

BUSINESS COMMUNICATION

NEGOTIATIONS. CONFLICTS RESOLUTION.

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Skoltech



The Four Communication Skills



Today

Team and teaming

Negotiations

Win-win Model

Why?

TEAM

T

TOGETHER

E

EVERYONE

A

ACHIEVES

M

MORE





NEGOTIATIONS

Introduction

Globus Inc. is a leading IT giant. Peter Looney is a Project Manager in Globus Inc. He is responsible for meeting the clients for every new software development project that comes to Globus.



Introduction

Maxwell Telecommunications, a leading Telecom Service company recently came to Globus to have new SAP based database software to be developed for them.



Introduction

Peter carefully reviewed and analyzed Maxwell's requirements and came up with a Project Plan.



Introduction

Now, the only thing that Peter needed to go ahead with starting the project and develop the software was the client's approval of the Project Plan.



Introduction

Peter held a meeting with the clients to discuss the Project Plan and gain overall approval for the terms and conditions of the Project.



Introduction

The client was in a hurry to get the software. Peter tried to negotiate upon broader deadlines but due to client's pressure, he ultimately agreed to finish the project as per their requested deadlines.

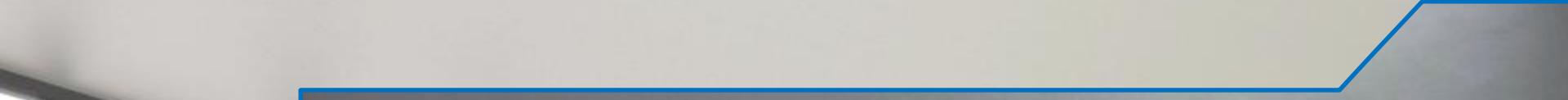


Introduction

When the project was under progress, Peter and his team realized that the deadlines that he had agreed upon are nearly impossible to meet.



time is running out



Introduction

Peter and his team were not able to complete the project as was promised to the client due to which Globus had to pay some penalty for late delivery.



Introduction

Also, the client added new requirements that had to be incorporated in the software. However, Peter had not negotiated about the terms with the client for any further enhancements or features being added to the software.



Introduction

Hence, Globus had to incur a loss in the project because the scope of work had increased but the terms of the project had not been negotiated well.



Introduction

**Also, Peter's team
was forced to work
7-days, even from
home to try to
complete the
project.**



Introduction

Why do you think Peter's team had to suffer? Why did Globus have to incur a loss in this Project?



Introduction

Yes, all this happened because Peter had not initially negotiated well with the client about the deadlines and the scope of work.



Introduction

If Peter had clearly negotiated the terms of the project with the client and negotiated realistic deadlines, Globus would not have needed to pay any penalty.



Introduction

Also, if Peter had negotiated the scope of work in detail with the client, then Globus would not have to incur any loss in this project.



Introduction

Thus, you can see that 'negotiation skills' are a must for anyone to succeed when dealing with people.

*Let us learn about
'Negotiation Skills'
in detail.*



What is Negotiation?



- **Negotiation is a discussion between two parties to find out the solution and for the purpose of reaching a joint agreement about differing needs or opinions.**
- **It involves using the art of ‘persuasion’ to get others to understand and agree with your viewpoint. It works best when an individual has a win-win attitude.**

What is Negotiation?

- The key skills that are involved in a successful negotiation are that of good communication skills, sales and marketing skills, good psychological analytical skills, sociology skills, assertiveness and conflict resolution skills.
- Therefore, negotiations may take place between various kinds of different people such as between a customer and seller, a boss and employee, two business partners, a diplomat or a civil servant and a foreign diplomat, between spouses, between friends and between parents and children.



Need for Negotiation

No two people are exactly same. Therefore, each and every individual thinks and behaves differently in different situations and has different needs, wants, beliefs and aims. It is this basic difference between people that gives rise to disagreement and conflict from time-to-time.

Moreover, to mutually co-exist with each other at personal, professional as well as business level, it is important that these conflicts and disagreements should be resolved.



Need for Negotiation

This is because conflicts may lead to argument and resentment which may result in one or all of the involved parties feeling unhappy.

Hence, negotiation helps everyone involved to seek a common ground of agreement between the disagreements and also meet their individual objectives.



Basic Principles of Negotiation

There are a few common basic principles that apply to all types of negotiations and in all situations. Some of the basic principles of negotiation are as follows:



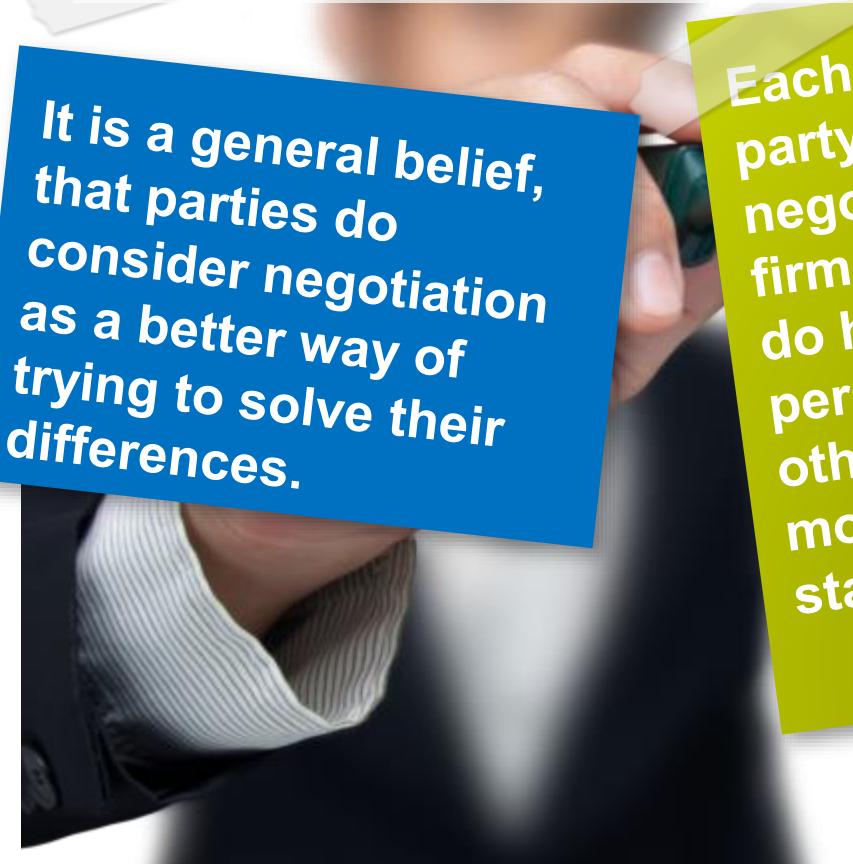
There are always at least 'two parties' involved any negotiation process.

In any negotiation, the two parties share at least some common interest, either in the subject matter or in the negotiating context that brings both the parties together in a negotiation.

The initiation of any negotiation always results due to different opinions and objectives of the two parties which hinders the outcome in general.

Basic Principles of Negotiation

There are a few common basic principles that apply to all types of negotiations and in all situations. Some of the basic principles of negotiation are as follows:



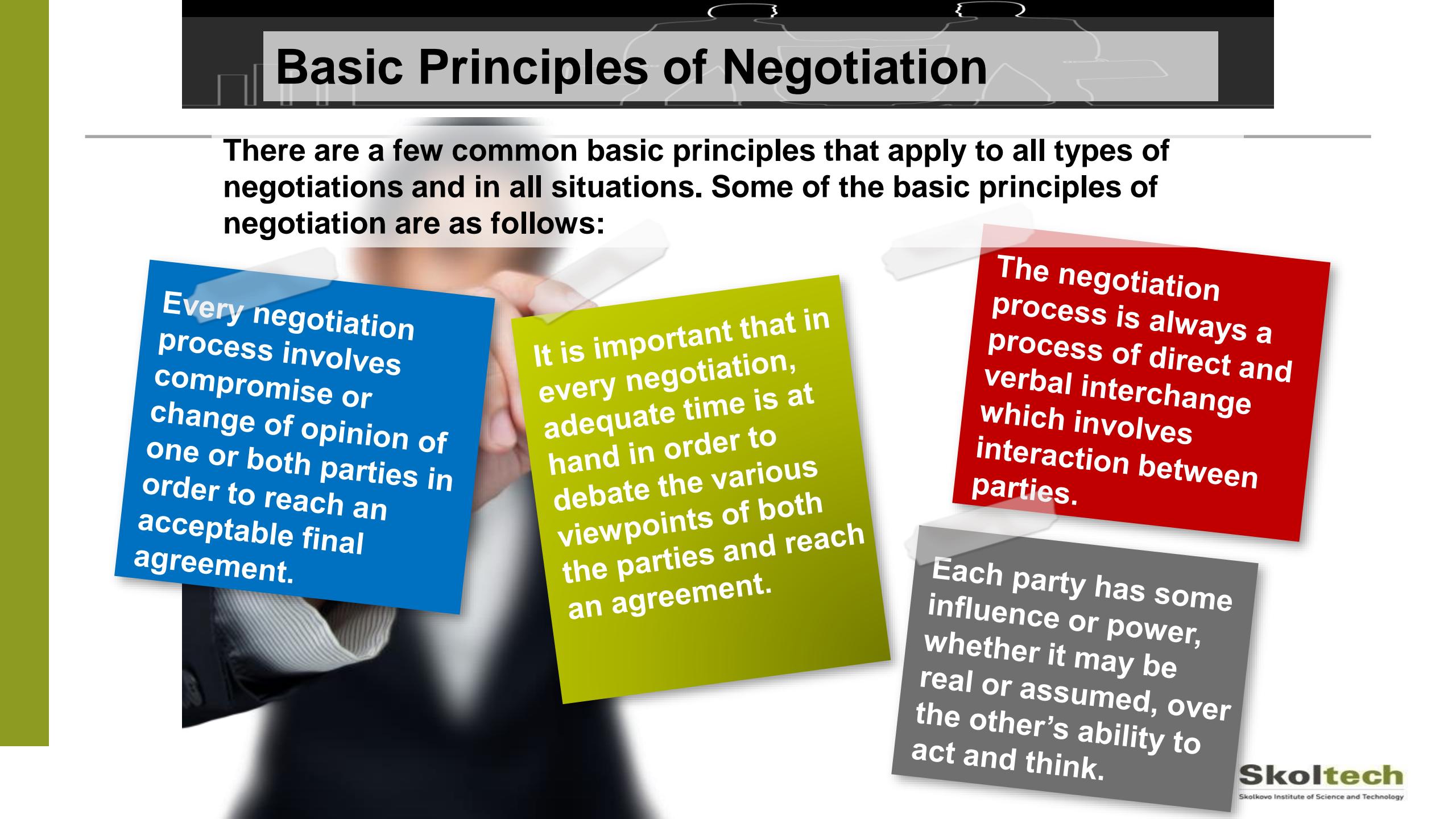
It is a general belief, that parties do consider negotiation as a better way of trying to solve their differences.

