# Management Essentials

# Exercise #9

# Resolving Conflicts

For this section of the course on resolving conflicts there are two exercises. You may choose either one or both.

# Resolving Conflicts:

The following are the seven steps of conflict resolution that were described in the lectures:

1. ***Find Agreement:*** Clarify the points on which the parties agree.
   * *“It seems to me that we are both saying…”*
2. ***Clarify the Disagreement*** and the reason for that disagreement. Check this out with them.
   * *“I think the difference in our points of view is that…”*
3. ***Express Empathy*** or understanding for both of their views so that they feel “heard.”
   * *“I can understand that you feel we should…”*
4. ***Seek Alternatives:*** Ask the rest of the group if they have other alternatives, or ask them to discuss the pros and cons of the different solutions.
   * *“Is there another way to look at this that may satisfy both points of view?”*
5. ***Agree on Criteria:*** Ask the group for criteria, what is important, in solving this problem.
   * *“What is the really important issue, what do we need to do to move forward?”*
6. ***Combine & Create:*** Ask the group if there is a way to take the best parts of each solution and combine them.
   * *“The good part of John’s solution is that it…; and the good part of Susan’s is that it …”*
7. ***Reach Consensus:*** Ask the group if there is then a consensus point of view, or ask the group to vote on a solution.

Meet with your coach and role play a conflict that is not a real one. For example, you could take the position that you want some additional authority or responsibility in your position. The coach can take the position that this authority belongs to someone else. You should both think about why your position is important to you. Then present the conflict and attempt to resolve in using the seven steps in the conflict resolution model.

Once you have role played this conflict and resolution, ask each other what you have learned from practicing this. In real-life, when can you see using this? What obstacles might you see to using this model?

# Team Norms: Debate or Dialogue

In the last lecture you were given six cultural characteristics, or behavior, of dialogue and debate. On each of the questions, score your team from 1 to 5. There are two questions per characteristic, or ten points for each pair. The perfect score would be 60. How did you score? What is the one behavioral characteristic that would most improve the functioning of your team? Discuss this with your coach.

The following are the characteristics and questions:













