

PLM and Innovation
Excellence

Learning Campus

Your partner for
Business Learning

Siemens
Core
Learning
Program

Conflict Management

Author:
Matthias Singer

**Every conflict contains an inherent
opportunity for positive change**

SIEMENS
Ingenuity for life

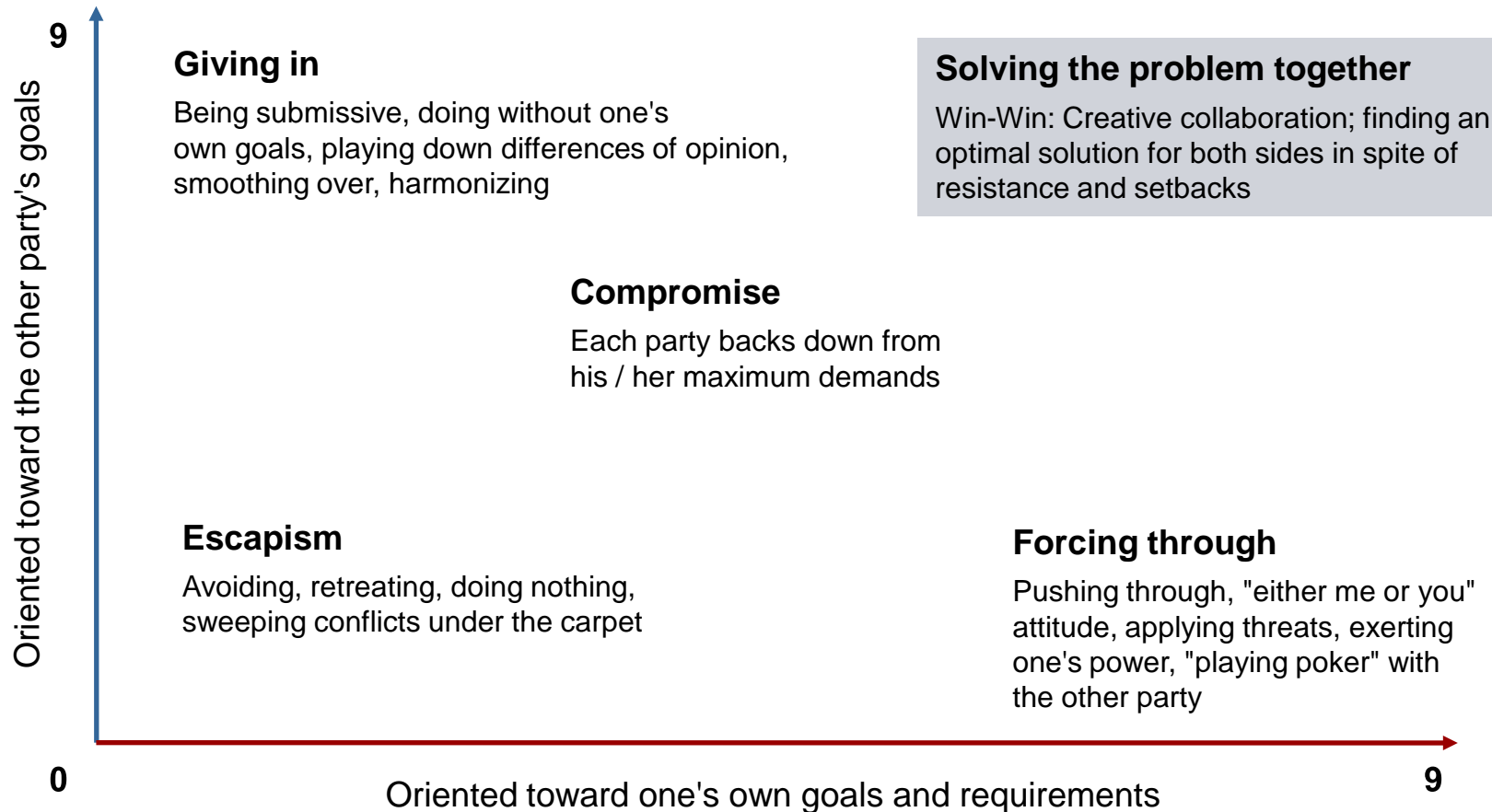
Conflict:

A conflict is a clash between opposing forces.

