



Canada

# Conflict Management – Overview

## Quarterly meeting of HR Club of aimags

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June 30, 2021

# \_\_\_\_\_ Agenda

1. Key Concepts
2. Responding to Conflict
3. Interest-based Conflict Resolution
4. Mediation
5. Conflict in Teams
6. Conflict Management Systems

# Superpower



**If you had a conflict management superpower, what would it be?**

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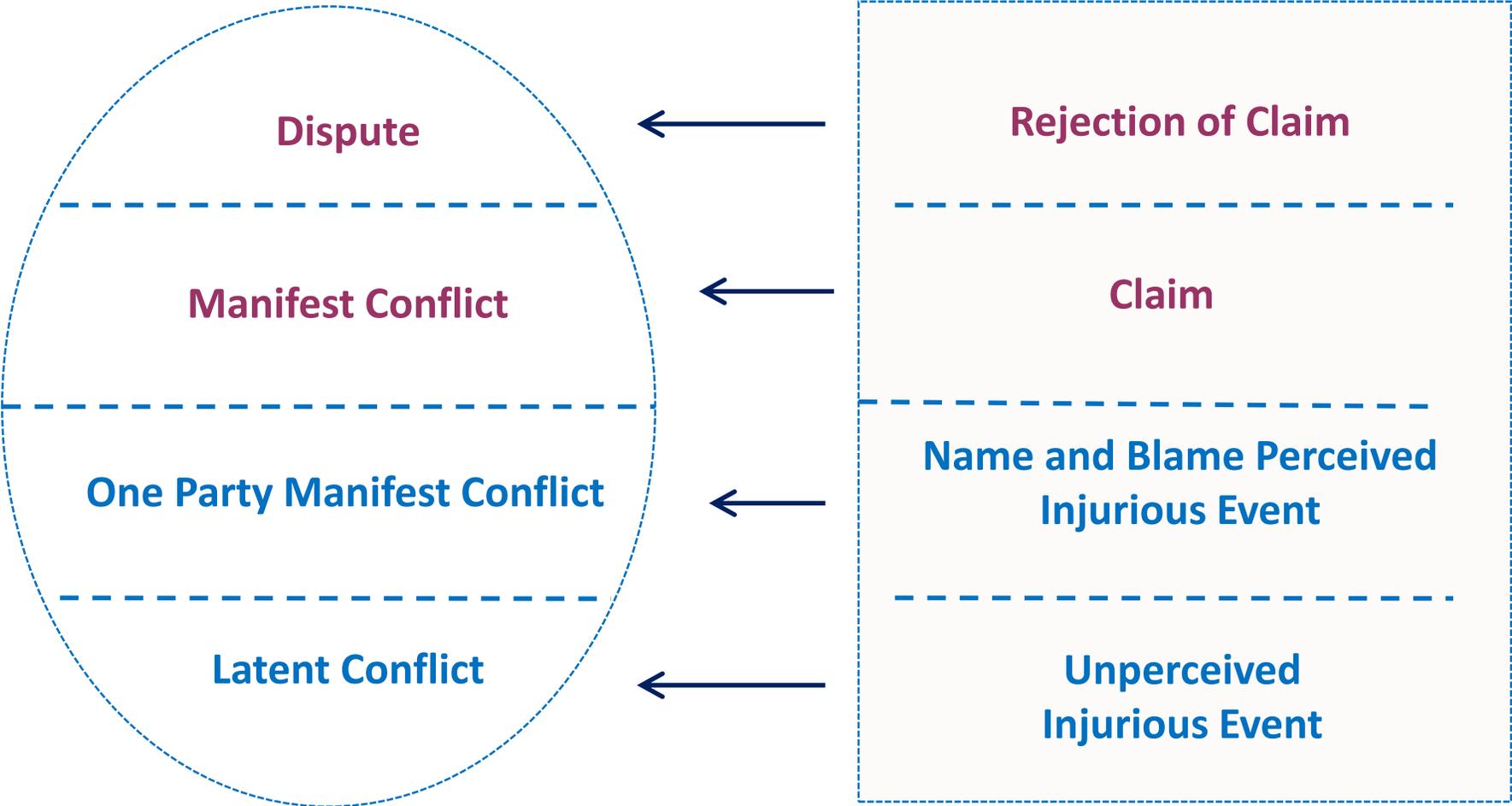
## Key Concepts

## — Conflict Definition:

Any situation in which people have apparently incompatible goals, interests, principles or feelings.

**CONFLICT TYPE**

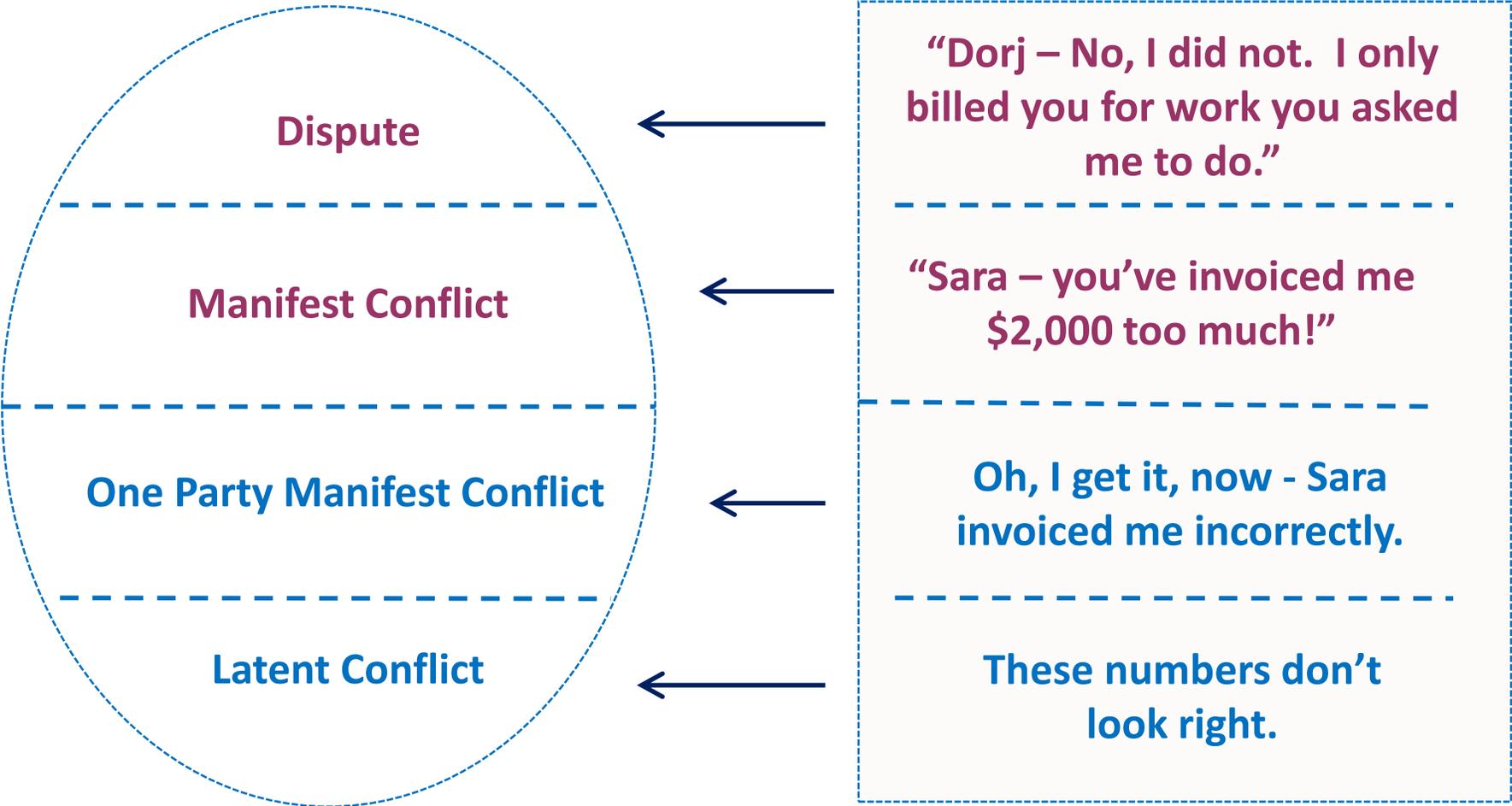
**EVENT**



Source: Felstiner, Abel and Sarat

**CONFLICT TYPE**

**EVENT**

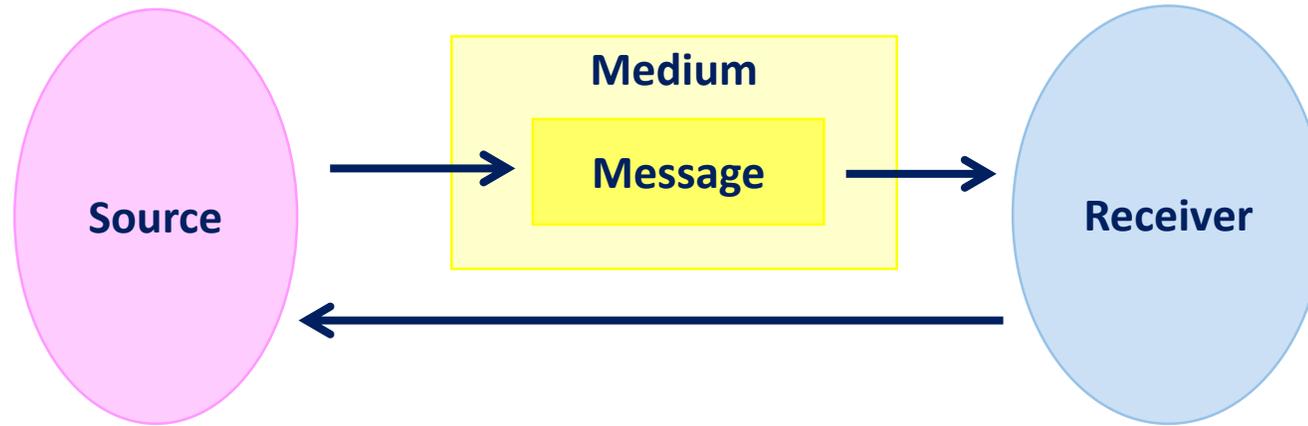


# Communications

The word **'Communication'** is derived from the Latin word **'Communis'** which means to make **'Common'**



