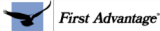




## Conflict Resolution

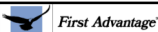




## Objectives

- Test your conflict resolution knowledge
- Learn ways of dealing with conflict
- Learn the seven steps for effective verbal intervention
- Learn how to negotiate your way through conflict
- What to do if the conflict becomes hostile

2

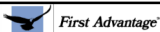


## Test Your Knowledge

### TRUE OR FALSE?

- 1-Listening is more important than talking when it comes to dealing with conflict.
- 2-Getting your point across is more important than hearing the other person's issues.
- 3-As a general rule, a hostile person is not angry with you personally.
- 4-Conflict, if left alone, will resolve itself.
- 5-Compromise is always the best solution to resolving conflict.

3

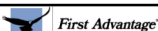


## Test Your Knowledge

### TRUE OR FALSE?

- 6- A really good manager can avoid conflict all together.
- 7- What is most important in resolving conflict is winning.
- 8- Interrupting is OK if you need to make an important point.
- 9- Yelling is OK because it helps emphasize your point.
- 10-The problem and the person are not the same thing.

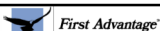
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## Sources of Conflict in the Workplace

- Change
- Conflicting goals and objectives
- Limited resources
- Personality differences
- Deadline pressures
- Differing expectations
- Personal problems
- Organizational conflict

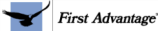
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## Conflict Characteristics

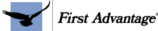
- As conflict escalates, concern for self increases.
- The desire to win increases as self concern increases.
- Even nice people can become harmful when conflict increases.

6

**5 Ways to Deal with Conflict** 

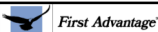
- Withdrawal (Avoidance)
- Smoothing Over (Accommodation)
- Forcing (Competition)
- Bargaining (Compromise)
- Problem Solving (Collaboration)

7

**Guidelines** 

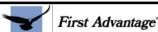
- Listen carefully
- Paraphrase what you are hearing
- Do not interrupt
- Do not use absolutes like always, never
- Do not jump to conclusions
- Do not attack or name call

8

**Guidelines** 

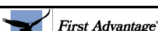
- Ask open ended questions
- Watch for negative body language
  - *Eye rolling*
  - *Crossing your arms*
  - *Agitated movements with feet, hands*
  - *Breathing hard*
  - *Looking away*

9

**Things To Remember** 

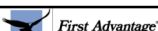
- One person speaks at a time
- Be respectful
- Focus on the problem, not the person
- Focus on interests, not positions
- Listen, summarize, clarify
- Either party can call for a break

10

**7 Principles for Effective Verbal Intervention** 


- Remain calm
- Intervene in private
- Keep it simple
- Watch your body language
- Use silence
- Use reflective questioning
- Watch your paraverbals

11

**Negotiating Your Way Through Conflict** 


- Prepare in advance
- Clarify the issue
- Explore opportunities for agreement
- Negotiate solutions
- Commit to the agreement
- Follow up
- Modify if necessary

12

**What NOT to Do During a Conflict** 


- Do NOT get in a power struggle
- Do NOT become detached from the conflict
- Do NOT let the conflict establish your agenda

13

**Tips for Good Communication** 

- Be assertive, not aggressive
- Ask for what you want
- Don't say "I understand"
- Do say "That makes sense"
- Use "I" statements
  - "I feel \_\_\_\_\_ when this happens."

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**A Quick Model for Problem Solving- IDEA** 


*I = Investigate the Situation*

*D = Develop Alternatives*

*E = Evaluate Alternatives*

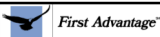
*A = Action*

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**When the Conflict Becomes Hostile** 

- Do not attempt to negotiate when someone becomes hostile or verbally abusive
- Walk away from the person
- Report the situation to a supervisor immediately
- Be aware of your company's policy on violence

16

**Resources** 

Getting To Yes: Negotiating Agreement Without Giving In (2nd edition). Roger Fisher and William Urn, Bruce Patton. 1991. Penguin Books.

Win-Win Negotiating: Turning Conflict Into Agreement. John Wiley & Sons. 1985.

Your Perfect Right: A Guide Assertive Living. Robert Alberti, Michael Emmons. Impact Publishers. 1995

Coping With Difficult People. Robert Bramson. Ballantine Books. 1981

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