

A man and a woman are shown from the chest up. The man, on the left, is wearing a light-colored button-down shirt and a patterned tie. He has his hands pressed against his eyes, obscuring them. The woman, on the right, is wearing a white blouse. She has her hands pressed against her ears, obscuring them. They appear to be in an office setting, with a white wall behind them.

# Conflict Management

(c) 2018 Gates Matthew Stoner



# Teamwork

# Agenda

- ⦿ What is conflict mgmt?
- ⦿ Conflict Approaches
- ⦿ Collaborative Escalation



There is no  
growth  
without pain.  
Envision a  
seed  
sprouting  
from the  
ground to  
start anew.

# Definitions

- **Hocker & Wilmot** - an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals
- **Jordan** - conflict arises when a difference between two (or more) people necessitates change in at least one person in order for their engagement to continue and develop

# Key Elements in Definitions of Conflict

- Interdependence
- Opposition
- Expression or behavioral manifestation



# Reactivity

- ⦿ We are by nature proactive
- ⦿ If our lives are a function of conditioning and conditions, it is because we have, by conscious decision or by default, chosen to empower those things to control us
- ⦿ Reactive people are often affected by the physical & social environment

# Language

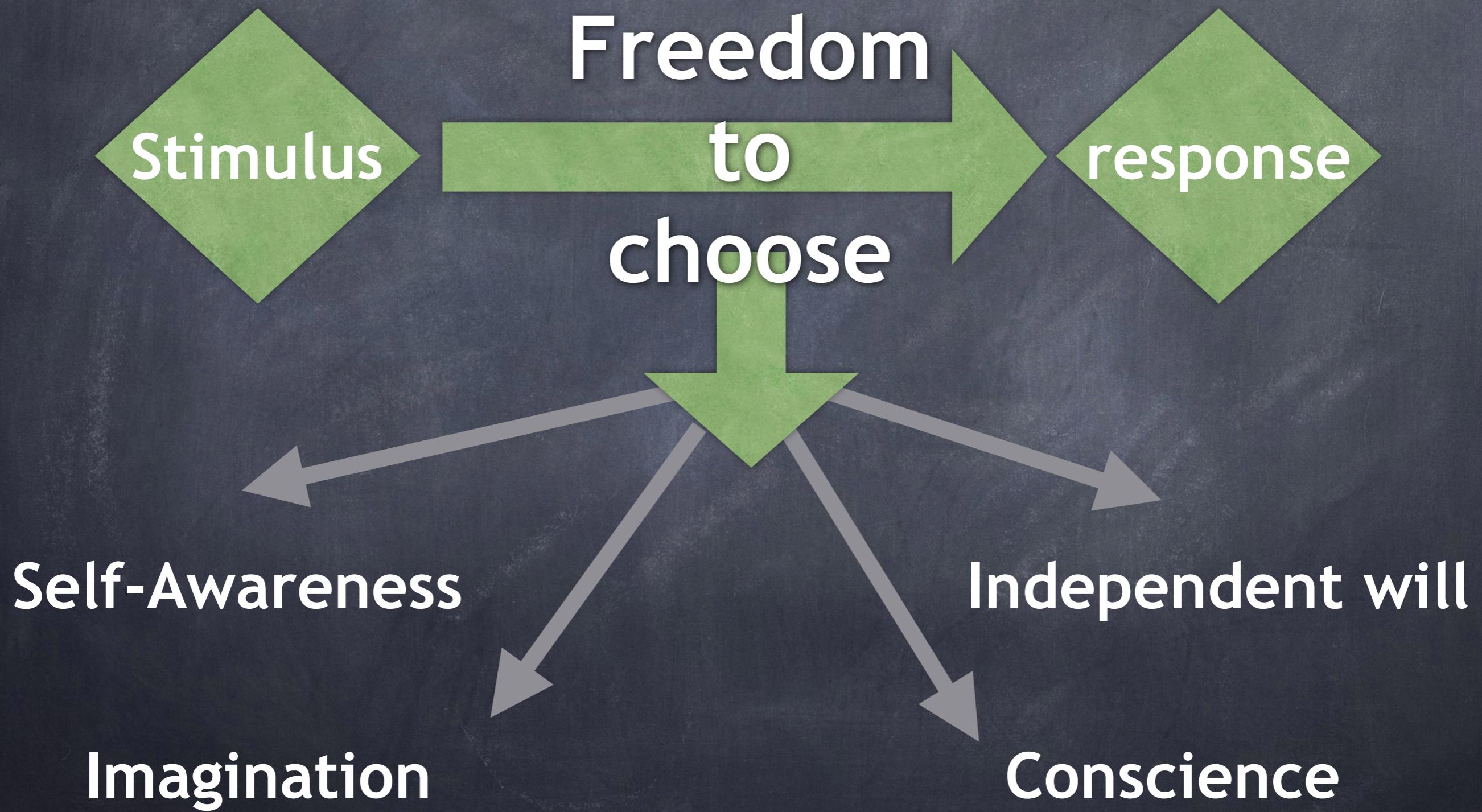
## Reactive Language

There's nothing I can do.  
That's just the way I am.  
He makes me so mad.  
They won't allow that.  
I have to do that.  
I can't.  
I must.  
If only