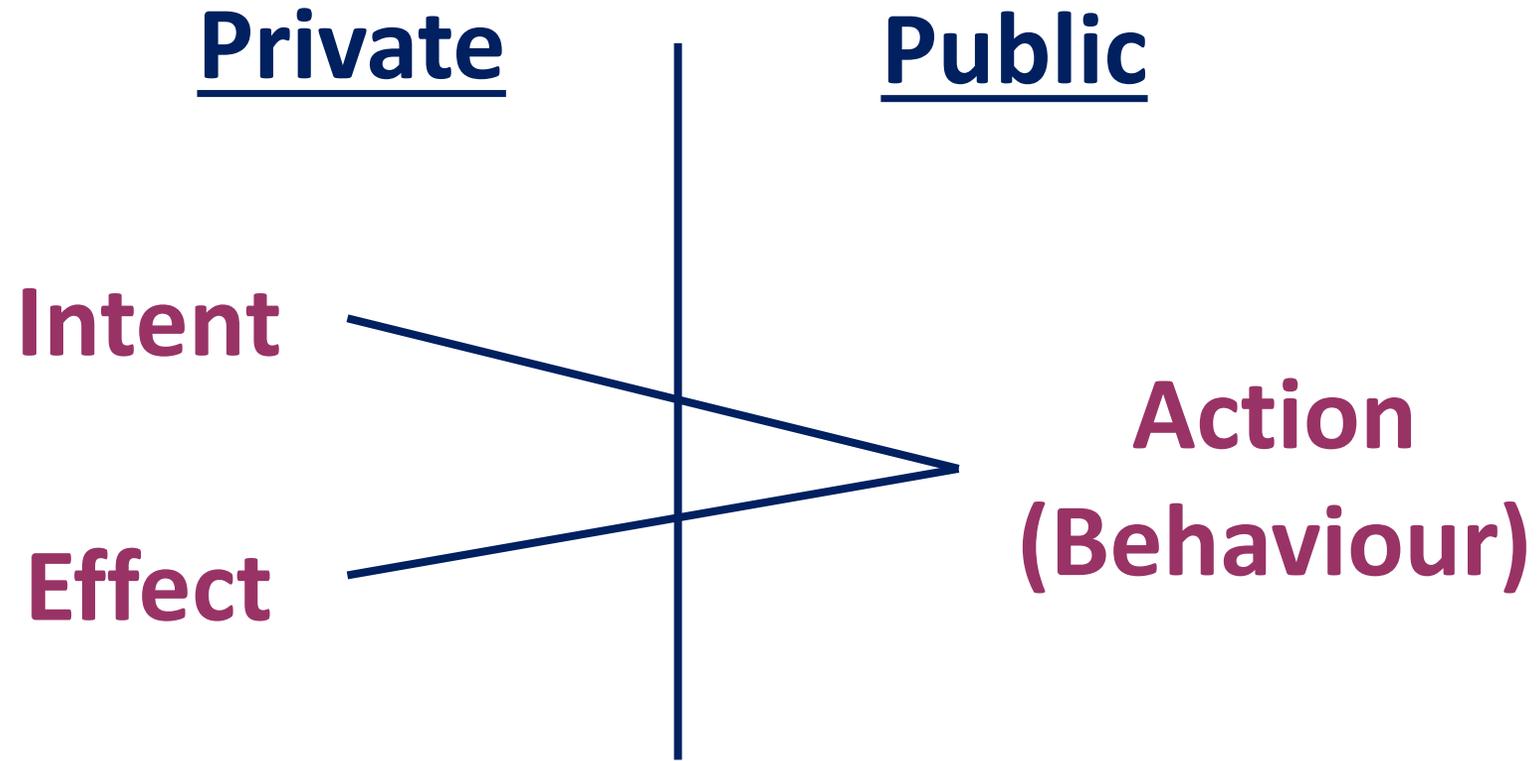
# Making common – In Real Life and Virtual



