



CONFLICT MANAGEMENT & DISPUTE RESOLUTION

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Conflict Management & Dispute Resolution.

Objectives:

- Develop a common understanding of conflict.
- Increase leaders' understanding of their conflict style.
- Learn the behaviours for the Conflict Management Competency.
- Share a conflict resolution process.
- Provide insights into effective conflict resolution.

Exercise # 1



What did you learn about conflict as a child?

How does that lesson impact your approach to conflict today?

Note: Please replace the photograph.

Conflict – A Definition

Conflict can be:

Defined as a clash between individuals: a difference in thought process, attitudes, understanding, interests and even sometimes perceptions.

A condition that occurs when people's concerns appear to be incompatible.

An opportunity for a richer understanding of issues.

A difference of opinion, where there is an opportunity to achieve a valuable agreement.

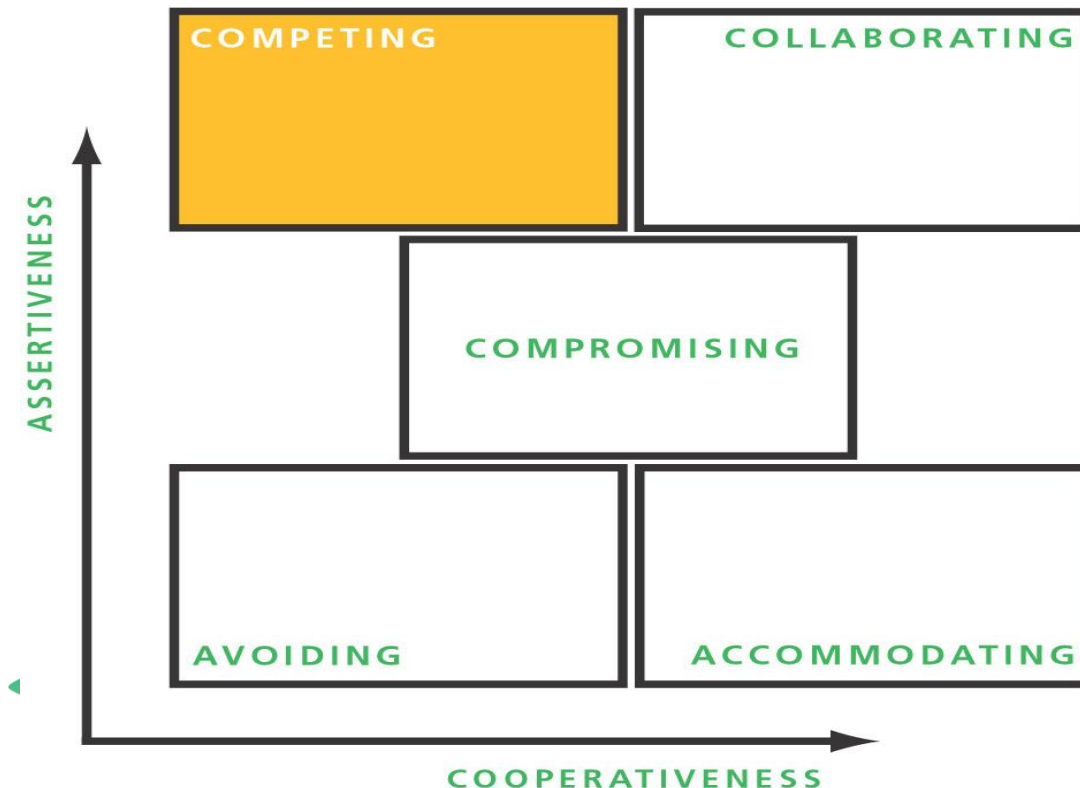
A condition of both risk and opportunity.

High performing and dysfunctional teams have conflict; however, high performing teams manage conflict constructively.

Conflict – Styles

Competing—“My Way Or The Highway”