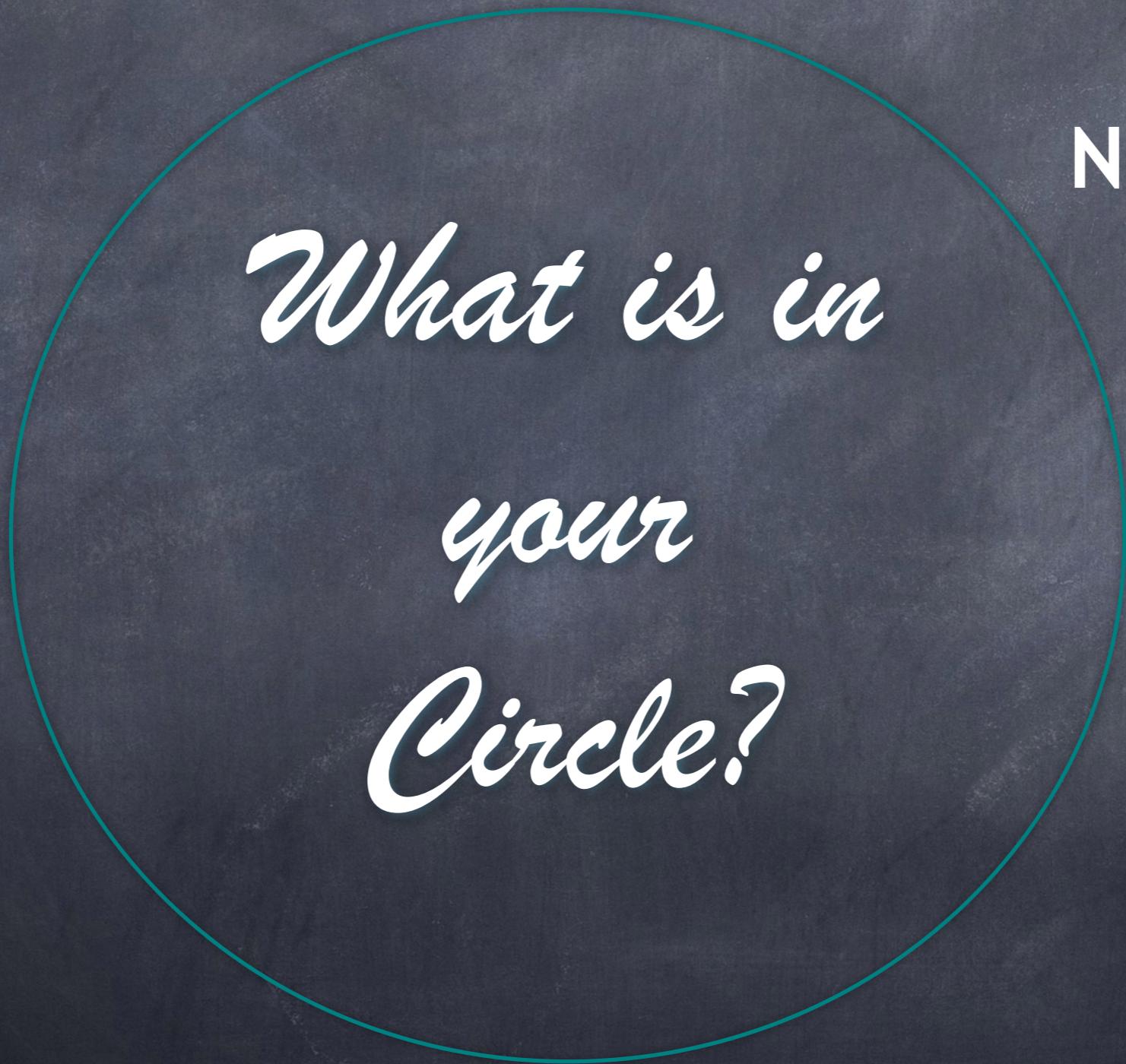
## Proactive Language

Let's look at our alternatives.  
I can choose a different  
approach.  
I can control my own feelings.  
I can create an effective  
presentation.  
I will choose an appropriate  
response.  
I choose.  
I prefer.  
I will.