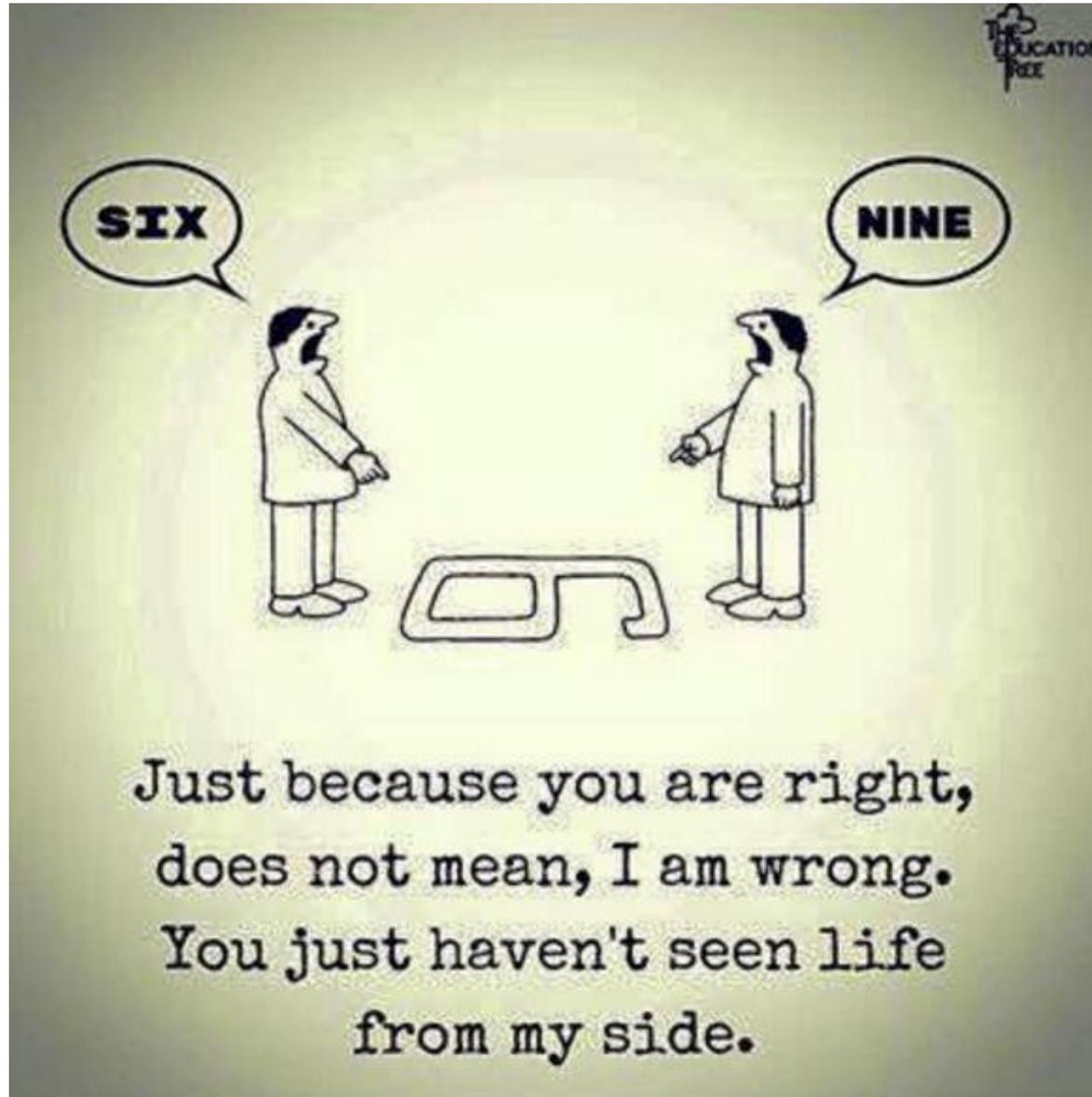
**Intent** → **Action** → **Effect**

**Did we make common?**

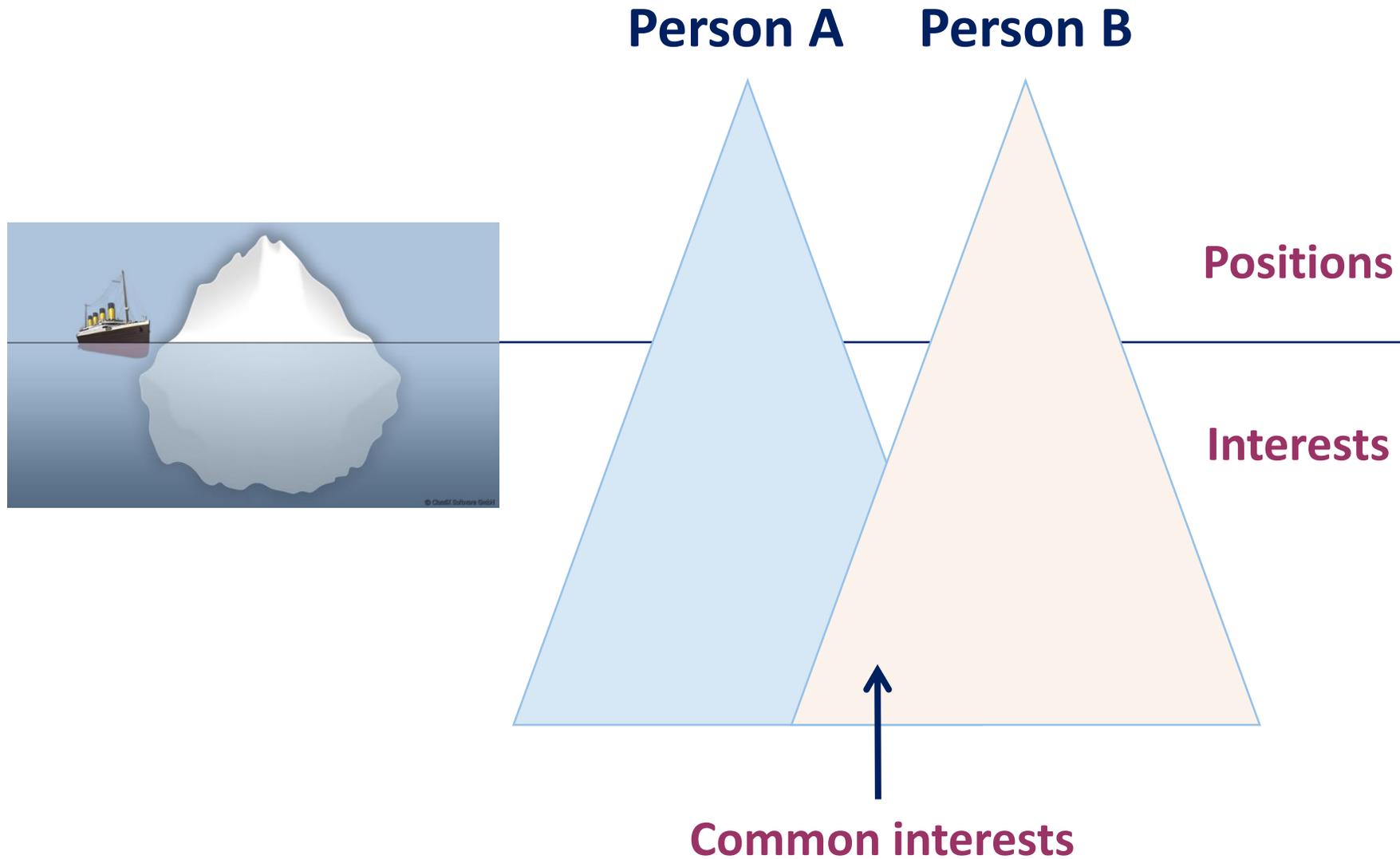
— Did we make common?



## Conflict is 2-sided

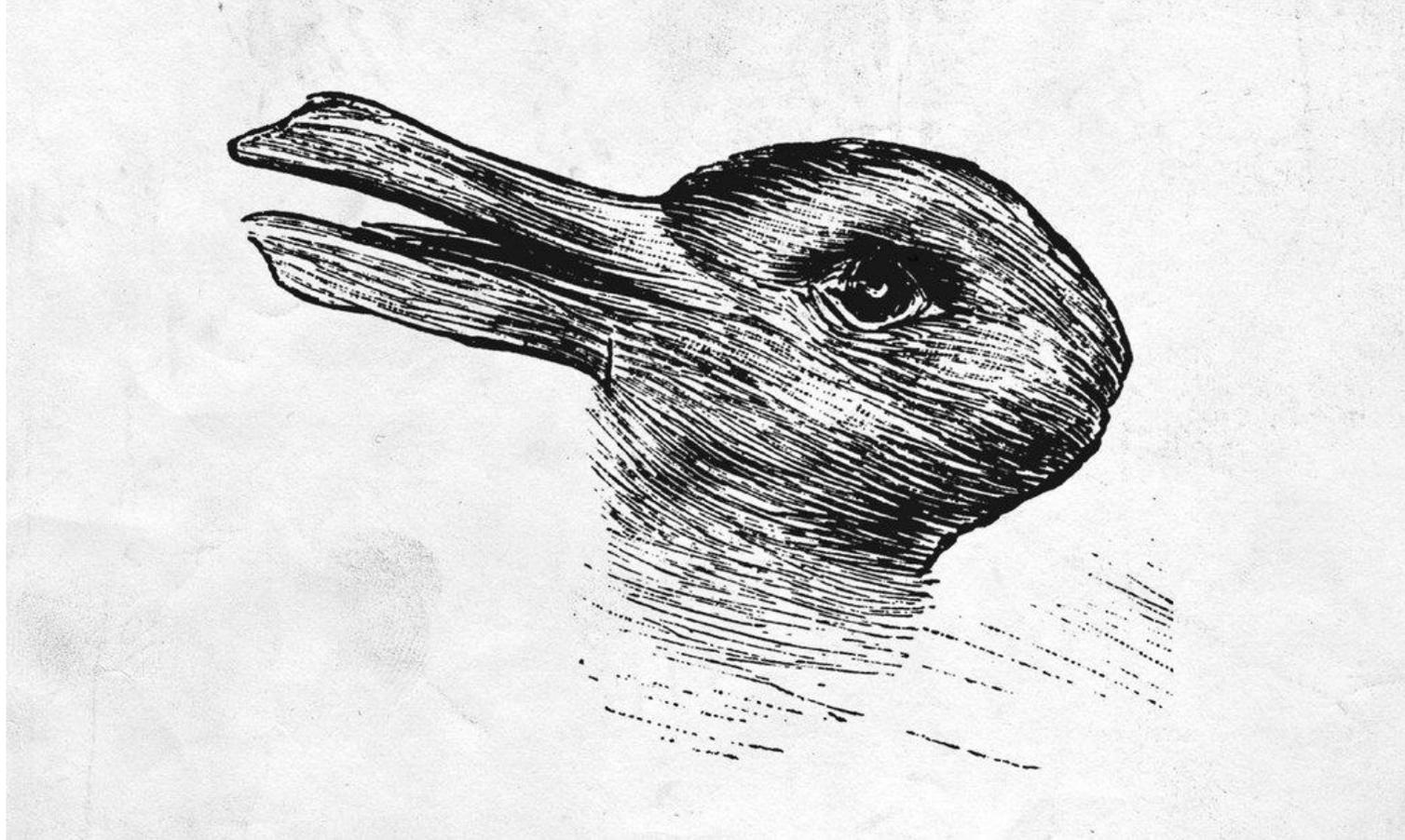


# Build on (shared) common interests

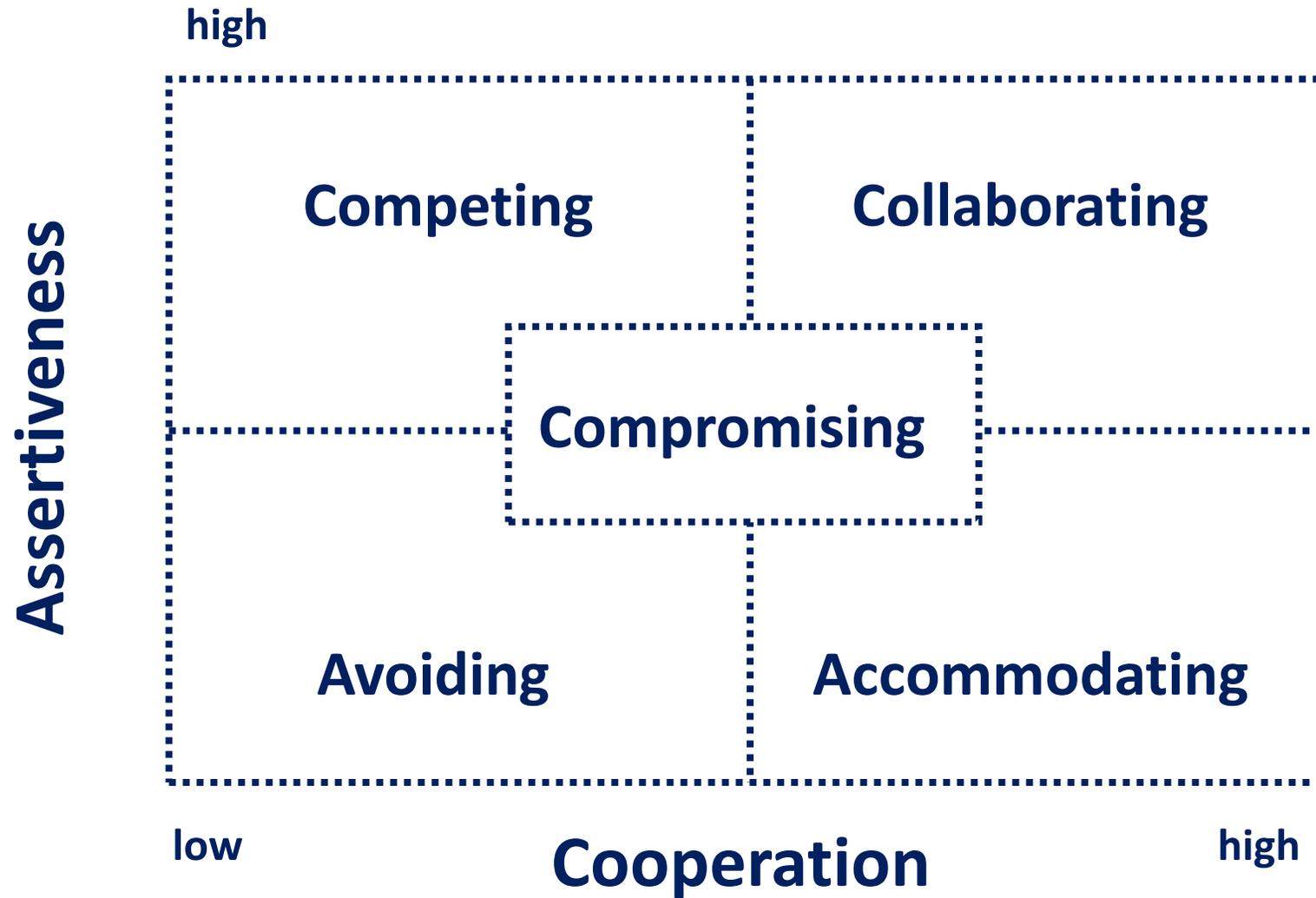


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# Seeing things from the other side... What 2 animals are most alike?



