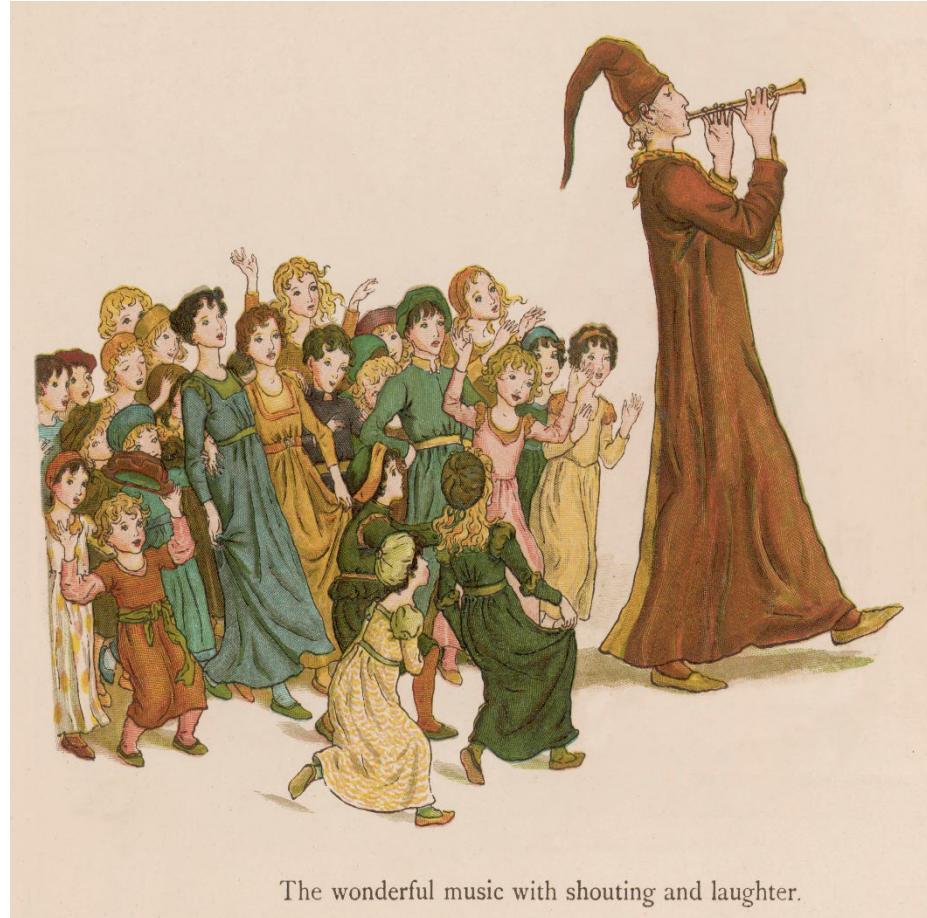


Rescuer



# 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

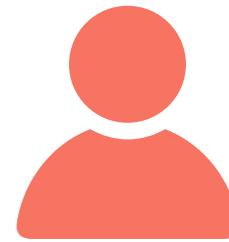
Karpman Drama Triangle



# Software Development Team Scenario

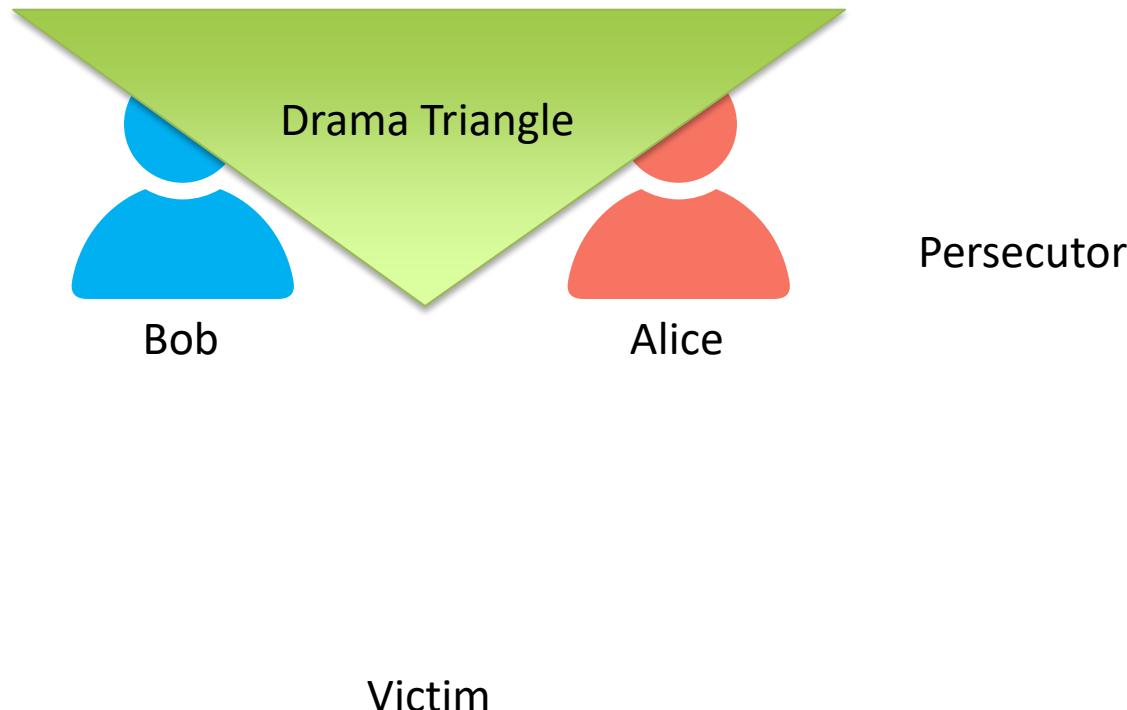