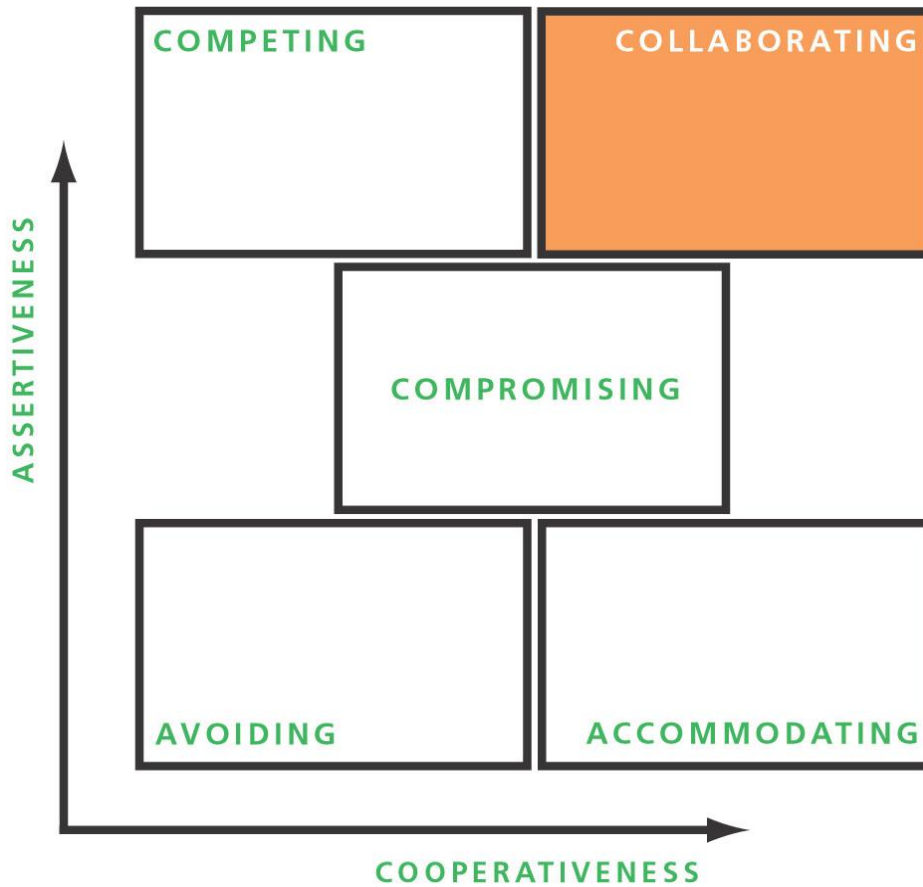
Asserting your position without adequately considering opposing viewpoints.



- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself

Conflict – Styles

Collaborating—“Two Heads Are Better Than One”



Finding a win-win situation solution that satisfies your concerns and the concerns of the other person

Integrating solutions

Learning

Merging perspectives

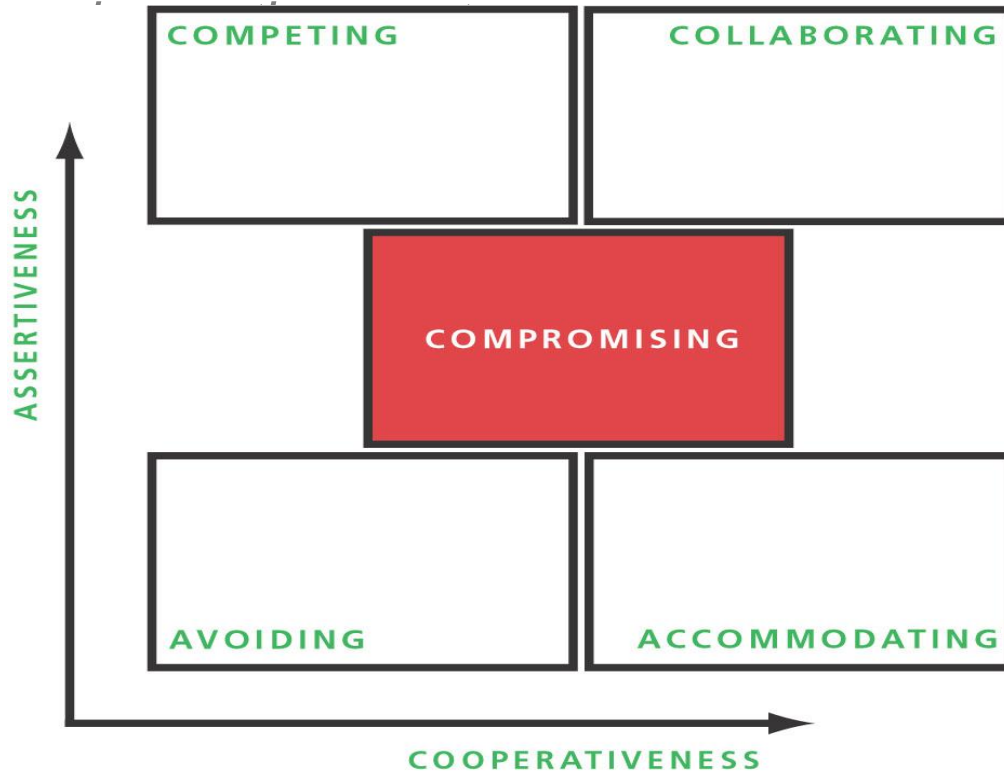
Gaining commitment

Improving relationships | 6

Conflict – Styles

Compromising--“Let’s Make A Deal”