Each and every party enters into a negotiation with a firm belief that they do have a chance of persuading the other party to modify their original stance.

Each and every party enters into a negotiation with a firm belief that they shall maintain their initial stance and persuade the other party to change.

Basic Principles of Negotiation

There are a few common basic principles that apply to all types of negotiations and in all situations. Some of the basic principles of negotiation are as follows:



Every negotiation process involves compromise or change of opinion of one or both parties in order to reach an acceptable final agreement.

It is important that in every negotiation, adequate time is at hand in order to debate the various viewpoints of both the parties and reach an agreement.

The negotiation process is always a process of direct and verbal interchange which involves interaction between parties.

Each party has some influence or power, whether it may be real or assumed, over the other's ability to act and think.

The Art of Negotiation

Negotiation is an art; you can get better and better with it.

If you feel that you don't have an innate talent for negotiations, don't be disappointed because these skills can be honed and developed with the proper training and practice.

People who always speak good things may feel that they are good negotiators, but that is not always the case.

Negotiation is all about understanding what you want and what the other person wants, and then coming up with a win-win scenario.



The Art of Negotiation



Negotiation happens everywhere – it's omnipresent. You may have to negotiate over anything – right from the deadlines of a project to which person will do what chores at home.

In the real world, it is sometimes difficult to ascertain whether your negotiation is good or bad. You may think that you are a good negotiator, but in reality, it may be just the opposite.

Even before you negotiate, you will have to know what can be negotiated and what cannot be negotiated.

Benefits of Negotiation

The following are some of the benefits of negotiations:



Good negotiations help you to gain better control in business as well as personal situations.

They help you to identify and understand you're as well as the other parties' interests and also understand the differences between both.

It helps to reach a 'Win-Win' Solution, which is mutually beneficial to all the parties involved in a negotiation.

Good negotiations also help to improve interpersonal relationships.

Benefits of Negotiation

The following are some of the benefits of negotiations:



They help to develop and maintain an overall harmonious and thriving interpersonal environment.

It is one of the easiest and quickest ways to solve conflicts and disagreements.

Negotiations help to reduce stress and frustration among two conflicting individuals.

Negotiations help to reach an agreement in cases where a dead-end may be reached if a consensus is not established between two differing needs, wants or opinions.

Types of Negotiation Strategies

There are two main types of negotiation strategies which are as follows:



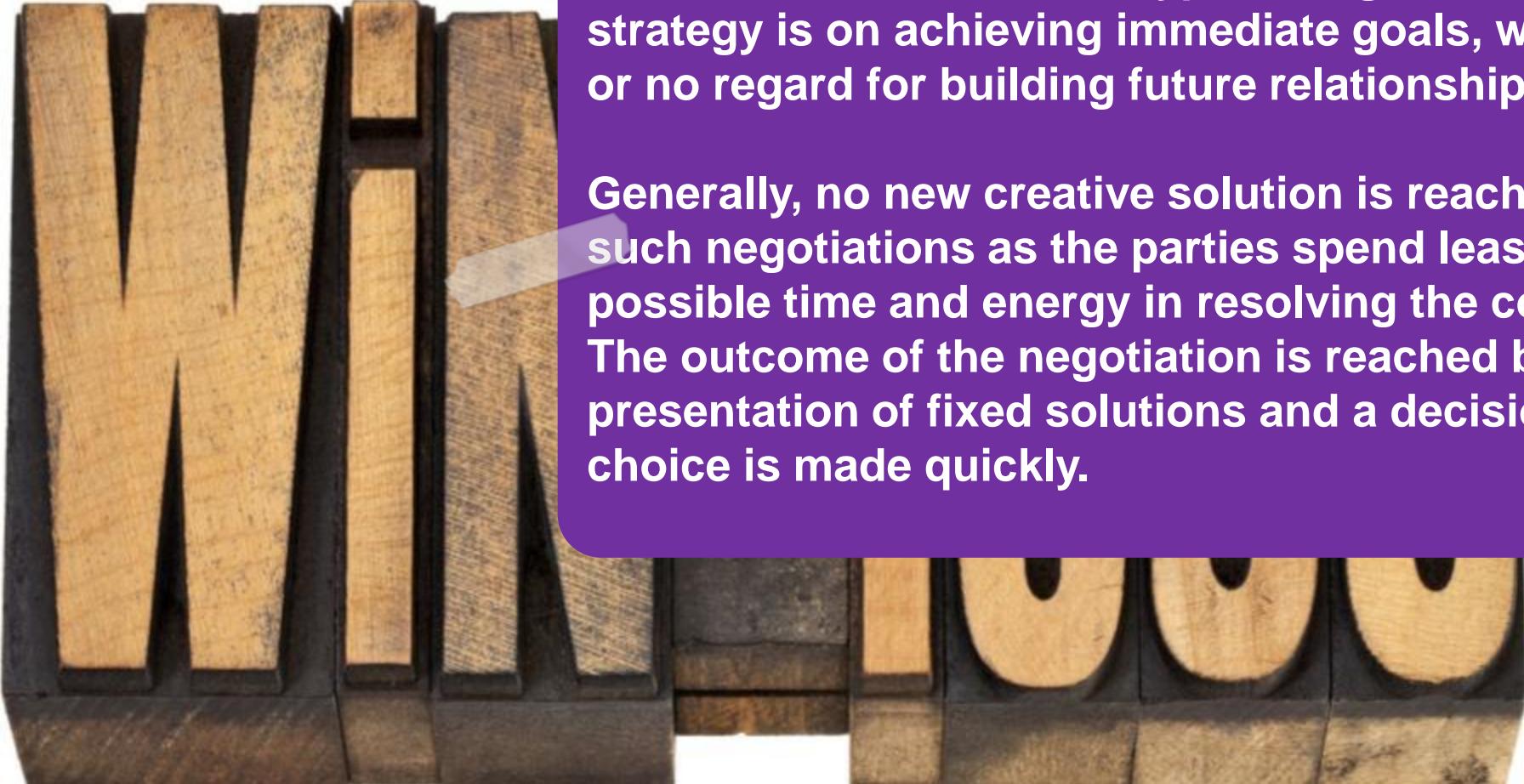
Let's look at each in detail.

Distributive Negotiation

- ‘Distributive Negotiation’ is also known as ‘Positional’ or ‘Competitive’ or ‘Fixed Pie’ or ‘Win-Lose’ Negotiation. It is a type or style of negotiation in which the **parties compete for the distribution of a fixed amount of value.**
- The involved parties in a ‘distributive negotiation’ have a **‘win-lose’ attitude towards reaching the goal** and is based on an attempt to divide up a fixed pie or amount of resources for oneself.
- ‘Distributive Negotiation’ involves **holding on to a fixed idea, or position, of what you want and arguing for it and it alone, regardless of any underlying interests.**



Distributive Negotiation



The main focus in such a type of negotiation strategy is on achieving immediate goals, with little or no regard for building future relationships.

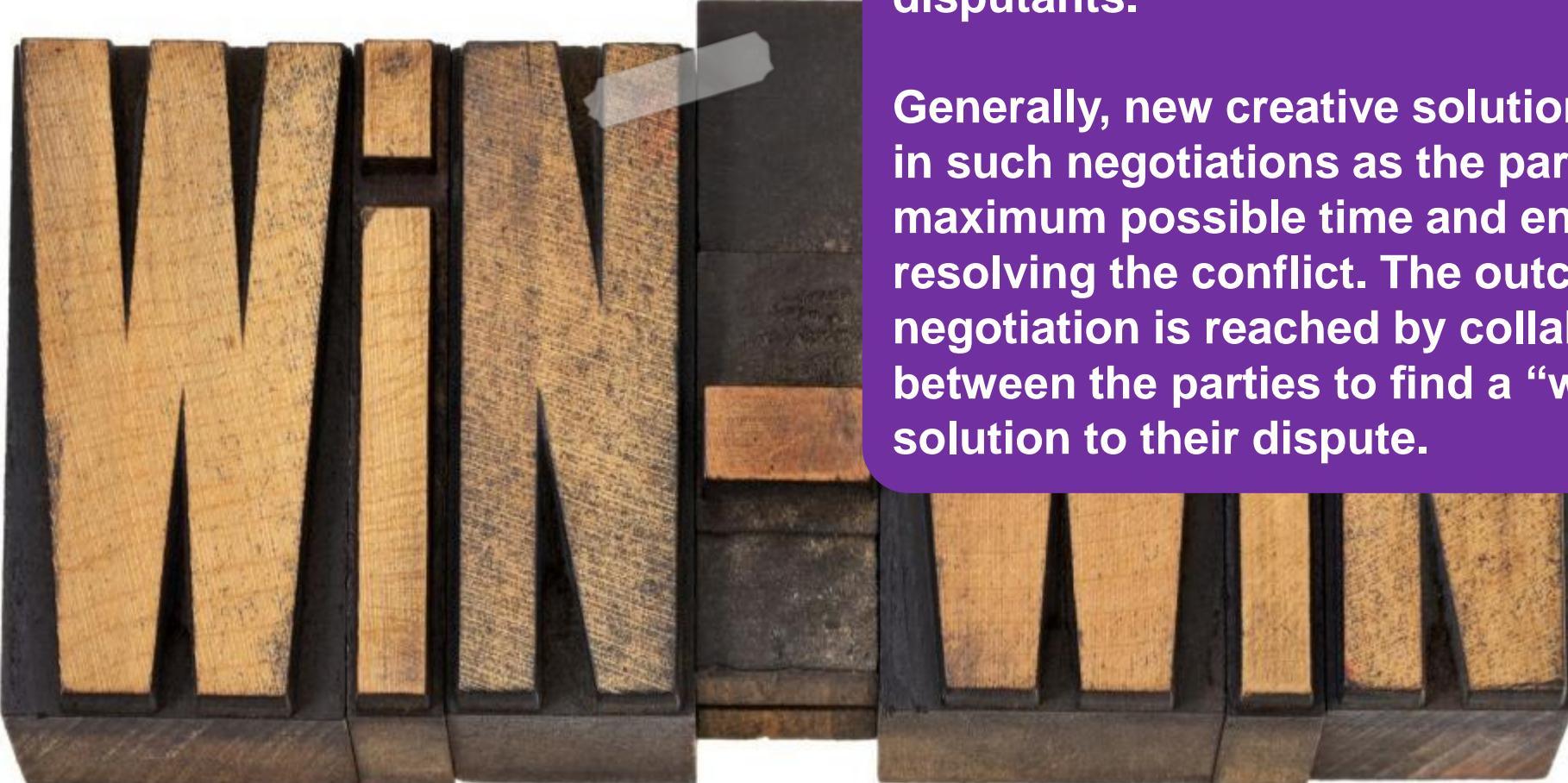
Generally, no new creative solution is reached in such negotiations as the parties spend least possible time and energy in resolving the conflict. The outcome of the negotiation is reached by presentation of fixed solutions and a decision or choice is made quickly.