# Proactive Model



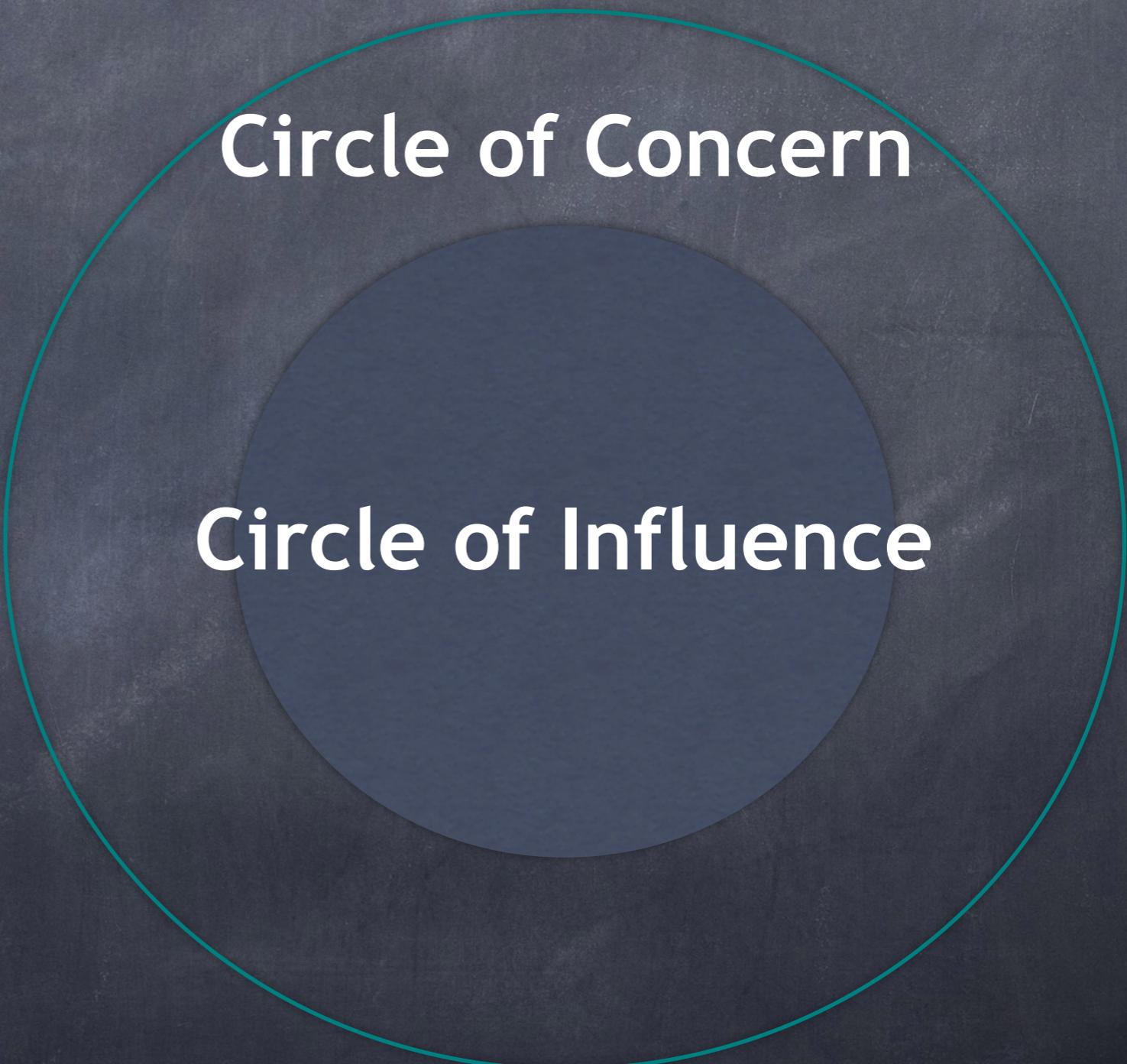
# Circle of Concern



No Concern

# Circle of Influence

- There are items we have no real control over and others that we can do something about
- Circle of influence is those items we can do something about



