

CONFLICT MANAGEMENT

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*There was the time when the world was
fine;*

The birds did chirp that world was mine.

Now the days that came, aren't any fun;

*We are lost in work, unfeeling hard and
cold.*

This is a modern world, I am told.

-Anonymous

Some Questions?

- ★ **What comes in your mind when you experience conflict with someone?**
- ★ **How do you feel?**
- ★ **What you expect from your opponent?**
- ★ **What do you want to do then?**
- ★ **Who supports you in this process?**
- ★ **What is the final outcome?**



The North American Model of Conflict

- ★ **Conflict is bad**
- ★ **Adversarial**
- ★ **Win/Lose**
- ★ **Opponent focus**

Our Self Talk When Dealing with Interpersonal Conflict

- ★ “There is nothing that I can do about it.”**
- ★ “I feel guilty for allowing it to happen.”**
- ★ “I feel inadequate to cope with this situation.”**
- ★ “I wish it will all disappear when I wake up tomorrow”**
- ★ “He’s always been this way and as long as I have to deal with him nothing will change.”**

Traditional view	Contemporary view
<ul style="list-style-type: none"> * caused by trouble makers * bad * should be avoided * must be suppressed 	<ul style="list-style-type: none"> * inevitable between humans * often beneficial * natural result of change * can and should be managed

Why do people choose or fall into conflict mode?

- ★ They're just "doing their job"
- ★ This method worked for them in the past
- ★ They don't think they're "difficult" (and can prove it!)
- ★ Their orientation is the "win/lose" outcome
- ★ They don't have the skill to resolve differences*

What's 'behind' interpersonal conflict?

- ★ **Prejudice/bias**
- ★ **Nastiness/stubbornness**
- ★ **Sensitivity/hurt**
- ★ **Differences in perceptions/values**
- ★ **Differences over facts**
- ★ **Differences over goals/priorities**
- ★ **Differences over methods**
- ★ **Competition for resources**
- ★ **Competition for power**
- ★ **Simple misunderstanding (poor communication)**
- ★ **Unfulfilled expectations**

Why Conflicts ?

- ★ **Conflicts can occur in trying to balance institutional interests, “client” interests, and personal interests of the individuals involved.**
- ★ **Some complicating factors are:**
 - Perceptions of problems. People tend to blame others for causing the problem
 - Speed of the action. Some will want change to take place more quickly than others

Work Place major source of conflict

- ★ **Conflict is inevitable in organizations**
- ★ **Associated with change**
- ★ **Concentration of people of diverse backgrounds with limited flexibility in life**
- ★ **Limited means to satisfy divergent interests**
- ★ **Conflict readily exists in traditional organizations**



What can You Do? Your Options.....

- ★ **Do Nothing**
- ★ **Walk Away/Turn the “Other Cheek”**
- ★ **Change Your Attitude**
- ★ **Change Your Behavior to resolve the conflict**
- ★ **Changing their behavior is NOT an option!**

**Tell me again how lucky
I am to work here ...**



**I keep
forgetting**

★ The real strength of Difficult People.... They know how to keep you - and often your emotional well-being - off balance!

The keys for you:

- ★ Remember that the only one you can change is you;
- ★ You can become the “skilled” person
- ★ You need to ‘rebalance’: find your balance when they give you vertigo!
- ★ Become Confident, remain Calm, be Comfortable
- ★ To get there: Act rather than react
(choose to respond rather than to react)

Skill building...

- ★ - Know your limits and boundaries
- ★ - Learn to diffuse another's anger
- ★ - Develop and practice communication skills
- ★ (and confidence!), aim for interest-based negotiation!

I. Know Your Limits and Boundaries

- ★ **What actions/promises are you authorized to take/make?**
- ★ **Make this information clear to difficult people if they didn't know.**
- ★ **What actions are you willing/comfortable to take?**
- ★ **Communicate this as early as possible, and explain why.**
- ★ **What can you tolerate? Know yourself! And let others know, and why.**
- ★ **What pushes your “difficult person” button? When it's pushed, know that your skills will probably be ineffective.**

Diffusing ANGER!!!!