Integrative Negotiation



- '**Integrative Negotiation**' is also known as '**Interest-based**' or '**Cooperative**' or '**Win-Win**' or '**Non-zero Sum**' Negotiation. It is a type or style of negotiation in which the parties cooperate to achieve a satisfactory result for both. The involved parties in an 'integrative negotiation' have a 'win-win' attitude towards reaching the goal and attempt to strive not just for their own outcomes, but for favorable outcomes for both sides.
- '**Integrative Negotiation**' involves reaching an agreement keeping into consideration both the parties' interests which includes the needs, desires, concerns, and fears important to each side.

Integrative Negotiation



The main focus in such a type of negotiation strategy is on developing mutually beneficial agreements based on the interests of the disputants.

Generally, new creative solutions are reached in such negotiations as the parties spend maximum possible time and energy in resolving the conflict. The outcome of the negotiation is reached by collaboration between the parties to find a “win-win” solution to their dispute.

ts

Tip

The following are the most crucial skills that can help you to become a great negotiator:

- Be open and flexible
- Always be ethical
- Always empathize
- Develop good social skills
- Follow your intuitions
- Be assertive

Distributive vs. Integrative Negotiation

Distributive Negotiation	Integrative Negotiation
It involves discussion of only one issue at a time.	It involves discussion of several issues at a time.
Involved parties have a ‘Win-Lose’ attitude towards reaching the negotiation outcome.	Involved parties have a ‘Win-Win’ attitude towards reaching the negotiation outcome.
Each party wants to use the negotiation to maximize its own share of ‘fixed pie’.	Each party wants to use the negotiation to ‘expand its own share of the pie’ by creating and claiming value.
It is an approach usually used in one-time relationship between two people.	It is an approach usually used in a continuing relationship between two people.
The involved parties keep their respective interests hidden.	The involved parties share their respective interests with the other party.
Each party expresses a strong position for each issue.	Each party expresses and try to come up with as many options as possible per issue to maximize mutual gains.

Distributive vs. Integrative Negotiation

Distributive Negotiation	Integrative Negotiation
The involved parties keep information hidden.	The involved parties share information with each other and try to get to the root cause of the 'why' of the existence of the issue.
The involved parties are adversaries.	The involved parties are joint problem-solvers.
The aim of such negotiation is 'winning'.	The aim of such negotiation is 'making a wise decision'.
The main focus of involved parties is on their 'stance or position'.	The main focus of involved parties is on their 'goals and objectives'.
The involved parties use pressure to get what they want.	The involved parties do not use pressure but strive to get what they want through principles.

Stages of the Negotiation Process

The following are the stages of any negotiation process:

1

2

3

4

5

Let us look at each in detail.

Meeting

1

Meeting:

- The first stage of the negotiation process is the negotiation meeting.
- The meeting can be in an informal or formal setting.
- When there are two parties meeting, the venue, date and time are decided first.
- The meeting begins with introductions.



Inquiry

2

Inquiry:

- The second stage of the negotiation process is the stage of inquiry.
- During the inquiry stage, both parties exchange information and discuss their concerns.
- The main objective of this stage is to ascertain the strengths and weaknesses, needs, wants, desires and issues.



Bargaining

3

Bargaining:

- The third stage of the negotiation process is that of bargaining.
- During the bargaining stage, both parties make offers and tradeoffs.
- At this stage, both the parties consider all the possible options available to find a middle path between their differences.



Closure

4

Closure:

- This stage occurs after both the parties have looked at all the options closely.
- During the closure stage, both parties restate their positions and confirm their tradeoffs they are willing to negotiate.



Acceptance

5

Acceptance:

- The final stage of the negotiation process is acceptance.
- During the acceptance stage, both parties would either decide to suspend negotiations or they may reach an agreement.



Real Life Example



Let us now look at a real life example to understand the stages of the negotiation process.

Real Life Example

You have seen in the introduction scenario how Peter Looney, a Project Manager at Globus Inc. failed to negotiate well with the Maxwell client due to which Peter's team had to suffer and also his company had to incur a loss in the Project.

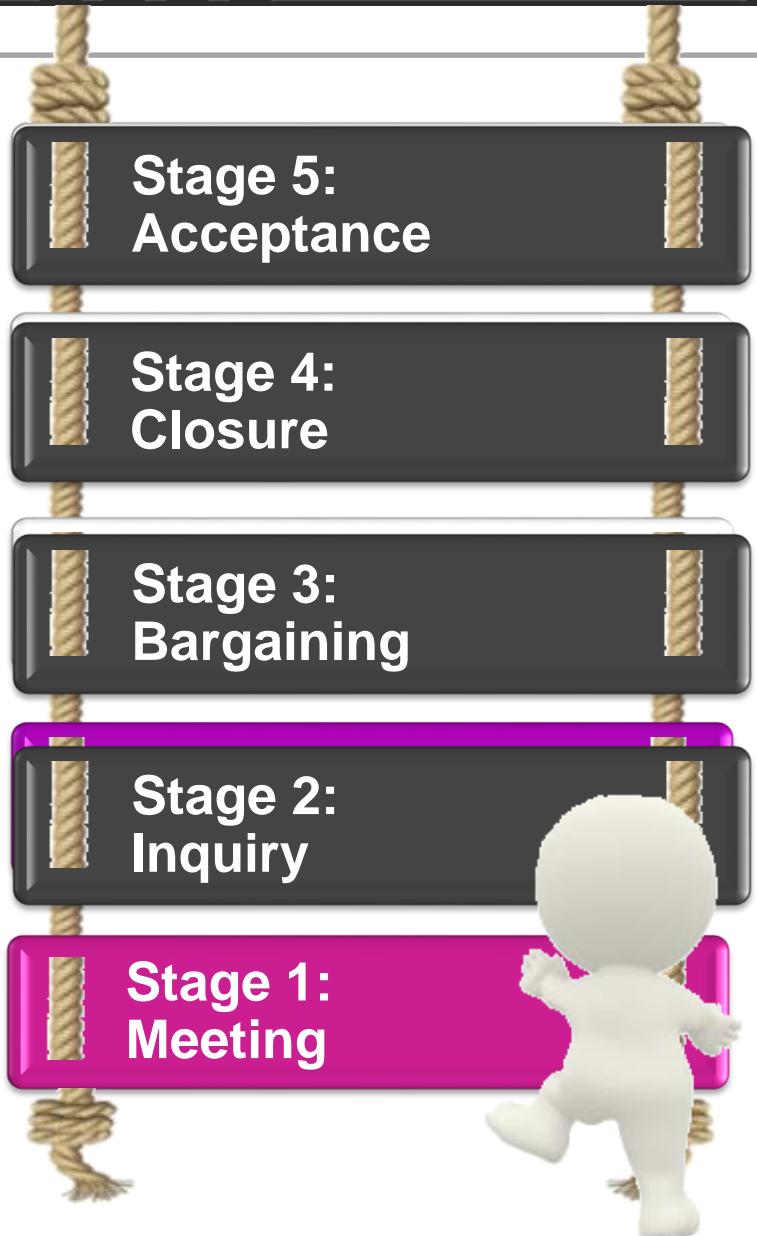


Real Life Example

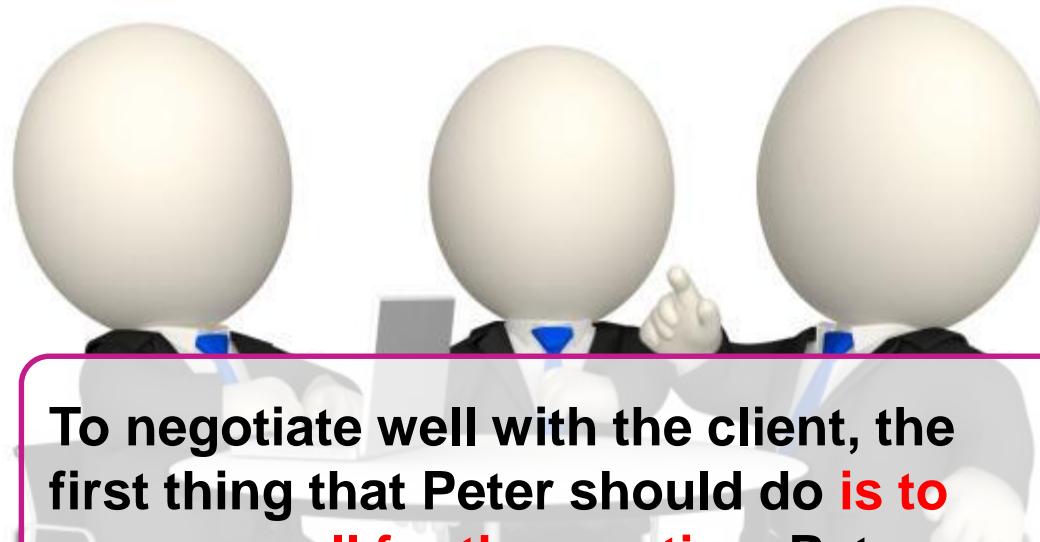
Yes, all this happened because Peter had not initially negotiated well with the client about the deadlines and the scope of work.



