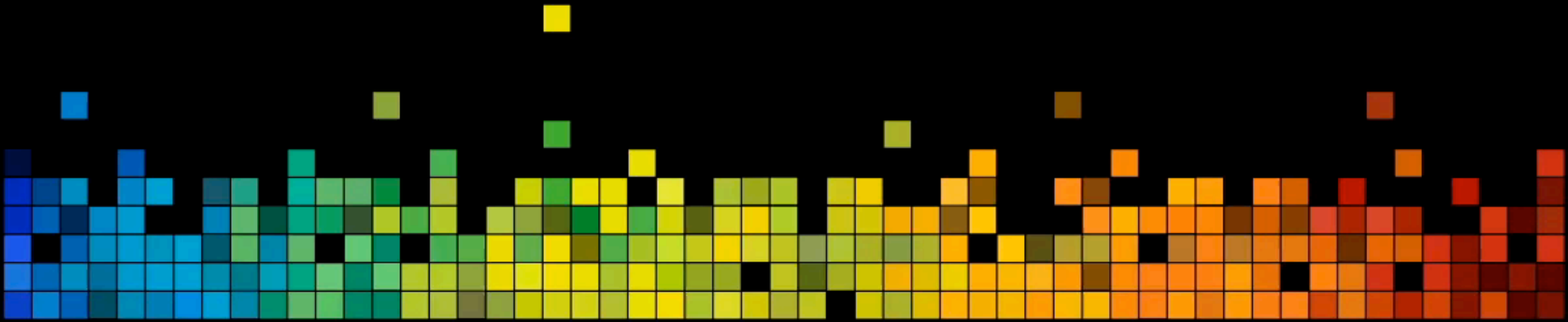


# Conflict Management

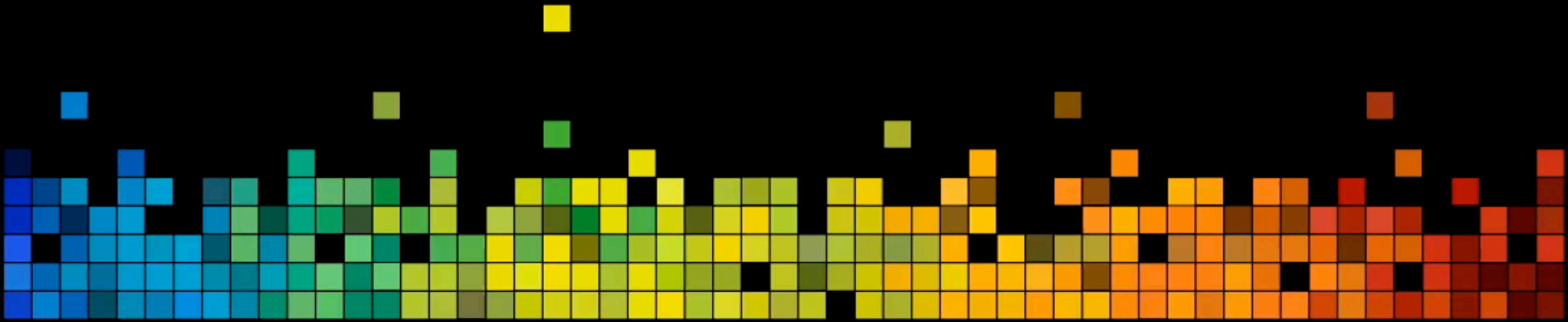


# Conflict is . . .

**Any situation where your concerns or desires differ from another person's.**

**A situation in which individuals have differing views.**

**A sharp disagreement or collision in interests, ideas, and/or principles resulting in emotional disturbance.**



# Conflict

Conflict can mean a heated argument or a simple difference of opinion. The distinction lies in the importance of the issue and the amount of energy you put into it.

*Conflict is inevitable! Humankind always struggles with conflict. This ever-present conflict demands attention. Our work, family, and social contacts can be enhanced when conflict is understood.*

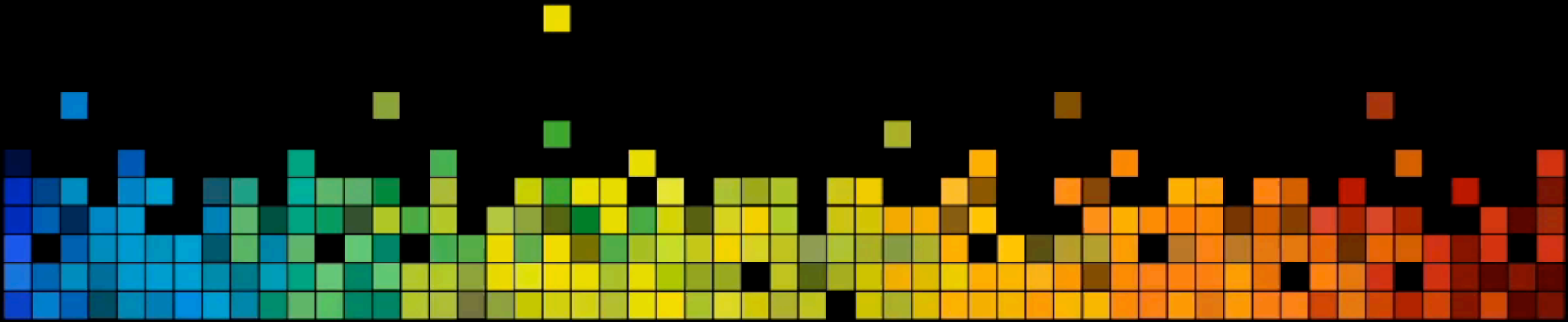
*William Hendricks, How to Manage Conflict (1991)*



# Conflict Management

**For the 21st Century, the ability to manage conflict is a critical interpersonal skill that must be highly developed.**

**Without the ability to manage conflict, you cannot be successful in your organization.**



# Four Sources of Conflict

Disagreement over. . .

**Facts**

Easiest to resolve

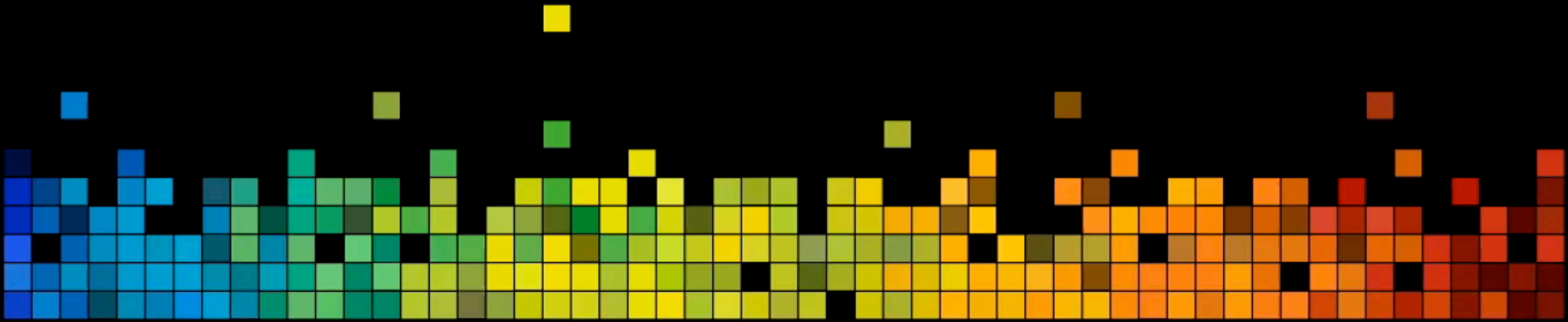
**Methods**

**Goals**

**Values**

Basic Principles/Beliefs

Most difficult to resolve (i.e., money, sex, children)



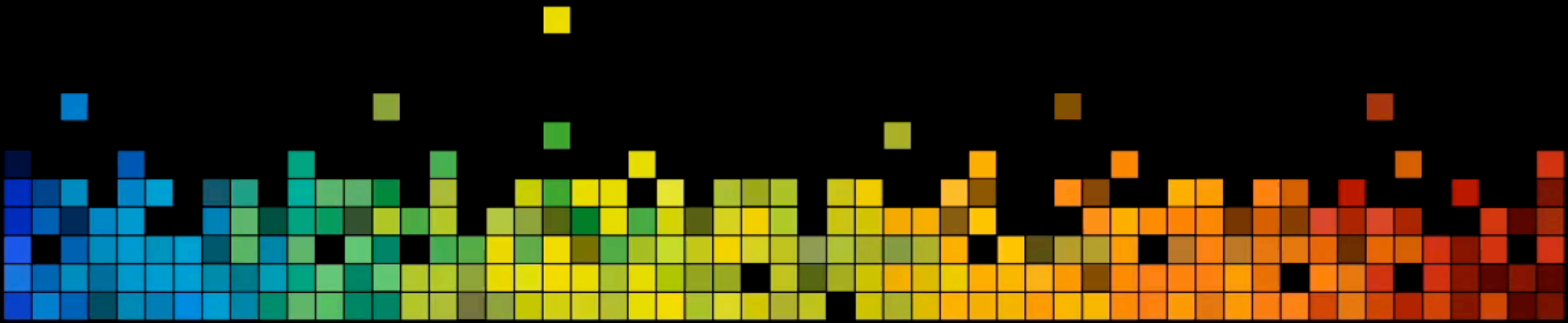
# Four Common Causes of Conflict

Constant change

Stress of doing more with less

Confusion over responsibilities

Miscommunication



# Principal Causes of Conflict in Organizations:

Misunderstandings

Personality clashes

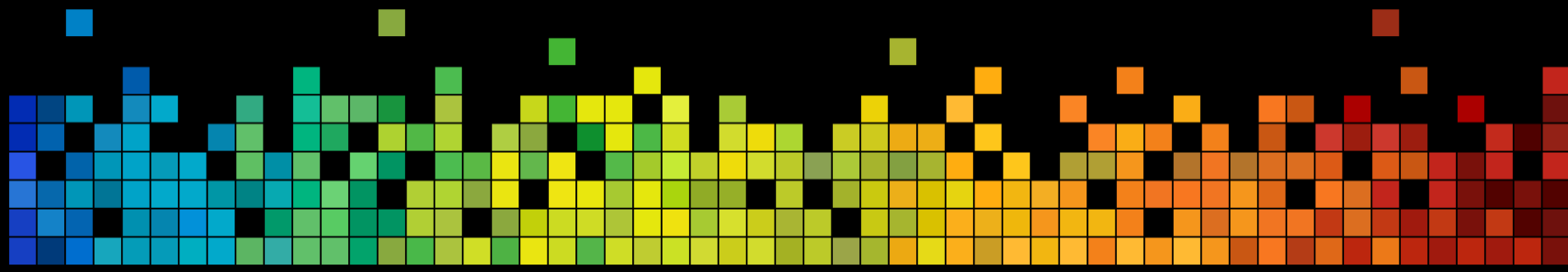
Lack of cooperation

Frustration and irritability

Substandard performance

Differences over work method

*(continued)*



# Principal Causes of Conflict in Organizations (continued)

Responsibility issues

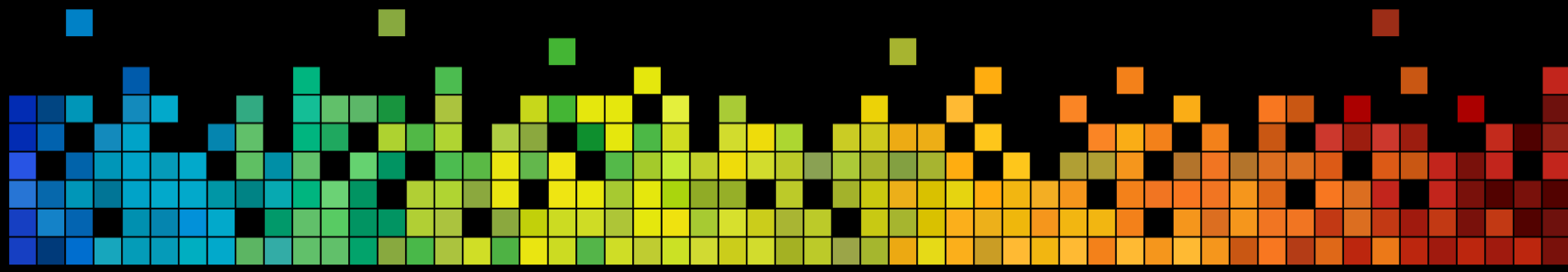
Authority issues

Value and goal differences

Non-compliance with rules and policies

Competition for limited resources

*(Source: AMA Study)*

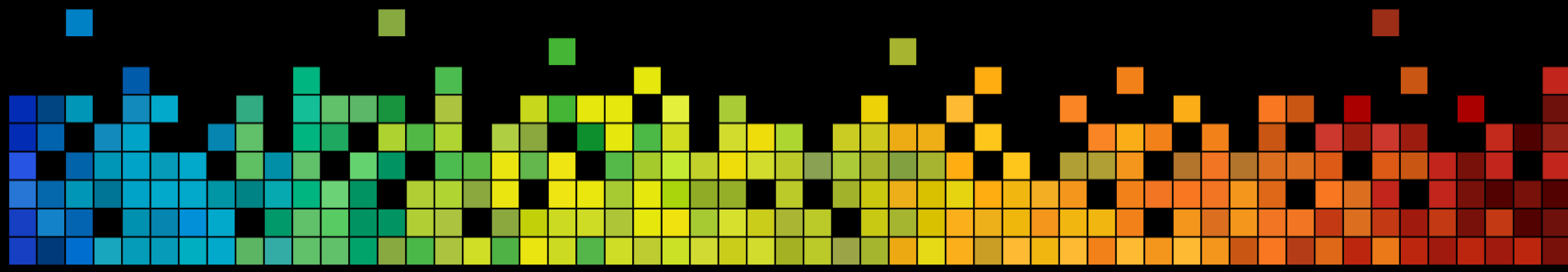




# Costs: % of Time Spent Resolving Conflict

Group	% of Time Dealing With Conflict
1. 250 Executives/Managers	24%
2. Managers	25% to 60%
3. Administrators/Officials in public sector	49%