- ★ Part of the problem fueling anger at the worksite is that many people have attitudes about themselves, about others and about life that predispose them to behave in ways that are irrational and detrimental towards others.
- ★ They are "culturally incompetent". They are not open to other people's ways of seeing, doing and understanding things.
- ★ They lack information about other peoples' beliefs, values and practices and are unable to "dialogue" about their differences when conflicts arise, making positive cooperation difficult, sometimes impossible.
- ★ This kind of cultural incompetence is often perceived as disrespect by the other and triggers their anger and its violent consequences.

Mutual respect

- ★ A state in which two (or more) individuals respect themselves and each other in spite of their differences, faults and imperfections.
- ★ In an atmosphere of mutual respect, each individual's feelings of self respect is enhanced.
- ★ This does not mean toleration, resignation, or compromising with one's legitimate expectations.
- ★ It means respecting the other person as worthwhile in spite of his human shortcomings, cultural differences or technical incompetency.
- ★ The other person may have made it very difficult for us to respect him by making useless "anger mischief."
- ★ We can disengage from the mischief and still respect the mischief-maker in spite of it.
- ★ He will not cooperate with us until, and unless we do.

Diffusing ANGER!!!!

- ★ **! Calm yourself (breathe!)**
- ★ **! Create emotional distance...ask yourself**
- ★ **“Is there anything valuable in what he/she’s saying?” Listen for information and ignore the rest.**
- ★ **Prepare an effective response. Rehearse in advance and don’t forget it! (Remember, respond rather than react**

Some examples

- ★ **“Please stop! I don’t appreciate being spoken to like this.”**
- ★ **“Time out! I want to hear what you’re saying, but I must ask you to slow down a bit.”**
- ★ **“Hello! Please give me a chance to respond, I want to let you know what I’ve heard.”**
- ★ **“I need to interrupt to let you know that cursing really distracts me and makes it hard for me to listen to your information.”**

Diffusing ANGER!!!!

Remember....

- ★ " Don't take it personally (they probably act like that with everyone!)
- ★ " You can't change them!
- ★ " Speak up - carefully. Hold your temper, don't explode.
- ★ " Let your emotions out privately.
- ★ " Mix it up. If certain situations always trigger responses, change the environment. Meet over lunch instead of in the office.
- ★ Drop by his/her office instead of sending a memo.
- ★ " Kill them with kindness. This may disarm them!
- ★ " Show you understand, let them know you heard.
- ★ Summarize and ask clarifying questions.

★ ...and the single best method of diffusing

★ anger? **APOLOGY**

★ ...even when you don't think you've done something

wrong, you can always find something to apologize for!

How to manage Conflicts?

- ★ **Develop and practice communication skills:
Specifically,**
- ★ **>Paraphrasing and Feedback**
- ★ **>Listening and Speaking**
- ★ **>Reading Body Language**
- ★ **>Problem Solving Methods**

Develop and practice communication skills:

- ★ - be positive
- ★ - be direct, descriptive, and non-judgmental
- ★ - have access to facts
- ★ - be aware of body language, maintain eye contact, assertive posture, voice tone
- ★ - use appropriate timing

Use Communication to Avoid Conflict at Work

- ★ 1. Make sure job descriptions, goals, policies, and expectations are clear, available, and communicated.
- ★ 2. Try to understand the “interest” or “need” behind another person’s behavior.
- ★ 3. Accept that it’s rare for anyone to be “right”.
- ★ 4. Don’t judge, demand, threaten, or moralize. . Don’t accept fighting and bickering as acceptable behavior.
- ★ 6. Take control when you can.
- ★ 7. Look for solutions rather than seeking to blame.
- ★ 8. Don’t let others “push your buttons”.
- ★ 9. Work to improve your listening/speaking skills.