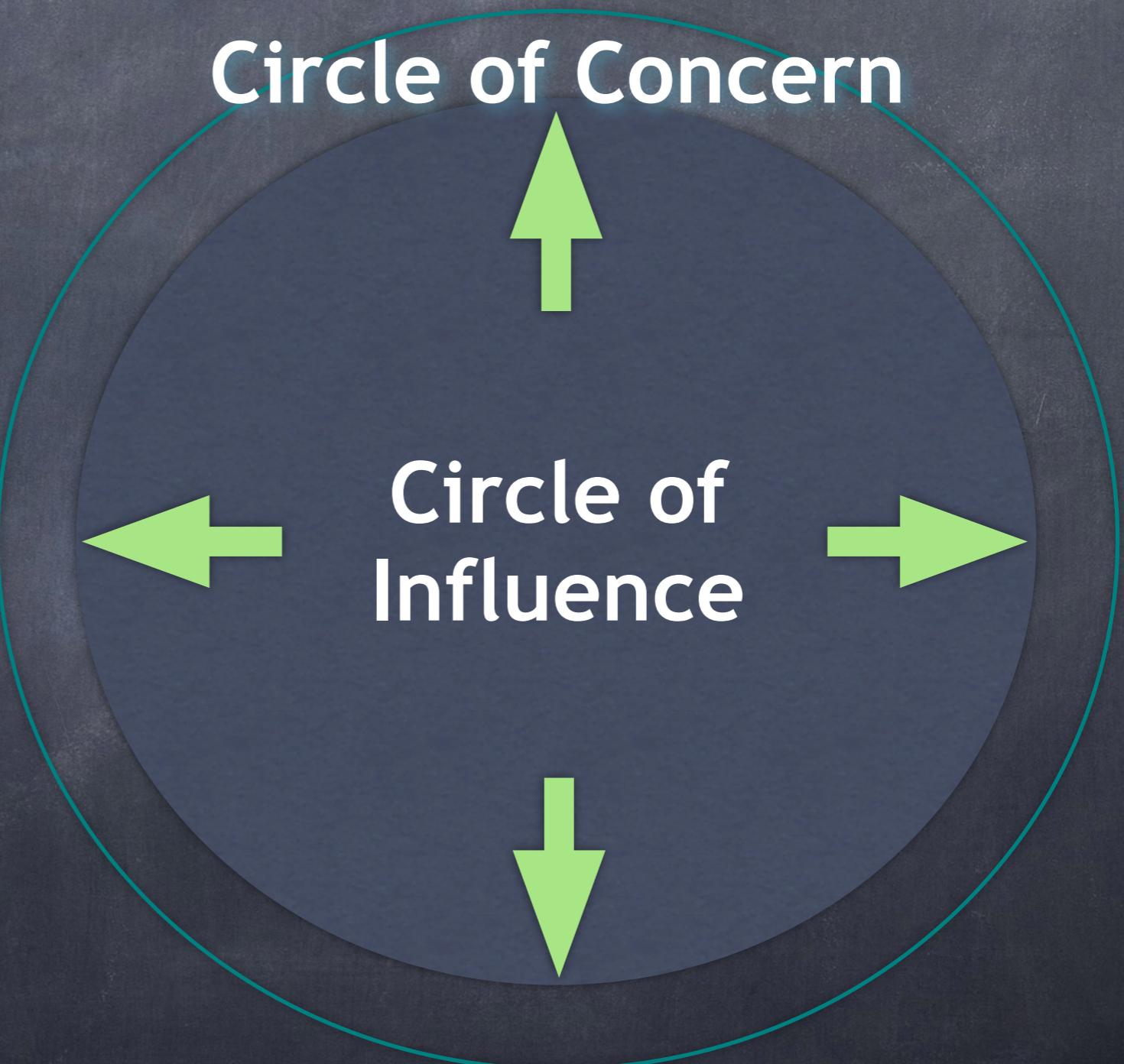
Circle of Concern

A Venn diagram consisting of two concentric circles. The inner circle is dark blue and labeled "Circle of Influence". The outer ring is light blue and labeled "Circle of Concern".

Circle of Influence

# Proactive Focus

- Proactive people focus their efforts on the circle of influence
- Positive energy expands the circle of influence

