



ЗАСГИЙН ГАЗРЫН ТОХИРУУЛАГЧ АГЕНТЛАГ
МЭРГЭЖЛИЙН ХЯНАЛТЫН
ЕРӨНХИЙ ГАЗАР

Responding to Conflict

Constructive Responses

Destructive Responses

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Conflict Definition

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

Superpower

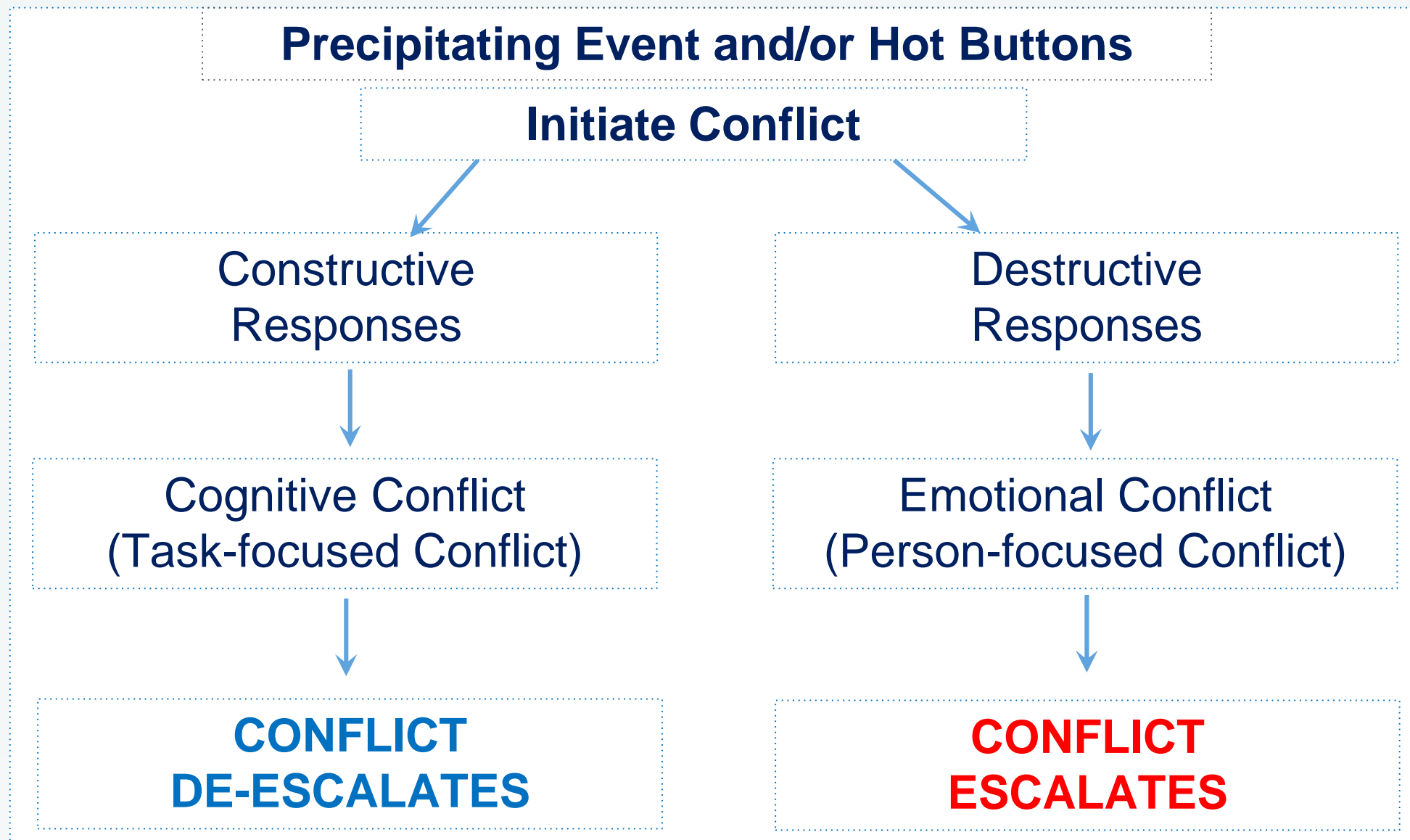


**If you had a conflict management superpower:
1) what would it be? 2) what could you do with it?**

Agenda

1. The path of conflict
2. Conflict response categories
3. Constructive responses to conflict
4. Destructive responses to conflict