# Conflict management styles



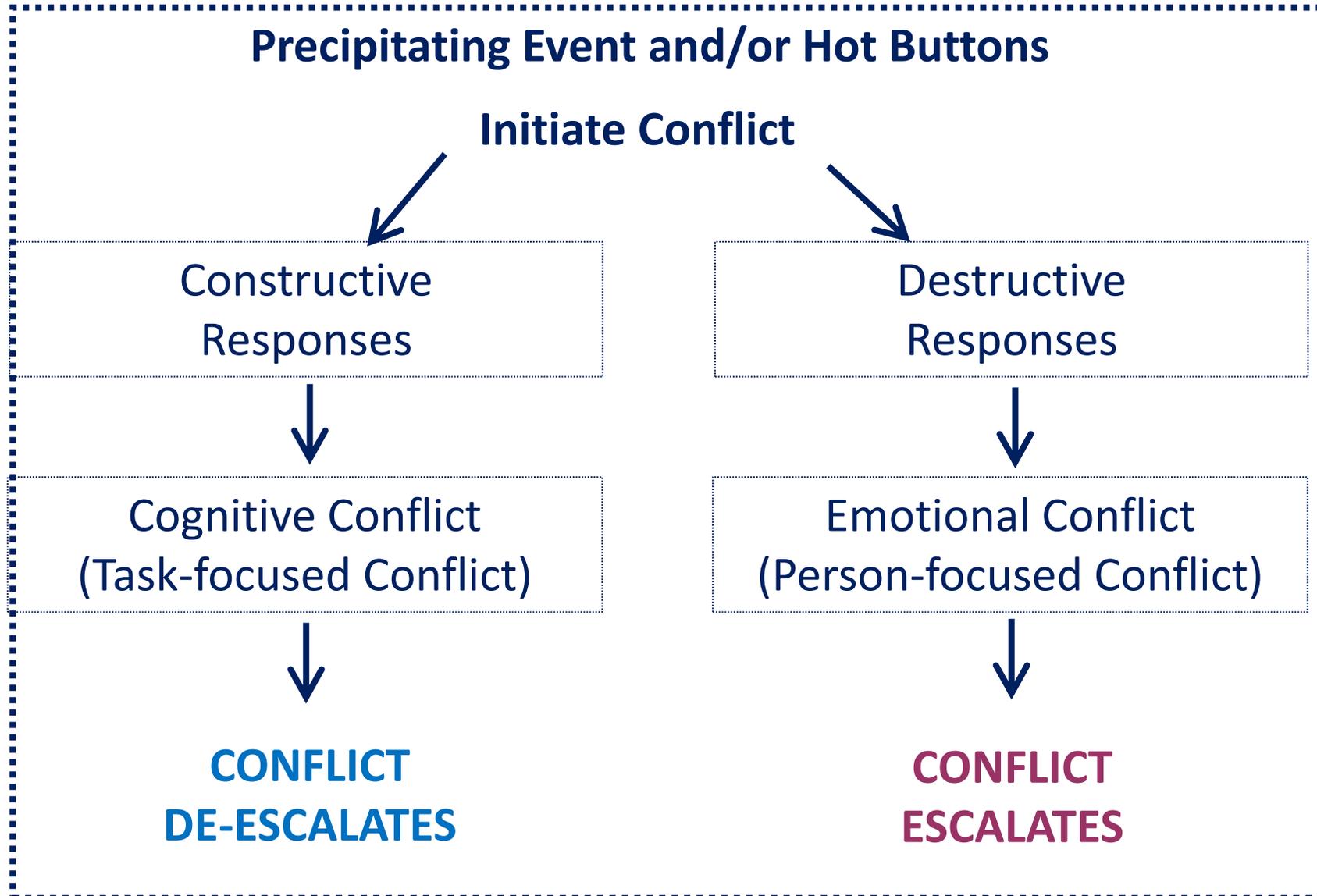
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# **Responding to Conflict**

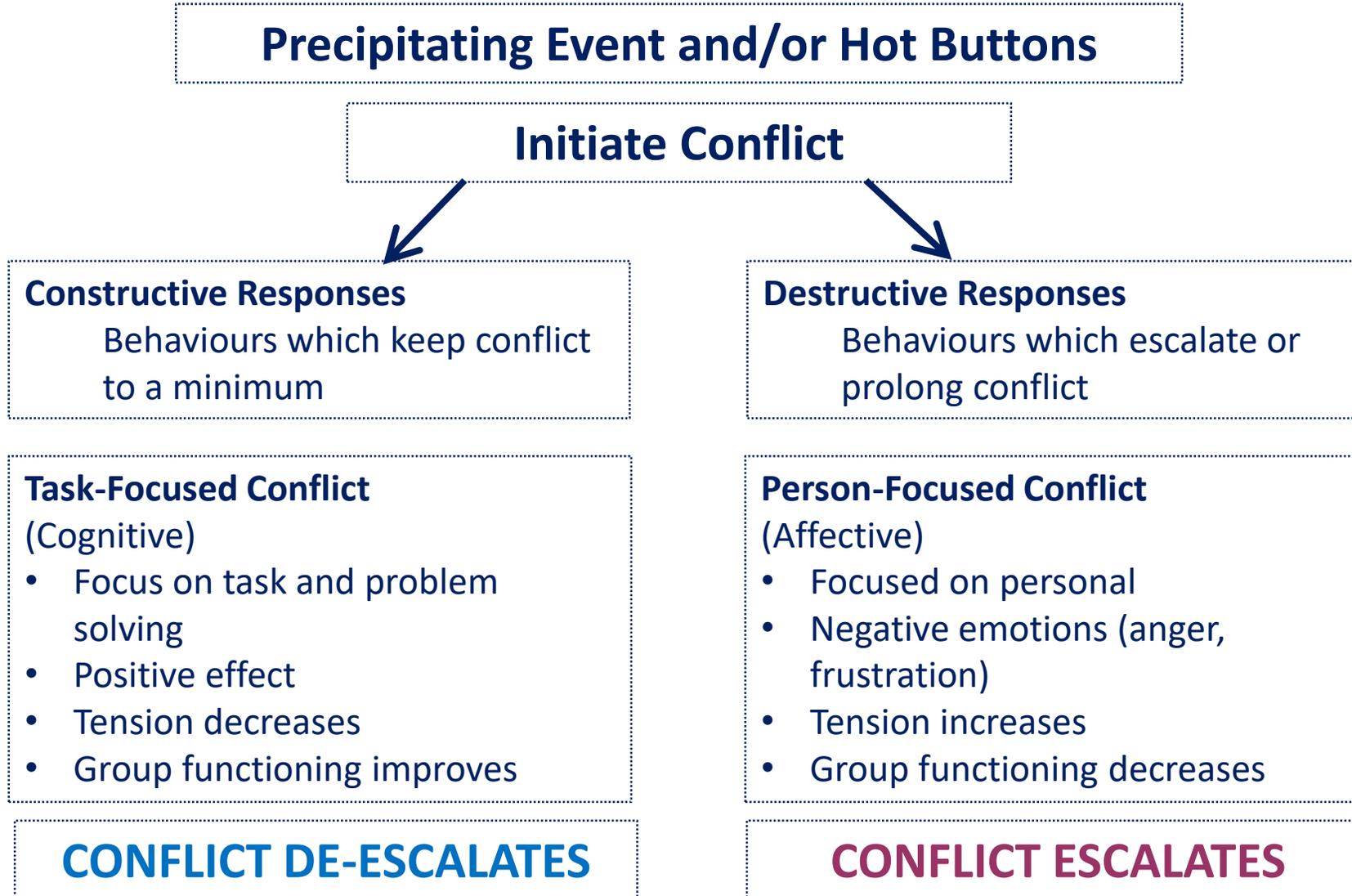
## **Constructive Responses**

## **Destructive Responses**

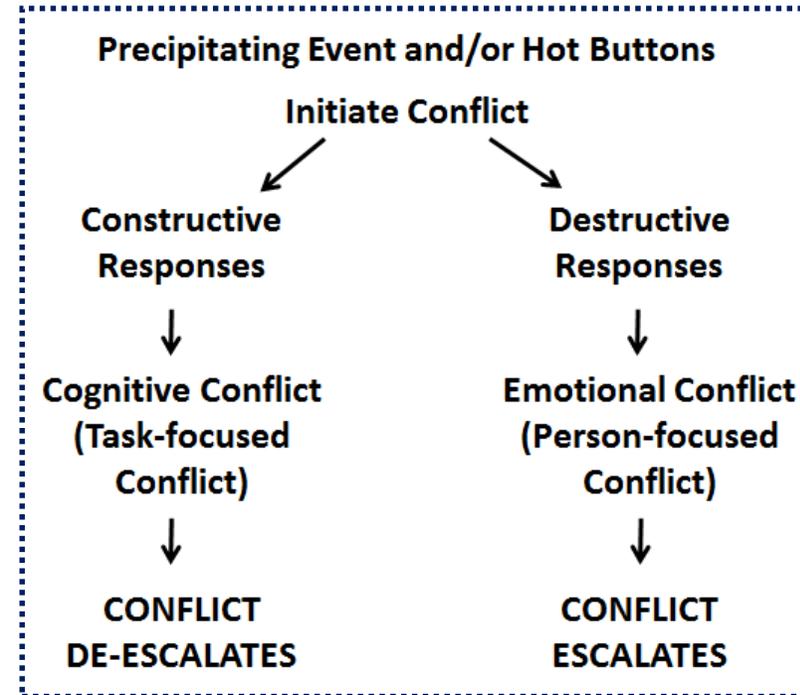
# Responding to Conflict (Individual)



# Path of Conflict



# The Cost of Conflict (high or low?)



Workplace conflict is inevitable.  
Resolve it cost-effectively by improving self-awareness.