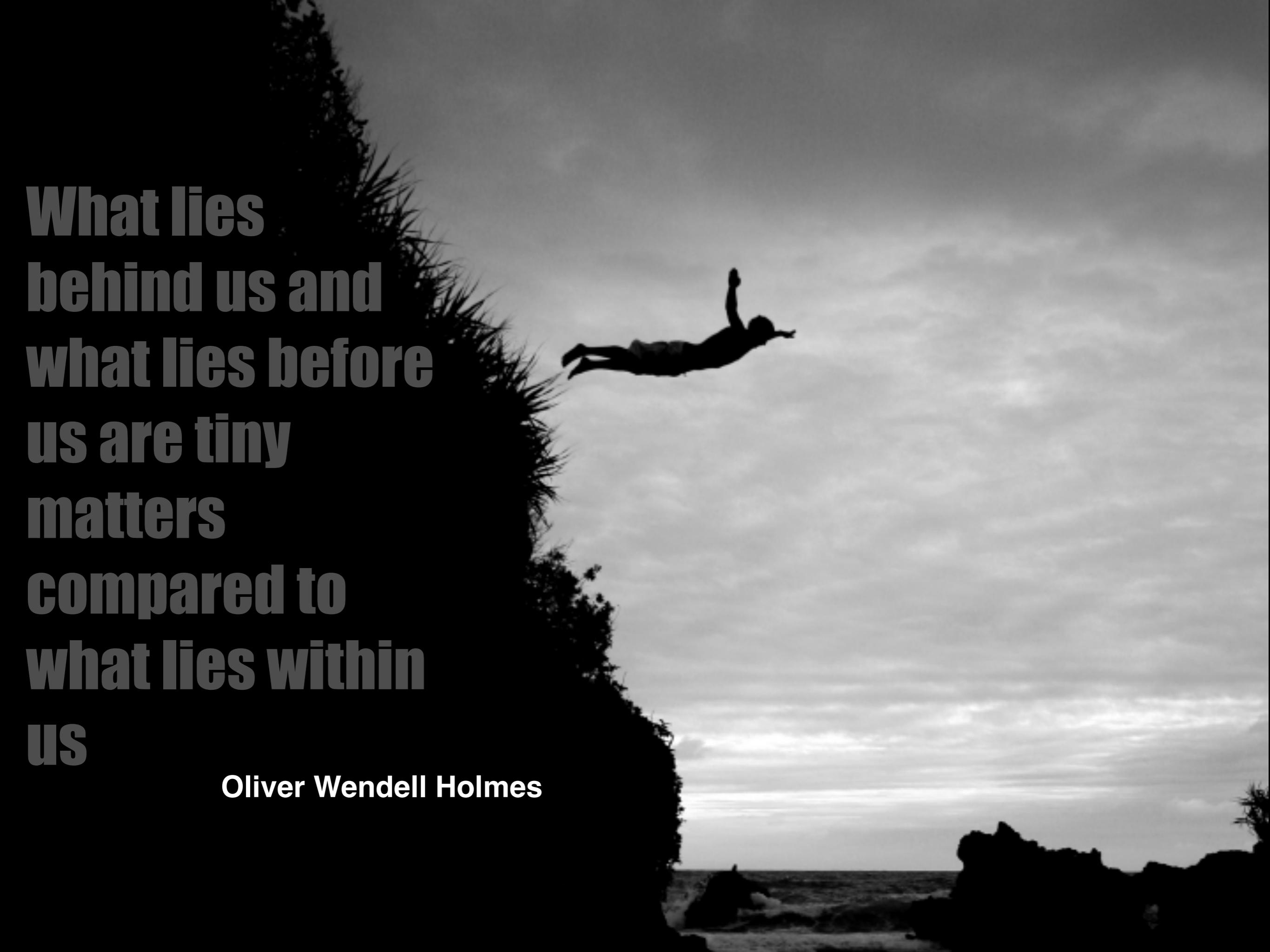


# Reactive Focus

- ⦿ Focus of efforts in the Circle of Concern
- ⦿ Focus on the weaknesses of others, the problems in the environment, and circumstances over which they have no control
- ⦿ Results include blaming and accusing attitudes, reactive language, and increased feelings of victimization

**What lies  
behind us and  
what lies before  
us are tiny  
matters  
compared to  
what lies within  
us**

**Oliver Wendell Holmes**



# Three Fundamental Strategies



Flight



Fight



Communicate

