



# Secrets of Conflict Resolution

Chad Green  
Beer City Code  
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# Agenda



Setting the Stage

Approaches to Conflict Resolution

Understanding Group Dynamics

Managing Conflict

# By the numbers

85% of US employees experience conflict and spend 2.8 hours per week dealing with it

85%

\$359

Significant loss of organizational productivity costs \$359 bill in paid hours a year

27% of employees witnessed personal attacks

27%

25%

25% say avoiding it results in sickness/absences

31% of managers think they can have conflict effectively

31%

78%

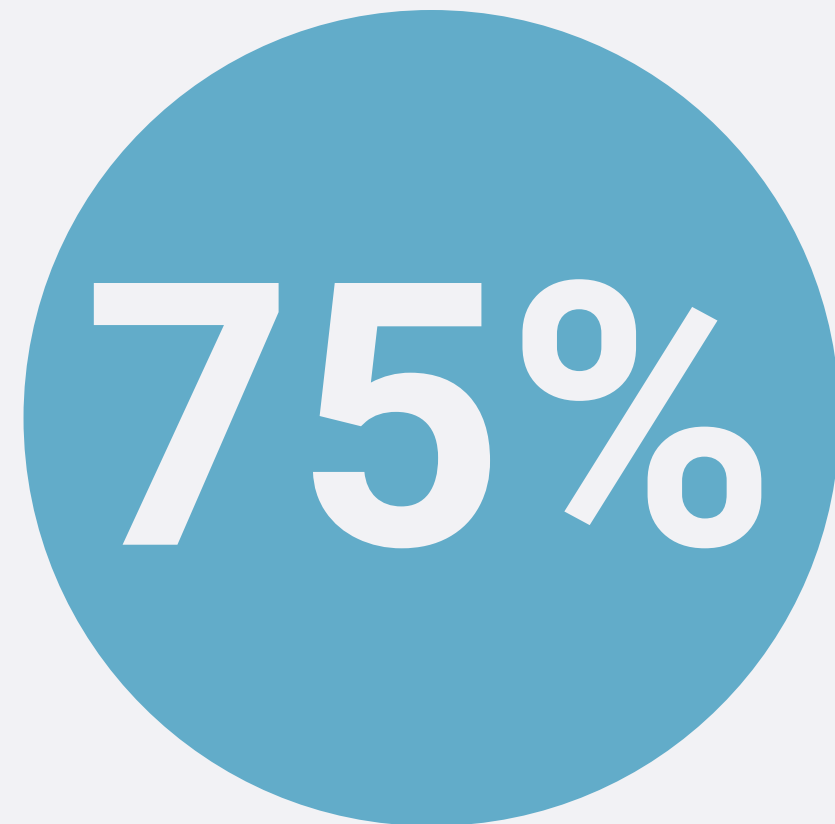
78% of employees disagree

95% of those who receive training say it is the biggest driver for success

95%

60%

Nearly 60% have never received training



75% of employees report positive outcomes from conflict that would have not been realized without the conflict



Peace is not the absence of  
conflict, it is the ability to handle  
conflict by peaceful means.

Ronald Reagan

# Setting the Stage

What is Conflict and Conflict Resolution



# What is Conflict?

- A turning point during which an individual struggles to attain some psychological quality
  - Can be a time of both vulnerability and strength, as the individual works towards success or failure
- Real or perceived threat or opposition to one's needs, interests, principles, concerns, or security

# What is Conflict?



Good discussion about the possibilities



Not too bad, but not good



Things starting to fall apart



# What is Conflict?



Oh goodness, this cannot be good



Now this is really serious



# What is Conflict Resolution?



# What is Conflict Resolution?

- Way for two or more parties to find a peaceful solution to a disagreement amongst them
- Methods and processes involved in facilitating the peaceful ending conflict
- Committed groups actively communicate information about their conflicting motives to the rest of the group
- Engaging in collective negotiation
- Typical parallel the dimensions of conflict in the way the conflict is processed
  - Cognitive Resolution
  - Emotional Resolution
  - Behavioral Resolution