# Common “Hot Buttons”

9 situations/people causing the greatest degree of irritation to the individual:

- Unreliable
- Unappreciative
- Micro-managing
- Abrasive
- Hostile
- Overly analytical
- Aloof
- Self-centered
- Untrustworthy

# Conflict Response Categories (\*)

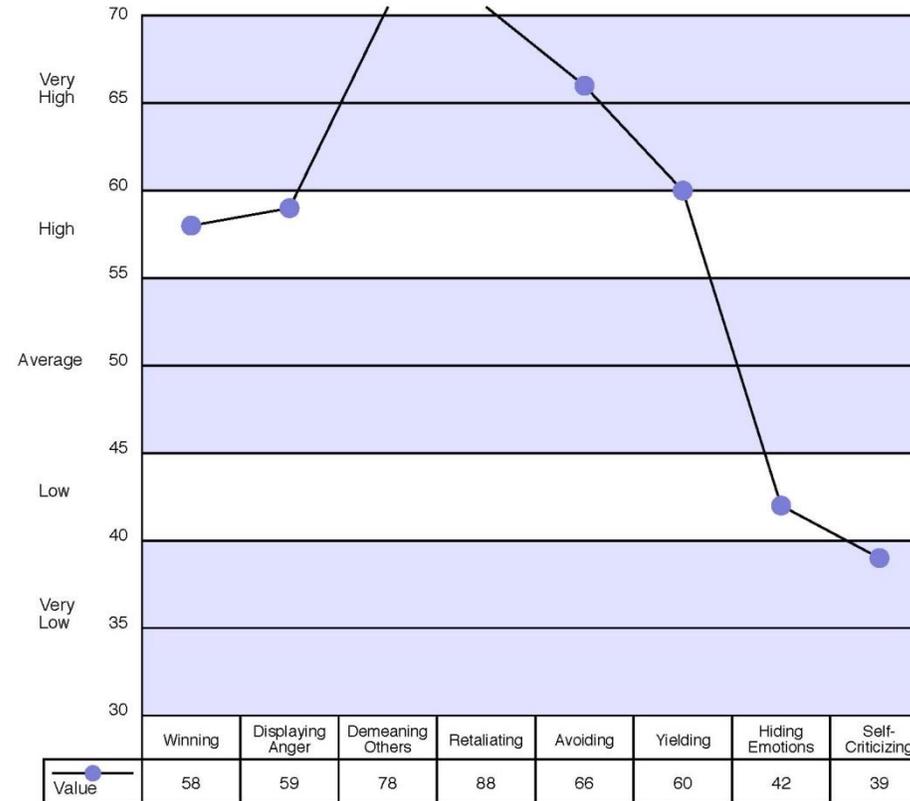
	<b>Constructive</b>	<b>Destructive</b>
<b>Active</b>	<b>Perspective Taking</b> <b>Creating Solutions</b> <b>Expressing Emotions</b> <b>Reaching Out</b>	<b>Winning at All Costs</b> <b>Displaying Anger</b> <b>Demeaning Others</b> <b>Retaliating</b>
<b>Passive</b>	<b>Reflective Thinking</b> <b>Delay Responding</b> <b>Adapting</b>	<b>Avoiding</b> <b>Yielding</b> <b>Hiding Emotions</b> <b>Self-Criticizing</b>

\* Source: ConflictDynamics.org

# Destructive Responses

## Destructive Responses

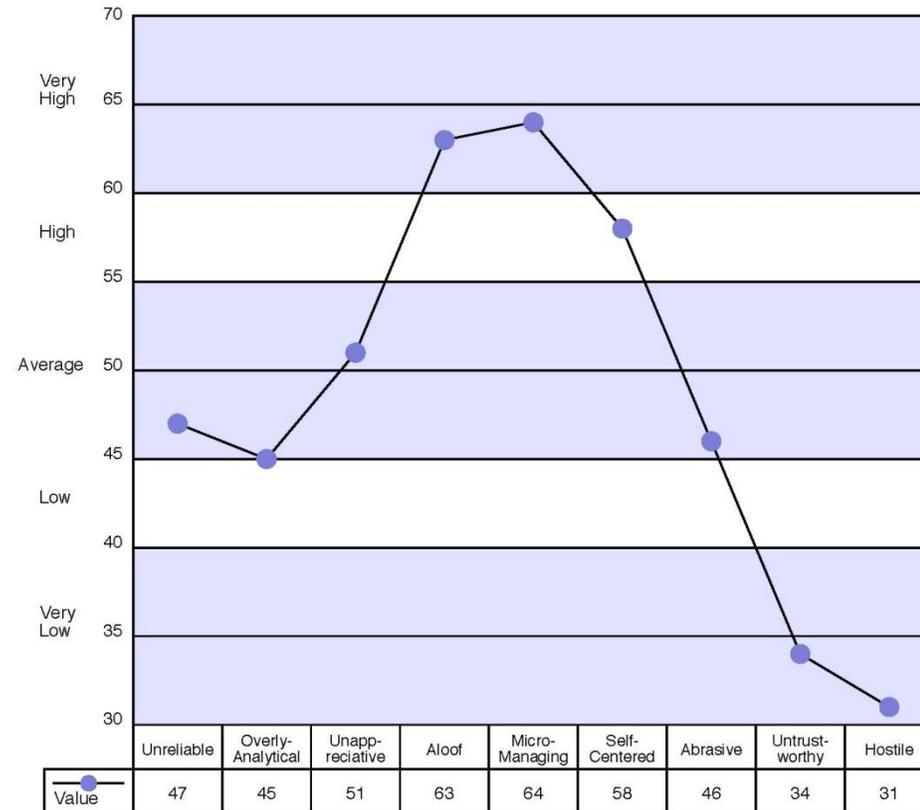
(Lower numbers are more desirable)



# Hot Buttons

## Hot Buttons

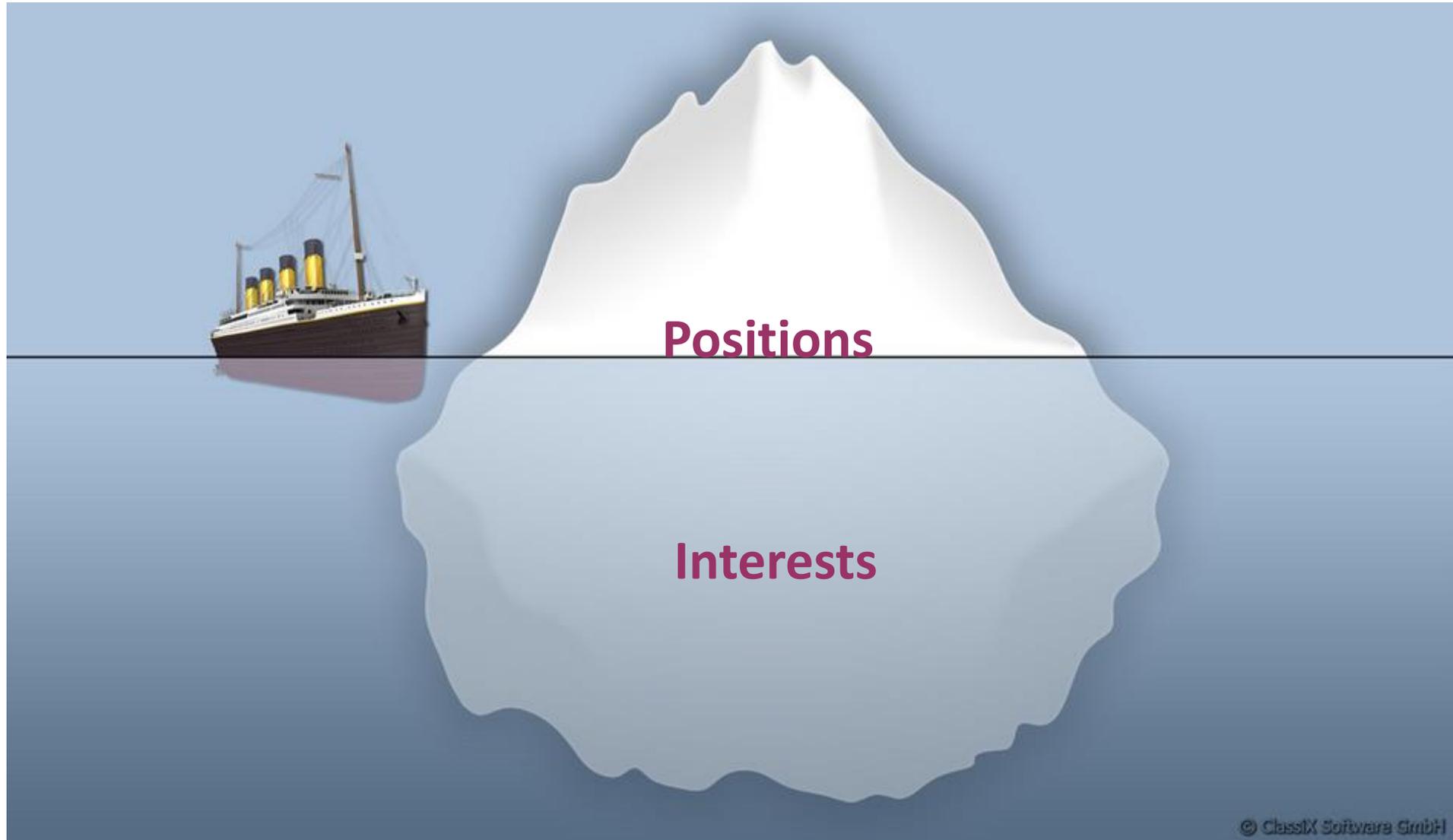
(Higher numbers indicate greater frustration or irritation in response to this kind of behavior.)