Experiential scenarios for practicing CM

5 ways to manage conflict

- ★ **Avoidance**
- ★ **Competition (A)**
- ★ **Accommodation (B)**
- ★ **Compromise (C)**
- ★ **Collaboration (D)**

Conflict Continuum

I win, you lose (competition—A)

I lose or give in (accommodate—B)

**We both get something
(compromise—C)**

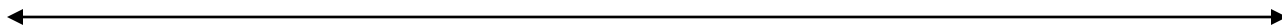
We both “win”(collaborate—D)

A

B

C

D



Conflict Management Style #1

THE TURTLE



- ★ **Key Characteristic: DENIAL**
- ★ **Key Response: AVOID**
- ★ **Key Aim: TO WEATHER THE STORM**
- ★ **Favorite Statement: What conflict?**

Conflict Management Style #1 THE TURTLE



- ★ Refuses to even consider the fact that a conflict exists and would prefer that others do the same. Because of this, he refuses to dialogue and gather information to fix it.
- ★ Key Strategies: Flee, avoid, deny, ignore, withdraw, delay, hope & pray
- ★ Leadership Qualities: Passive & timid, tends to spiritualize everything

Avoiding - No winners, no losers

- ★ **Fundamental premise:** This isn't the right time or place to address this issue
Strategic philosophy: Avoids conflict by withdrawing, sidestepping, or postponing
- ★ **When to use:** When the conflict is small and relationships are at stake
- ★ When you're counting to ten to cool off
- ★ When more important issues are pressing and you feel you don't have time to deal with this particular one
- ★ When you have no power and you see no chance of getting your concerns met
- ★ When you are too emotionally involved and others around you can solve the conflict more successfully
- ★ When more information is needed
- ★ **Drawbacks:** Important decisions may be made by default
- ★ Postponing may make matters worse

Conflict Management Style - THE SHARK



- ★ **Key Characteristic: COMPETITION**
- ★ **Key Response: FORCE**
- ★ **Key Aim: TO WIN AT ALL COST**
- ★ **Favorite Statement: It's my way or no way.**

Conflict Management Style

THE SHARK



- ★ He is impatient with dialogue and information gathering and would rather everyone just submits.
- ★ Key Strategies: Compete, coerce, control, fight, outwit, outdo
- ★ Leadership Qualities: Authoritarian, seeks to maintain the status quo, feels threatened by any act of defiance and so will quash it all the time

Competition

★ Plus

- ↪ The winner is clear
- ↪ Winners usually experience gains

★ Minus

- ↪ Establishes the battleground for the next conflict
- ↪ May cause worthy competitors to withdraw or leave the organization

Competing I win, you lose

- ★ ***Fundamental premise:*** Associates "winning" a conflict with competition
- ★ ***Strategic philosophy:*** When goals are extremely important, one must sometimes use power to win
- ★ ***When to use:*** When you know you are right
- ★ ***When time is short and a quick decision is needed***
- ★ ***When a strong personality is trying to steamroller you and you don't want to be taken advantage of***
- ★ ***When you need to stand up for your rights***
- ★ ***Drawbacks:*** Can escalate conflict
- ★ ***Losers may retaliate***



Conflict Management Style THE TEDDY BEAR



- ★ **Key Characteristic: GIVE IN**
- ★ **Key Response: ACCOMODATE**
- ★ **Key Aim: TO KEEP THE PEACE**
- ★ **Favorite Statement: Whatever you say.**

Conflict Management Style #3 THE TEDDY BEAR



- ★ Interested in other's approval and would rather others insist on their way.
- ★ Key Strategies: Agree, give in, appease, flatter
- ★ Leadership Qualities: Ineffective in any group discussion because he doesn't have a solid opinion, could be easily swayed either way

Accommodation

★ Plus

- ↪ Curtails conflict situation
- ↪ Enhances ego of the other

★ Minus

- ↪ Sometimes establishes a precedence
- ↪ Does not fully engage participants

Accommodating-I lose, you win

★ **Symbol:** Teddy Bear

★ **Fundamental premise:** Working toward a common purpose is more important than any of the peripheral concerns; the trauma of confronting differences may damage fragile relationships

★ **Strategic philosophy:** Appease others by downplaying conflict, thus protecting the relationship

★ **When to use:** When an issue is not as important to you as it is to the other person

★ When you realize you are wrong

★ When you are willing to let others learn by mistake

★ When you know you cannot win

★ When it is not the right time and you would prefer to simply build credit for the future

★ When harmony is extremely important

★ When what the parties have in common is a good deal more important than their differences

