

CONFLICT RESOLUTION

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Agenda

1. Definitions
2. Beliefs and Truths
3. Conflict Styles
4. Defensive versus Supportive Positions
5. Basic Elements of Approach
6. Steps in Process
7. Dealing with Difficult Negotiators

CONFLICT

Definitions

- The result of interaction of different people with differing perspectives, values, interests
- Interaction of interdependent people who perceive opposing goals and interference from each other in achieving those goals or who believe goals cannot be achieved simultaneously

CONFLICT

Definitions

- Interaction between people who are interdependent and who perceive that their interests are incompatible, inconsistent or in tension
- Situation where incompatible activities are occurring in which one party is interfering, disrupting, obstructing or in some way making the other party's actions less effective
- Process in which two or more independent parties attempt to frustrate the others' goal attainment

CONFLICT

Beliefs About It

- It is driven by anger and aggression
- It is uncomfortable
- It is destructive
- It is a abnormal and unhealthy
- It is a battle

CONFLICT

Truths About It

- It is part of every interpersonal relationship
- It is an ongoing process against the backdrop of continuing relationships and events
- It involves the thoughts, perceptions, memories and emotions of people involved
- It can be constructive or destructive

CONFLICT

Styles

- Five recognized styles of conflict
- Advantages and disadvantages to each
- No right or wrong one, depends on motives, agenda and reasons
- Each can be used effectively and appropriately, depending on situation

CONFLICT Styles

- Avoidance
 - Uncooperative and unassertive
 - Low concern for self and other
 - Withdrawing and evading
 - No attempt to address and resolve issue or denying it exists
 - Appropriate when:
 - Time out is needed
 - Relationship or issue is relatively unimportant
 - If time does not allow for a solution
 - If issue is really a symptom of a larger problem to be addressed later
 - If someone else not currently available can address the issue better

CONFLICT Styles

- Accommodation
 - Cooperative but unassertive
 - Low concern for self, high concern for other
 - Places other's needs before own
 - Appropriate when:
 - Relationship is more important than issue
 - Harmony is primary concern
 - Disruption needs to be avoided
 - Power factor needs to be reduced

CONFLICT Styles

- Competition
 - Own needs and concerns met at the expense of other
 - High concern for self, low concern for other
 - Wielding power to get desired outcome
 - Appropriate when:
 - Issue is more important than relationship
 - Emotion factor is not a concern
 - Authority issues outrank personal relationship concerns

CONFLICT Styles

- **Compromise**
 - Moderately cooperative and assertive
 - Moderate concern for self and other
 - Seeking mutually acceptable solution and middle ground
 - Partially satisfies each person's needs and wants
 - Appropriate when:
 - Time is short
 - Short-range solutions are needed for complex issues
 - Goals of both parties are moderately important but not worth time and effort to maximize results
 - Both parties have leeway to give
 - Resources are limited
 - Win-lose stance is undesirable

CONFLICT Styles

- Collaboration
 - Maximally cooperative and assertive
 - High concern for self and other
 - Structured and deliberate approach to resolving issue
 - Maximizes satisfaction of each person's needs and wants
 - Appropriate when:
 - Time is not an issue
 - Both parties are committed to be fully invested in process
 - Both parties are prepared to be fair and honest
 - Both parties can commit resources to process

CONFLICT

Basic Elements Approaching Resolution

- Be assertive, not aggressive
- Be aware of anger triggers and watch self-talk
- Do not over-react or become provocative
- Speak calmly, coolly, rationally
- Be an active listener
- Verbalize feelings appropriately
- Avoid blaming
- Choose an appropriate time

CONFLICT

Basic Elements Approaching Resolution

- Maintain a healing, respectful environment
- Be honest
- Be willing to forgive and to forget
- Be willing to apologize
- Be willing to admit mistake
- Accept responsibility for your part

CONFLICT

Steps in the Process

- Plan ahead of time
- Know your Best Alternative to a Negotiated Agreement
- Set the ground rules
- Define the problem
- Find underlying interests

CONFLICT

Steps in the Process

- Use an objective standard, if possible
- Think of several options, plans and alternatives for resolution and satisfaction of needs, goals, wants
- Be willing to compromise
- Secure observable commitments
- Resolution

Questions or Comments?

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