Finding a middle ground forgoing some of your concerns in order to



Resolving issues of moderate importance

Reaching resolution with equal power and strong commitment

Creating temporary solutions

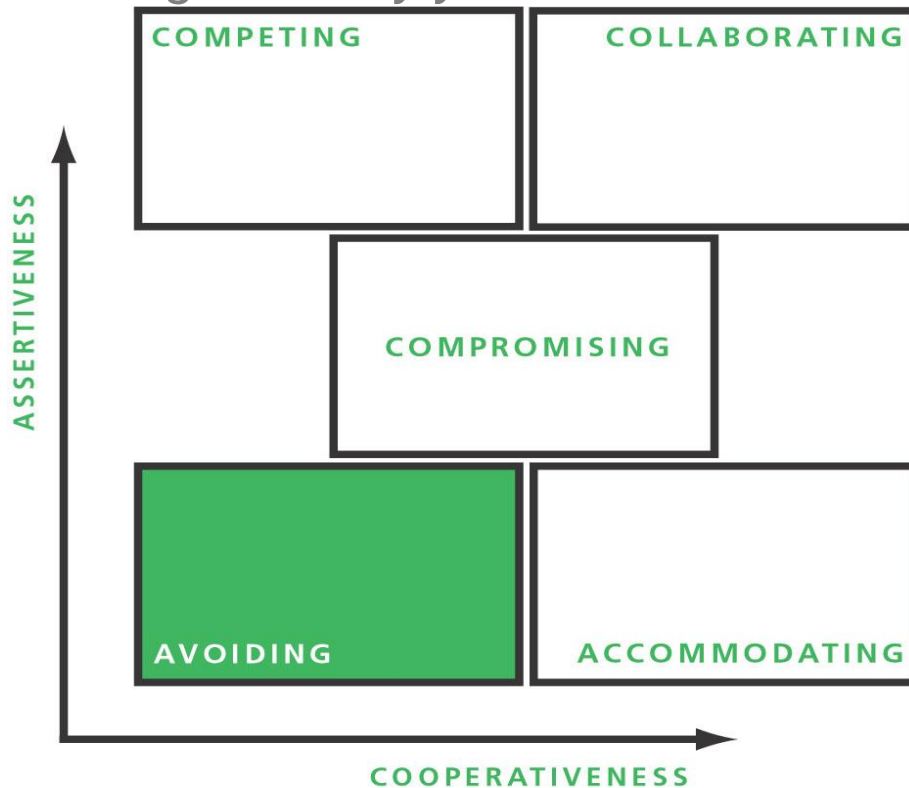
Dealing with time constraints

Backing up competing/
collaborating

Conflict – Styles

Avoiding—“I’ll Get Back To You”

Failing to satisfy your concerns or the concerns of the other person



Leaving unimportant issues alone

Reducing tensions

Buying time

Knowing your limitations

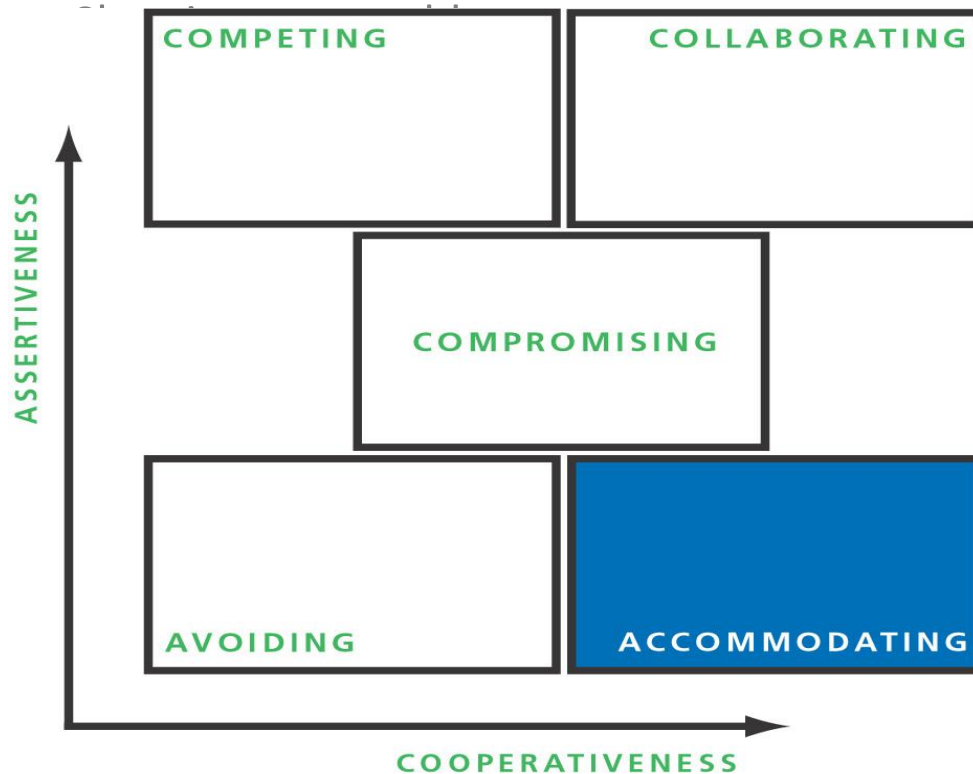
Allowing others ownership

Recognizing issues as symptoms

Conflict – Styles

Accommodating--“It Would Be My Pleasure”

Forgoing your concerns in order to satisfy the concerns of another person



- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping “peace”
- Retreating
- Maintaining perspective

Conflict Management - Competency

Effective Conflict Management is a core leadership competency.