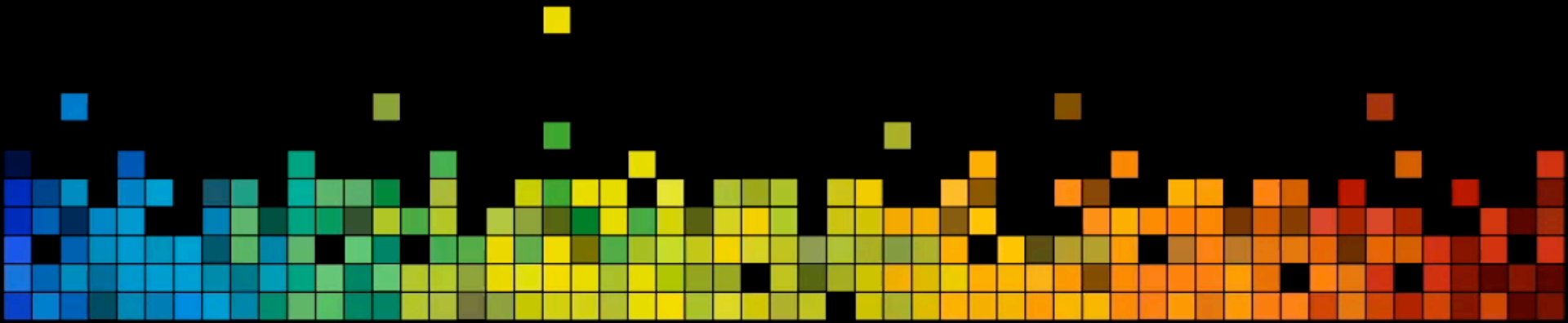
Sources: 1- American Management Association,  
2-Training and Development Journal,  
3-Learning from Conflict



# Costs of Conflict to the Organization

In order to come up with a truly accurate conflict cost, you'd have to factor in:

- Wasted employee time
- Increased turnover rates
- Mistakes, poor decisions
- Missed business opportunities
- Adversely affected service
- High stress, illness



# Negatives of Unresolved Conflict:

Stress

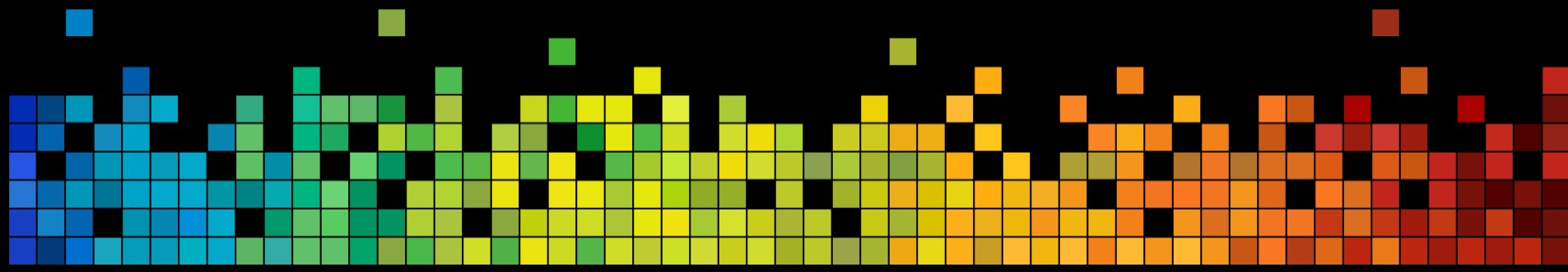
Turnover

Reduced productivity

Hampered performance

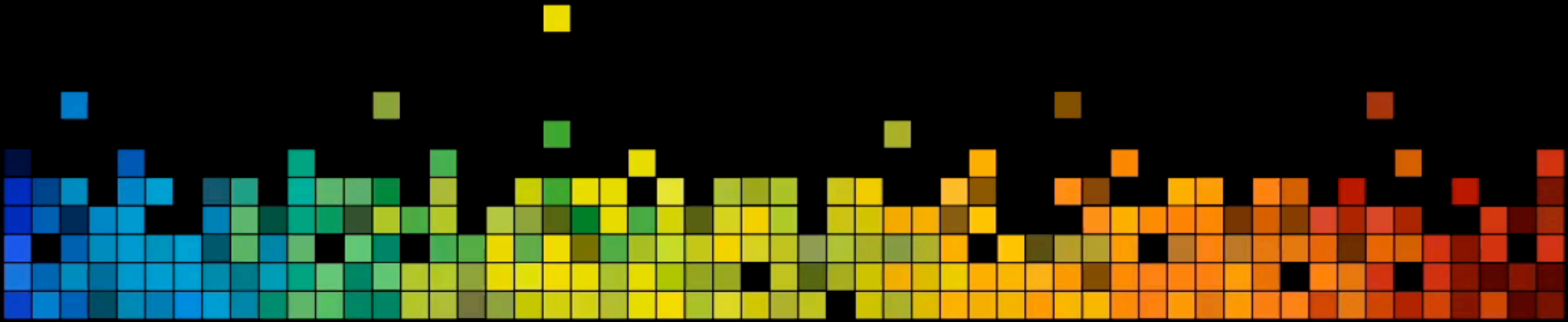
Lower morale

Reduced service



# If you cannot successfully resolve conflict...

- You're less likely to be perceived as a leader
- You're less influential and less able to win the cooperation of others
- Your credibility and authority are undermined.
- Your self-esteem and self-respect suffer.



# Negative Outcomes of Conflict

- Prevents sharing of information
- Poor decisions
- Lowered productivity and creativity
- Stress/tension
- Drains energy/commitment



# Benefits of Resolving Conflicts:

- Reduced employee stress
- Reduced labor turnover
- Individual peak performance
- Increased productivity and efficiency
- Increased morale and cooperation
- Maximized service potential



## Personal Benefits of Mastering Conflict Resolution.:

Gain cooperation from all types of people at work.

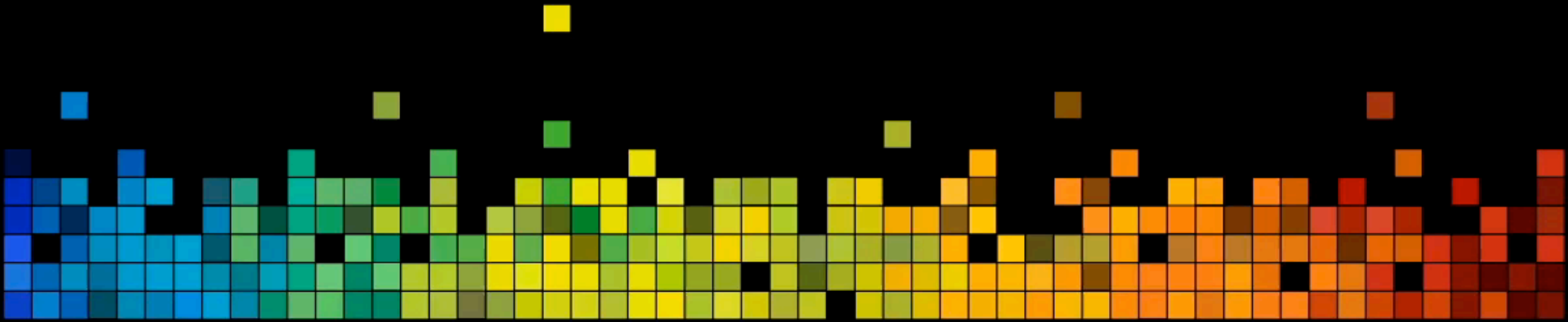
Influence others for win-win outcomes.

Be better able to see your own priorities and say no when necessary.

Find yourself getting more respect and acknowledgment for what you do.

Improve your performance and productivity.

***All this will increase your promotability and allow you to operate with greater integrity and ethics.***



# Positive Outcomes of Successful Conflict Management

Understand another point of view better.

Better decisions when all sides have been heard.

Future airing of differences may be easier.

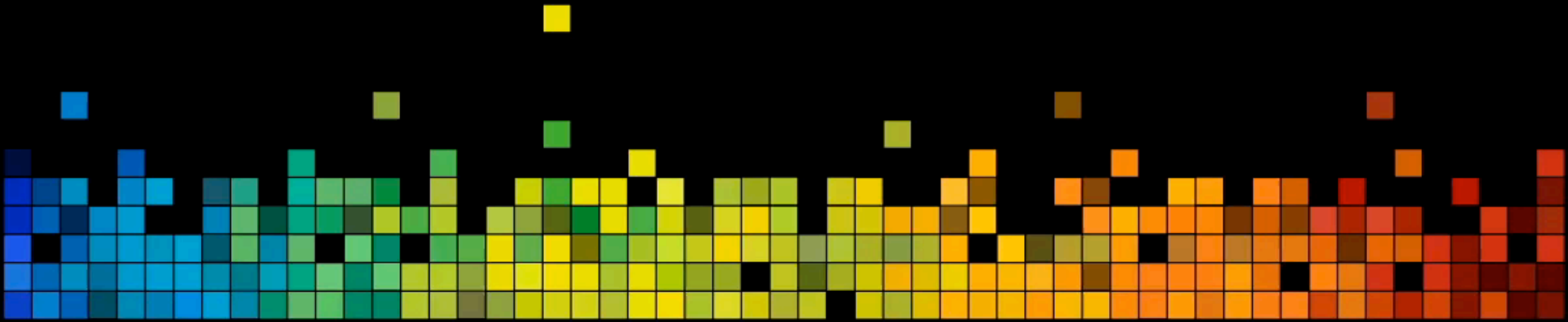
Individuals develop stronger relationships as a result of conflict.





# Exercise:

## Assessing the Effects of Conflict



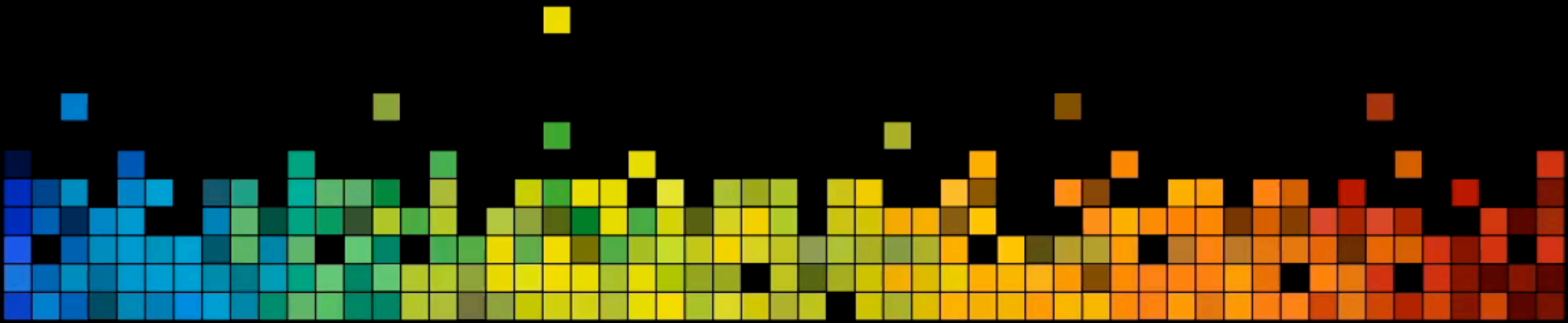
# Conflict Styles We Choose Are Based on...

**Childhood messages (Early commandments)**

**Watching others (Parents, friends, coaches, etc.)**

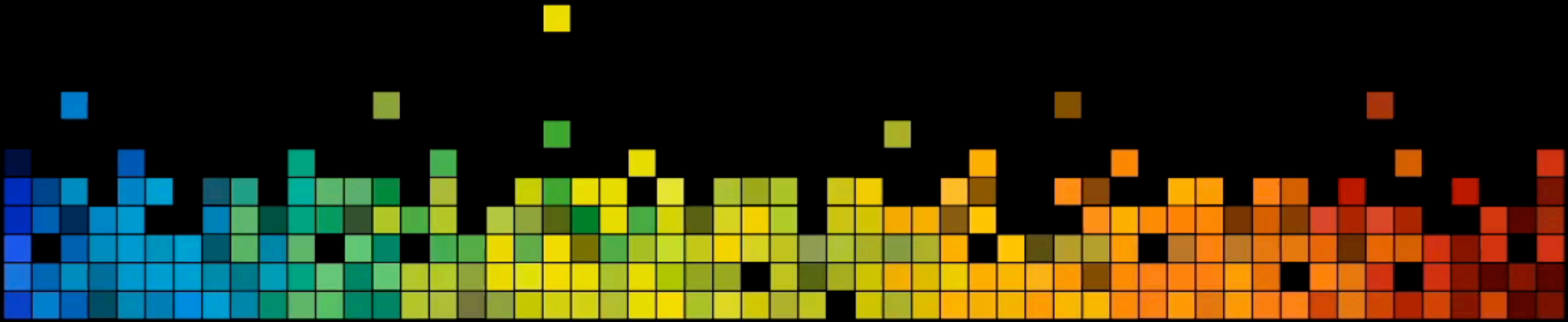
**Our own past experience (The way we have handled conflict in the past. Did it work?)**