★ **Drawbacks:** One's own ideas don't get attention

★ Credibility and influence can be lost

Conflict Management Style **THE FOX**



- ★ **Key Characteristic: TOLERATE**
- ★ **Key Response: COMPROMISE**
- ★ **Key Aim: GIVE EACH ONE A MEASURE OF VICTORY**
- ★ **Favorite Statement: Meet me half way.**

Conflict Management Style THE FOX



- ★ **Tolerates the exchange of ideas but finds this uncomfortable so he would rather bargain quickly.**
- ★ **Key Strategies: Reduce the expectations and Split the difference**
- ★ **Leadership Qualities: Good negotiator, cautious but open, urges everyone to speak out but not too much**

Compromise

★ Plus

- ↪ Shows good will
- ↪ Establishes friendship

★ Minus

- ↪ No one gets what they want
- ↪ May feel like a dead end

Compromising You bend, I bend

- ★ **Fundamental premise:** Winning something while losing a little is OK
- ★ **Strategic philosophy:** Both ends are placed against the middle in an attempt to serve the "*common good*" while ensuring each person can maintain something of their original position
- ★ **When to use:** When people of equal status are equally committed to goals
- ★ When time can be saved by reaching intermediate settlements on individual parts of complex issues
- ★ When goals are moderately important
- ★ **Drawbacks:** Important values and long-term objectives can be derailed in the process
- ★ May not work if initial demands are too great
- ★ Can spawn cynicism, especially if there's no commitment to honor the compromise solutions

Conflict Management Style THE OWL



- ★ **Key Characteristic: COOPERATION**
- ★ **Key Response: DIALOGUE**
- ★ **Key Aim: COLLABORATION BETWEEN ALL PARTIES**
- ★ **Favorite Statement: My preference is...But what is yours?**

Conflict Management Style THE OWL



- ★ Focuses heavily on information gathering and always prefers collaboration over compromise.
- ★ Key Strategies: Gather information, dialogue openly, explore alternatives
- ★ Leadership Qualities: Focuses on the process, open to change & growth

Collaboration

★ Plus

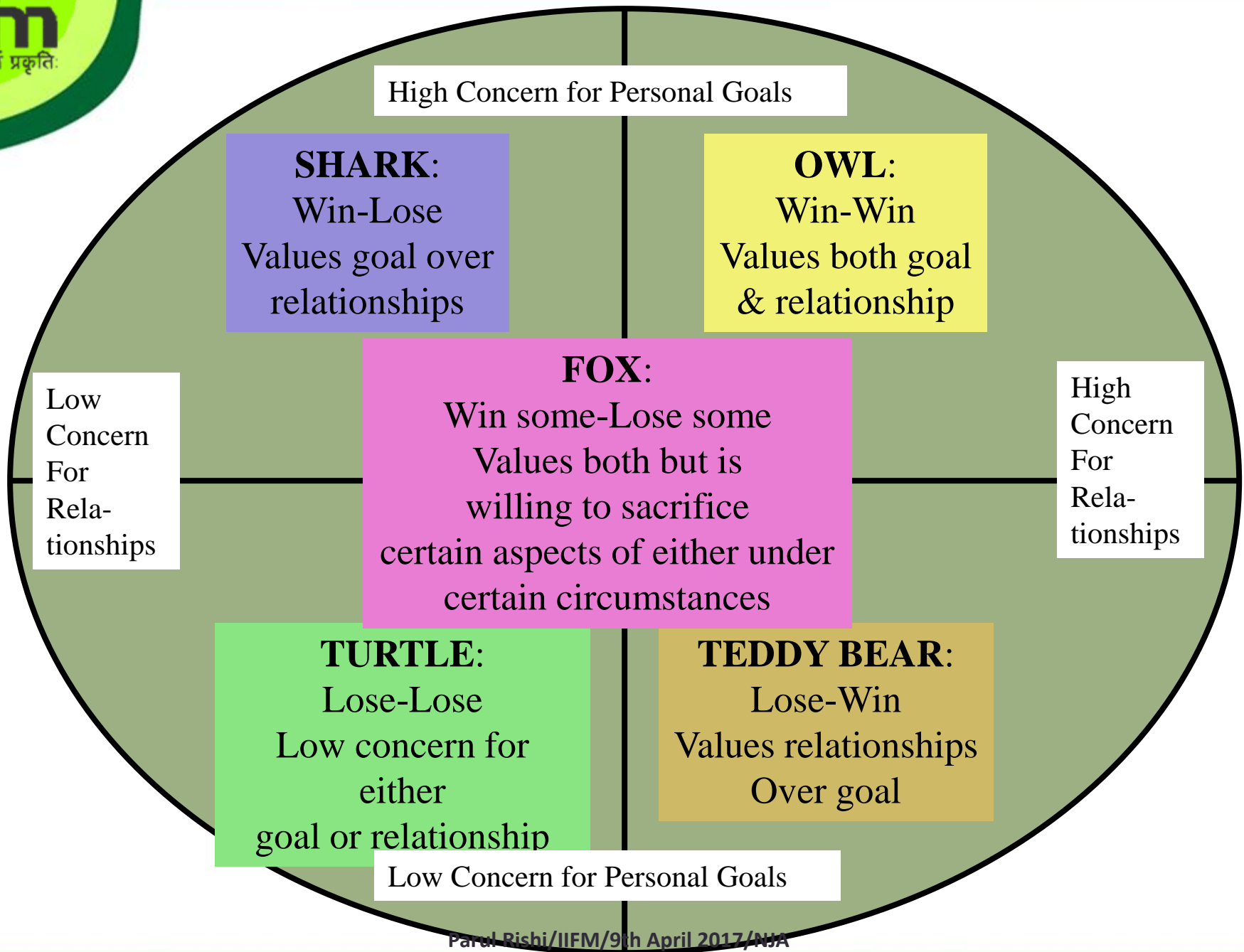
- ↪ Everyone “wins”
- ↪ Creates good feelings