Real Life Example

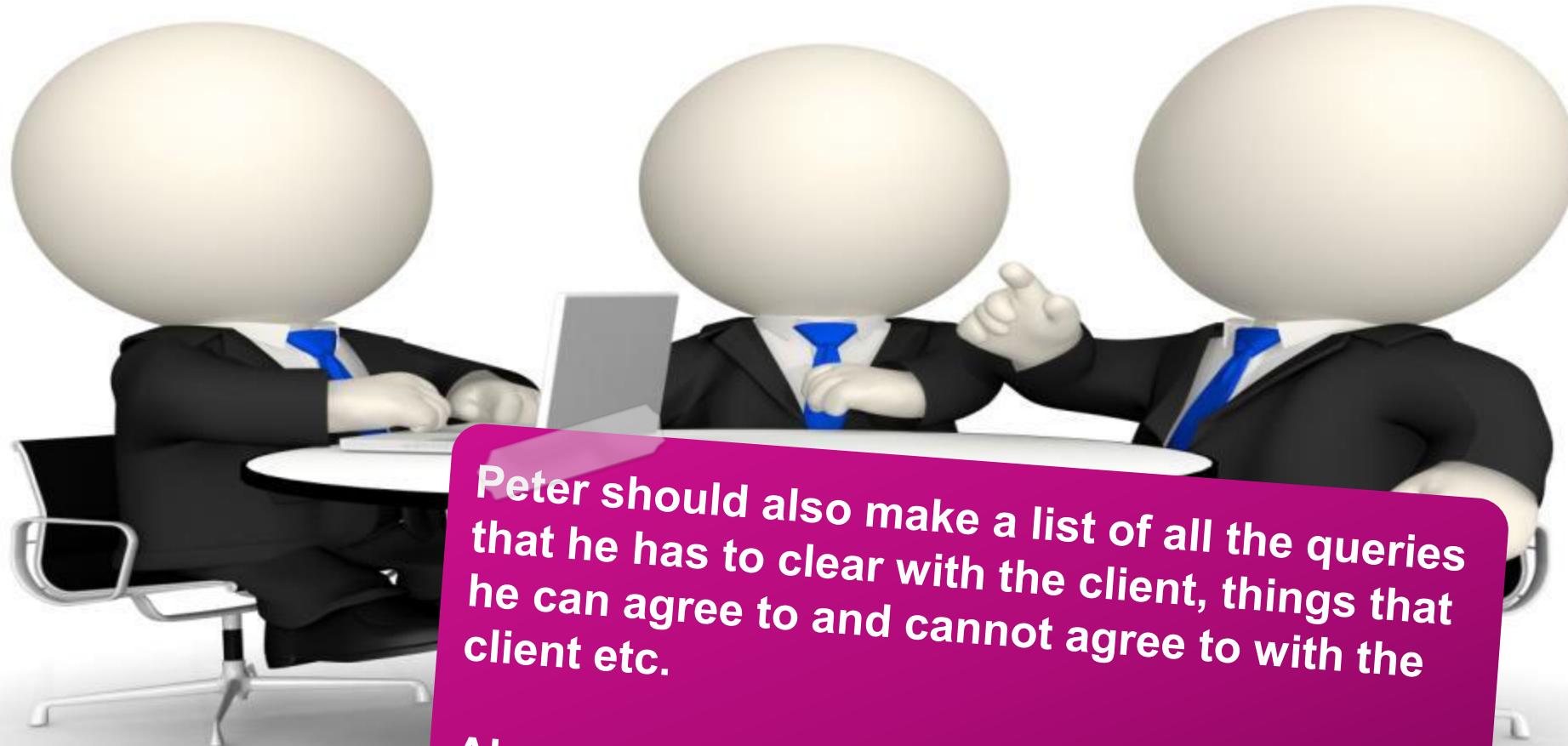


Stage 1: Meeting



To negotiate well with the client, the first thing that Peter should do **is to prepare well for the meeting**. Peter could go through the Project Plans of similar projects that Globus had handled in the past, talk to and seek guidance from his superiors and put all the data and information that he gets related to the project at one place.

Real Life Example



Peter should also make a list of all the queries that he has to clear with the client, things that he can agree to and cannot agree to with the client etc.

Also, at the meeting Peter should come across to the client as a cool, confident and professional person.

Real Life Example

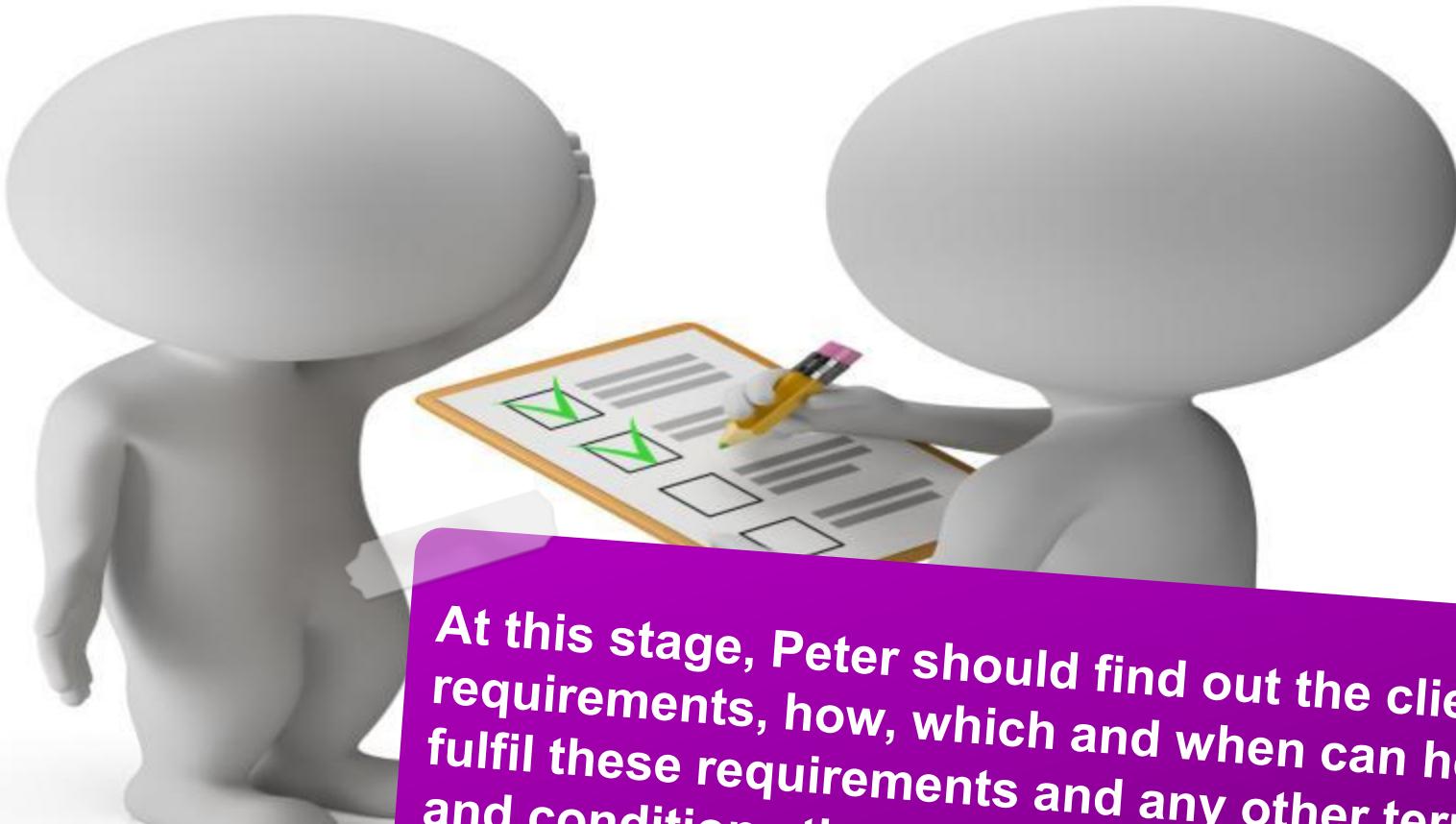


Stage 2: Inquiry



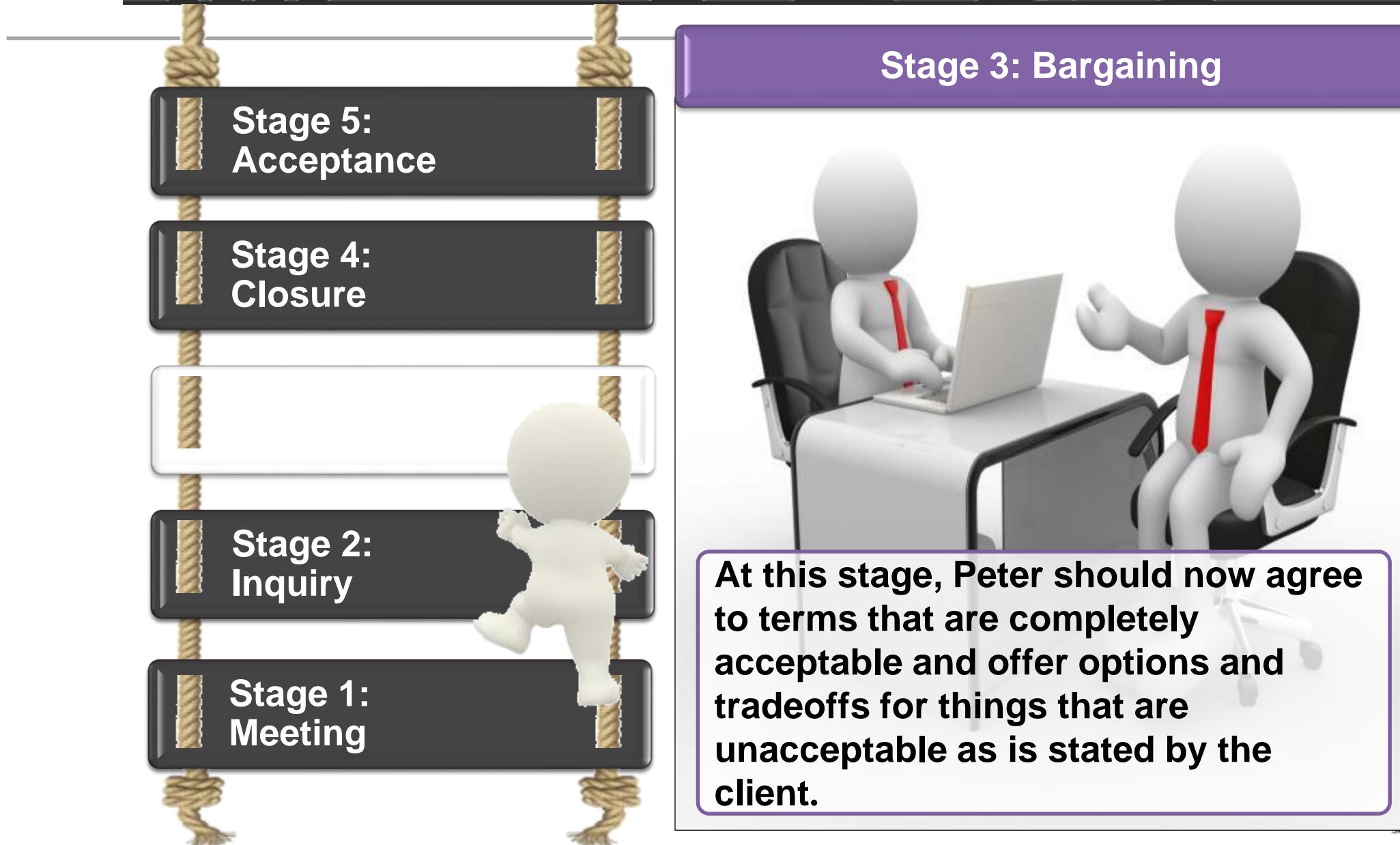
During the inquiry stage, Peter should exchange information with the client and discuss their concerns, scope of work, deadlines, future enhancements etc.