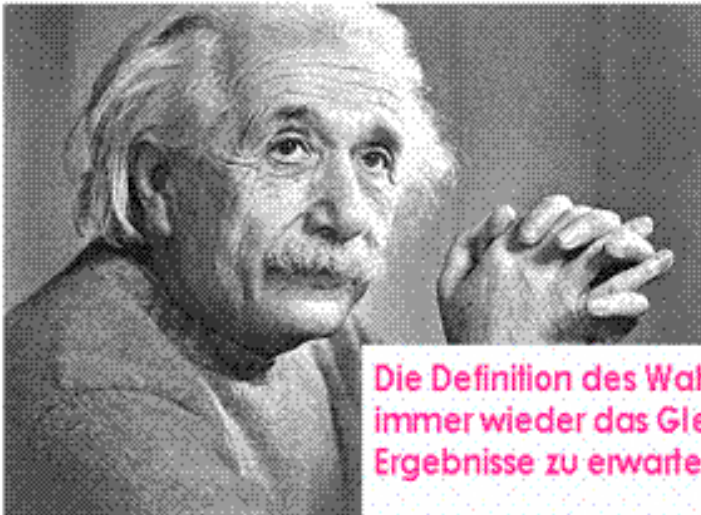
FRIEDRICH GLASL: "With conflicts,
the real problem is not the existence
of differences but rather the way in
which these differences are dealt with."



In the long run the win-win strategy is the most promising one

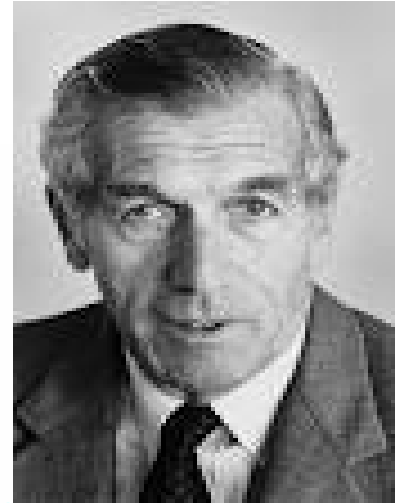


When the Solution becomes the Problem ... try something else!



Die Definition des Wahnsinns ist,
immer wieder das Gleiche zu tun und andere
Ergebnisse zu erwarten.“

„The definition of madness is working in
uniformed ways and expecting different results.“
ALBERT EINSTEIN

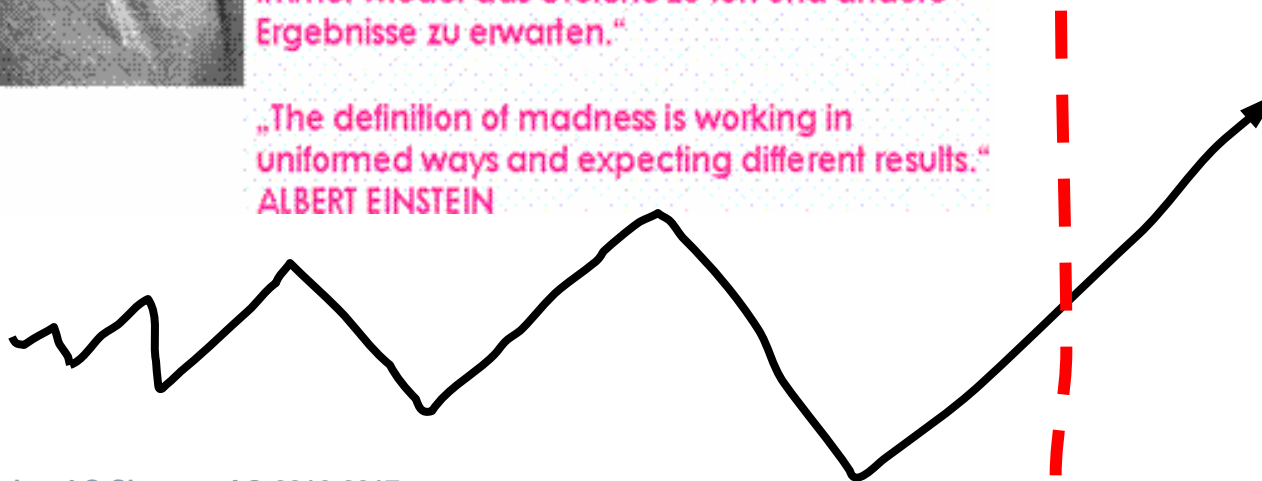


If something doesn't work ...