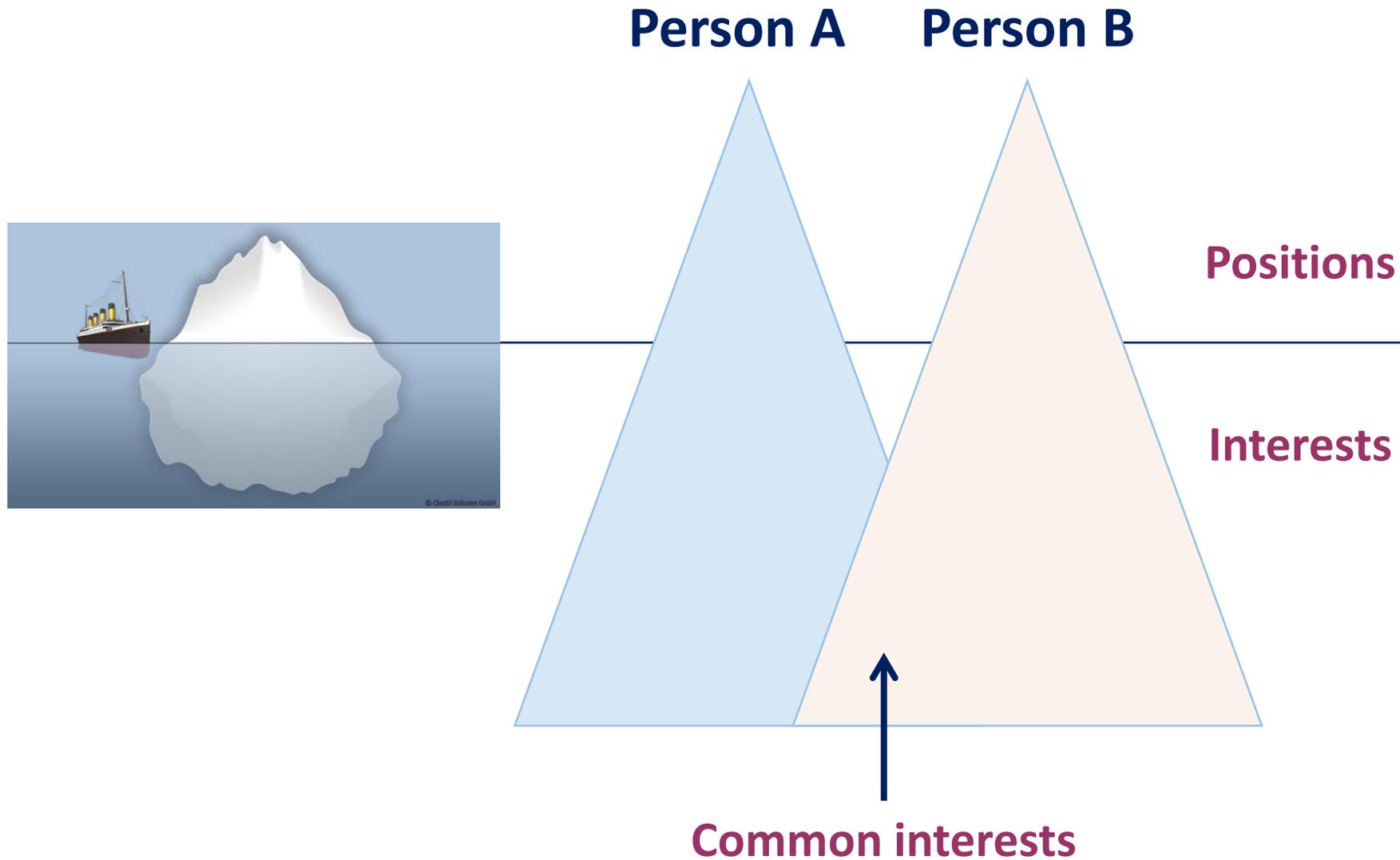
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# Interest-based Conflict Resolution