All conflict management strategies involve *choices* about communication

Most conflict management strategies involve  
*communication*

# Wrong Ideas about Conflict

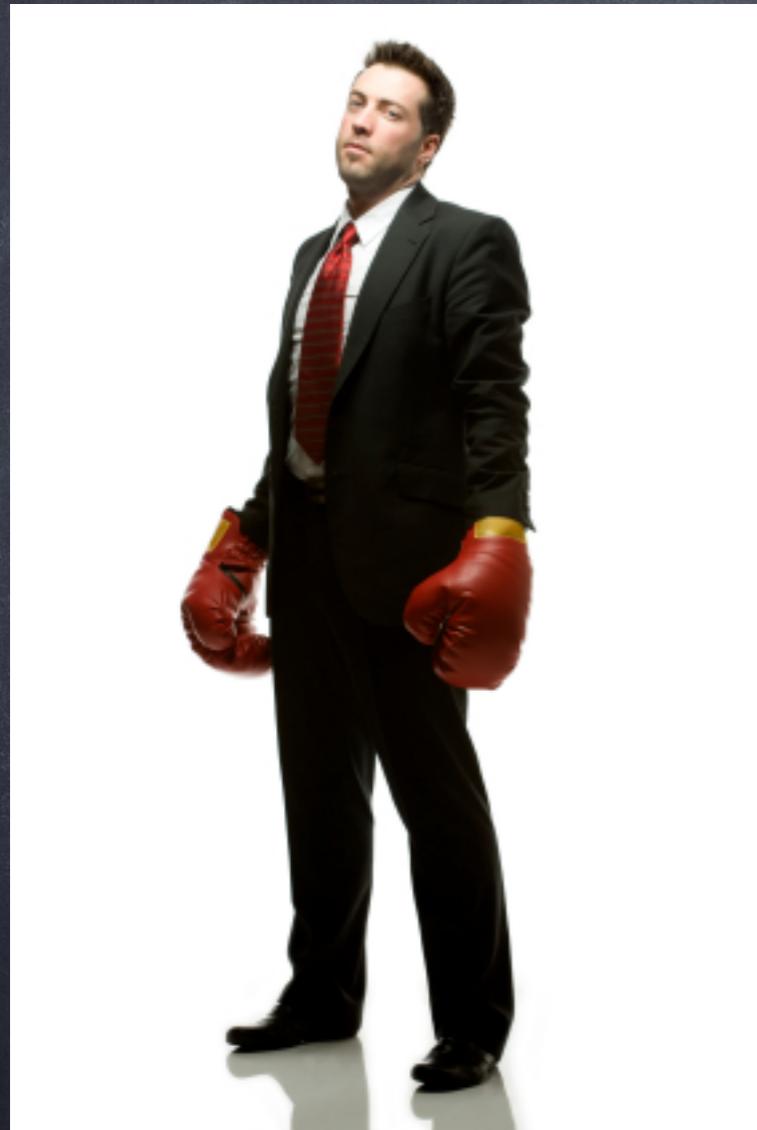
- Conflict should not occur
- Conflicts are contests that end up with winners and losers
- Winning in a conflict requires having more power than the other party
- Exertion of power is harmful and has no legitimate place in conflict resolution

For good ideas and true innovation, you  
need human interaction, conflict,  
argument, debate.