do **not more of the same**,

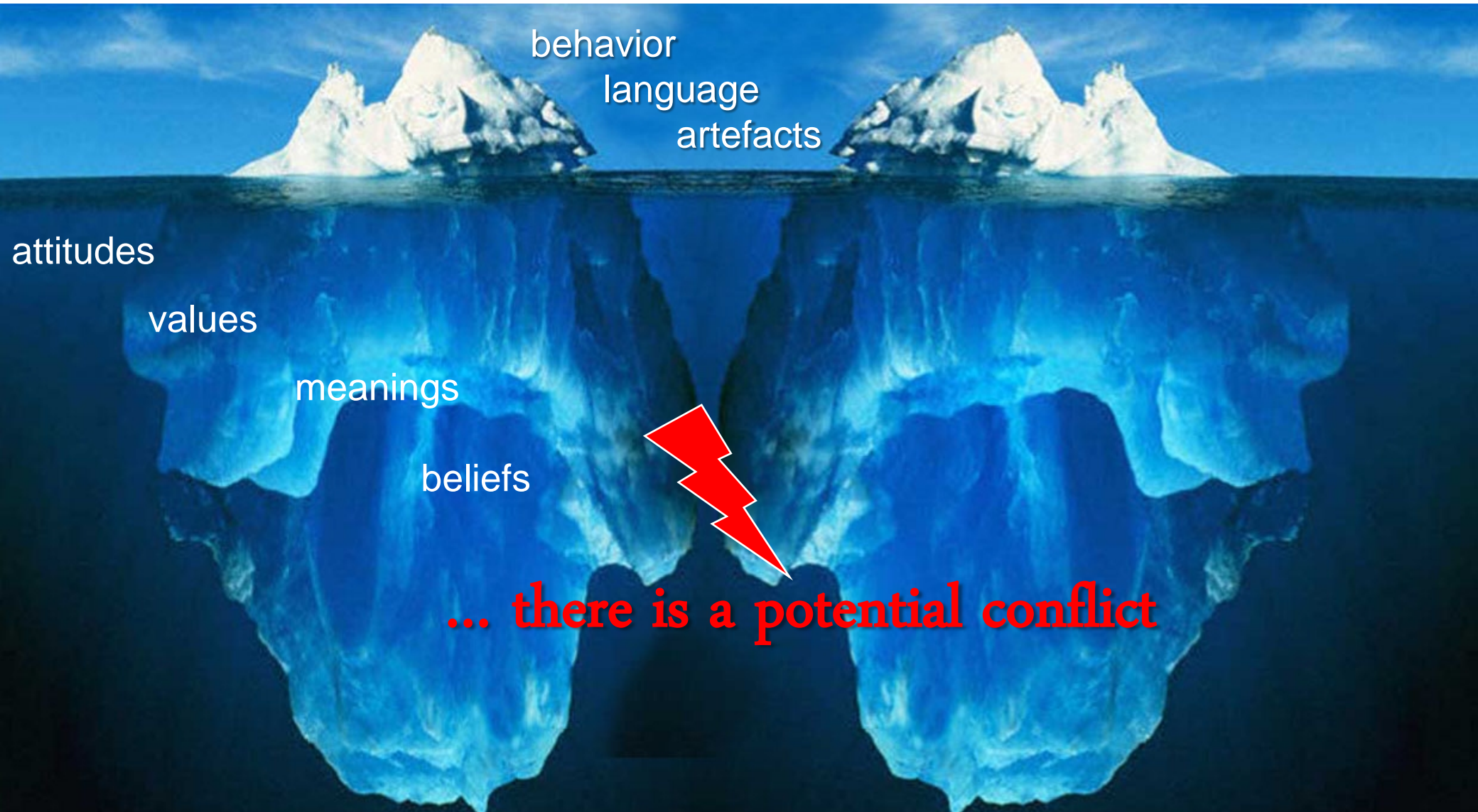
do something else.