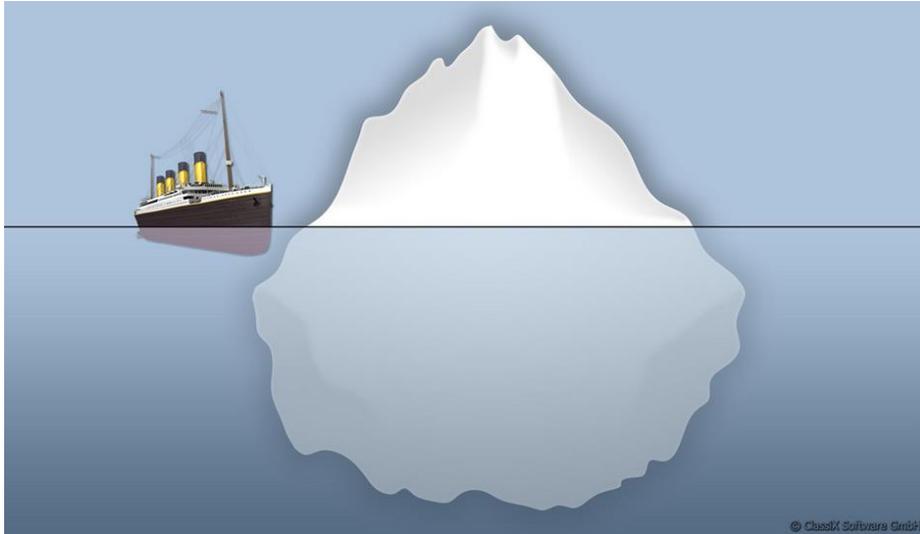
# Interest-based Conflict Resolution



# Build on (shared) common interests



# Separate issues, positions, interests



## Positions:

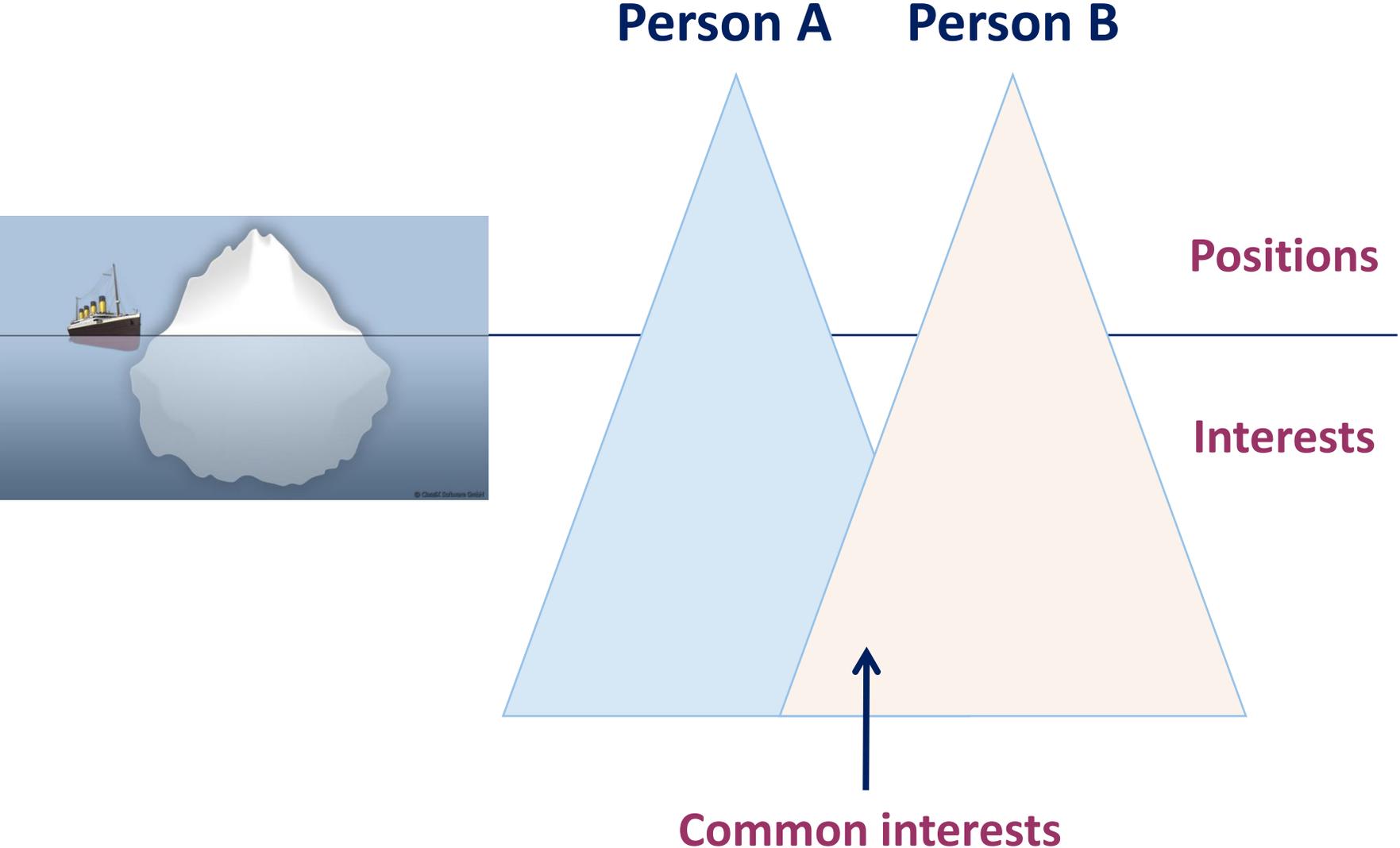
What you want  
as an outcome

## Interests:

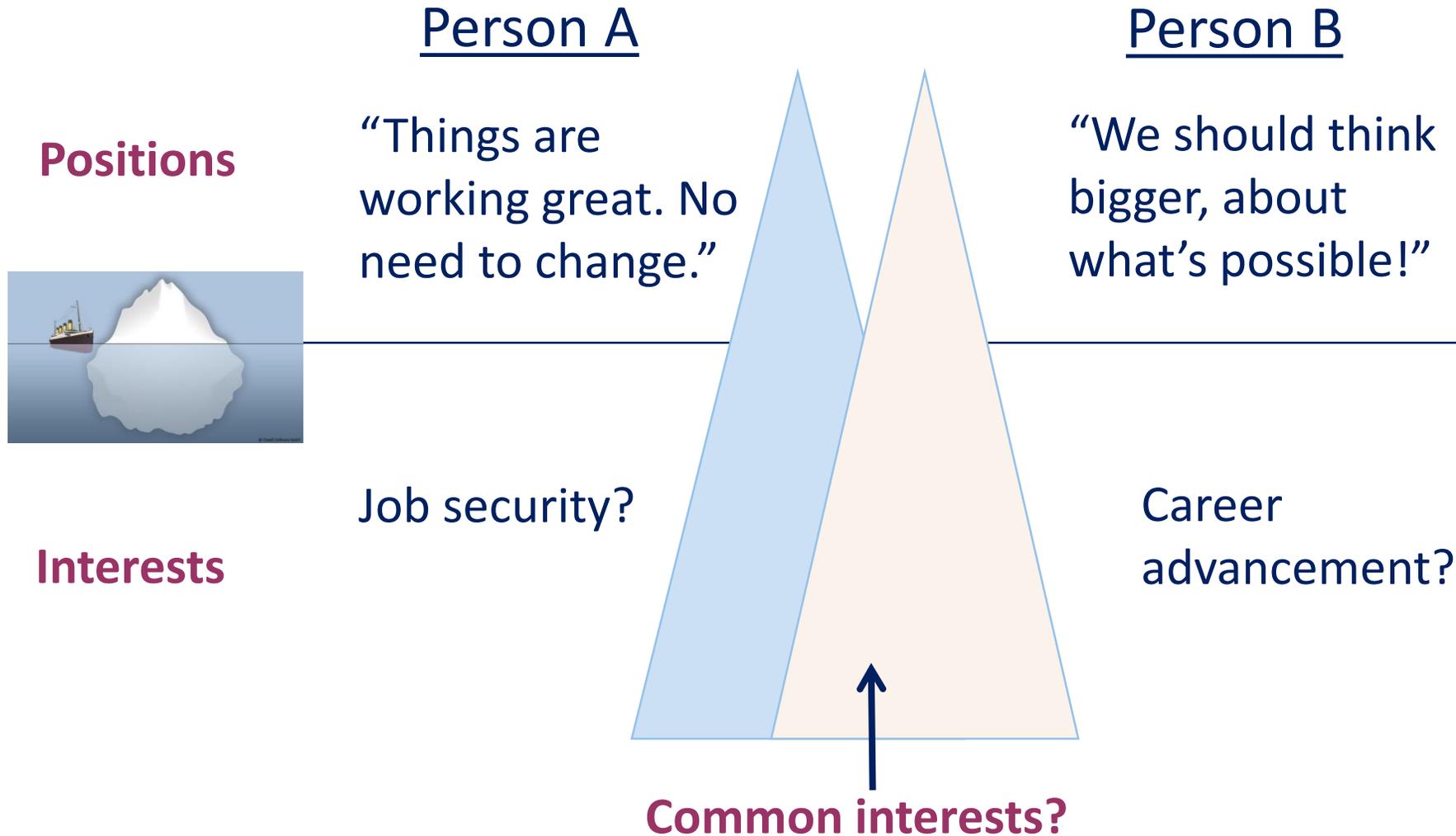
Why you want it

**Issue:** What conflict is about (non-blaming)

# Build on (shared) common interests



# Positions and Interests (example)



# Maslow's Hierarchy of Needs



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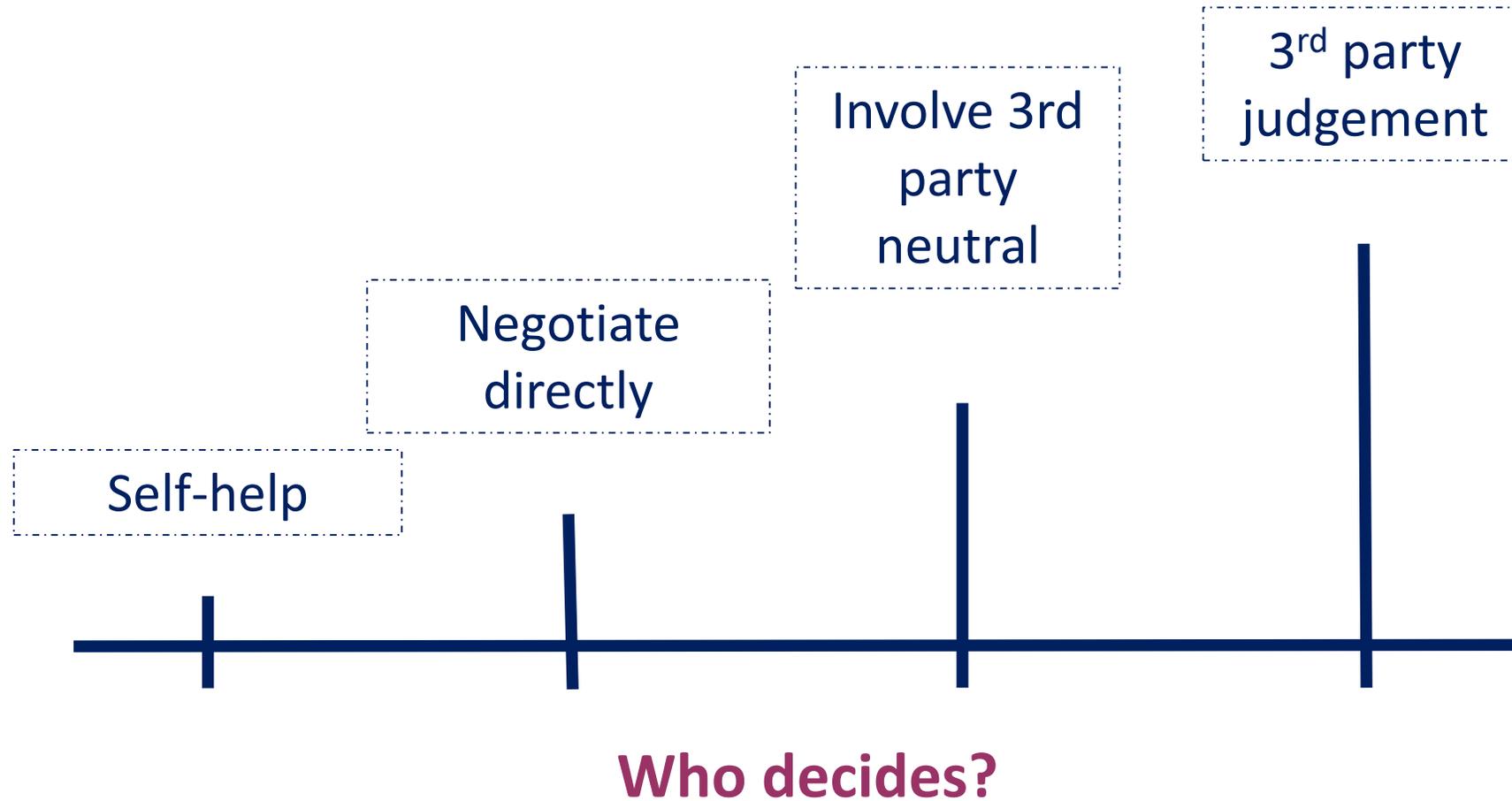
# Mediation

## — Mediation

Mediation is a form of **Appropriate Dispute Resolution (ADR)**.

ADR is also used as an acronym for **Alternative Dispute Resolution**. The “alternative” part of ADR refers to alternatives to the court (e.g., litigation and adjudication by a government-appointed judge) as a way to resolve disputes.