★ Minus

- ↪ Hard to achieve since no one knows how
- ↪ Often confusing since players can “win” something they didn’t know they wanted

Collaborating I win, you win

- ★ ***Fundamental premise:*** Teamwork and cooperation help everyone achieve their goals while also maintaining relationships
- ★ ***Strategic philosophy:*** The process of working through differences will lead to creative solutions that will satisfy both parties' concerns
- ★ ***When to use:*** When there is a high level of trust
- ★ When you don't want to have full responsibility
- ★ When you want others to also have "ownership" of solutions
- ★ When the people involved are willing to change their thinking as more information is found and new options are suggested
- ★ When you need to work through animosity and hard feelings
- ★ ***Drawbacks:*** The process takes lots of time and energy
- ★ Some may take advantage of other people's trust and openness



Which “animal” are you?

★ Turtle



★

Teddy Bear



Shark



★

Fox




★

Owl



Five conflict management modes

- 1. Withdrawal
 - ★ 2. Smoothing
 - ★ 3. Compromising
 - ★ 4. Forcing
 - ★ 5. Problem solving
- temporary
fails to resolve
- provides
resolution
- 

Which “animals” do you have in your Team?

★ Turtle



★ Teddy Bear



Fox



★ Owl



Shark



Life Positions

Attitude toward Oneself

Positive

I'm OK —
You're not OK

I'm OK —
You're OK

Negative

I'm not OK —
You're not OK

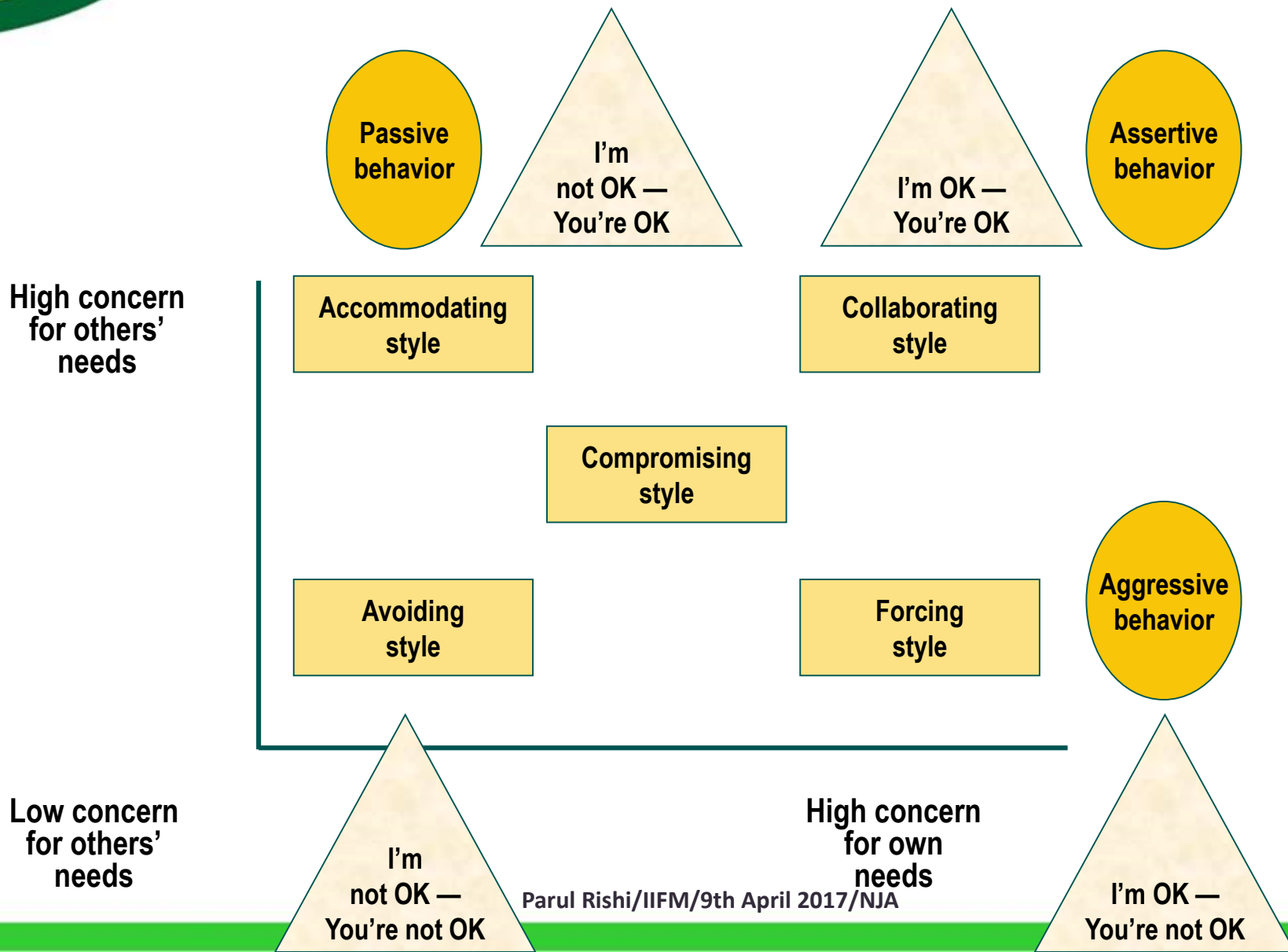
I'm not OK —
You're OK

Negative

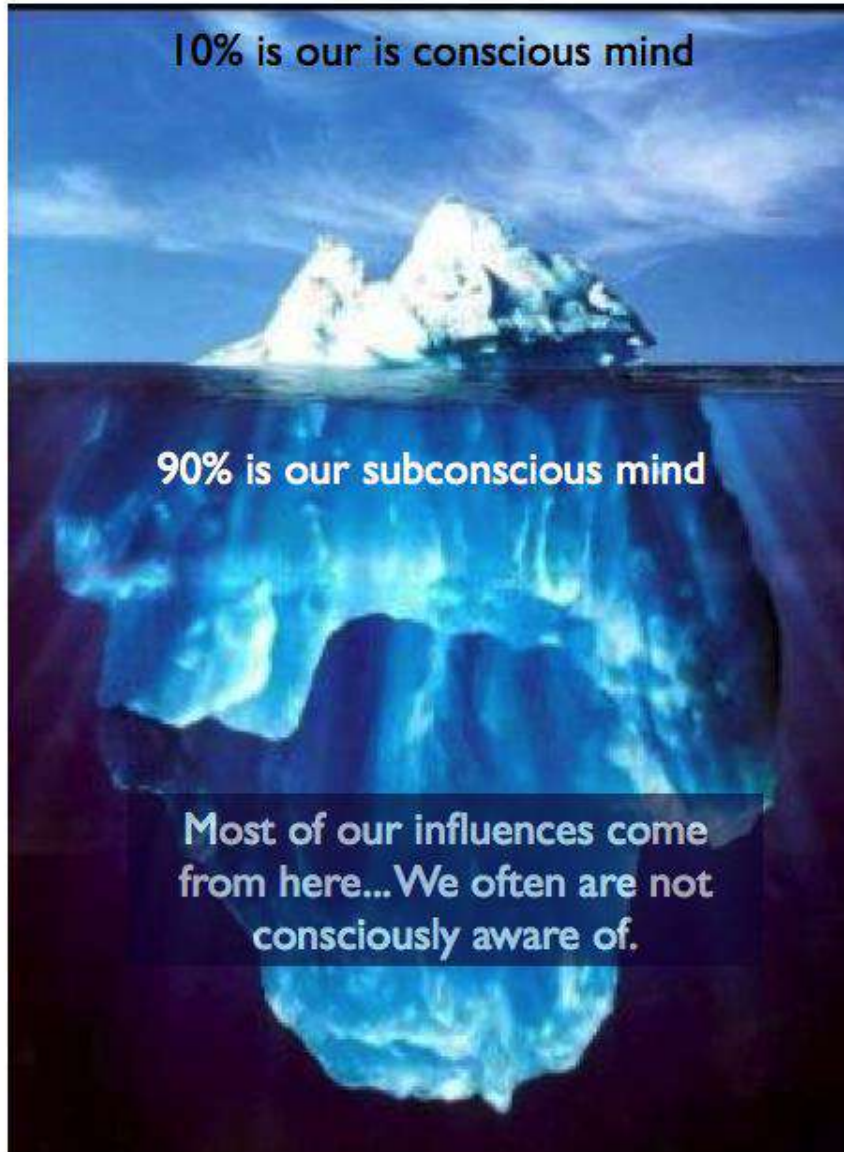
Positive

Attitude toward Others

Management Conflict Styles



The mind is like an Iceberg



We have conscious control of

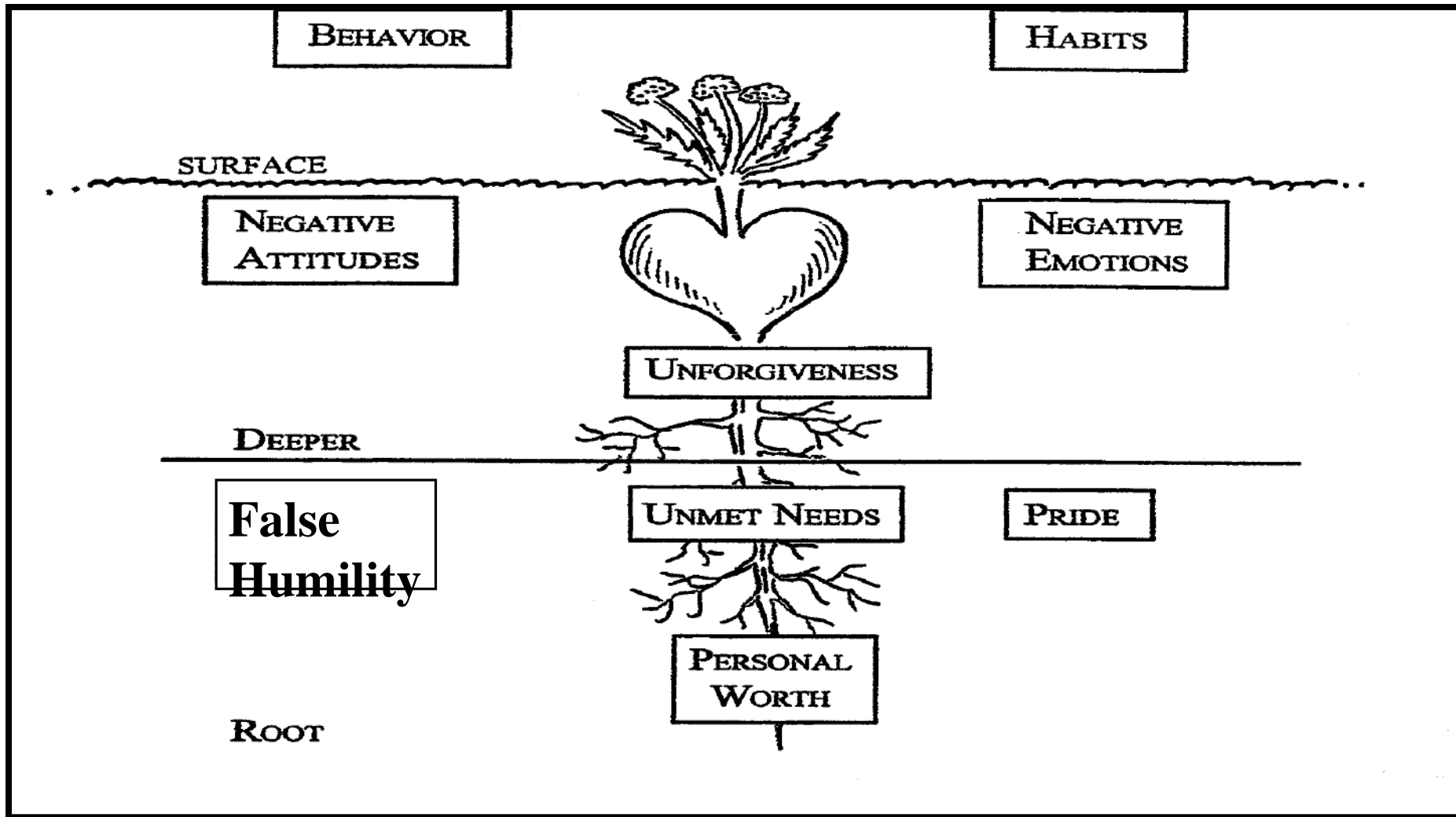
- Willpower
- Analysis
- Decisions

--- RAS - Acts as a gateway between the conscious and subconscious mind ---

We are on auto-pilot when it comes to

- Beliefs
- Values
- Identity
- Self Confidence
- Habits
- Emotions
- Resist to change

GO TO THE ROOT!



What This Means

- ★ **Managing conflict means you need to develop several styles and decide which is valuable at any given point of conflict**



Tips for Managing Workplace Conflict