# 「Approaches to Conflict Resolution」

# Collaborating Problem Solving, Confronting, Integrating, Win-Win Style

## Description

- Incorporating multiple viewpoints and insights from different perspectives
- Involves a rational problem-solving approach
- Involves
  - Focusing on the issues
  - Looking at alternative approaches
  - Selecting the best alternative

## When to use

- Consensus and commitment of others important
- Collaborative environment
- Required to address the interest of multiple stakeholders
- High level of trust is present
- Long-term relationship is important
- Need to work through hard feelings, animosity, etc.
- Do not want to have full responsibility

# Collaborating Problem Solving, Confronting, Integrating, Win-Win Style

## Advantages

- Leads to solving the actual problem
- Leads to a win-win outcome
- Reinforces mutual trust and respect
- Builds a foundation for effective collaboration in the future
- Shared responsibility of the outcome
- You earn the reputation of a good negotiator
- Outcome of the conflict resolution is less stressful

## Disadvantages

- Requires a commitment from all parties
- May require more effort and more time
- May not be practical when timing is critical and a quick solution or fast response is required
- Involved parties must continue collaborative efforts to maintain a collaborative relationship

# Compromising

## Give and Take, Reconciling

### Description

- Conflicting parties bargain to reach a mutually acceptable solution
- Lose / Lose

### When to use

- Both parties need to win
- Goals are moderately important / not worth the use of more assertive involving approaches
- Reach temporary settlement on complex issues
- Reach expedient solutions on important issues
- First step when involved parties do not know each other
- When collaboration or forcing do not work

# Compromising

## Give and Take, Reconciling

### Advantages

- Faster issue resolution
- Can provide a temporary solution while looking for a win-win solution
- Lowers the level of tension and stress resulting from the conflict

### Disadvantages

- May result in situation when both parties are not satisfied with the outcome
- Does not continue to building trust in the long run
- May require close monitoring and control



# Smoothing

## Accommodating, Obliging

### Description

- Areas of agreement are emphasized
- Areas of disagreement are downplayed

### When to use

- Important to provide a temporary relief or buy time
- Issue is not as important to you as it is to the other person
- You accept you are wrong
- You have no choice or when continued competition would be detrimental

# Smoothing

## Accommodating, Obliging

### Advantages

- Helps to protect more important interests while giving up on less important ones
- Gives an opportunity to reassess the situation from a different angle

### Disadvantages

- Risk of being abused
- May negatively affect your confidence in your ability to respond to an aggressive opponent
- Makes it more difficult to transition to a win-win solution in the future
- Some of your supporters may not like your smoothing response and be turned off

# Forcing

## Directing, Competing, Controlling, Dominating

### Description

- Involves pushing one viewpoint at the expense of another
- Generates a win-lose situation
- Assertiveness is the hallmark of this approach
- Addresses the conflict head-on

### When to use

- All other, less forceful methods, do not work or are ineffective
- Need to stand up for your own rights, resist aggression and pressure
- Quick resolution is required and using force is justified
- As a last resort to resolve a long-lasting conflict

# Forcing

## Directing, Competing, Controlling, Dominating

### Advantages

- May provide a quick resolution
- Increases self-esteem and draws respect

### Disadvantages

- May negatively affect relationship in the long run
- May cause opponent to react in the same way
- May require a lot of energy and may be exhausting
- Cannot take advantage of strong sides of the other side's position

# Withdrawal Avoidance

## Description

- Retreat or postpone a decision on a problem
- Usually not the best choice for resolving conflict
- Not giving up – sidestepping or postponing

## When to use

- Issue is trivial and not worth the effort
- More important issues are pressing
- Postponing the response is beneficial to you
- No chance of getting your concerns met
- You would have to deal with hostility
- Unable to handle the conflict



# Withdrawal Avoidance

## Advantages

- You may choose to withdraw and postpone your response until you are in a more favorable circumstance
- Low stress approach when conflict is short
- Gives the ability/time to focus on more important or more urgent issues
- Gives you time to be better prepared