**Conflict Management is both INWARD (Reflection) and OUTWARD (Action)**



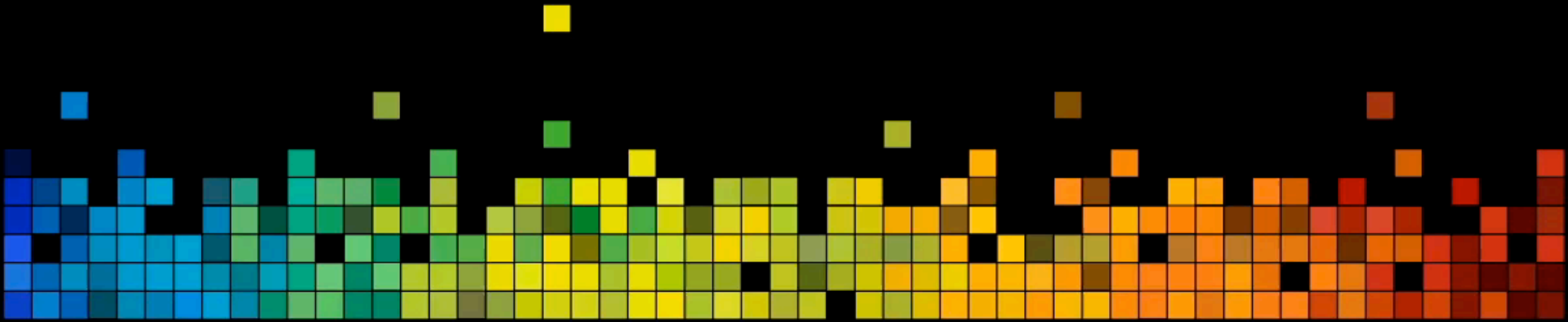
# Exercise:

## Self Inventory



# Exercise:

## Thomas-Kilman Conflict Mode Inventory



# Two Basic Aspects Of All Conflict Handling Modes

**Assertiveness** – The degree to which a person attempts to satisfy his or her own concerns.

**Cooperativeness** – The degree to which a person attempts to satisfy the concerns of another person.



# Five Conflict Handling Modes (Thomas-Kilmann)

**Competing [Forcing]** – assertive and uncooperative

**Collaborating [Problem Solving]** – assertive and cooperative

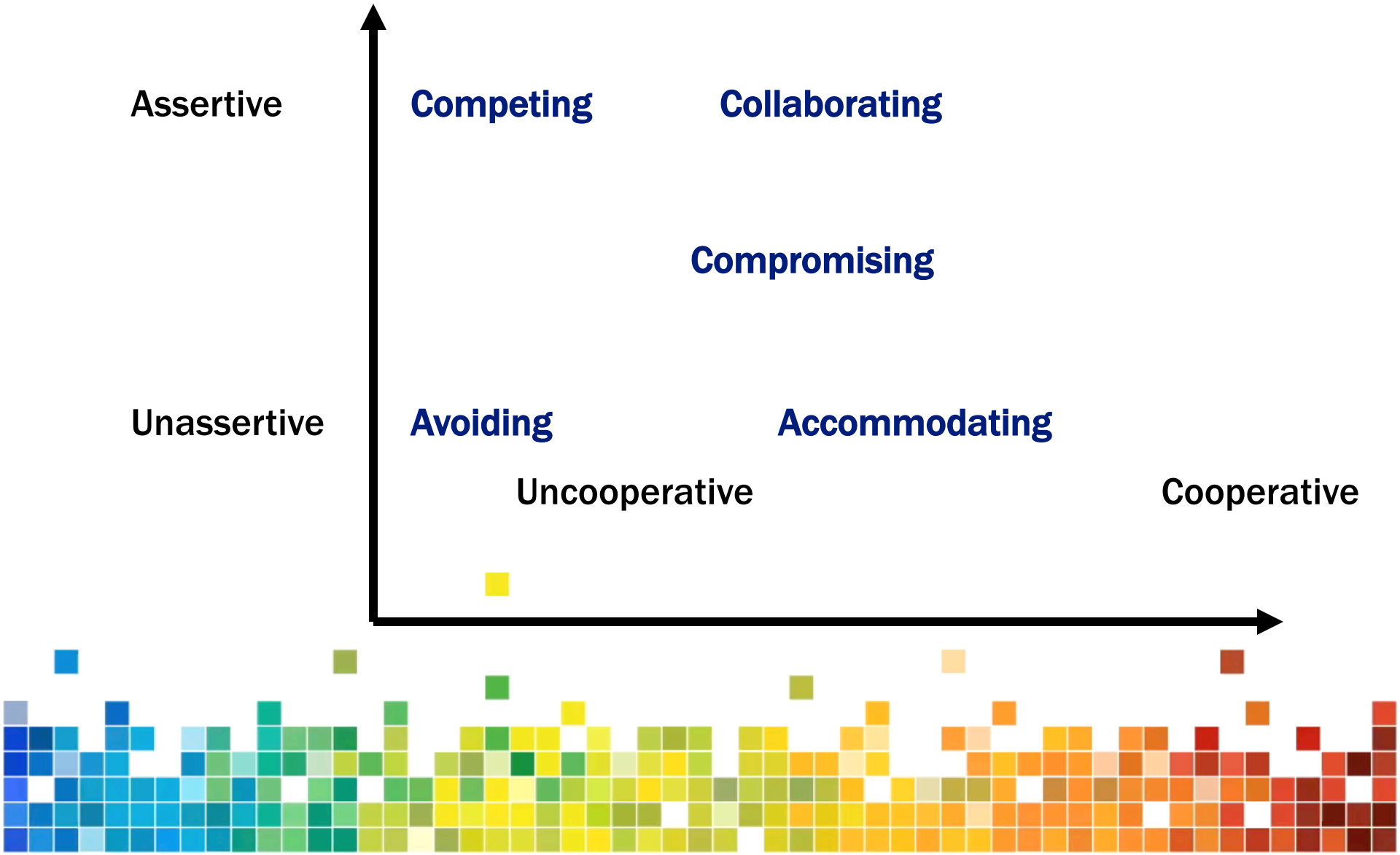
**Compromising [Sharing]** – intermediate in both assertiveness and cooperativeness

**Avoiding [Withdrawal]** – unassertive and uncooperative

**Accommodating [Smoothing]** – unassertive and cooperative



# The Five Conflict Handling Modes



# Conflict Handling Modes:

## 1. Competing

“My way or the highway.”

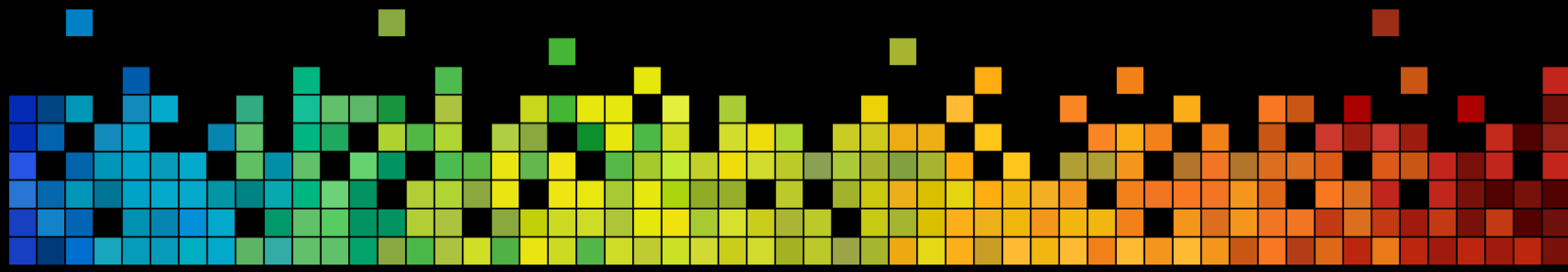
High Assertiveness – Low Cooperativeness

Quick action

Unpopular decisions

Vital issues

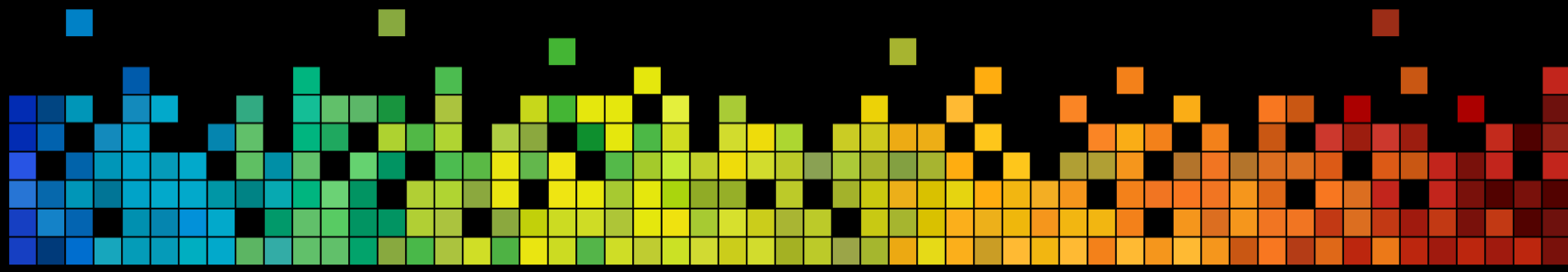
Protection





# Roles Played in Competing:

- Argue and debate.
- Use rank and influence – use power from position, charisma, expertise, succorance.
- Assert your opinions and feelings.
- Stand your ground.
- State your position clearly.
- Mandate solutions.



# Competing Mode

## Results of Overuse

Reduced learning

Lack of feedback

Lower empowerment

Surrounded by “yes” men and women

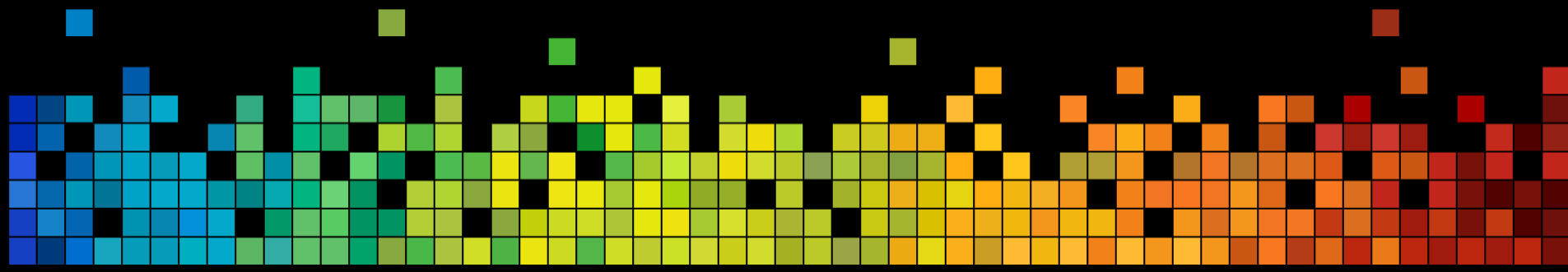
## Results of Under-use

Restricted influence

Indecisions

Slow to act

Contributions withheld



# Conflict Handling Modes:

## 2. Accommodating

“It would be my pleasure.”

Low Assertiveness – High Cooperativeness

Showing reasonableness

Developing performance of others

Creating good will

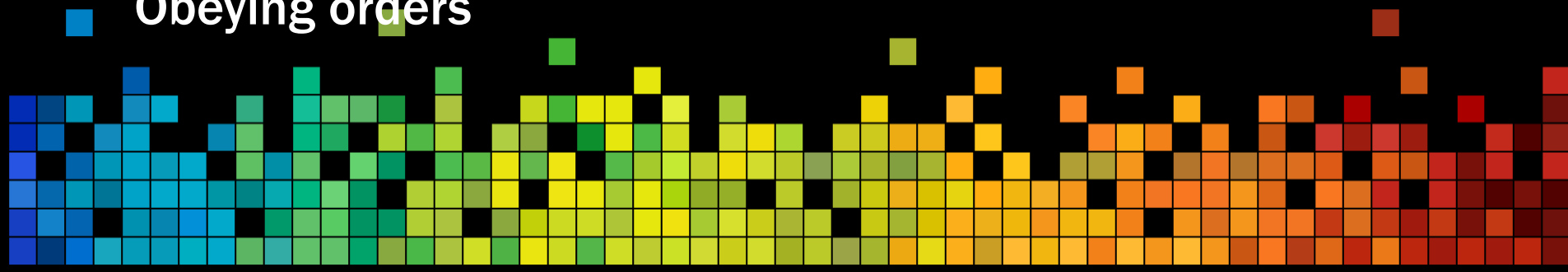
Keeping “peace”

Retreating or yielding

Low importance

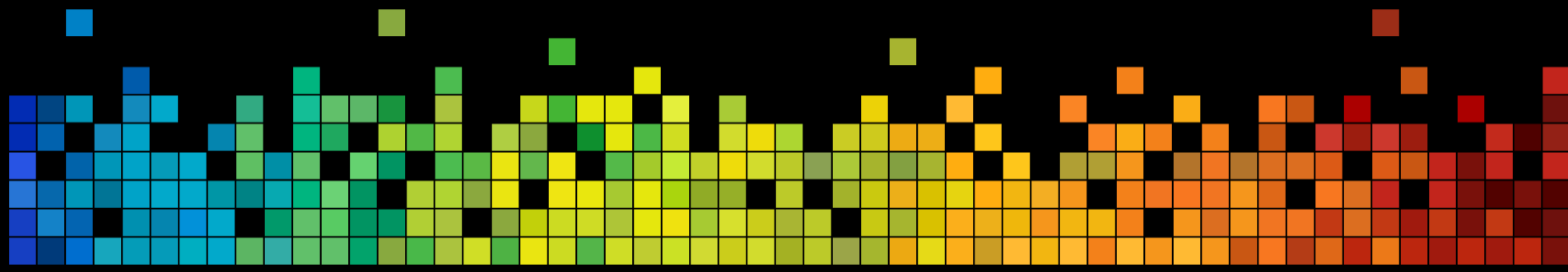
Forgoing desires

■ Obeying orders



# Roles Played in Accommodating:

- Refer issues to other appropriate agencies for study and recommendations.
- Refer issues to committees for research and study.
- Break up an issue into a series of mini-issues and refer them to appropriate parties for study.