Real Life Example



At this stage, Peter should find out the client's requirements, how, which and when can he fulfil these requirements and any other terms and conditions that may not be agreeable to Globus.

Real Life Example



Real Life Example

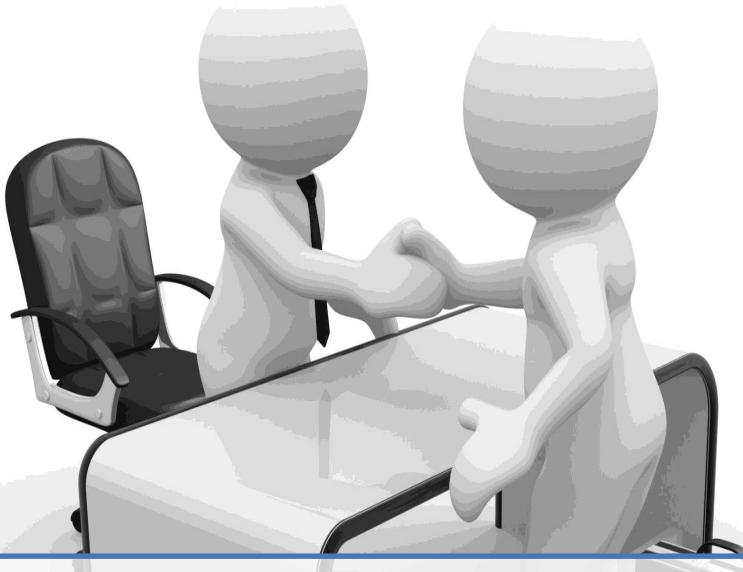


Peter should make sure that he ascertains his position and takes a stand in agreeing to only possible and acceptable deadlines, current scope, terms regarding future enhancements etc.

Real Life Example

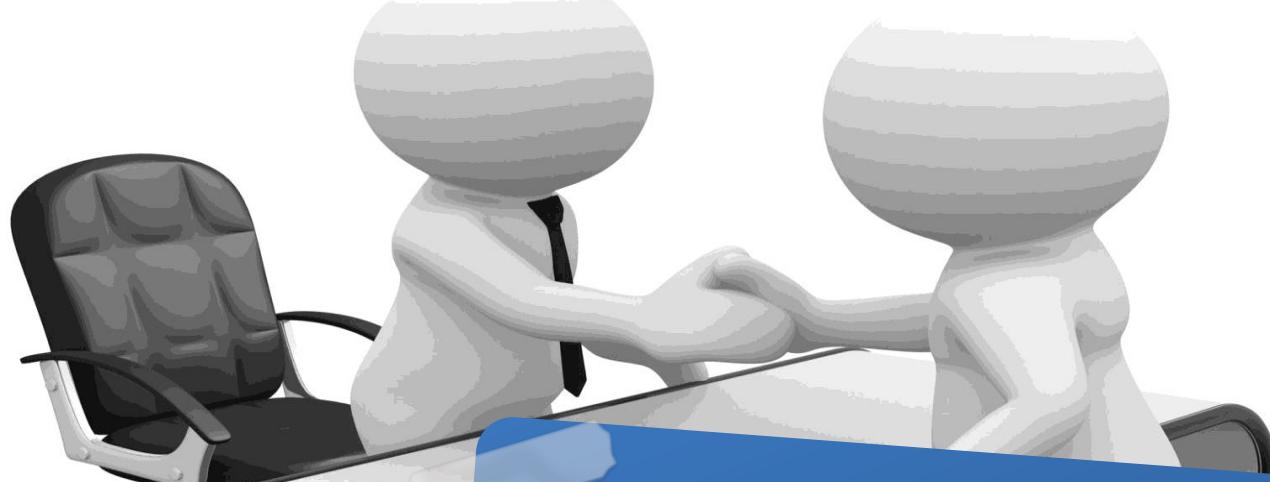


Stage 4: Closure



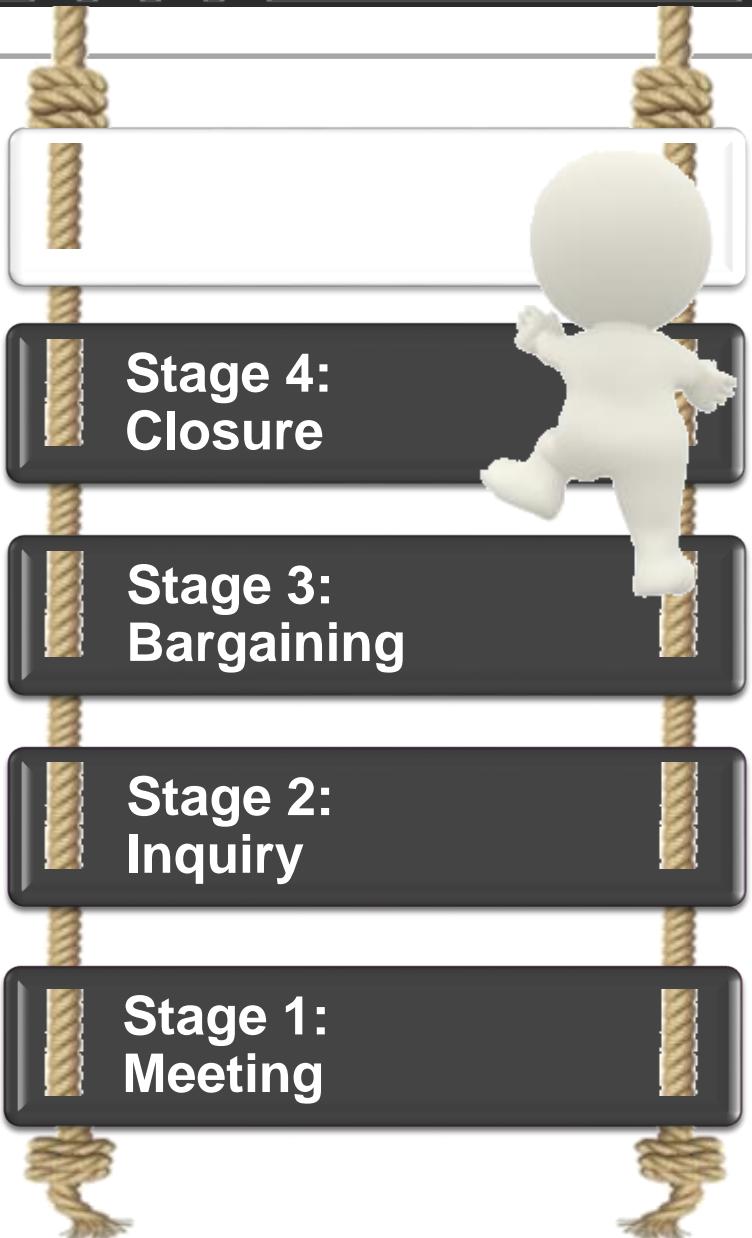
At this stage, it is important that both the client and Peter restate their positions and confirm their tradeoffs they are willing to negotiate.

Real Life Example



So, agreement should be achieved on the agreed deadlines, current scope, terms regarding future enhancements etc. It should be agreed upon by both the parties that the discussed and agreed upon terms would now be drafted into a legal and binding contract between the two parties.

Real Life Example



Stage 5: Acceptance



At this final stage of the negotiation process, Peter should make sure that both the parties agree to signoff the deal and reach an agreement on the terms of the Project.

Negotiation Outcomes

The given image shows the various options of possible outcomes with respect to the parties involved in a negotiation.



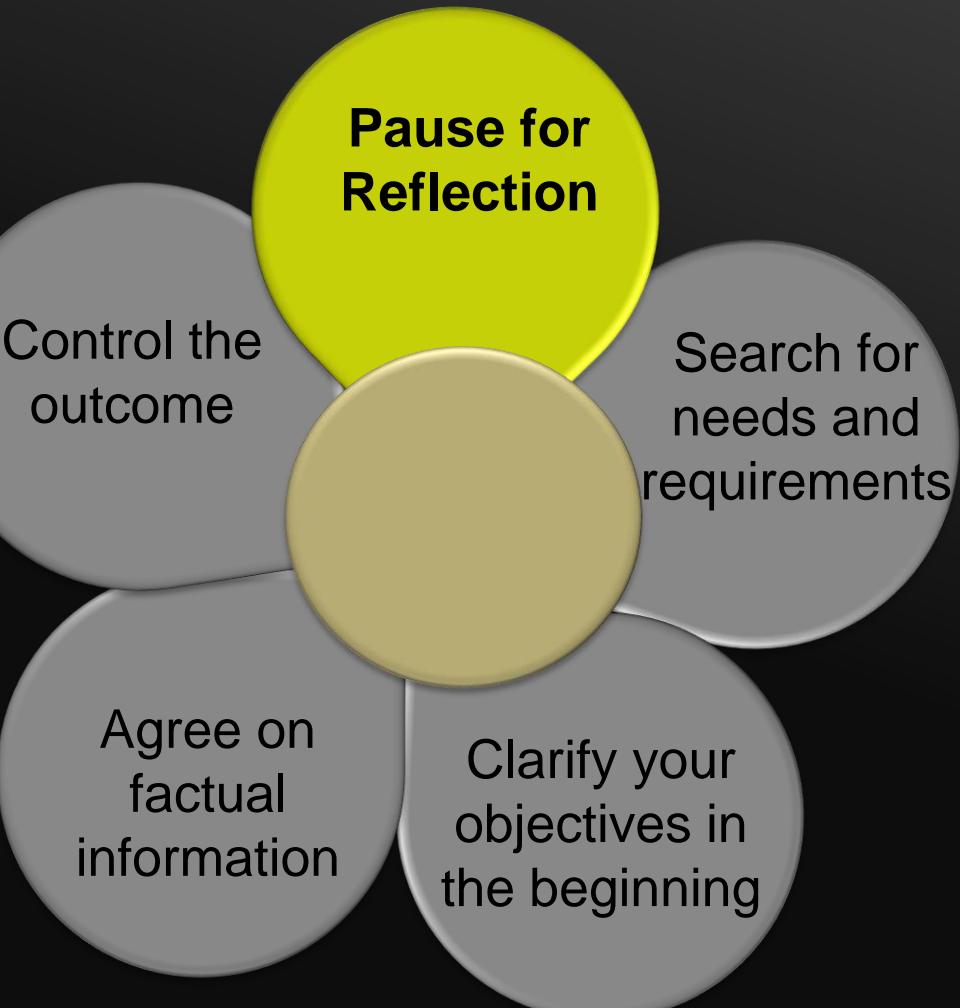
Critical Concepts of Win-Win Negotiation

The following are the five most critical concepts that you should keep in mind for a win-win negotiation:



Let's look at each in detail.