# Resolve disputes appropriately



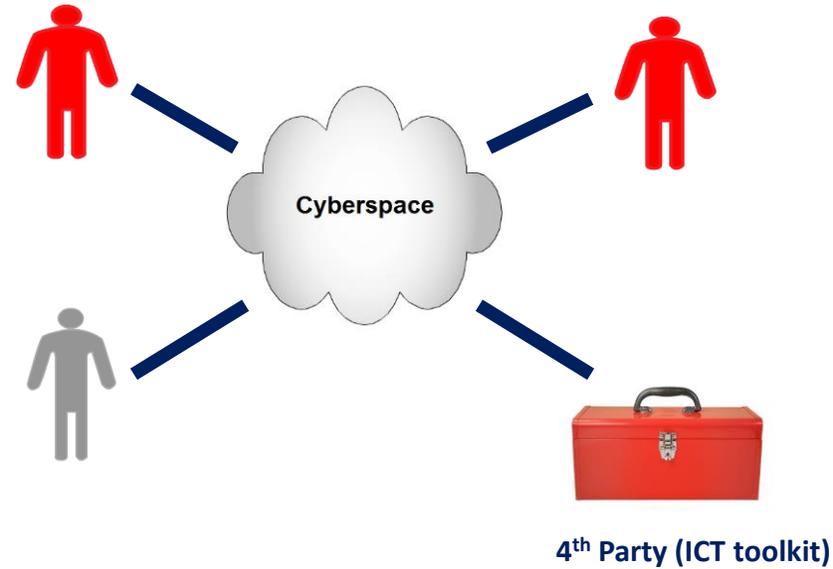


**The Mediator facilitates negotiations  
between disputing parties**

# Mediation process (a common way)

Stage 1	How are we going to talk?	<ul style="list-style-type: none"><li>• <b>Set the tone (i.e., respectful)</b></li><li>• <b>Agree on the mediation process</b></li><li>• <b>Get parties commitment to participate (voluntary)</b></li></ul>
Stage 2	What are we going to talk about?	<ul style="list-style-type: none"><li>• Allow each party to tell their side of the story</li><li>• Frame the issues</li><li>• Agree on the agenda – e.g., order issues will be discussed</li></ul>
Stage 3	What is important to us about the topic?	<ul style="list-style-type: none"><li>• Ask open-ended questions</li><li>• Probe for greater understanding</li><li>• Identify common interests</li><li>• Paraphrase and summarize interests</li></ul>
Stage 4	What are we going to do about it?	<ul style="list-style-type: none"><li>• Identify and explore solution options</li><li>• Define evaluation criteria (to evaluate options)</li><li>• Negotiate and write-up agreement (include both agreement and enforcement terms)</li></ul>

# Online Dispute Resolution- brings in the 4<sup>th</sup> party (technology)



**when location matters**

# 3 ways to apply Zoom features for online dispute resolution



- Screen share - review and annotate documents
- Breakout rooms – mediator caucuses (meets separately) with one party
- Chat – participants make/share notes during the meeting

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**If you have to choose between holding a virtual meeting OR an in-person meeting, what are some scenarios / situations in which a virtual meeting may be preferable over meeting in-person?**

**Make a list.**

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# Conflict in Teams

## Why Conflict in Teams can be good:

“In great teams conflict becomes productive. The free flow of conflicting ideas is critical for creative thinking, for discovering new solutions no one individual would have come up with on his own.”

“Conflict is the primary engine of creativity and innovation.”

“Conflicts are the bedrock for building stronger intra-team relationships and collaboration.”

# Trust and Psychological Safety in Teams

**Psychological safety** is the belief that your environment is safe for interpersonal risk-taking.

## TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



*"Saraa is probably going to freak out if I disagree with him."*

## PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?



*"My team expects me to speak up. It's how we do things."*

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**Things that may help cultivate psychological safety**

Role clarity

Peer support

Interdependence

Learning Orientation

Positive Leader Relations



**PSYCHOLOGICAL SAFETY**



A sense that people will not be embarrassed or punished for speaking up.



**Benefits associated with psychological safety**

Information sharing

Satisfaction

Learning behaviours (seeking info: experimenting: reflecting)

Engagement

Improved Performances

**Outcomes**

# (Not) Speaking up and knowledge loss

Situation	My Intent	My Action	Loss of Knowledge
When someone asks me a potentially embarrassing question	To save face, my own or her's	I answer a different question while pretending that I am answering the question asked	<ul style="list-style-type: none"> <li>I do not learn how she views the issue that the question raised.</li> <li>I fail to learn the relationship of her question to our work</li> </ul>
When all others in the group support a decision that I believe is wrong	To avoid being seen as not a "team player"	<ul style="list-style-type: none"> <li>I do not offer my thinking or evidence</li> <li>I pretend that I agree</li> </ul>	<ul style="list-style-type: none"> <li>Others lack access to all the knowledge available to make the decision</li> <li>Potentially, the group makes a mistake</li> </ul>
When another disagrees with my position on an issue	In an attempt to be clear and to help him understand	<ul style="list-style-type: none"> <li>I assume he does not yet understand and explain again, then again</li> <li>When he still does not agree I assume he is closed or stupid</li> <li>I give up on him and decide he is not worth the effort</li> </ul>	<ul style="list-style-type: none"> <li>I fail to learn about any information about my position that I may be missing</li> <li>I fail to learn where my logic may be faulty</li> <li>He sees me as dictatorial and closed</li> </ul>

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## Two good questions the team leader can ask team members:

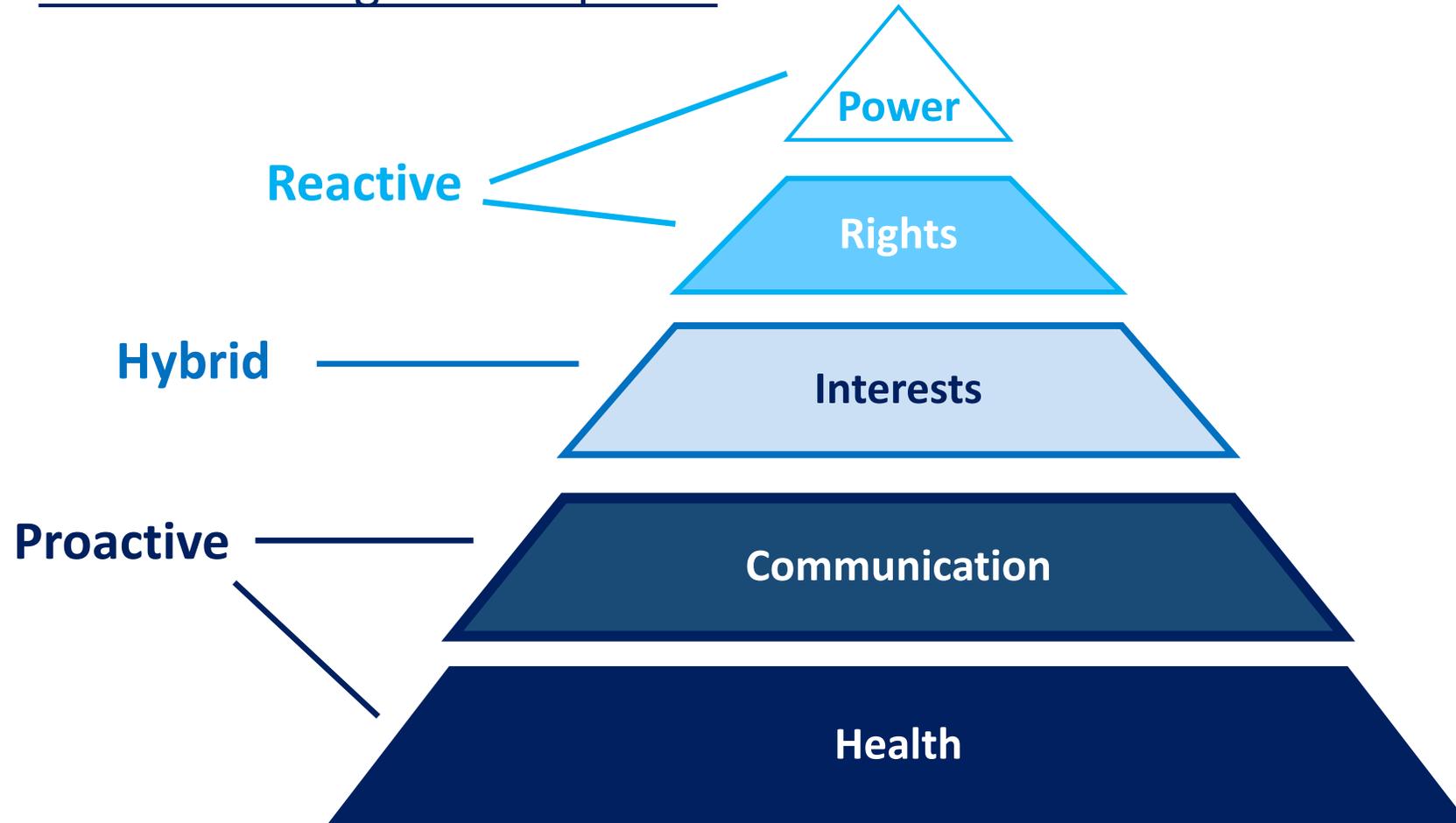
1. What will it take for you to bring yourself fully to the team process?
2. What has not worked well for you with past teams, and how can we address the problem at the start this time?

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# Conflict Management Systems

# Workplace Fairness Model

## Conflict Management Options



# Conflict Management Options

<b>Power-based</b>	Workplace Regulation Managerial-Decision-making Resignation / Termination
<b>Right-based</b>	Early Neutral Evaluation Peer Review Panel Investigation Arbitration Mediation-Arbitration Non-Union/Union Grievance Procedure
<b>Interest-based</b>	Interest-based Negotiation Conflict Coaching Peer Mediation Managerial Mediation External Mediation Ombudsperson Open Door Policy Workplace Partnering 360 Reviews
<b>Communication-based</b>	Information Exchange Facility Training and Education Personal and Group Dynamics Testing Instruments
<b>Health-based</b>	Internal Medical Facility/Process Employee Assistance Program Long-term Disability and Sick Leave transition processes Health-based Education Programs

# \_\_\_\_\_ The Collaborative Workplace

1. Collaboration is about people working together.
2. Working together involves interpersonal communication and dealing with our differences.
3. Constructive communication makes for healthy workplace relationships and interactions.
4. A healthy workplace is good for employee engagement and loyalty, workplace productivity and customer service.
5. A healthy workplace gains you a strategic advantage.

# Respectful Workplace

The law (in Canada) requires all employers have a Respectful Workplace policy and procedures.





Canada

Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

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