Skilled

- Deals directly with conflict; sees conflict as an opportunity.
- Engages in deep listening to gain understanding.
- Finds common ground and gains cooperation.
- Settles disputes equitably achieving strong agreements.

Conflict Management – Competency (Continued)

Unskilled

- Avoids conflict. Lets issues fester.
- Reacts emotionally to conflict taking it personally.
- Aggressive.
- Only objective is for everyone to get along.
- Makes agreements with the only goal of ending conflict.
- Does not achieve good outcomes.
- Excessively competitive and always has to win.
- Drives to conclusion before the parties are ready.

Conflict – A Dispute Resolution Process

Interest based process is a problem solving approach to conflict that focuses on interests - needs, desires and concerns rather than positions.

A position is what we want (or think we want).

An **interest** is the why beneath the position.

A focus on positions leads to win-lose outcomes, where one person wins and gets what they want and the other person loses and doesn't get what they want.

Each side often adopts an extreme or fixed position, knowing it will not be accepted and then seeks to give as little as possible before reaching a deal.

Positional bargaining can also lead to compromises where one person gets half of what he wants and the other person gets half of what she wants.

Interest based dispute resolution often leads to win-win outcomes where each person gets their needs and desires met and their concerns addressed.

Conflict – A Dispute Resolution Process (Continued)

PROCESS:

1. Preparation and planning.
2. Confirm both parties are willing participants & want to protect the relationship.
3. Identifying and describing the issue to be resolved.
4. Exploring and sharing interests:
 - Exploring their interests? Ask “why?” five times.
5. Developing options for mutual gain.
6. Developing and use objective criteria that confirms an optimal outcome.
7. An optimal agreement that builds the relationship.

Insights/Strategies/Tips for Conflict Resolution

- Confront conflict early before a larger issue develops.
- Separate people from problems.
- Don't bargain over positions.
- Be clear regarding your own interests & use questions to determine the other persons interests.
- Listen carefully & demonstrate active listening.
- Be an active participant exploring options together.
- Do not rush to choose an option. There may be a better option.
- If emotions become too strong, take a break.
- Don't yield to pressure, only to principle.
- Use your BATNA, if the person does not cooperate.
- Demonstrate the behaviours of a conflict resolution master.

Conflict – A Dispute Resolution Process (Continued)

Examples:

Issue # 1: one person wants the window open and the other person doesn't.

A positional negotiation might lead to the window being open or closed or perhaps open halfway.

An interest based resolution:

Why do you want the window open? Because it is stuffy in here and I want some fresh air.

Why do you want the window closed? Because I am fighting a cold and don't want the draft.

A win-win solution might be to open a window in an adjacent room to allow some fresh air without creating a draft.

Issue # 2 Two people both want an orange.

A positional negotiation might lead to one getting the orange and the other not getting it or it might lead to the orange being cut in half.

An interest based approach:

Why do you want the orange? I am hungry and thirsty and the orange will satisfy both.

Why do you want the orange? I am baking muffins and I need the orange rind.

A win-win solution would be that one person gets the orange rind and the other person gets to eat the orange.

Exercise # 2

General issue: Unequal distribution of workload amongst staff.

- Please create a single statement that describes the conflict.
- Identify the parties in conflict.
- Identify key concerns and interests of the team members.
- Create a goal statement that you will use to judge any solution. (How will you know, if you have a good solution?)
- Create a list of potential solutions/options.
- Evaluate each solution.
- Choose the best solution.

Reference: Roadmap For Conflict Resolution on Important/Complex issues.

Exercise # 3

I will commit to improving my conflict resolution skills by:

- Identifying and focusing on one or two behaviours areas from the Management Competency. (See Slide # 10)
- Identifying and focusing on one or two insights/strategies/tips that will improve my success at conflict resolution. (See Slide # 14)
- Identifying the step I will focus upon to improve my conflict resolution skills. (Steps are outlined in the Column titled Solution from the Handout titled Traditional Dispute Resolution vs. Interest/Solution Based Dispute Resolution?)



Conflict occurs in every organization.

I will benefit and the organization will improve, when I develop and embrace a new approach to conflict resolution.



Thank you!

Q&A