Responding to Conflict (Individual)





Path of Conflict

Precipitating Event and/or Hot Buttons

Initiate Conflict

Constructive Responses

Behaviours which keep conflict to a minimum

Task-Focused Conflict

(Cognitive)

- Focus on task and problem solving
- Positive effect
- Tension decreases
- Group functioning improves

CONFLICT DE-ESCALATES

Destructive Responses

Behaviours which escalate or prolong conflict

Person-Focused Conflict

(Affective)

- Focused on personal
- Negative emotions (anger, frustration)
- Tension increases
- Group functioning decreases

CONFLICT ESCALATES

Cognitive Conflict (Task-Oriented)

- Focuses on ideas, not personalities
- Can occur during times of creativity and productivity
- Affect (*) is neutral, or positive
- Unrelated, or positively related, to group functioning

(* 'Affect': relating to moods, feelings, and attitudes)

—— Affective (*) Conflict (Personal)

- Focuses on people, not ideas
- Can occur at any time
- Affect is negative
- Negatively related to group functioning
- Can escalate rapidly

Do each of the following statements reflect a task-focused or person-focused response to conflict?

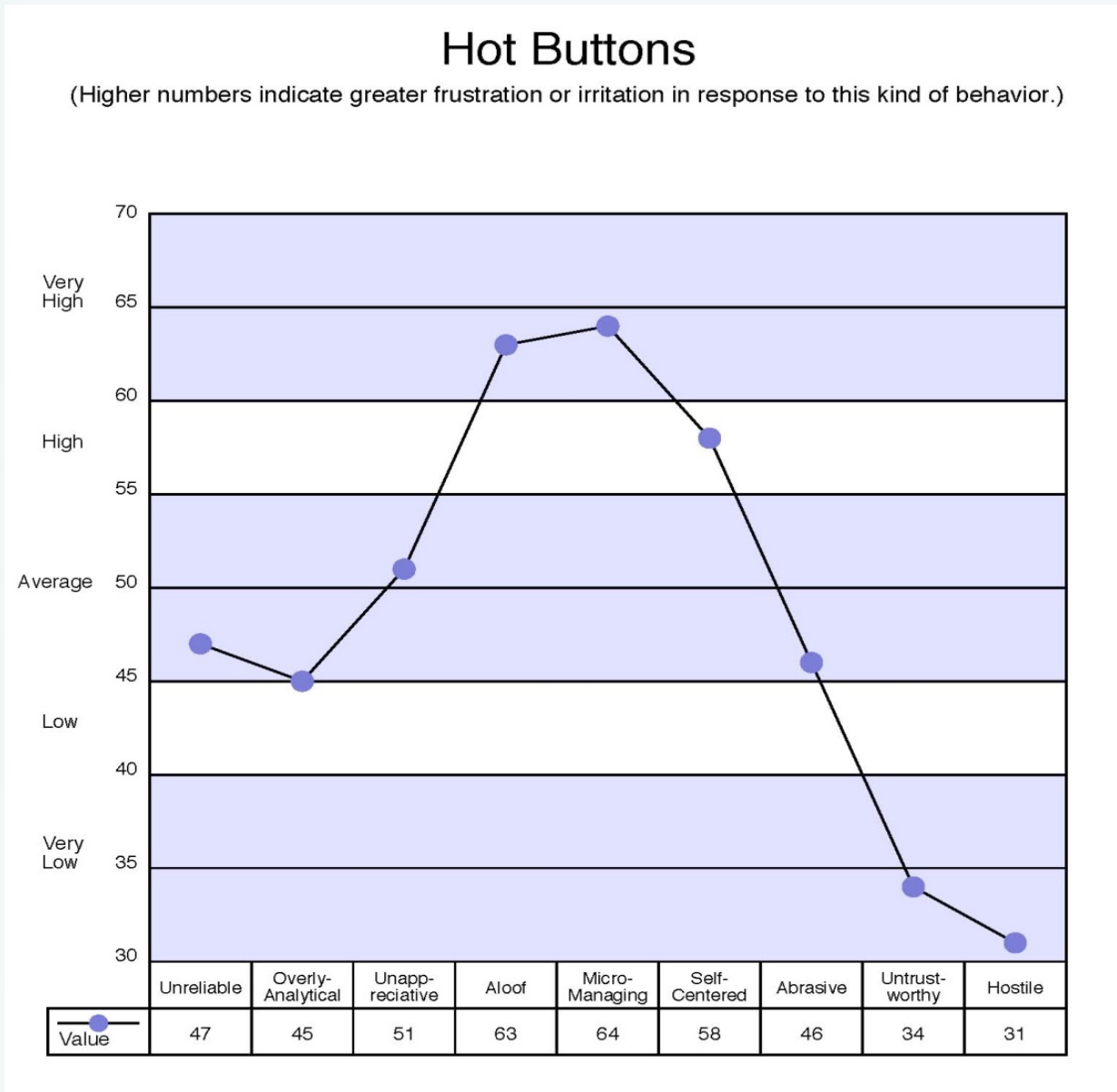
1. “That approach may not work in our situation.”
2. “You never understand.”
3. “You aren’t a team player.”
4. “Improving the instruction manual will put us behind project schedule.”
5. “You still don’t understand?”
6. “With an attitude like yours, we are sure to fail.”
7. “Come on everyone – please, think outside the box!”
8. “I did what you asked me to. Perhaps if you’d communicated your request better there wouldn’t be a problem now.”
9. “That option creates many issues for our aimag staff.”
10. “Your costs are more than we budgeted for.”