# Accommodating Mode

## Results of Overuse

Ideas get little attention

Restricted influence

Loss of contribution

Anarchy

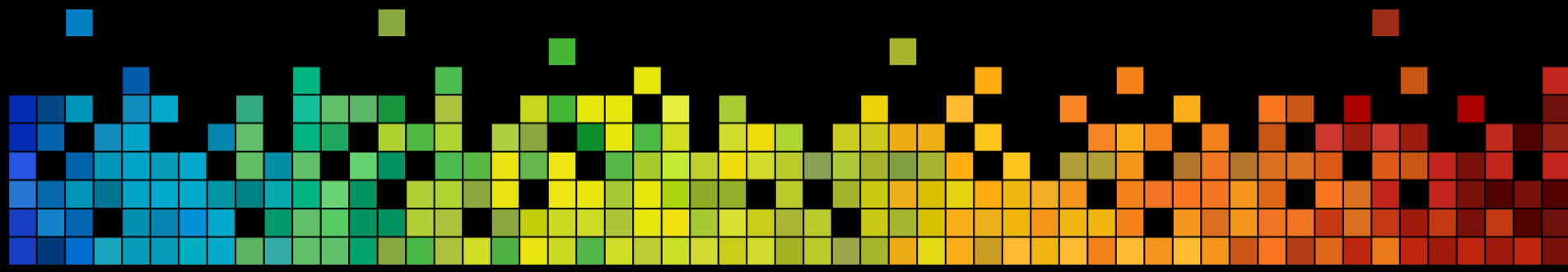
## Results of Under-Use

Lack of rapport

Low morale

Exceptions not recognized

Unable to yield



# Conflict Handling Modes:

## 3. Collaborating

“Two heads are better than one.”

High Assertiveness – High Cooperativeness

Integrating solutions

Learning for all concerned

Merging perspectives

Gaining commitment

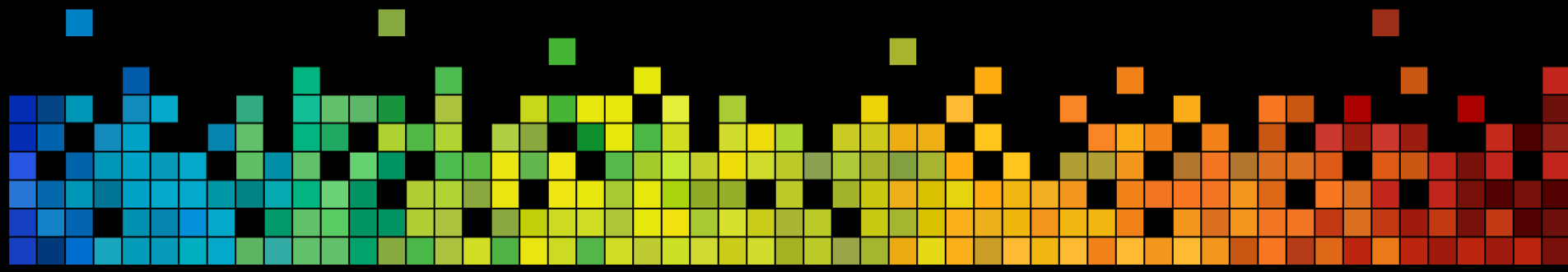
Improving relationships

Ability to listen

Non-threatening confrontation

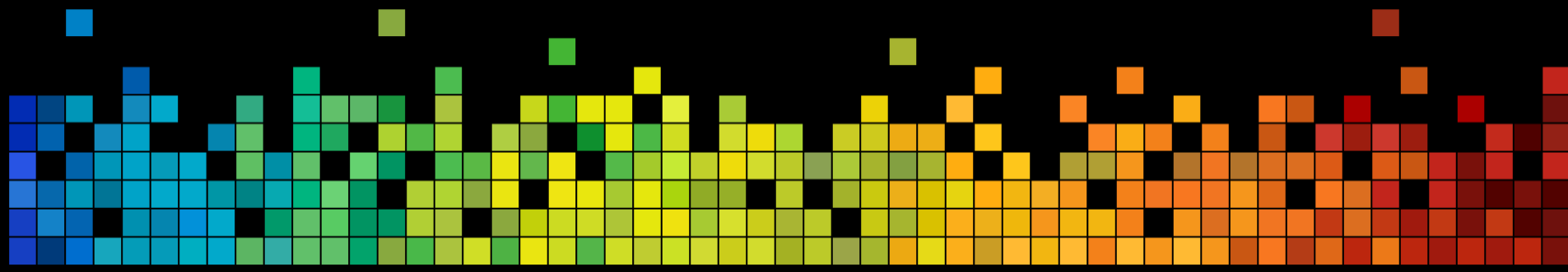
Analyzing input

Identifying concerns



# Roles Played in Collaborating

- Redefine the problem into a win-win view.
- Emphasize openness and trust.
- Feelings are as important, if not more important, than hard data.



# Collaborating Mode

## Results of Overuse

Too much time on trivial matters

Diffused responsibility

Others may take advantage

Work overload

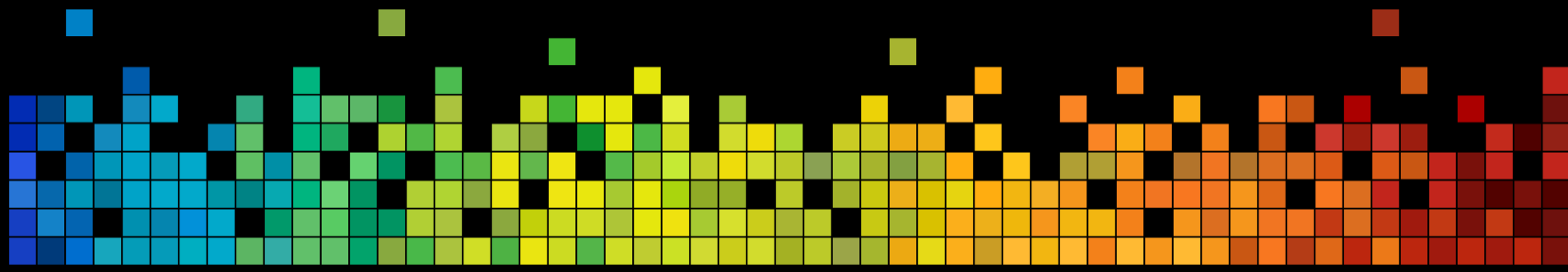
## Results of Under-use

Deprived of mutual gains

Lack of empowerment

Low empowerment

Loss of innovation





# Conflict Handling Modes:

## 4. Avoiding

“I’ll think about it tomorrow.”

**Low Assertiveness – Low Cooperativeness**

Issues of low importance

Reducing tensions

Buying time

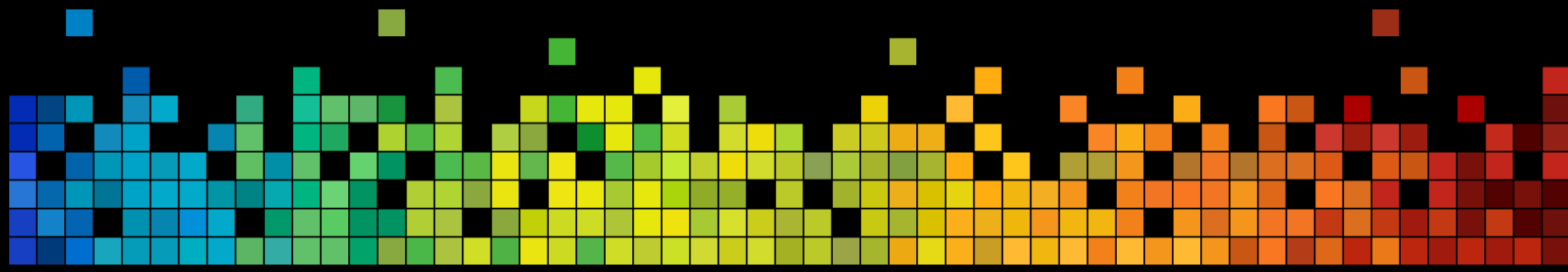
Low use of power

Ability to withdraw

Sidestepping

Sense of timing

Able to leave things unresolved

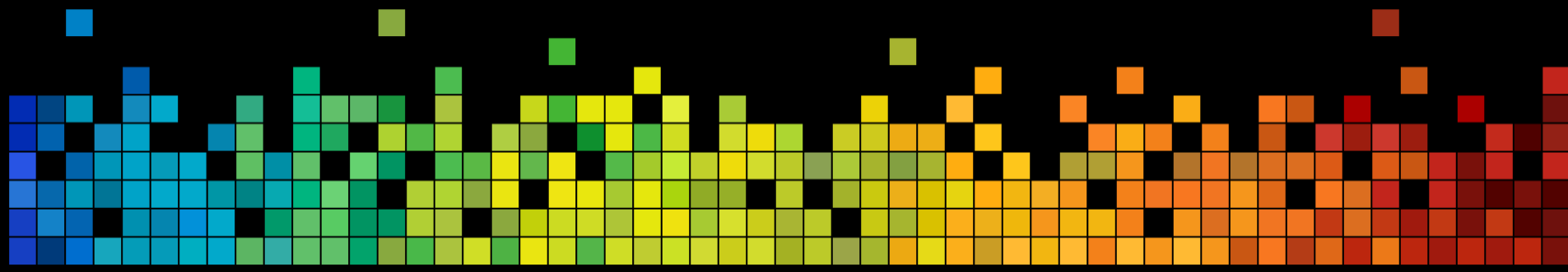


# Roles Played in Avoiding:

Allow and encourage others to express themselves.

Wait for problems to go away.

Note that time, energy and other resources are limited.



# Avoiding Mode

## Results of Overuse

Lack of input from you

Decisions made by default

Issues fester

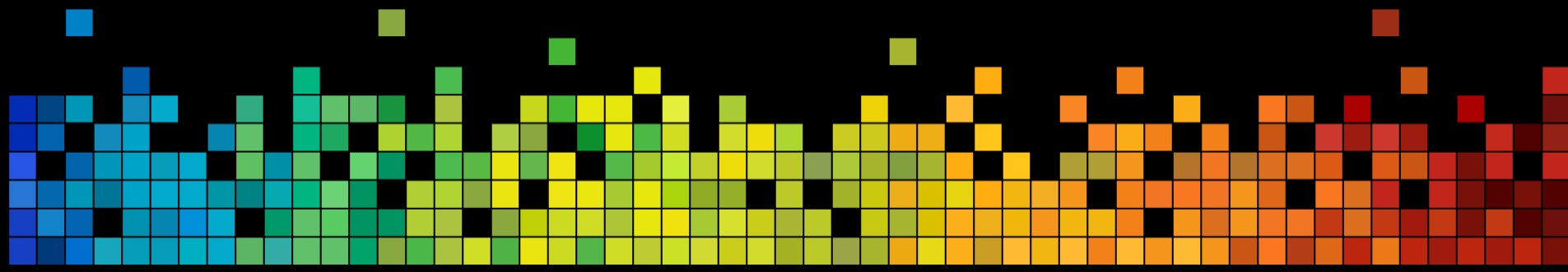
Cautious climate

## Results of Under-use

Hostility/hurt feelings

Too many causes

Lack of prioritization/  
delegation



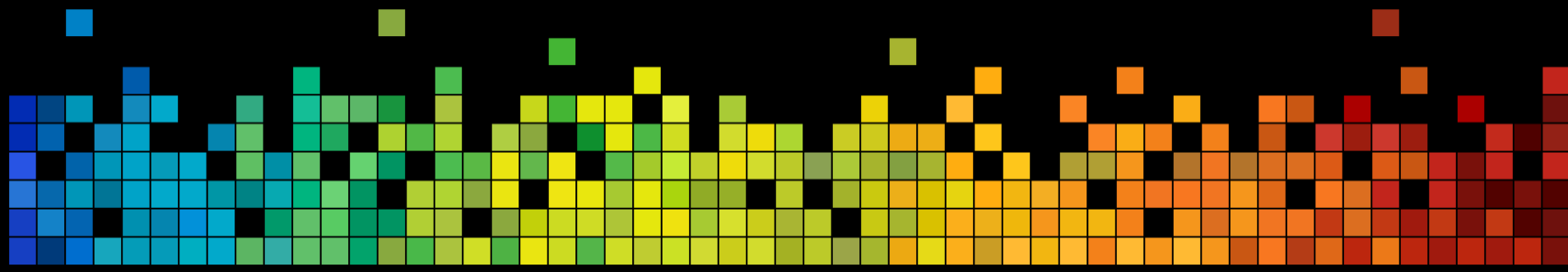
# Conflict Handling Modes:

## 5. Compromising

“Let’s make a deal.”

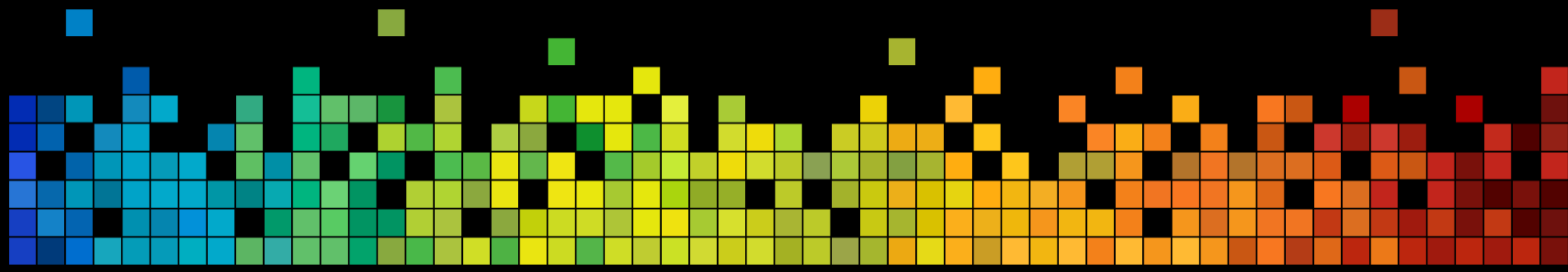
Moderate in Both Assertiveness and Cooperativeness

- Moderate importance
- Equal power – strong commitment
- Temporary solutions
- Time constraints
- Backup
- Negotiating
- Finding a “middle ground”
- Making concessions
- Assuming value



# Roles Played in Compromising:

- Urge conflicting parties to give up something in order to gain something.
- Use trade off strategies.
- Use bargaining skills.