- ★ **Build good relationships before conflict occurs**
- ★ **Do not let small problems escalate; deal with them as they arise**
- ★ **Respect differences**
- ★ **Listen to others' perspectives on the conflict situation**
- ★ **Acknowledge feelings before focusing on facts**
- ★ **Focus on solving problems, not changing people**
- ★ **If you can't resolve the problem, turn to someone who can help**
- ★ **Remember to adapt your style to the situation and persons involved**

Professor began his class by holding up a glass with some water in it.

**He held it up for all to see & asked the students,'
How much do you think
this glass weighs?'**

**'50gms!' '100gms!' '125gms' ..the students
answered.**

'I really don't know unless I weigh it,' said the professor, 'but, my

question is: **What would happen if I held it up like this for a few**

minutes?'

'Nothing' **the students said.**

'Ok what would happen if I held it up like this for **an hour**?' the professor asked.

'Your arm would begin to ache' said **one of the student**

You're right, now what would happen if I held it **for a day?**'

'Your **arm could go numb, you might have severe muscle stress & paralysis &**

have to go to hospital for sure!' ventured **another student & all the students laughed.**

'Very good. But during all this, did the weight of the glass change?' asked the professor.

'No'

Then what caused the arm ache & the muscle stress?' The students were puzzled.

'Put the glass down!' said one of the students

'Exactly!' said the professor.' Life's problems are something like this.

Hold it for a few minutes in your head & they seem OK. Think of them for a long time & they begin to ache. Hold it even longer & they Begin to paralyze you. You will not be able to do anything.

It's important to think of the challenges (problems) in your life, but EVEN

MORE IMPORTANT to 'put them down' at the end of every day before You go to

sleep. That way, you are not stressed, you wake up every day fresh &

strong & can handle any issue, any challenge that comes your way!'

So, When you leave office today,

Remember friend to

'PUT THE GLASS DOWN TODAY! '