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

Hot Buttons (= conflict triggers)



Poll

Rate your ability level to manage your own “hot buttons”?

1. Very low
2. Low
3. Average
4. Moderately high
5. High

Conflict Response Categories (*)

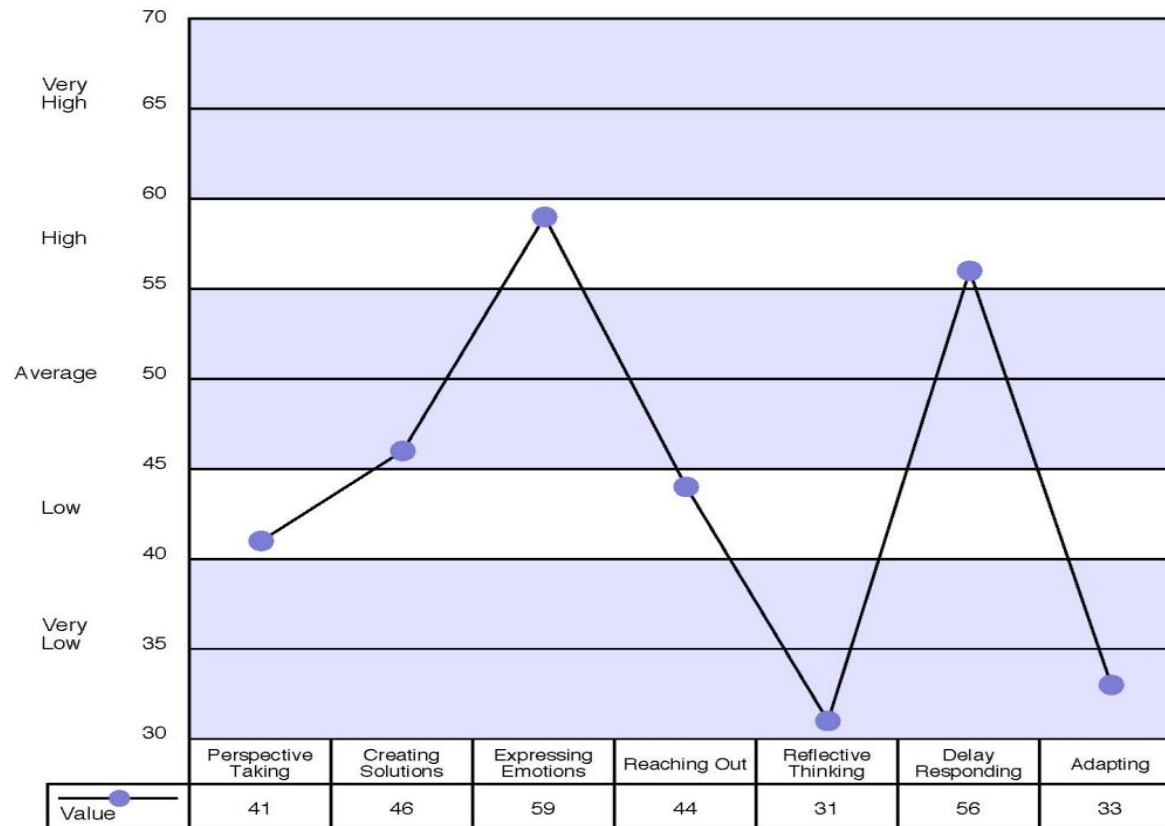
	Constructive	Destructive
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective Thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self-Criticizing