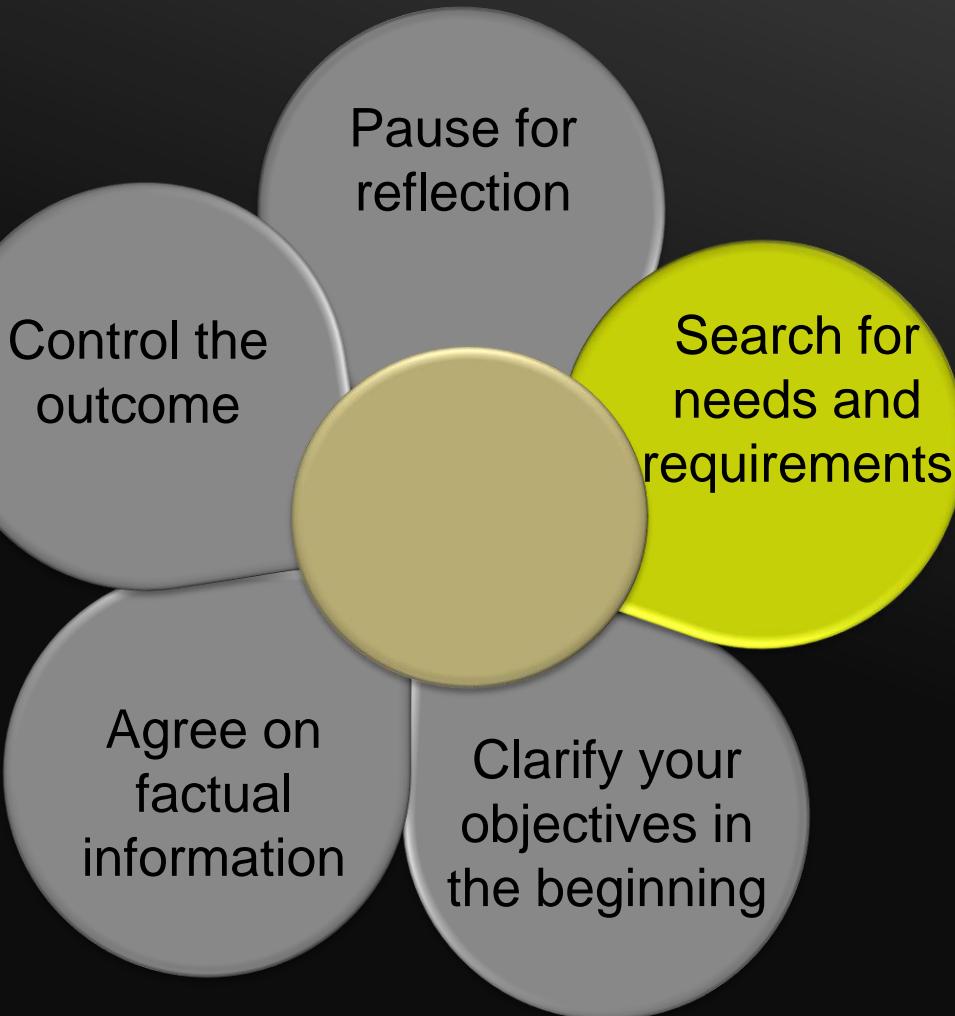
Critical Concepts of Win-Win Negotiation



Pause for Reflection

- **Ask the questions:**
 - **What do you want from this meeting?**
 - **What resistances do you envisage?**
 - **What will you do to overcome these resistances?**

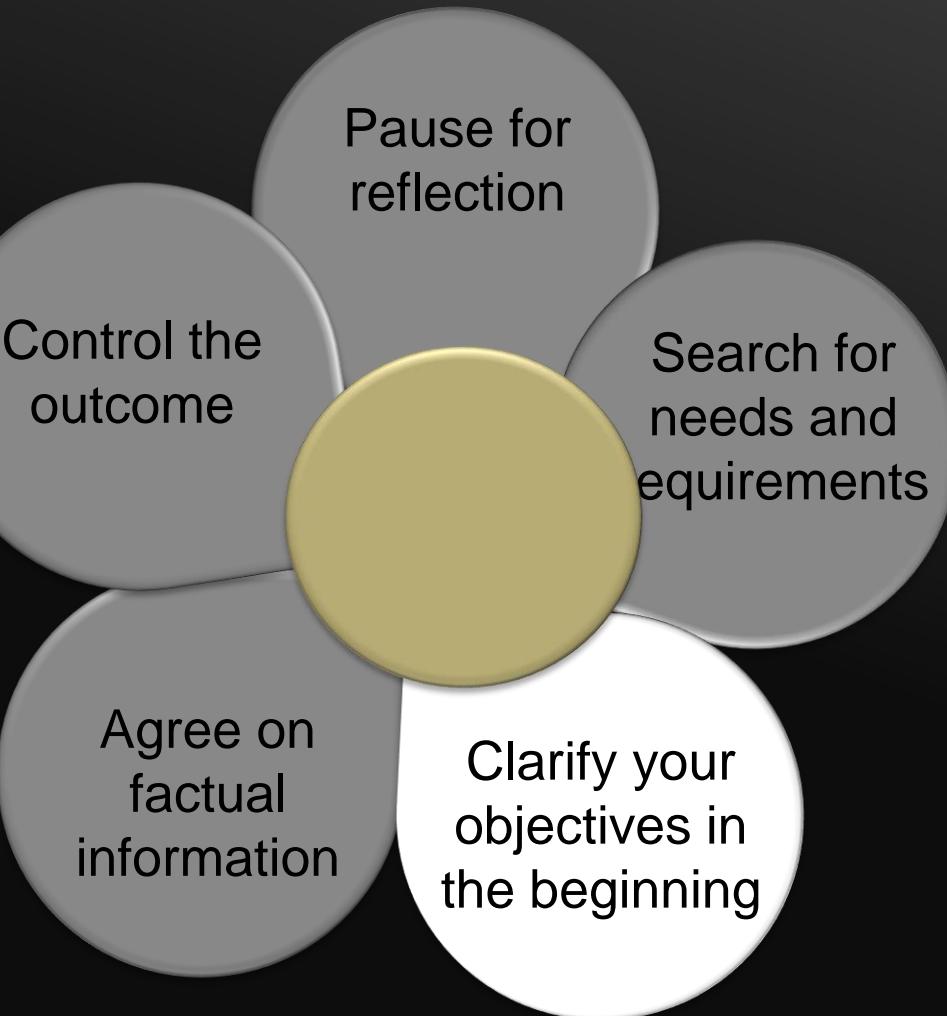
Critical Concepts of Win-Win Negotiation



Search for needs and requirements

- **Ask the questions:**
 - What are my needs and requirements?
 - What are the needs and requirements of the other party?
 - What do we have in common?
 - What are the biggest gaps?

Critical Concepts of Win-Win Negotiation



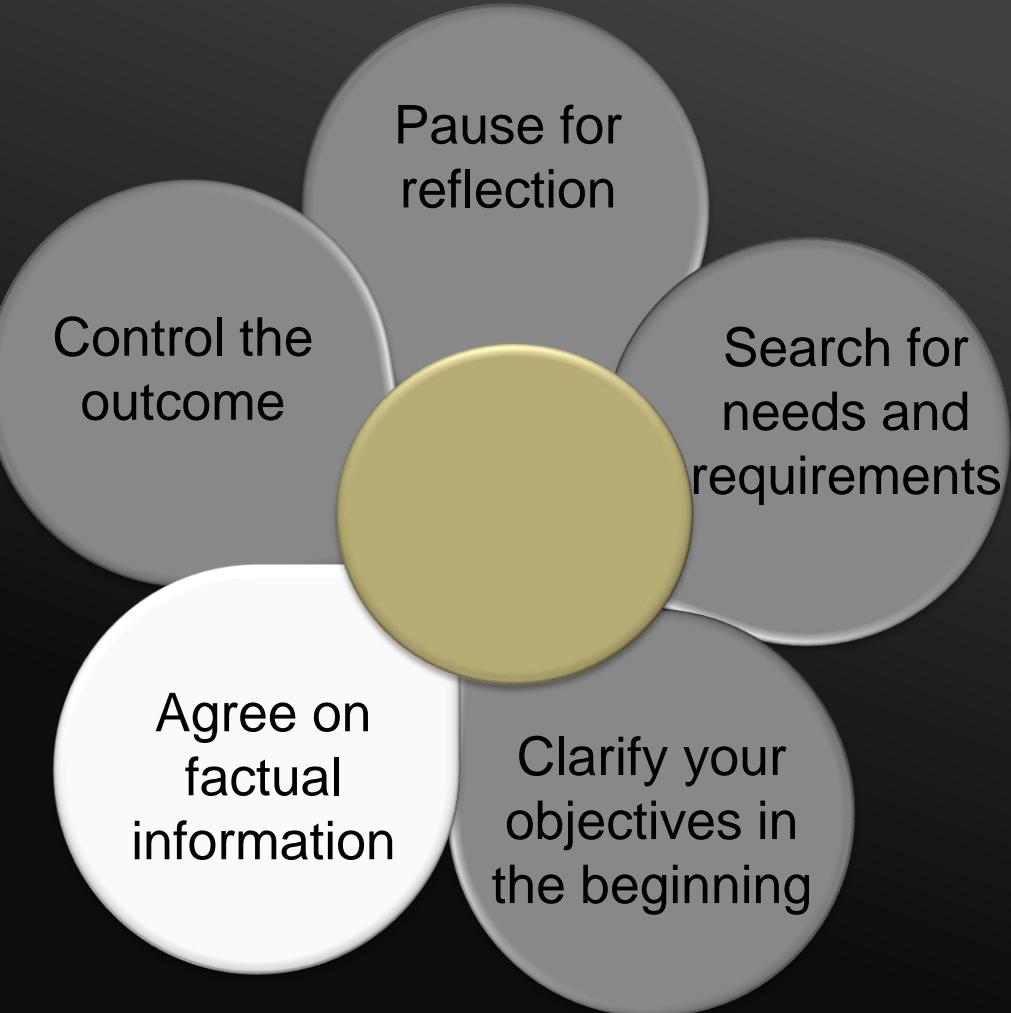
Clarify your objectives in the beginning

- **Ask the questions:**
 - **What are the most important issues that need to be discussed?**
 - **What are the most important issues to the other party?**
 - **What are the levels of potential outcomes?**

Critical Concepts of Win-Win Negotiation

Agree on factual information

- **Ask the questions:**
 - Have I examined all arguments that I intend to use during the meeting?
 - Which of the arguments are assumptions?
 - Which of the arguments are facts?