# Compromising Role

## Results of Overuse

Lose big picture/long term goals

Lack of values/trust

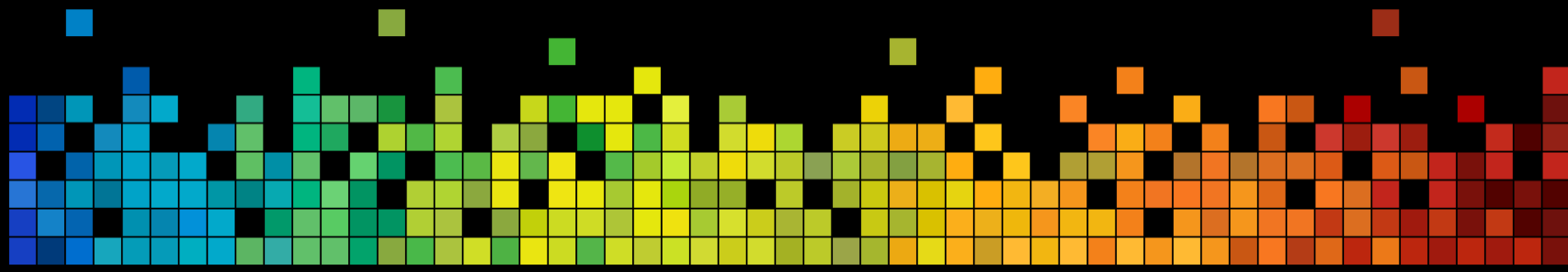
Cynical climate

## Results of Under-use

Unnecessary  
confrontations

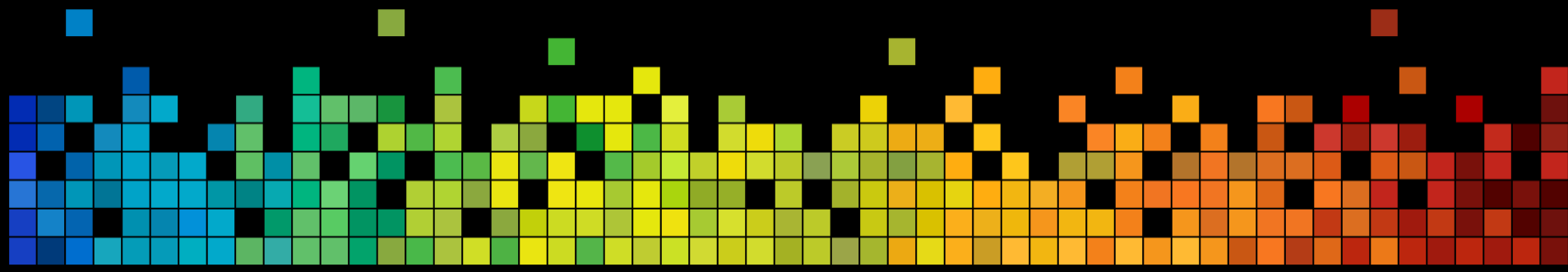
Frequent power struggles

Unable to negotiate  
effectively



# Exercise:

**What would it look like if a school leader were skilled at conflict management?**



# Conflict Management:

## A “Skilled” School Leader:

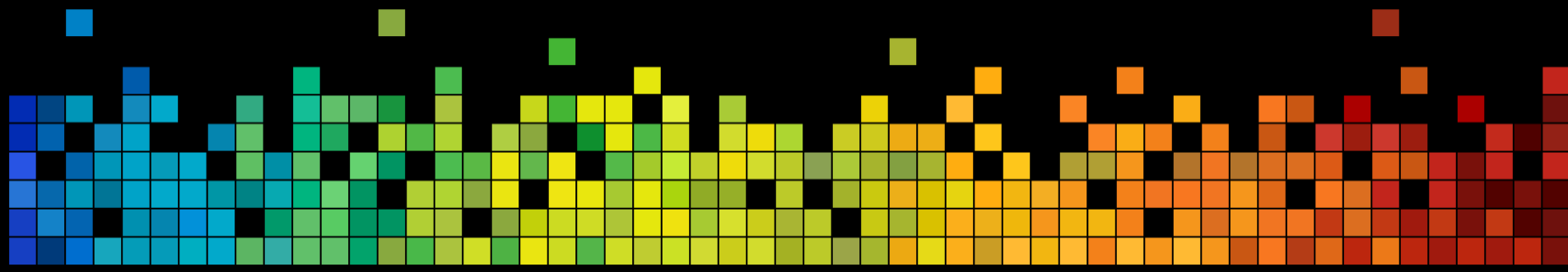
Steps up to conflicts, seeing them as opportunities.

Reads situations quickly.

Is good at focused listening.

Can hammer out tough agreements and settle disputes equitably.

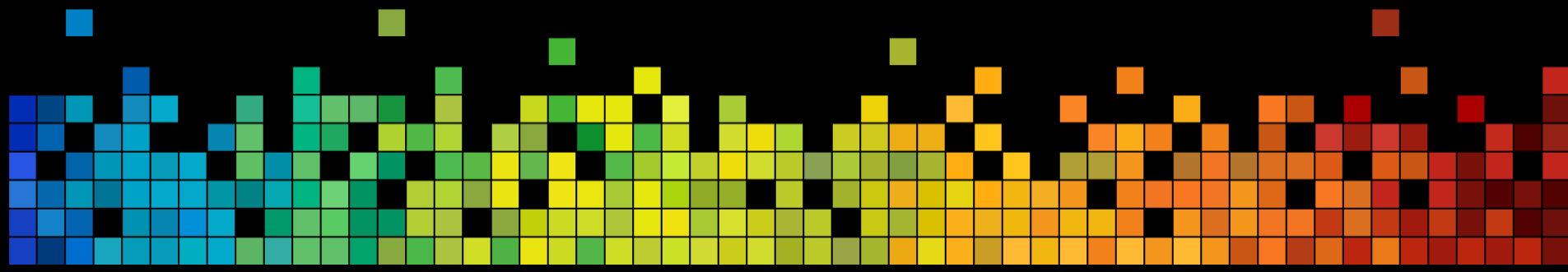
Can find common ground and get cooperation with minimum noise.





# Exercise:

Can you add to the list of skilled characteristics?



# Conflict Management:

## An “Unskilled” School Leader:

Avoids conflict in situations and with people.

May accommodate, want everyone to get along.

May get upset as a reaction to conflict, takes it personally.

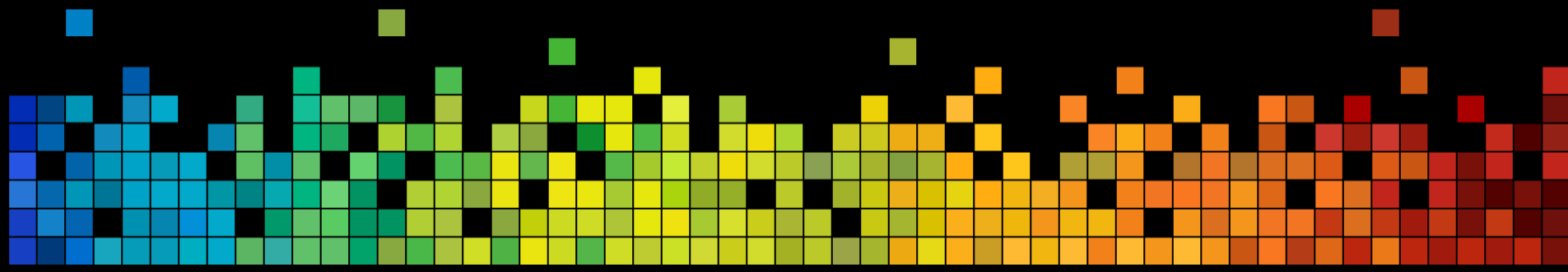
Gives in and says “Yes” too soon.

Gets into conflict by accident; doesn’t see it coming.

Will let things fester rather than deal with them directly.

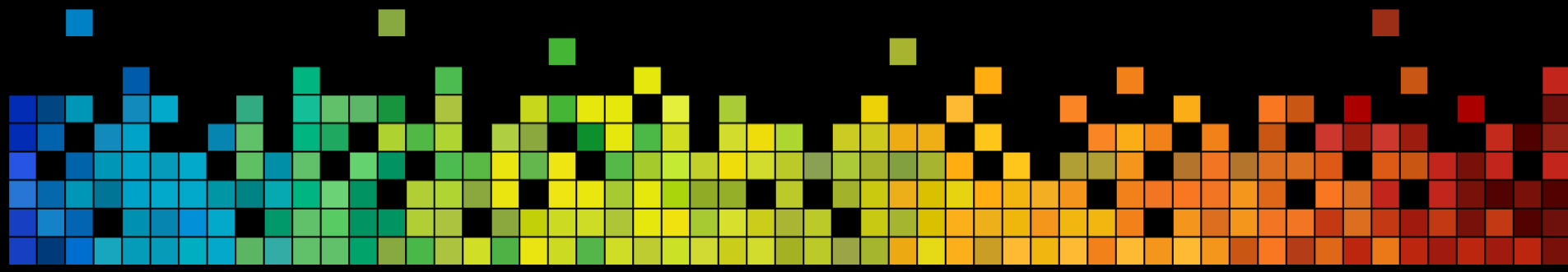
Will try to wait long enough for it to go away.

May be excessively competitive and have to win every dispute.



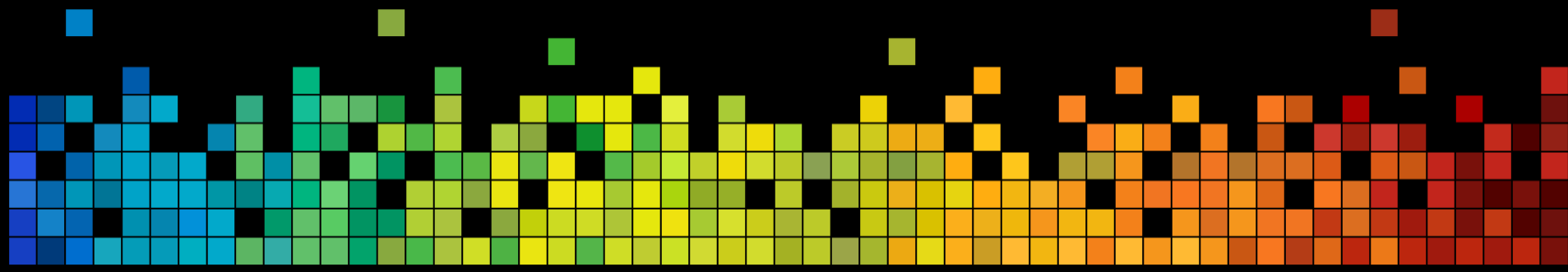
# Exercise:

Can you add to the list of unskilled characteristics?



# Exercise:

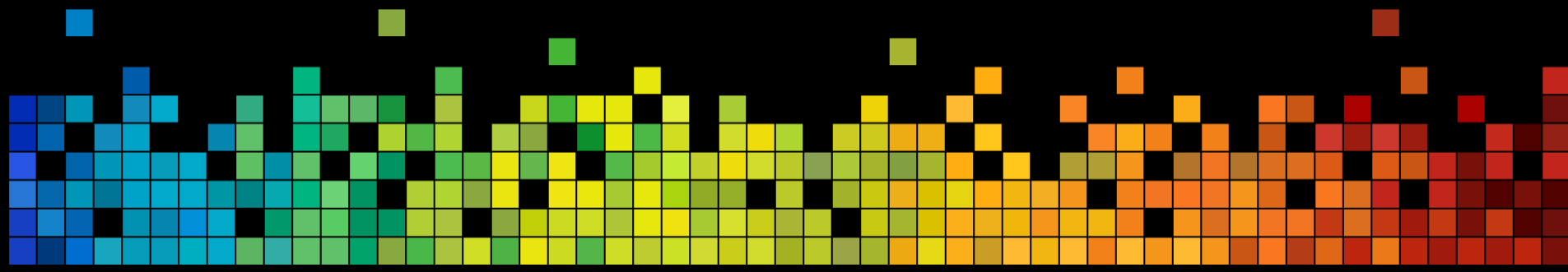
## School Leader Self-Assessment



## Six Techniques for Resolving Conflicts Successfully:

### #1 – “I” vs “YOU” Language

*Using the pronoun “I” to take responsibility and to promote cooperation and understanding when making statements to others. This is in contrast to “you” statements, which tend to promote an atmosphere of conflict by sounding accusatory, judgmental, and threatening to others.*



# Guidelines for Formulating

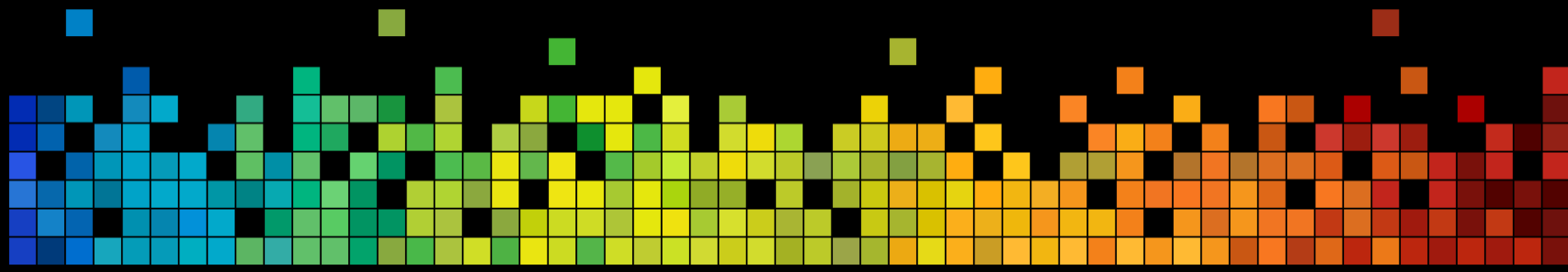
## “I” statements:

Communicate assertively - not aggressively

Begin your statements with “I”

Use “I” statements when expressing your views

▪



# Examples of “You” statements converted to “I” statements:

“YOU”

You were wrong.