* Source: ConflictDynamics.org

Constructive Responses

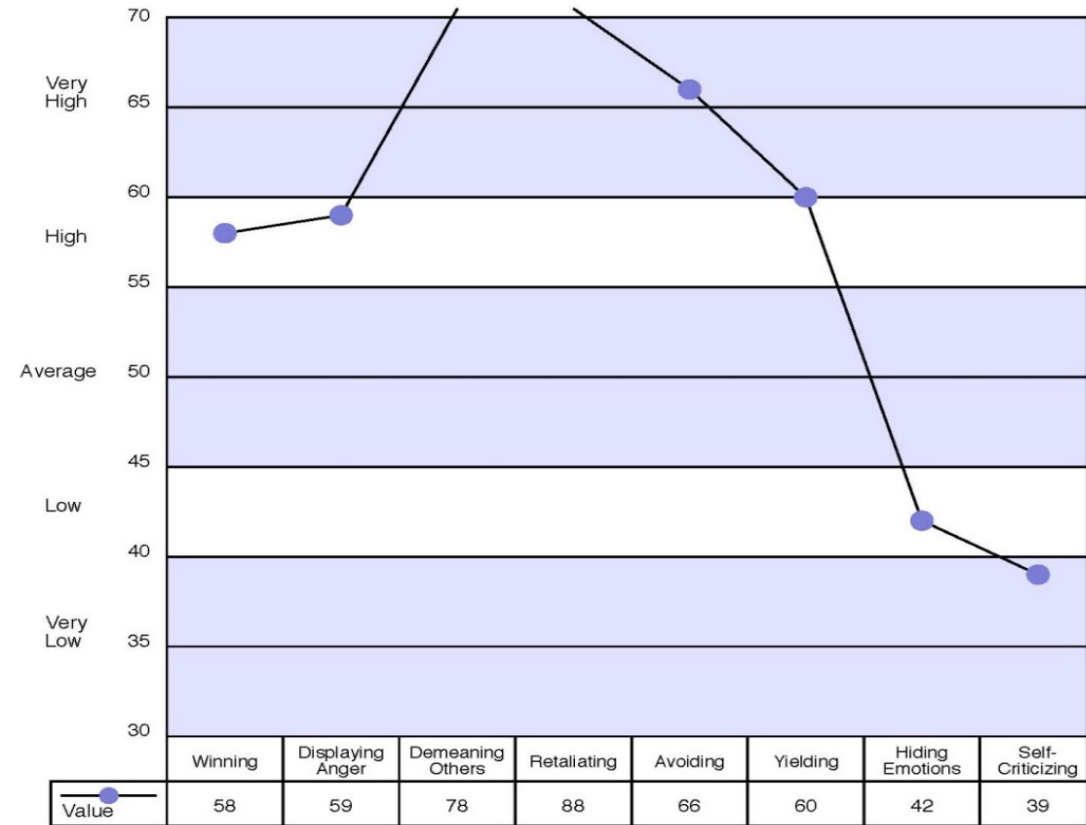
Constructive Responses

(Higher numbers are more desirable)



Destructive Responses

(Lower numbers are more desirable)



Behaviors which research has demonstrated to be highly effective in keeping the harmful effects of conflict to a minimum

Constructive responses emphasize:

- Task-completion and focus on problem-solving
- Creative problem-solving & focus on exchange of ideas
- Expression of positive emotions & optimism
- Not provoking the other person

Typical Outcomes of Constructive Responses

- Win-win solutions
- Open & honest communication of feelings
- Both parties' needs are met
- Non-judgmental actions
- Not sticking adamantly to one position
- Actively resolving conflict (not allowing conflict to continue)
- Thoughtful responses (not impulsive)
- Team performance improves

Behaviors which research has demonstrated to escalate or prolong conflict

Destructive responses emphasize:

- Displaying negative emotions
- Trying to win, no matter what
- Lack of respect for the other person
- Avoiding conflict rather than facing it

—— Typical Outcomes of Destructive Responses

- Feelings of anger and frustration
- Judgmental actions
- Getting even and keeping score
- Other party does not have needs met
- Closed channels of communication
- Refusing to deal with issues
- Decreased self-confidence
- Tasks not completed
- Team performance decreases

Active and Passive Responses to Conflict

Research has further demonstrated the usefulness of classifying conflict-related responses into two additional categories.