Margaret Heffernan

# Dysfunctional Conflict Management Strategies



- Avoidance
- Reduced communication
- Imposition
- Triangulation
- Pay back
- Bargaining and compromise

# Organizational Conflict Management

- Primary concern is to ensure that the general pattern of conflict management is constructive
- As much as possible, resolutions should be informal, arranged by mutual agreement
- Formal means of resolutions, with enforcement mechanisms, must be in place

# **Constructive Conflict Management Principles**

- Conflict is natural and will occur
- Conflict management requires time and energy
- Unnecessary conflicts waste time and energy
- Poor conflict management damages individuals, relationships and organizations

## ALMOST ANY CONFLICT CONVERSATION CAN BE RESOLVED IF YOU PURSUE THESE 4 GOALS:

1

Listen and understand what the other person thinks and feels.

2

Explain your own thoughts, so the other person understands where you're coming from.

3

Discuss if there's a way to come together with mutual benefit.

4

Once you agree on something, make commitments and get it done.

# Conflict Approaches



# Conflict Approaches

- Win/Win
- Win/Lose
- Lose/Win
- Lose/Lose
- Win
- Win/Win or No Deal





**MY WAY**



**YOUR WAY**

# Win/Lose

- Only one winner and all others are losers
- Acceptable in competitive and low-trust situations
- Life isn't a competition though
- Win/Lose ≠ Cooperation

# Lose/Win

- ⦿ Worse than Win/Lose
- ⦿ No standards, demands, expectations
- ⦿ Seeking popularity/acceptance
- ⦿ No courage, No conviction
- ⦿ Easily intimidate by ego & strength of others

# Losing propositions

- Both the win/lose and lose/win paradigm are weak positions based on personal insecurities
- May produce more upfront results, but results diminish over time

# Lose/Lose

- This is the philosophy of adversarial conflict
- Dependent individuals
- “If nobody ever wins, perhaps being a loser isn’t so bad”

A man wearing a green military-style helmet and a black suit jacket over a white shirt and tie is crouching behind a low stone wall. He is looking through a pair of black binoculars. The background is a rocky, outdoor setting.

**CONFFLICT IS  
INEVITABLE,  
BUT COMBAT  
IS OPTIONAL**

# Win

- Focuses on the goal, but neglects other individuals
- Others losing is irrelevant
- Most common approach to negotiation
- Securing one's own ends and leaving others to secure theirs

# Win/Win

- The Third Alternative ~ the “better” way
- Seeks the mutual benefit of everyone
- Instead of dichotomies, principled centered on success not at the expense or exclusion of others

“A good manager doesn't try to eliminate conflict; they try to keep it from wasting the energies of their people”



# Abundance Mentality

- Flows from a deep inner sense of personal worth and security
- Sharing isn't a character flaw it is an essential trait
- Public victory does not mean victory over other people, instead mutually beneficial results for everyone
- Relationships are strengthened (deposits to the emotional bank account)

# 4 Keys to Effective Negotiation

## Fisher & Ury, Getting to Yes

- Separate people and roles from the problem
- Focus on interests, not positions
- Generate options for mutual gain
- Use objective criteria to choose among options

# Win/Win

- Win/Win can only survive in an organization when the systems support it
- Often the problem is in the system, not the people
- If you put good people in bad systems, you get bad results
- If you have to water the flowers if you want them to grow

# Win/Win

- Win/Win puts the responsibility on the individual for accomplishing specific results within clear guidelines and available resources
- It makes a person accountable to perform and evaluate the results and provides consequences as a natural result of performance
- Thereby creating an environment which supports and reinforces the Win/Win agreement