## Disadvantages

- May lead to weakening or losing your position
- Not acting may be interpreted as an agreement
- May negatively affect your relationship with a party that expects your action

# 「Understanding Group Dynamics」

# Karpman Drama Triangle

- Conflict has predictable pattern known as the Karpman Drama Triangle
- Models the connection between personal responsibility and the power in conflicts, and destructive and shifting roles people play



**Persecutor**



**Rescuer**



**Victim**

# Managing Conflict

10 Tips to Make you a Conflict Resolution Superstar

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1. Tackle the issue after both parties have calmed down





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4. Consider your role in the conflict
5. Organize a staff meeting



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5. Organize a staff meeting
6. Seek first to understand



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7. Alert human resources





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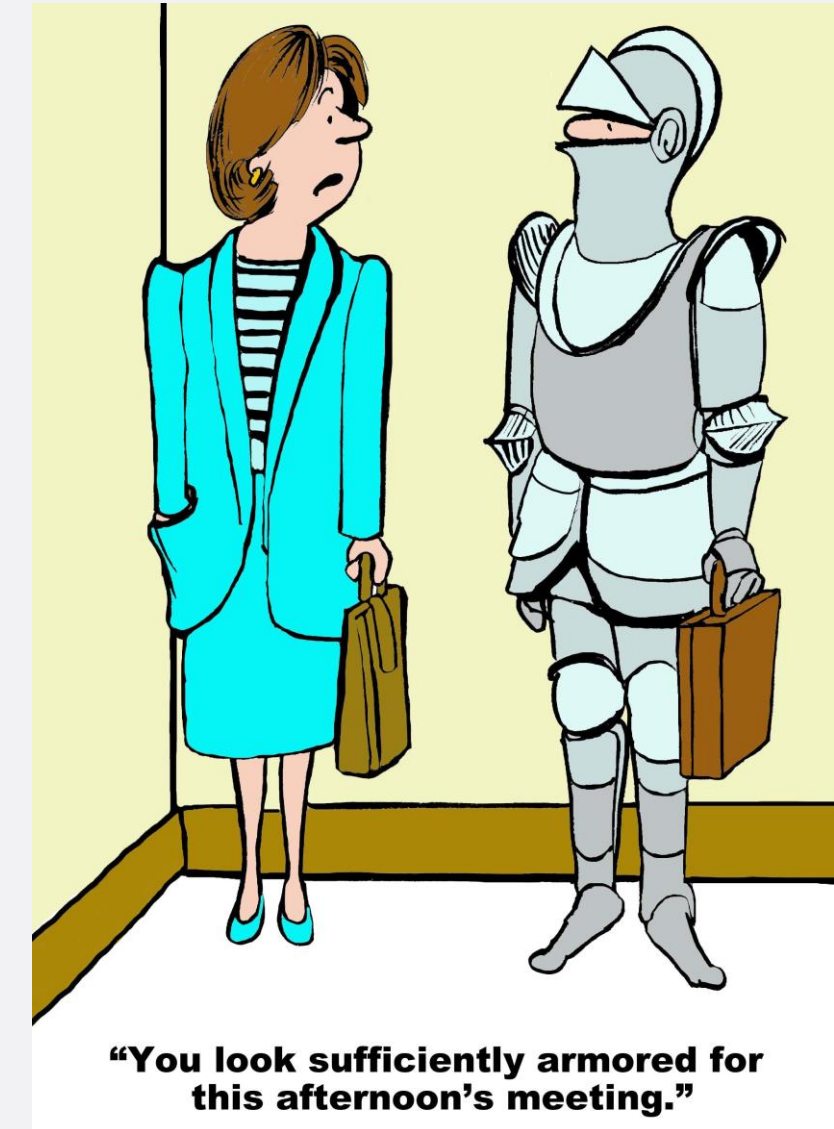
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7. Alert human resources
8. Find a mediator
9. Be introspective



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4. Consider your role in the conflict
5. Organize a staff meeting
6. Seek first to understand
7. Alert human resources
8. Find a mediator
9. Be introspective
10. Expect conflict



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「thank you.」