PAUL WATZLAWICK



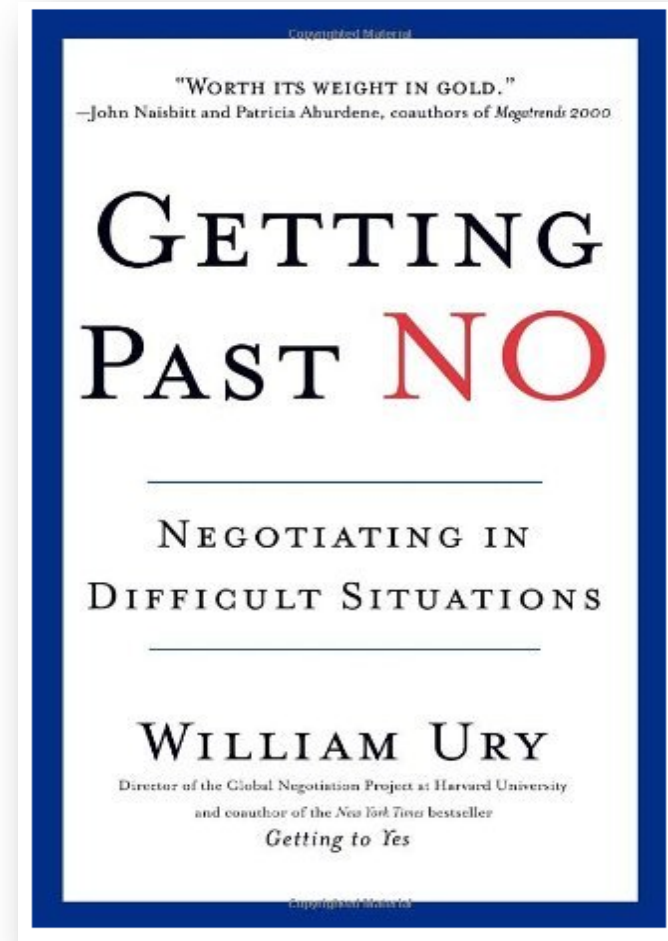
When two cultures meet ...

SIEMENS
Ingenuity for life

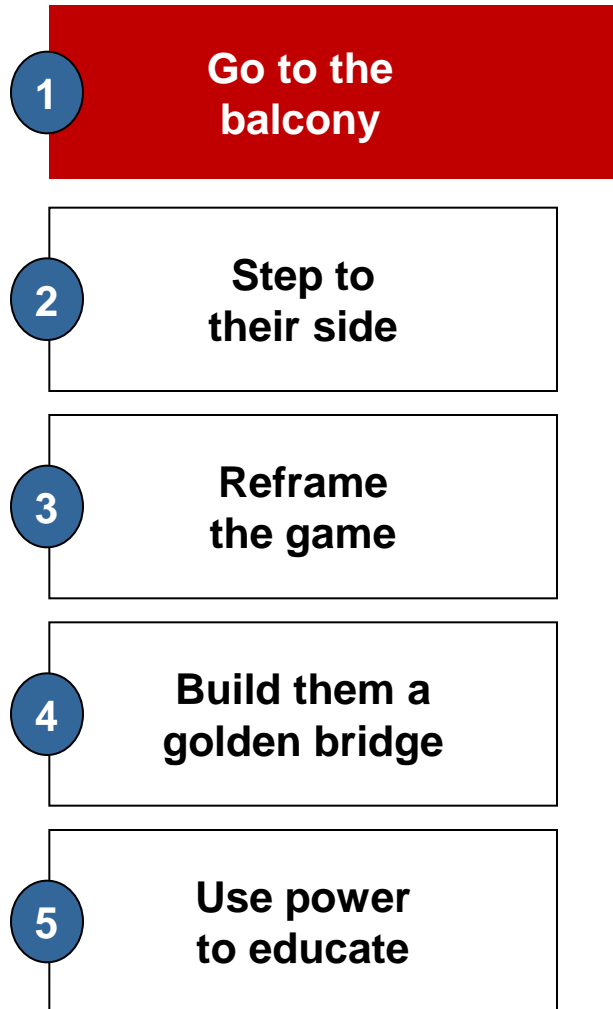


Getting past “No”: Five steps to master difficult conversations

- 1 Go to the balcony
- 2 Step to the other side
- 3 Reframe the game
- 4 Build the golden bridge
- 5 Make it hard to say "no"