Critical Concepts of Win-Win Negotiation

Control the outcome

- Ask the questions:
 - What elements of timing can you control?
 - What is the best combination or channel?

Control the outcome

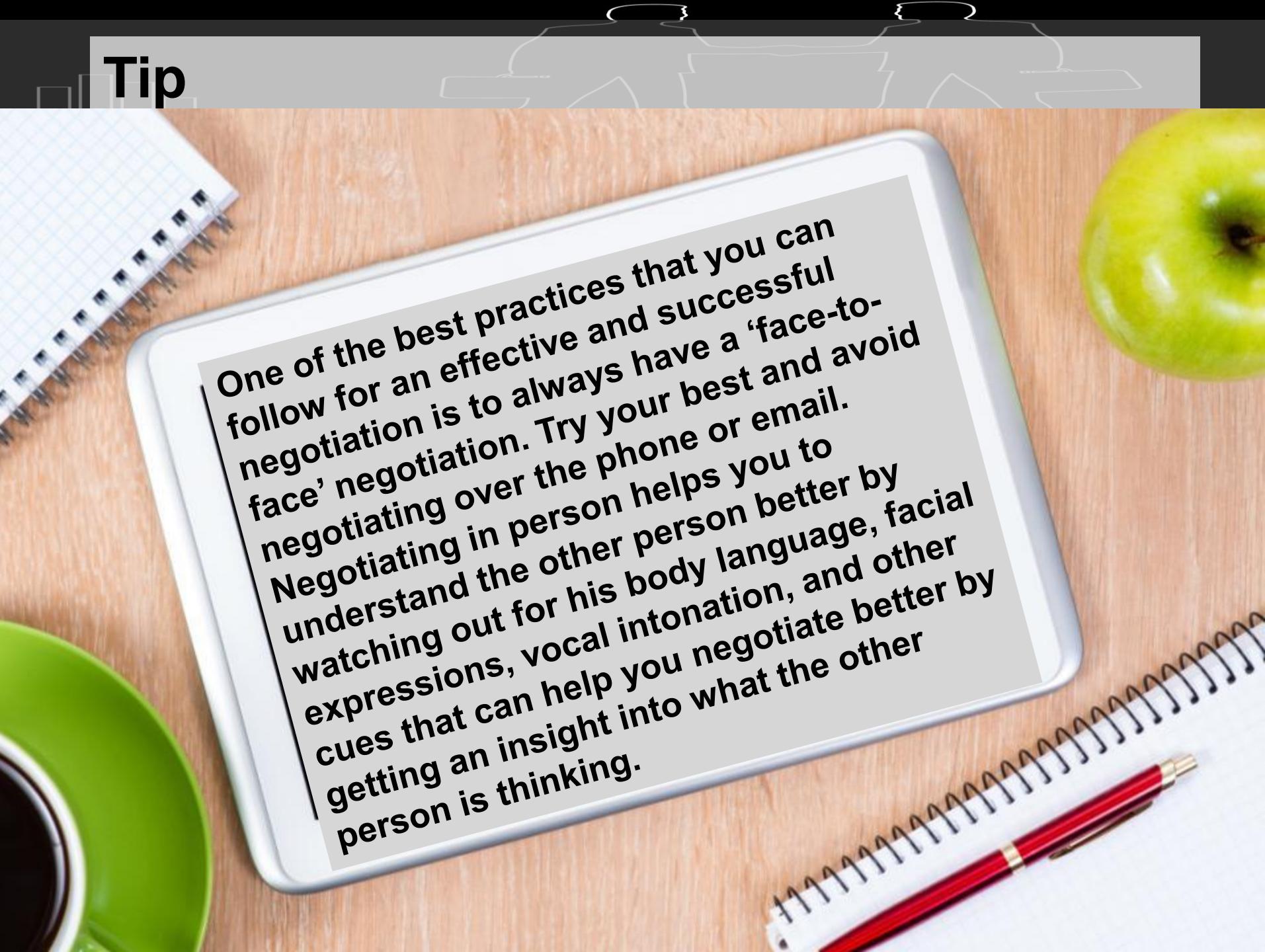
Pause for reflection

Agree on factual information

Clarify your objectives in the beginning

Search for needs and requirements

Tip



One of the best practices that you can follow for an effective and successful negotiation is to always have a ‘face-to-face’ negotiation. Try your best and avoid negotiating over the phone or email. Negotiating in person helps you to understand the other person better by watching out for his body language, facial expressions, vocal intonation, and other cues that can help you negotiate better by getting an insight into what the other person is thinking.

BATNA

Best Alternative To A Negotiated Agreement

What is your best option should you fail to reach a negotiated agreement? Always know this beforehand and always work on strengthening your BATNA before and during a negotiation...you just might need it.

AOPA

Area Of Possible Agreement.

This is the range within which a potential deal can be struck. It is the overlapping area of interest where both parties will accept an agreement.

The bigger you can make the AOPA, the more likelihood a deal will be reached. Negotiating is about identifying and exploring the AOPA.

CONFLICT RESOLUTION



Why Conflict?

- Wherever two or more people come together, there is the possibility of conflict.
- Conflict resolution is a crucial skill

Where all think alike, no one thinks very much.

Walter Lippmann

What Do You Think Is True?

- Conflict is always negative.
- Conflict is always violent.
- Conflict is inevitable.
- Anyone can experience conflict.



An Introduction to Conflict Resolution

- People often assume that conflict is always negative. This is not true!
- People are inherently different, and conflict simply happens when those differences come to light.
- With a conflict resolution process, people can explore and understand those differences, and use them to interact in a more positive, productive way.

Great ideas often receive violent opposition from mediocre minds.

Albert Einstein

What is Conflict?

- The Random House Dictionary defines conflict as, “to come into collision or disagreement; be contradictory, at variance, or in opposition; clash.”
- Some examples of conflict can include:
 - Two sales representatives are arguing over who gets the latest customer
 - A team of employees is upset with their manager over a recent scheduling change
 - A group of managers cannot decide who gets the latest project assignment
- Conflict can also healthy competition.
 - Two companies vie for the top market share of a particular product
 - Several sales teams work to get first place
 - Six hockey teams work towards winning a championship



What is Conflict Resolution?

- The term “conflict resolution” simply means how you solve conflicts.
- Common conflict resolution terms include:
 - Mediation
 - Mediator
 - Dispute
 - Apparent Conflict
 - Hidden Conflict



Understanding the Conflict Resolution Process

Conflict can come in many forms, and our process will help you in any situation.

→ **Create an Effective Atmosphere**

→ Neutralize Emotions

→ Set Ground Rules

→ Set the Time and Place

→ **Create a Mutual Understanding**

→ Identify Needs for Me, Them, and Us

→ **Focus on Individual and Shared Needs**

→ Find Common Ground

→ Build Positive Energy and Goodwill

→ Strengthen the Partnership

Get to the Root Cause

Examine Root Causes

Create a Fishbone Diagram (for complex issues)

Identify Opportunities for Forgiveness

Identify the Benefits of Resolution

Generate Options

Generate, Don't Evaluate

Create Mutual Gain Options and Multiple Option Solutions

Dig Deeper into the Options

Build a Solution

Create Criteria

Create the Shortlist

Choose a Solution

Build a Plan

Conflict Resolution Styles

- There are five widely accepted styles of resolving conflicts.
- These were originally developed by Kenneth Thomas and Ralph Kilmann in the 1970's.
- Understanding all five styles and knowing when to use them is an important part of successful conflict resolution.

Pick battles big enough to matter, small enough to win.

Jonathan Kozol

Collaborating

This style is appropriate when:

- The situation is not urgent
- An important decision needs to be made
- The conflict involves a large number of people, or people across different teams
- Previous conflict resolution attempts have failed

This style is not appropriate when:

- A decision needs to be made urgently
- The matter is trivial to all involved



Competing

This style is appropriate when:

- A decision needs to be made quickly (i.e., emergencies)
- An unpopular decision needs to be made
- Someone is trying to take advantage of a situation

This style is not appropriate when:

- People are feeling sensitive about the conflict
- The situation is not urgent



Compromising

This style is appropriate when:

- A decision needs to be made sooner rather than later (meaning the situation is important but not urgent)
- Resolving the conflict is more important than having each individual “win”
- Power between people in the conflict is equal

This style is not appropriate when:

- A wide variety of important needs must be met
- The situation is extremely urgent
- One person holds more power than another



Accommodating

This style is appropriate when:

- Maintaining the relationship is more important than winning
- The issue at hand is very important to the other person but is not important to you

This style is not appropriate when:

- The issue is important to you
- Accommodating will not permanently solve the problem

Avoiding

This style is appropriate when:

- The issue is trivial
- The conflict will resolve itself on its own soon

This style is not appropriate when:

- The issue is important to you or those close to you (such as your team)
- The conflict will continue or get worse without attention

Creating an Effective Atmosphere

- When people are involved in a conflict, there is typically a lot of negative energy.
- By establishing a positive atmosphere, we can begin to turn that negative energy around, and create a problem-solving force.
- This creates a strong beginning for the conflict resolution process.