- Active

Behaviors which involve overt responses, taking action, or making an effort. Outcome can be either constructive or destructive.

- Passive

Behaviors which involve withholding a response, not taking action, or not making an effort. Outcome can be either constructive or destructive.

Conflict Response Categories

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

Those in which the individual takes some overt action in response to the conflict or provocation, and as a result there is a beneficial effect on the course of conflict.

- **Perspective Taking** – Putting yourself in the other person's position and trying to understand that person's point of view.
- **Creating Solutions** – Brainstorming with the other person, asking questions, and trying to create solutions to the problem.
- **Expressing Emotions** – Talking honestly with the other person and expressing your thoughts and feelings.
- **Reaching Out** – Reaching out to the other person, making the first move, and trying to make amends.

Passive Constructive Responses

Those in which the individual responds to the precipitating event in a less active way—in fact, some passive responses consist largely of the decision to refrain from some act—and as a result there is a beneficial effect on the course of the conflict.

- **Reflective Thinking** – Analyzing the situation, weighing the pros and cons, and thinking about the best response.
- **Delay Responding** – Waiting things out, letting matters settle down, or taking a “time out” when emotions are running high.
- **Adapting** – Staying flexible, and trying to make the best of the situation.



**Open Communication
requires Open Constructive Conflict**



What do you feel is the cost of destructive conflict in your organization; e.g., health costs, employee absences, lost productivity, etc.?

1. Insignificant
2. Minor
3. Moderate
4. Major
5. Severe

Constructive Responses - Perspective Taking

Perspective Taking:

- Imagines what the other person is thinking and feeling
- Tries to understand how things look from that person's perspective

Questions for discussion in small group (Zoom breakout)

1. Why is Perspective Taking so important?
2. What makes it so difficult for people to engage in Perspective Taking on a regular basis?
3. When do you have the most difficulty using Perspective Taking?

Activity:

1. (Prior to joining breakout room) Record questions; e.g., take picture, write down
2. Discuss the questions in your assigned Zoom room/group
3. Write down 1-2 answers to each question
4. Return to main room
5. (Volunteers) Share answers



Constructive Responses – Creating Solutions

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

Creating Solutions:

- Attempts to generate creative solutions
- Brainstorms with the other person to create new ideas

Questions for whole group discussion:

1. What is the difference between problem-solving and Creating Solutions?
2. How frequently do you believe that there is a mutually satisfactory solution in a conflict situation?
3. What gets in the way of our ability to generate creative solutions?

Destructive responses



Conflict Response Categories

Constructive

Destructive

Active

**Perspective Taking
Creating Solutions
Expressing Emotions
Reaching Out**

**Winning at All Costs
Displaying Anger
Demeaning Others
Retaliating**

Passive

**Reflective Thinking
Delay Responding
Adapting**

**Avoiding
Yielding
Hiding Emotions
Self-Criticizing**



Active Destructive Responses

Those in which the individual takes some overt action in response to the conflict or provocation, but which has a negative, destructive effect on the course of conflict.

- **Winning at All Costs** – Arguing vigorously for your own position and trying to win at all costs.
- **Displaying Anger** – Expressing anger, raising your voice, and using harsh, angry words.
- **Demeaning Others** – Laughing at the other person, ridiculing the other's ideas, and using sarcasm.
- **Retaliating** – Obstructing the other person, retaliating against the other, and trying to get revenge.

Passive Destructive Responses

Those in which the individual responds to the precipitating event in a less active way or fails to act in some way.

- **Avoiding** – Avoiding or ignoring the other person and acting distant and aloof.
- **Yielding** – Giving in to the other person in order to avoid further conflict.
- **Hiding Emotions** – concealing your true emotions even though feeling upset.
- **Self-Criticizing** – Replaying the incident over in your mind and criticizing yourself for not handling it better.

Wrap-up activity – What's your recipe for success?

Questions for small group discussion (Zoom breakout):

1. Reflect on the materials and discussions today.
2. Create your "recipe for success" to address today's topic; i.e., what can you and your organization do to further promote individual skills development related to responding to conflict?

Activity:

1. (Prior to joining breakout room) Record question; e.g., take picture, write down
2. Identify 3 items (e.g., action items) in your group's recipe for success
3. Return to main room (after 15 minutes)
4. (Volunteers) Share answers



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