Bob

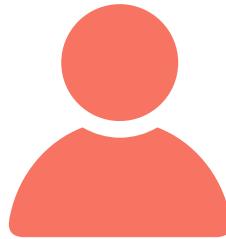


Alice

# Software Development Team Scenario

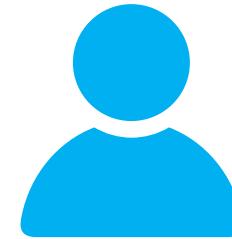


# Software Development Team Scenario



Alice

Rescuer



Bob

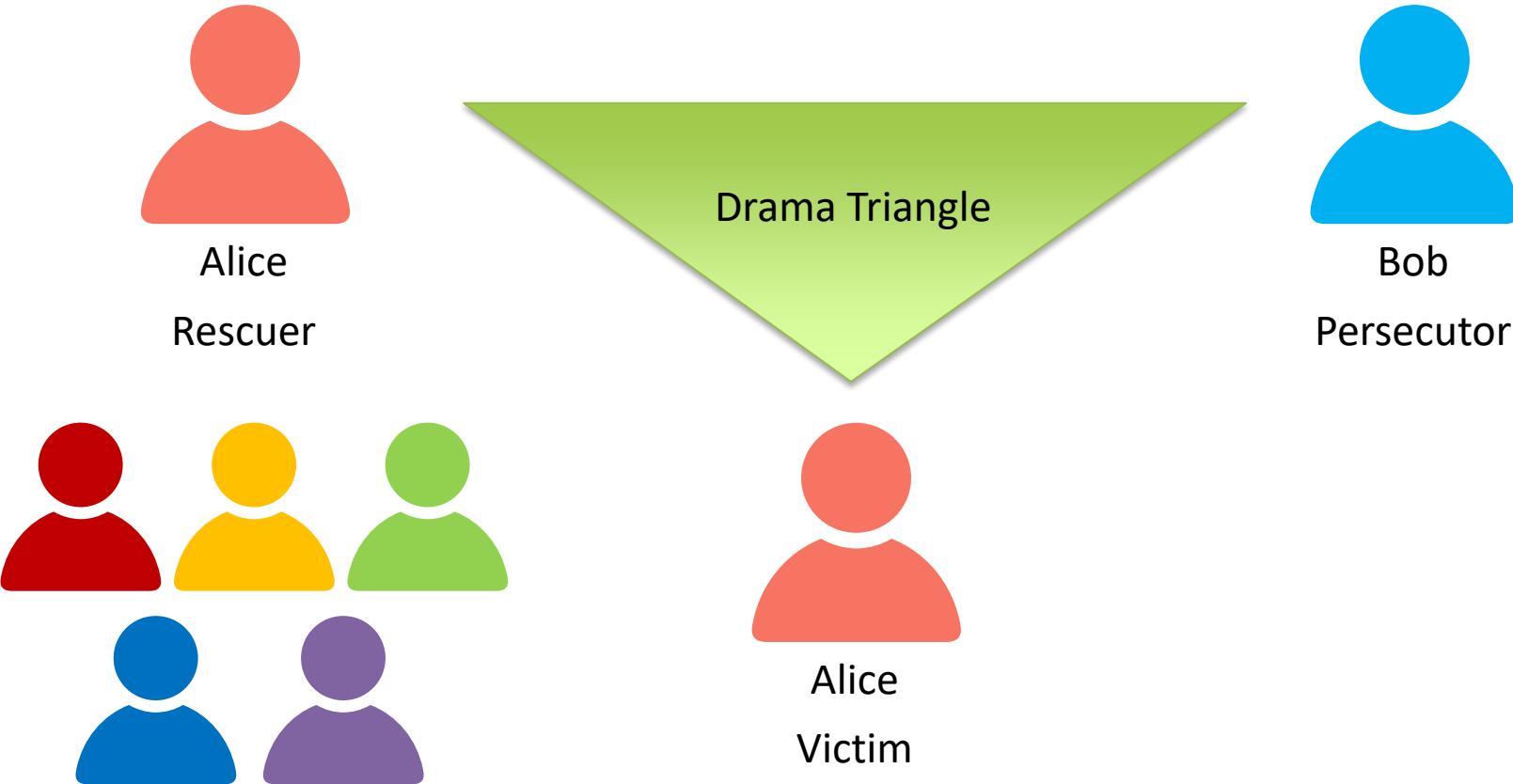