1 Avoid spontaneous "natural" reactions
– go to the balcony and analyze the game



- Spontaneous "natural" reactions can be dangerous
- View the situation as "from the balcony"
- Be clear about your interests and your fallback solution
- Analyze the game
- Take time to think

Source: W. Ury, SLE

2 Create a favorable climate by stepping to their side

1

Go to the balcony

2

Step to their side

3

Reframe the game

4

Build them a golden bridge

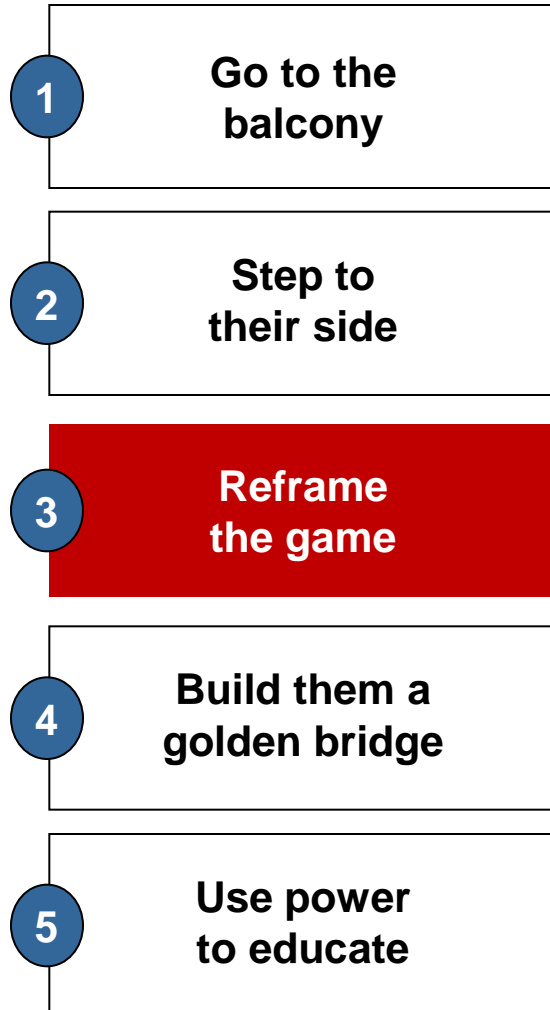
5

Use power to educate

- Listen actively: release your agenda
- Acknowledge their points
- Agree wherever you can
- Acknowledge the person
- Express your views in an assertive way
- Create a favorable climate

Source: W. Ury, SLE

3 Use probing to reframe the situation



- Change the frame
- Ask problem solving questions (probing)
 - Why / why not?
 - What if?
 - What is your advice?
- Reframe tactics
 - Go around "stone walls"
 - Deflect attacks
 - Expose tricks
- Negotiate about the rules of the game

Source: W. Ury, SLE

4

Start from their point of view in order to guide him / her towards agreement

1

**Go to the
balcony**

2

**Step to
their side**

3

**Reframe
the game**

4

**Build them a
golden bridge**

5

**Use power
to educate**

- Explore possible obstacles to agreement (fear of losing face, ...)
- Start from their point of view in order to guide them towards agreement
- Involve them to craft an agreement together
- Look for unmet interests and try to satisfy them
- Go slow to go fast

Source: W. Ury, SLE

5

Probe for the consequences of failing to reach agreement

1

Go to the balcony

2

Step to their side

3

Reframe the game

4

Build them a golden bridge

5

Use power to educate


- Make sure that they see the full reality
- Probe for the consequences of failing to reach agreement
("What do you think will happen if we don't agree?")
- Use your power, but defuse the reaction
(Use third parties, build coalitions, ...)
- Show them the way out: the golden bridge
- Aim for mutual satisfaction, not your victory

Source: W. Ury, SLE

Further readings

Use the SSA Wiki :
<https://wiki.ct.siemens.de/x/fReTBQ>

and check the “Reading recommendations”:
<https://wiki.ct.siemens.de/x/-pRgBg>

- 
- **Architect's Resources:**
 - Competence related content
 - Technology related content
 - Design Essays
 - Collection of How-To articles
 - Tools and Templates
 - Reading recommendations
 - Job Profiles for architects
 - External Trainings
 - ... more resources