You made a mistake.

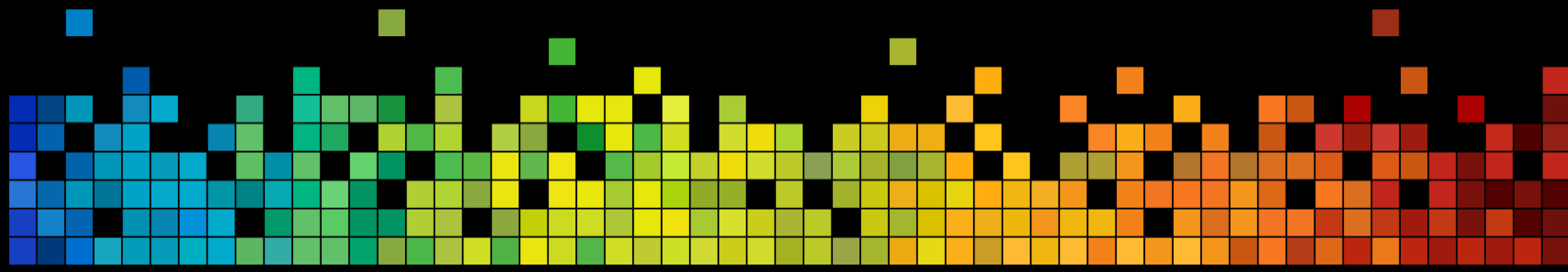
Your idea will never

“I”

I think you’re wrong.

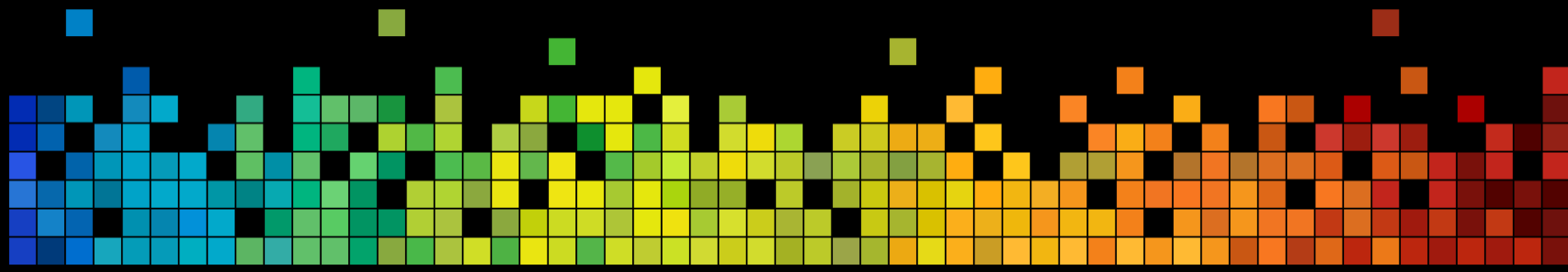
I believe you’ve  
made a mistake.

I don’t think your work.  
idea will work.



# Exercise:

Turning “You” Statements into “I” Statements





# Six Techniques for Resolving Conflicts Successfully:

## #2 – Anticipation

**Anticipation: *The ability to foresee (or anticipate) the statements, objections, or concerns of others as a means of establishing rapport and understanding with them.***

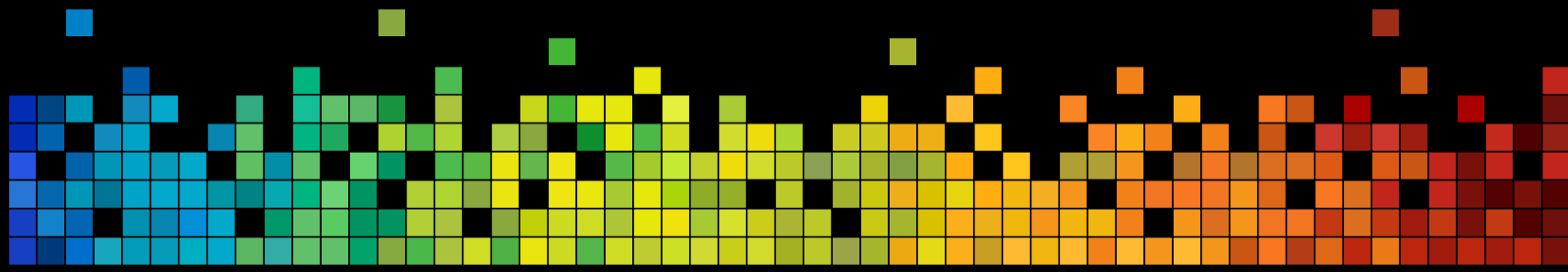
**Uses:**

Gaining cooperation

Influencing others

Winning respect

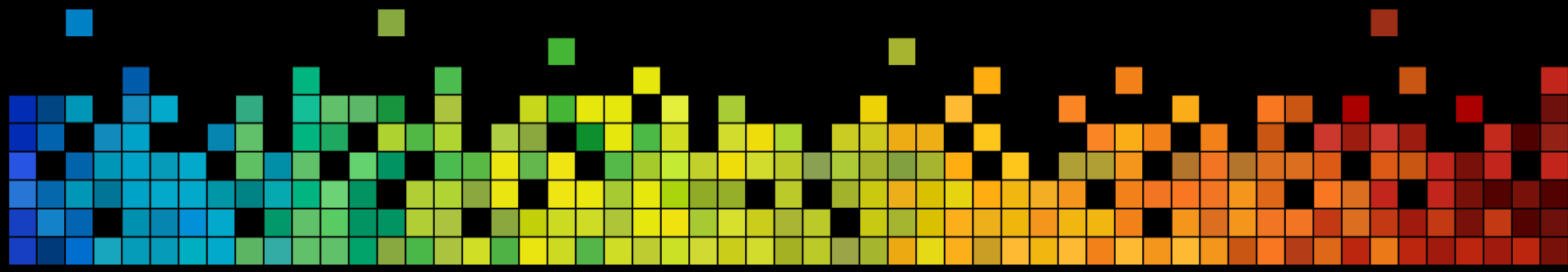
Overcoming stereotypes



# Guidelines for formulating Anticipation statements:

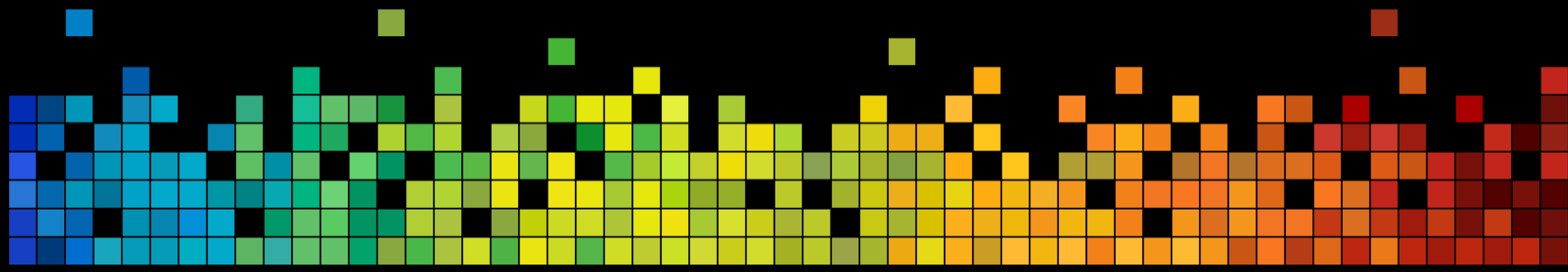
**Anticipate reaction**

**Incorporate reactions into your statements**



# Exercise:

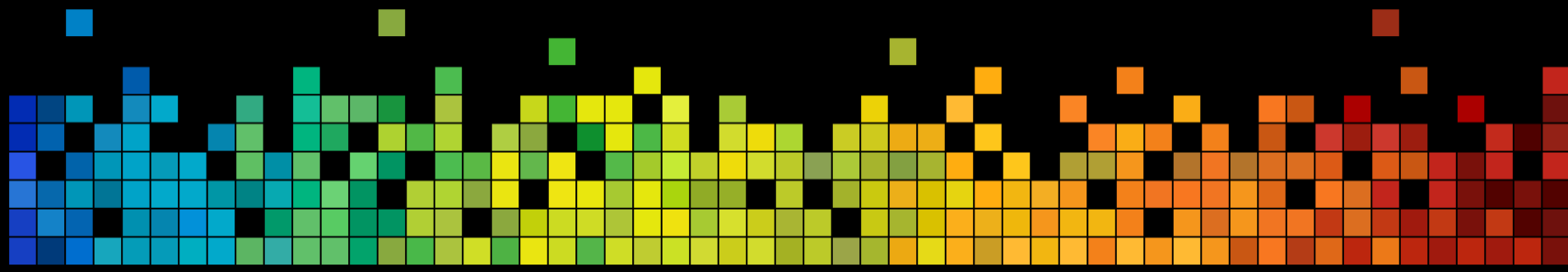
## Creating Anticipatory Statements



## Six Techniques for Resolving Conflicts Successfully:

### #3 – Self-Interest

*Appealing to others' interests and goals by letting them know how they will benefit from what you want.*



# Self-Interest

People have a natural self-interest in:

Money

Power

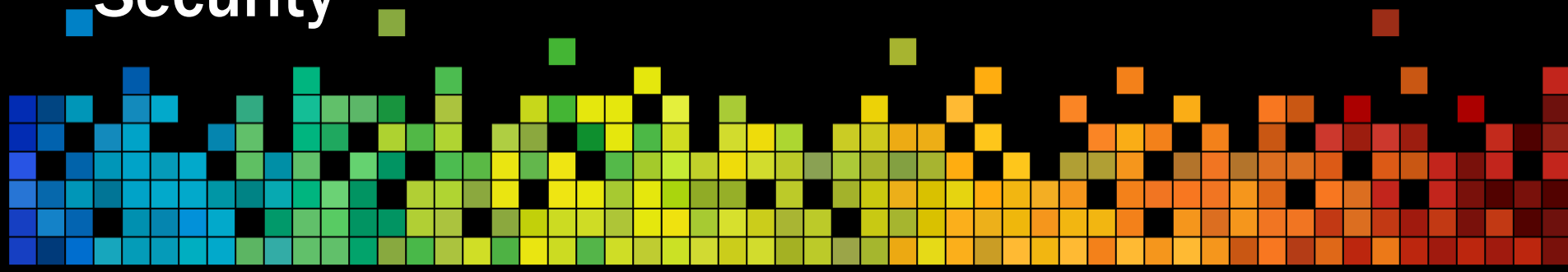
Popularity

Status

Promotion

Recognition

Security



# Use Self-Interest to:

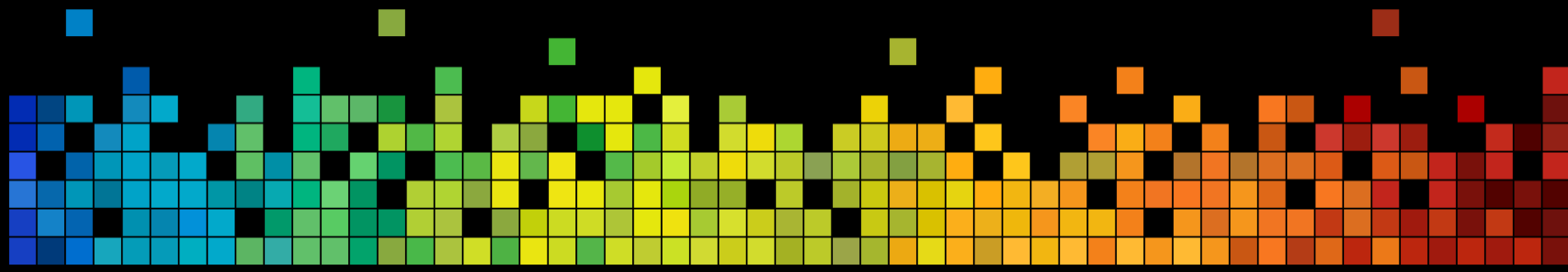
Inspire teamwork and cooperation

Motivate people towards a goal

Tie organization and employee interests

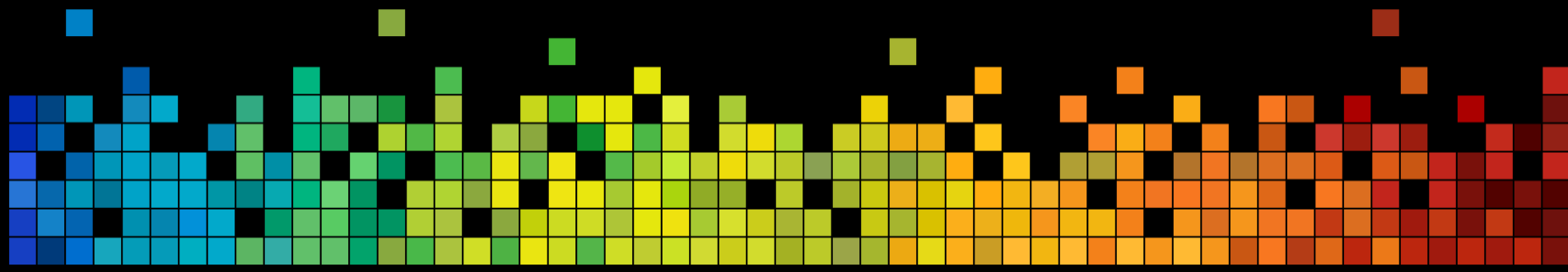
Enlist support from upper management

Sell stakeholders



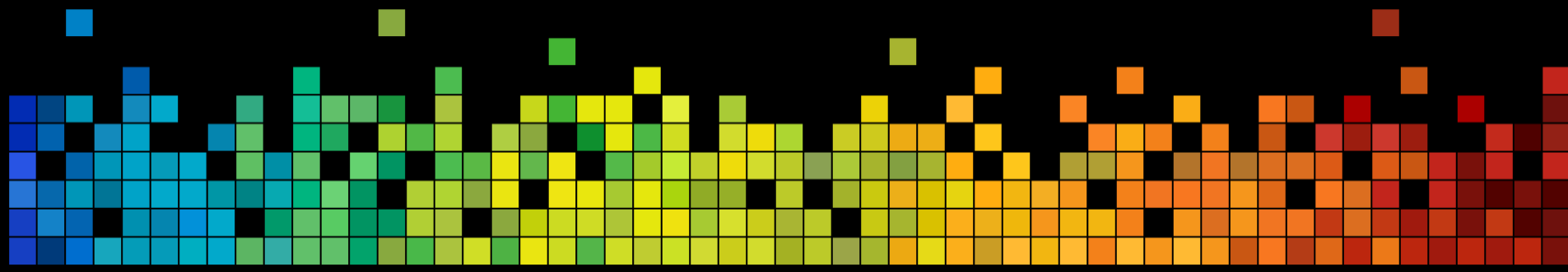
# Guidelines for formulating Self-Interest statements:

Determine your listener's areas of self-interest.  
Incorporate those areas of self-interest into your  
statements to them.