Persecutor



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



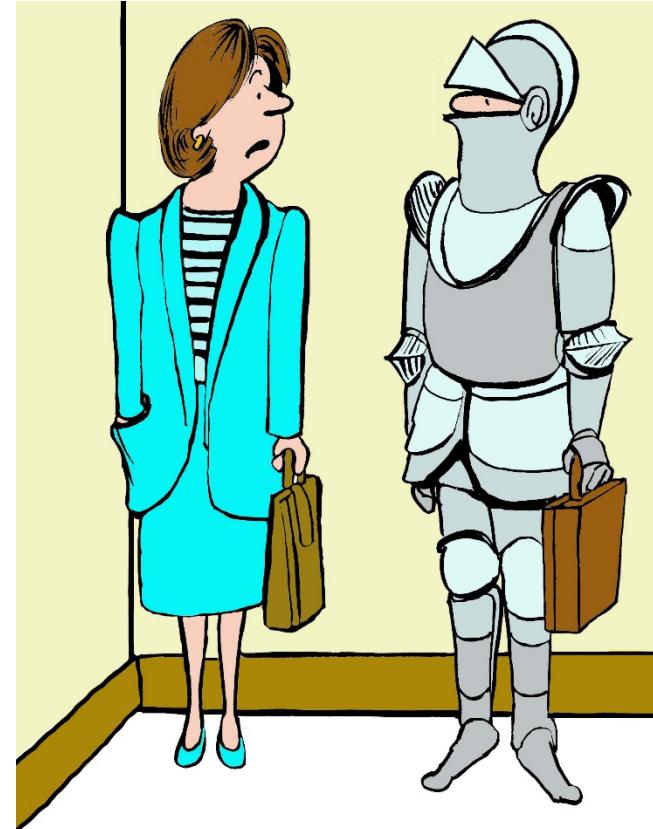
# Be introspective

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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