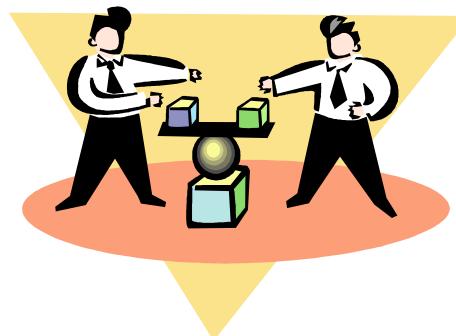
Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.

William James

Dealing with Emotions

- Before beginning the conflict resolution process, both parties must agree that they want to resolve the conflict. Key steps for the people in conflict include:
 - Accept that you have negative feelings and that these feelings are normal.
 - Acknowledge the feelings and their root causes.
 - Identify how you might resolve your feelings.

This can generate ideas about what the root cause of the conflict is, and how to resolve it.



Setting Ground Rules (I)

- Ground rules provide a framework to resolve a conflict.
- Ground rules should be set at the beginning of any conflict resolution process. They can be very brief or very detailed – whatever the situation requires.
- Ground rules should be:
 - Developed and agreed upon by both parties
 - Positive when possible
 - Fair to both parties
 - Enforceable
 - Adjustable
 - Written and posted



Setting Ground Rules (II)

- Some examples of ground rules include:
 - We will listen to each other's statements fully before responding.
 - We will work together to achieve a mutually acceptable solution.
 - We will respect each other as individuals, and therefore not engage in personal insults and attacks.



Choosing the Time and Place

- When possible, choose a quiet place to discuss the conflict.
- Make sure that there is lots of time allowed.
- Minimize distractions if possible.
- If you are mediating a conflict resolution meeting, be conscious of the needs of both parties when scheduling the meeting, and follow the tips listed above.



Creating a Mutual Understanding

- The model of win-win situations and mutual gain is our preferred outcome for any conflict.
- Creating mutual understanding can lay the groundwork for a win-win solution.

Conflict is inevitable, but combat is optional.

Max Lucade

What Do I Want?

- To begin, identify what you personally want out of the conflict. Try to state this positively.

- I want a fair share of all new customers.
- I want a better working relationship with my manager.
- I want changes to the schedule.

What Do They Want?

These framing questions will help you start the process.

- What does my opponent need?
- What does my opponent want?
- What is most important to them?
- What is least important to them?



Focusing on Individual & Shared Needs

- So far, we have talked about laying the foundation for common ground, one of the key building blocks for win-win solutions.
- Here come some techniques for building common ground, and how to use common ground to create a partnership.

Good battle is objective and honest, never vicious or cruel.

Ann Landers

Finding Common Ground

- You should continue to try to find common ground throughout the entire conflict resolution process.
- It will help you understand your adversary's position and better position you to help create a win-win solution.
- These positive gestures will build goodwill, and help you make the shift from being two people in conflict to being two people working to solve a problem.

Building Positive Energy and Goodwill

- Have a good attitude.
- Frame things positively.
- Create actionable items.
- Try to keep emotions out of your statements.
- Take a break when you need it.
- If you say, “I see where you’re coming from,” make sure you mean it.
- Invite the other person to step into your shoes.
- Share as much information as you can.



Getting to the Root Cause

- How to delve below the current conflict to the root of the problem.
- This phase is important for long-term resolution, rather than a band-aid solution.

Peace is not the absence of conflict, but the ability to cope with it.

Anonymous



Examining Root Cause

- Once the groundwork has been laid, it is important to look at the root causes of the conflict.
- One way to do this is through simple verbal investigation. This involves continuously asking “Why?” to get to the root of the problem.
- Paying attention to the wording of the root cause is important, too.
 - Watch out for vague verbs.
 - Try to keep emotions out of the problem statements.

The Importance of Forgiveness

- Forgiveness does not mean forgetting that the conflict happened, or erasing the emotions that it created.
- It does mean accepting that the conflict happened, accepting and working through how it made you feel, accepting the consequences that it had, and letting those actions and consequences exist in the past.
- Successful conflict resolution should give the participants some feeling of closure over the issue.
- These goals should be kept in mind during the resolution process.



Identifying the Benefits of Resolution

→ You and the person that you are in conflict with may arrive at a point where you wonder, “Is this really worth it?” Identify what could happen if the conflict is not resolved with these questions.

- What relationships will deteriorate or break up?
- If this is a workplace conflict, what is the financial cost to the company?
- What will be the emotional cost to the participants?
- Who else will be affected?

These questions should help participants put things into perspective and evaluate whether or not the conflict is truly worth resolving.

Generating Options

- Once you have a good handle on the conflict, it's time for all parties in conflict to start generating some options for resolution.
- In this stage, it's all about quantity, not quality; you want as many options to choose from as possible.

It's not what you look at that matters, it's what you see.

Henry David Thoreau

Generate, Don't Evaluate

- To begin, generate ideas for resolving the symptoms of the conflict. Then, move on to the root cause and expand your list of ideas.
- It is very important not to censor yourself or the person that you are in conflict with. Record all possible ideas into a list or brainstorming diagram.
- If you are having trouble thinking of solutions, use these questions to jump-start your creativity.
 - In an ideal world, how would this conflict be resolved?
 - How do we not want this conflict to be resolved?
 - How might others resolve this conflict?



Creating Mutual Gain Options and Multiple Option Solutions

- Once you have a good list of options, look over the list and perform some basic evaluation.
 - Cross off options that are an absolute no-go for either party.
 - Highlight options that provide gains for both parties.
 - Look for options that can be combined for an optimal solution.
 - Make options more detailed where appropriate.
 - Continue brainstorming and generating ideas.



Digging Deeper into Your Options

Once the list has been narrowed down a bit, dig deeper into each option. Identify:

- The effort for each option (on a scale of one to ten)
- The payback for each option (on a scale of one to ten)
- Your estimation as to its likelihood of success
- Other options that could be used to complement it
- Each party's preference for it (expressed as yes/no, or a percentage in favor)



Building a Solution

- Once the possible solutions are laid out, it's time to move on to choosing a solution and laying the groundwork for a resolution.
- This module will explore how to create criteria and how to use those criteria to create a shortlist of options, and then to move on to a solution.

*The harder the conflict,
the more glorious the
triumph.*

Thomas Paine

Creating Criteria

- For the moment, set aside your list of options. It's time to create a framework to evaluate those options.
- Try not to think about the different options as you create the criteria. Focus instead on the wants and needs of both parties.
- Criteria should explore what you want and do not want from the solution.
- You can also prioritize your criteria by what is necessary to have and what you would like to have (also known as needs and wants). Identify any items you would be willing to compromise on.

CRITERIA	WANT?	NEED?	SHARED WITH OPPONENT?	COMPROMISE ON?

Creating a Shortlist

- Once the criteria have been created, bring out the list of solutions.
- Eliminate any solutions that do not match the must-have criteria that you and your partner identified.
- At the end of this process, you should have a small, manageable list of potential solutions.

Choosing a Solution

- Now, choose a final solution. Remember, you can often combine multiple options for even greater success!

- Here is a checklist to evaluate the chosen solution.
 - Is it a win-win solution for everyone involved?
 - Are all needs provided for?
 - Are all criteria met?



Building a Plan

→ Now, let's create a plan to put the solution in action. The complexity of this plan should vary with the complexity of the situation.

→ For more complex situations, such as those involving a group of people or multiple option solutions, a detailed action plan may be appropriate.



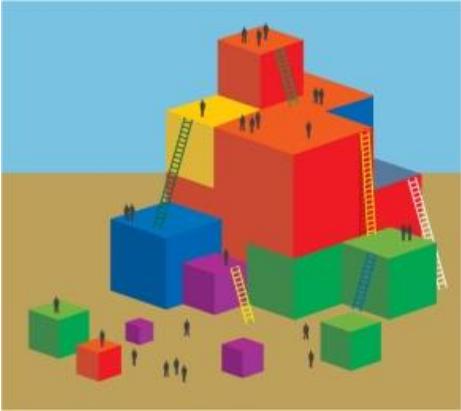
→ It is important that each party take responsibility for implementing the solution, even if it is determined that one party is at fault.

→ The action plan should also include a list of things to do if the conflict is not resolved after implementing the solution.

Evaluating the Situation

- Phase One (Creating an Effective Atmosphere): Take a moment to calm down and deal with your emotions. Look at the possible positive outcomes of the conflict.
- Phase Two (Creating a Mutual Understanding): Quickly evaluate your wants and needs and those of the other party. Try to identify the real issue.
- Phase Three (Focusing on Individual and Shared Goals): Identify common ground.

Choosing Your Steps



→ Now, let's work through phases four and five.

- Think about the current conflict. Is it really the root cause or is it just a symptom of a larger problem? (Most often, it's just a symptom.)
- How could the problem be resolved?
- Make a short list of possible solutions, even if it's just in your head.

Creating an Action Plan

- Once you have some ideas on how to resolve the conflict, do a quick evaluation.
- What do you want and need out of the solution? What might the other party need?
- Use these to sketch out a solution.
- Have a backup plan, too, in case your approach doesn't work.

Using Individual Process Steps: Examples

- A new person has joined your team. She is very quiet and the team (yourself included) is having a hard time getting to know and like her. You use some of the tools we discussed today to build common ground with her and improve teamwork.
- Lately, team status meetings have gotten out of hand. People talk over each other, argue constantly, and often leave the room. You suggest implementing ground rules for these meetings.
- One of your colleagues often behaves very aggressively. You find it very difficult to communicate with him because you find him so intimidating. You use emotional neutralization techniques to focus on your message and reduce the impact of his behavior.

Additional Tools



*You can't shake hands with
a clenched fist.*

Indira Gandhi

The Agreement Frame

- The Agreement Frame takes one of three forms:
 - I appreciate, and...
 - I respect, and...
 - I agree, and...

PERSON A	PERSON B
The best way to resolve this conflict is for you to resign your position immediately.	I respect your opinion, and I think that there might be some other viable options.
What options were you considering?	I think that if I issued an apology to the team for the misunderstanding that we would be on our way to resolving the conflict.
I think that option is too low-key for this situation.	I agree that it might not be a strong enough statement, and I may need to have team meetings to address the underlying issues.

Asking Open Questions

When possible, use the five W's or the H to ask a question.

- What happened?
- Why do you feel that way?
- When did this problem start?
- How does that make you feel?
- Who else is involved?