# Exercise:

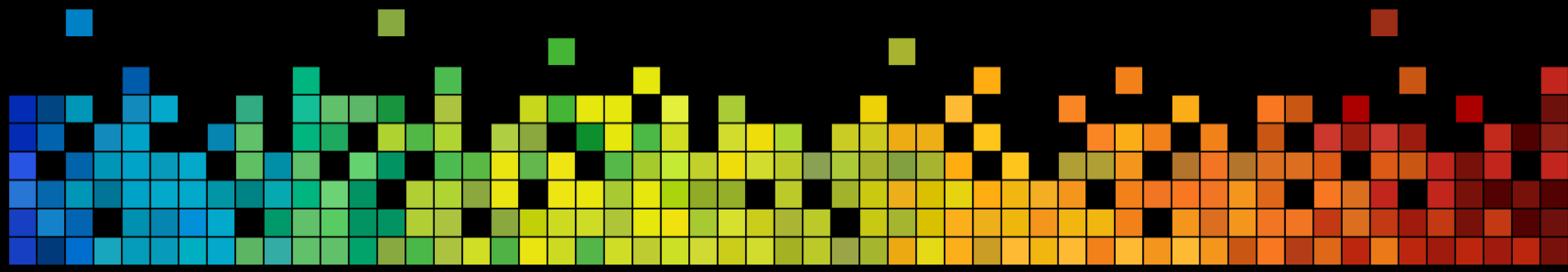
## Identifying Areas of Self-Interest





# Exercise:

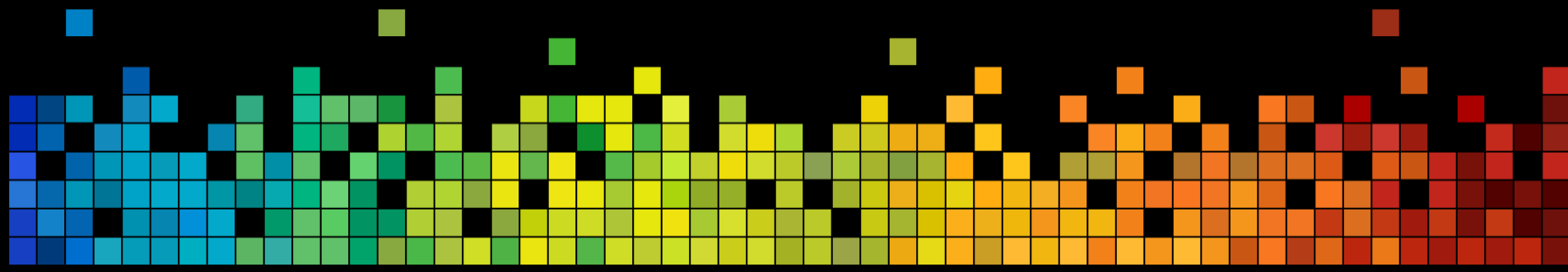
## Creating Self-Interest Benefit Statements



# Six Techniques for Resolving Conflicts Successfully:

## #4 – Meta-Talk

***A person's non-verbal communication of feelings, emotions, or attitudes that go beyond his or her words. In a Meta Level statement, you comment to the other person about the underlying feelings you observed that go above and beyond your original discussion.***



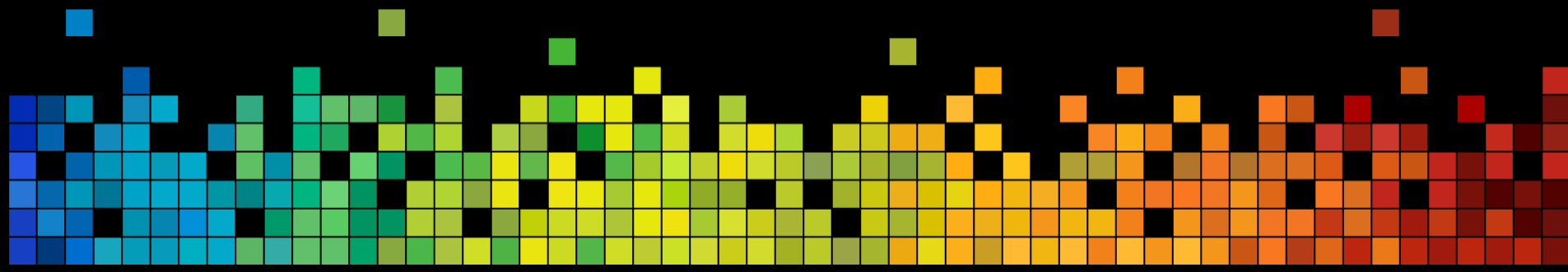
# Guidelines for using the technique of Meta-Talk

**Actively listen to others. Notice non-verbal communication.**

**Observe body language and tone of voice.**

**Ask yourself: What attitudes or emotions am I sensing from them? (anger, frustration, hurt, sadness, nervousness, joy, etc.)**

**Comment on the feelings you observed. Check with the other person to see if you are correct.**



# Meta-Talk Phrases

“From the tone of your voice, it sounds like you’re angry.”

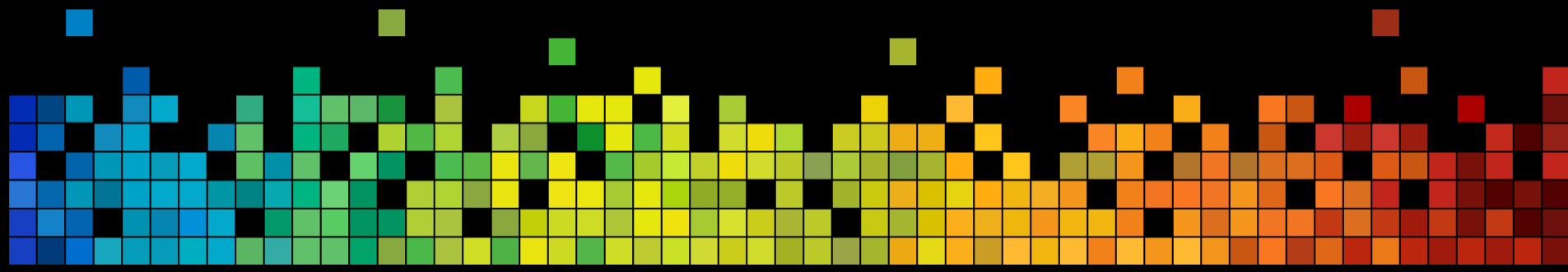
“I get the feeling that you’re upset about something. If so, can we talk about it?”

“From the look in your eyes, I have a sense that you’re frustrated about something.”

“From the expression on your face, it seems like you’re feeling hurt or sad. Is that so?”

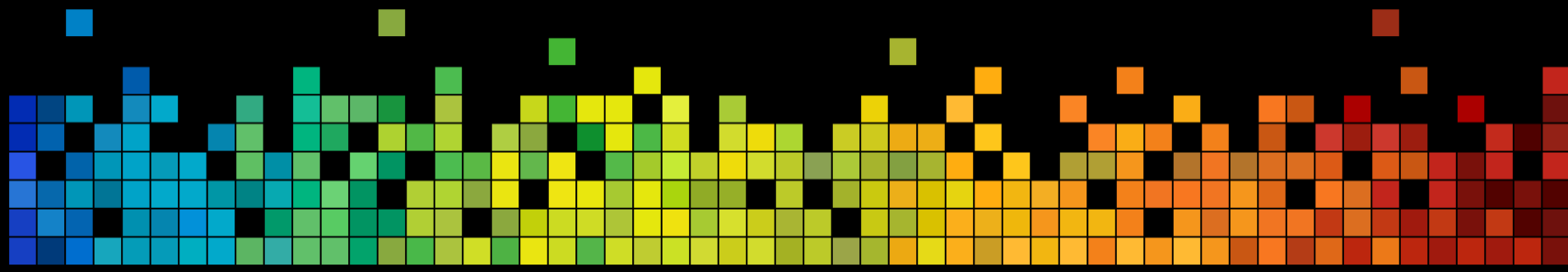
“I get the feeling that you’re not feeling well. Are you okay?”

“I’ve noticed your eyes wandering a lot. Are you pre-occupied with something else?”



# Exercise:

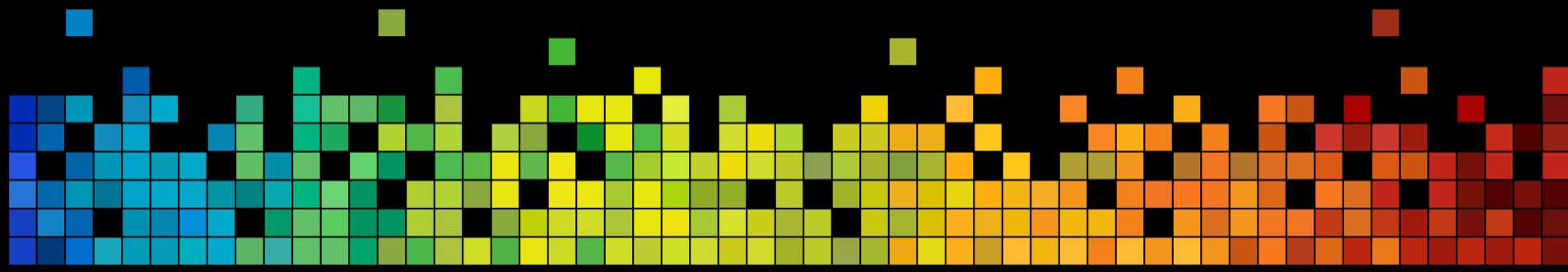
## Responding to Meta-Talk Attitudes and Emotions



## Six Techniques for Resolving Conflicts Successfully:

### #5: Limit-Setting

***Defining the parameters of a job, task, relationship or situation, so that each person knows what to expect from the other.***

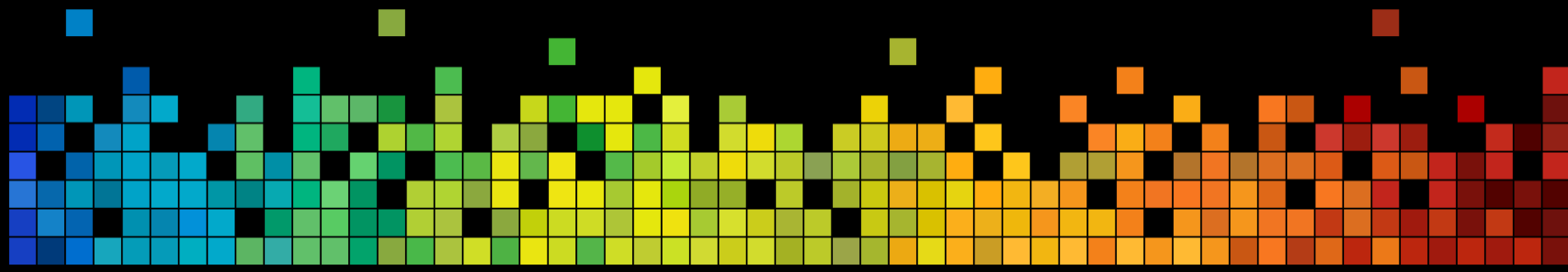


# Guidelines for using Limit-Setting:

**Communicate assertively** by letting others know what you will or won't do.

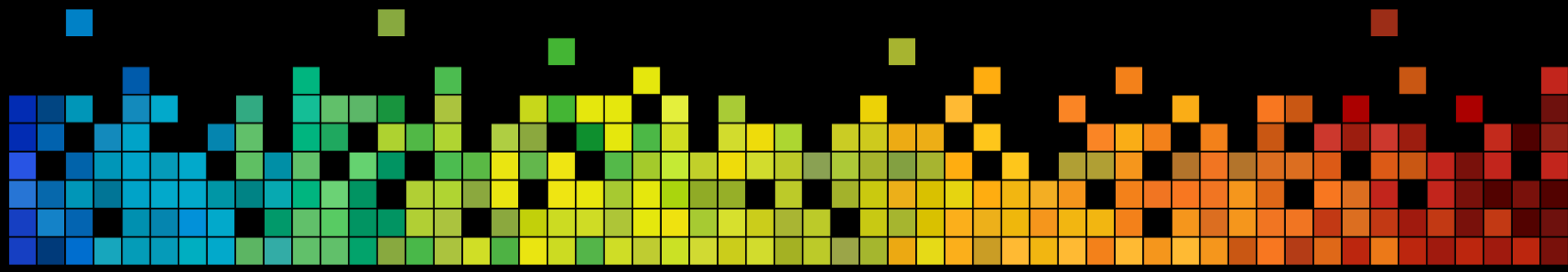
**Be careful not to communicate in a non-assertive, indirect manner.** This often leads to confusion and lack of clarity about expectations.

**Limit-Set with others** by clarifying responsibilities, establishing agreements, and setting specific dates, times and expectations for how work is to be completed.



# Exercise:

## Creating Limit-Setting Statements



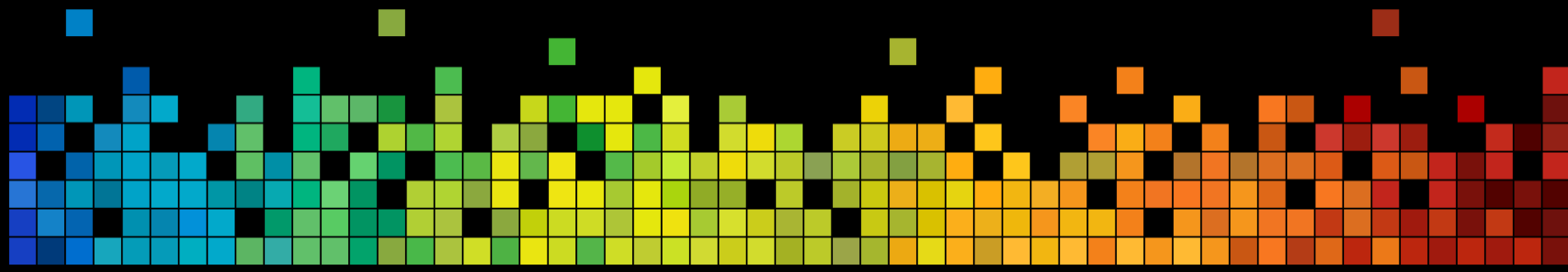


# Six Techniques for Resolving Conflicts Successfully:

## #6 - Consequences

***CONSEQUENCE:*** An action or sanction that states to the other person the likely outcome of a problematic behavior.

***THREAT:*** The expression of an intention to inflict pain, injury, evil, or punishment on another person.



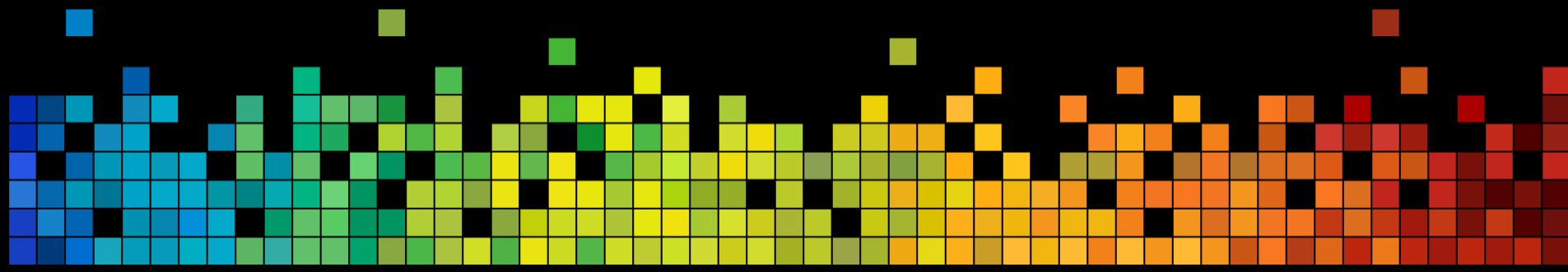
# Guidelines to use when stating Consequences:

State Consequences before severe measures become necessary.

State Consequences in a non-threatening manner.

Make sure that you have legitimate power to back up whatever you state as a Consequence.

Remember that Consequences must be specific and that follow-through is essential.



# Use the following techniques when stating Consequences:

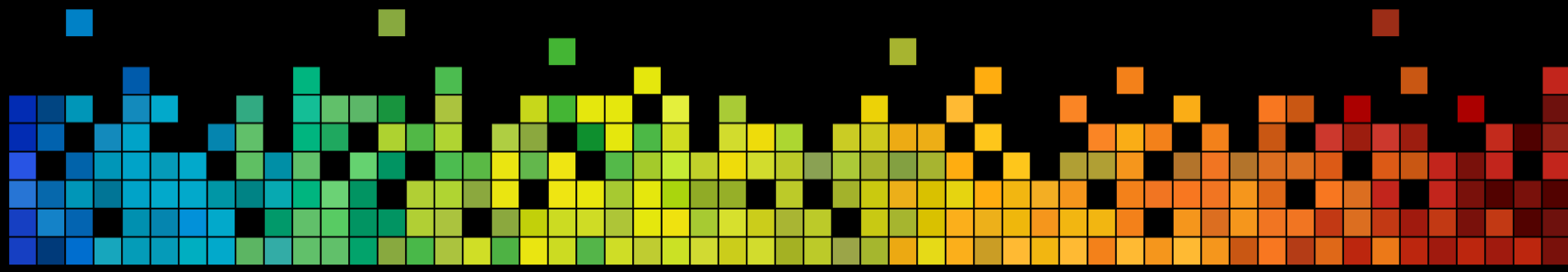
Specify which actions are problematic, the impact of those actions, and why the behavior needs to be changed.

Ask the person what he or she can do, or is willing to do, to correct the situation.

Check for understanding and obtain agreement to the Consequences.

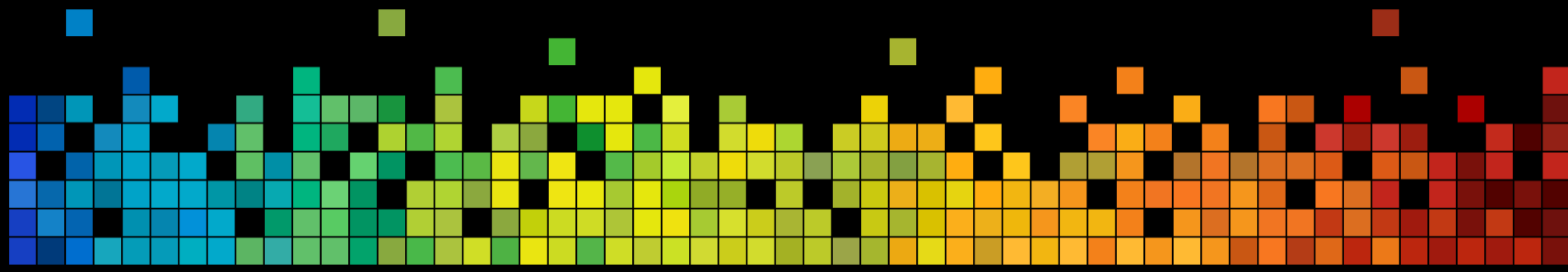
Establish specific checkpoints concerning what is to happen and when.

If checkpoints are not met, be prepared to follow through with the Consequences.



# Exercise:

## Identifying Consequences for Problem Situations



# Managing Conflict

Remember that...

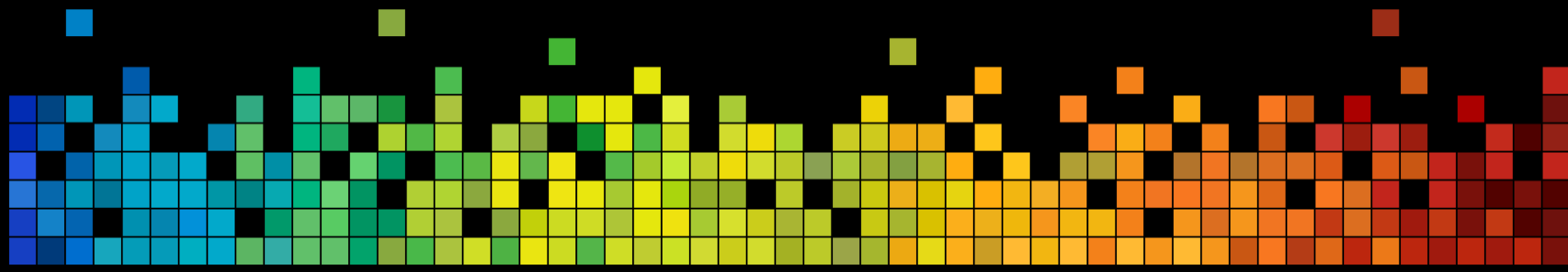
Much of what you do will involve interacting with people.

There will always be differences of thought and approach.

What you know about you becomes the most important way to resolve differences.

Conflict does not have to be bad.

Conflict is an inevitable by-product of people having different needs, interests, and goals.



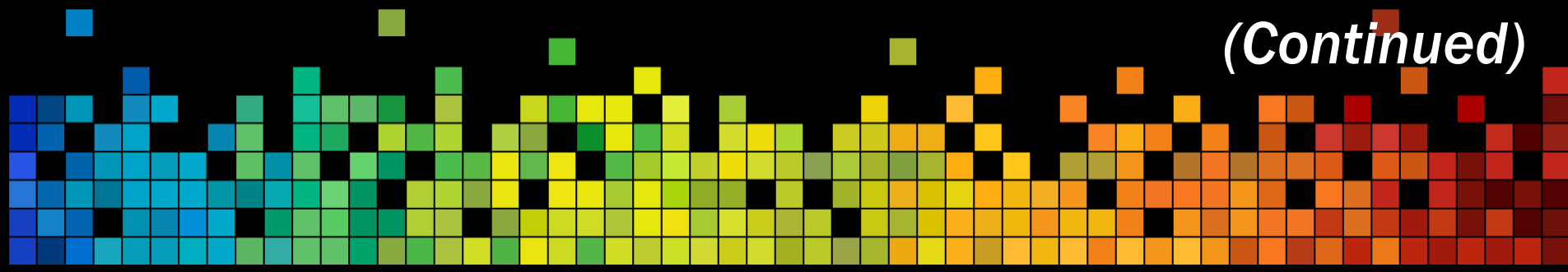
# Handling conflict among your team members:

Ask those who disagree to paraphrase one another's comments.

Work out a compromise. Agree on the underlying source of conflict, then engage in give-and take, and finally agree on a solution.

Ask each member to list what the other side should do. Exchange lists, select a compromise all are willing to accept and test the compromise to see if it meshes with team goals.

(Continued)



# Handling conflict among your team members:

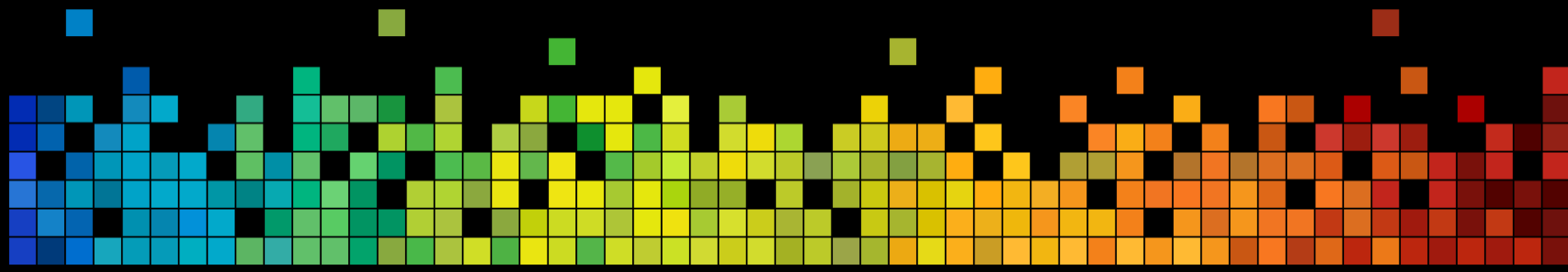
## (continued)

Have each side write 10 questions for their opponents. This will allow them to signal their major concerns about the other side's position. And the answers may lead to a compromise.

Convince team members they sometimes may have to admit they're wrong. Help them save face by convincing them that changing a position shows strength.

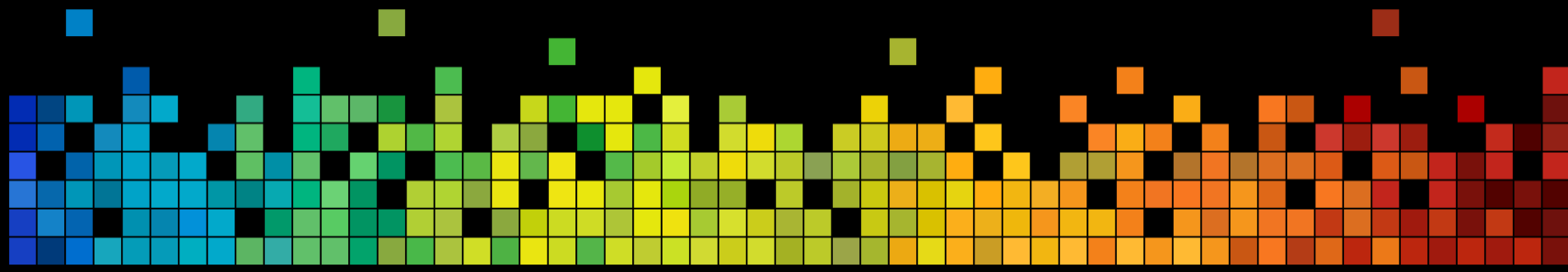
Respect the experts on the team. Give their opinions more weight when the conflict involves their expertise, but don't rule out conflicting opinions.

*Source: Making Teams Succeed at Work,  
Alexander Hamilton Institute*



# Remember that...

- As anger goes up, thinking and listening go down.
- You must give yourself time to think.
- If you find yourself reacting quickly in a conflict situation, you are probably operating out of old habits.
- Pause to consider which mode would be most beneficial in this particular situation.





# Exercise:

## Resolving Conflict Situations

