Learning Objectives

<table>
<thead>
<tr>
<th>Identify</th>
<th>Leadership and conflict resolution competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore</td>
<td>Some myths and truths about conflict and conflict resolution</td>
</tr>
<tr>
<td>Understand</td>
<td>Your own preferences when responding to conflict and the pros and cons of your reactions</td>
</tr>
<tr>
<td>Learn</td>
<td>Negotiation and coalition building skills needed to effectively resolve conflict</td>
</tr>
</tbody>
</table>

Conflict Consciousness

The Myths

The Modes

The Mindset
Myths and Truths about Conflict

**Myth 1**
Conflict is always bad

**Truth**
Conflict is a natural and essential part of life and can be the source of energy and creativity.
Assume the Position

Myth 2
Conflict is always a contest with winners and losers.

Truth
Conflict does not always result in a “win-lose.” “Win-win” can be used to solve problems.

Myth 3
There is only one right way to handle conflict.

Truth
There are many different ways to handle conflict. All ways are useful depending on the situation.
5 Conflict Behavior Styles (MODES)

**Assertiveness**
- Degree to which a person attempts to satisfy his/her own concerns

**Cooperativeness**
- Degree to which a person attempts to satisfy the concerns of another person

**ACCOMPROMISE**
- • Showing reasonableness
- • Developing performance of others
- • Creating good will
- • Keeping “peace”
- • Retreating
- • Issues of low importance to you

**AVOID**
- • Ability to Withdraw
- • Sidestep
- • Waiting Until the Time is Right
- • Able to Leave Things Unresolved
- • Issues of low importance to you
- • Reducing tensions and buying time
- • Low power/control-inability to make a difference
- • Allowing others to take charge
- • Not addressing symptomatic problems or peripheral issues

**COMPETE**
- • Forgoing Your Desires - Sacrifice
- • Selflessness
- • Obeying Orders
- • Ability to Yield

**COLLABORATE**
- • Showing reasonableness
- • Developing performance of others
- • Creating good will
- • Keeping “peace”
- • Retreating
- • Issues of low importance to you

**ACCOMMODATE**
- • Ability to Withdraw
- • Sidestep
- • Waiting Until the Time is Right
- • Able to Leave Things Unresolved
- • Issues of low importance to you
- • Reducing tensions and buying time
- • Low power/control-inability to make a difference
- • Allowing others to take charge
- • Not addressing symptomatic problems or peripheral issues
**Collaborator**

- Ability to Listen, Understand, and Empathize
- Confronting Situations in a Nonthreatening Way
- Identifying Underlying Concerns
- Analyzing Input from all stakeholders

**Appropriate Uses**

- Integrating solutions
- Learning
- Merging perspectives and gaining commitment
- Improving relationships
- Building rapport

**Forcer/Competitor**

- Argue/Debate
- Use of Rank, Position, or Influence
- Asserting Opinions & Feelings
- Standing Your Ground
- Ability to State Your Position

**Appropriate Uses**

- Quick action/emergency
- Unpopular, but right decision
- Issues of critical importance
- Protection against people take advantage of situations

**Compromiser**

- Finding a "Middle Ground"
- Making Concessions
- Assessing Value of Offers and Tradeoffs

**Appropriate Uses**

- Issues of moderate importance to you
- Equal power & strong commitment
- Temporary solutions
- Time constraints
- Back-up for when competing/collaborating don’t work or the issue is too important to avoid or accommodate
Questions

Does this instrument capture who you are?
When is using this style useful?
What happens if you overuse this mode?
What happens if you underuse this mode?
What tips or strategies do you have for people who almost never use this mode?

Myth 4
The messages I received about conflict years ago no longer affect me.
As a child, how were you taught to handle conflict with...

- peers & siblings
- authority figures
- people from a different social class
- people from a different religion
- people of another race
- people of the opposite sex
- people with different levels of education

Conflict Mindset

The messages that we received about conflict impact our behavior, often in an unconscious way.

To effectively manage conflict, we must understand how we “naturally” respond to conflict and learn to be deliberate and intentional in our responses.
Sources of Conflict: Resource-based

What it is:
- Competition over material and territorial interest

Where it comes from:
- Tangible, focused on finite goals or resources

What to do:
- Interest-based, mixed motive bargaining, transactional

Sources of Conflict: Identity-based

What it is:
- Needs and values (dignity, safety and control)

Where it comes from:
- Rooted in history, psychology, culture and beliefs; abstract and complex

What to do:
- Focus on underlying needs and values to empower people to speak for themselves and interact with one another

Get Conscious About Conflict: You Have a Choice

“Conflict is a part of all organizations and communities. The goal of conflict resolution training is not to eliminate conflict, but rather to find ways that enhance its positive contributions to organizations and people and to minimize its destructive elements.”

Southern Rural Development Center
Communication

ACTIVE Listening

Noise: Barriers to Effective Communication
12 Roadblocks to Communication

Judging
Avoiding
Solving

Active Listening Toolkit

Paraphrase
Probe
Reflect Feelings
Use Silence
Build Rapport
Translate
Encourage
Summarize

The Art of Negotiation
Negotiation

A discussion between 2 or more people with a goal of reaching agreement on the issues separating the parties, when neither side has the power - or the desire to use its power - to get its own way.

2 Theories of Negotiation

• Positional bargaining
• Interest-based bargaining

Positional Negotiation

Prejudged and pre-selected outcomes that have not been through a negotiation process

Specific demands or solutions that a party adopts to meet his or her needs

Starts with a solution

Parties propose solutions and make offers and counteroffers until they hit a solution that is acceptable to all
Interest-based Negotiation

Substantive  Procedural  Psychological

Maslow’s Hierarchy: Interests

Self-Actualization
Aesthetic Needs
Need to Know & Understand
Esteem Needs
Belongingness & Love Needs
Safety Needs
Physiological Needs

Human Interests

PROTECTION FROM LOSS OF:
- Status
- Reputation
- Time
- Money
- Opportunity
- Freedom
- Life

FREEDOM FROM:
- Confusion and uncertainty
- Domination
- Pain or poor health

PLEASURE:
- Desire for comfort and convenience
- Companionship of others
- Participation in enjoyable activities

PRIDE:
- Recognition
- Sense of belonging (not being isolated)
- Feelings of self-worth
- Feeling respected
- Feeling equal to others
- Prestige in groups that are important

COMPETENCE:
- Approval of others
- Feeling of assurance
- Capability of accomplishing worthwhile goals
- A sense of achievement

PROFIT:
- Primarily, monetary gain
Social and Relational Needs/Interests

David Rock’s SCARF Model of What the Brain Wants:
- **S**tatus-relative importance to others
- **C**ertainty-able to predict the future
- **A**utonomy-a sense of control over events
- **R**elatedness-a sense of safety with others
- **F**airness-perception of fair exchange between people

Interest-based Negotiators

Focus on interests, not positions
- Start with identifying underlying needs and interests
- People educate each other about their needs, and then jointly problem solve on how to meet those needs

Uncovering Interests
Problem Solving

How can we ________________, while at the same time _________________?

Inventing Options for Mutual Gain: Creating a Bridge

How can we ________________, while at the same time _________________?

Working with Difficult People
Conflict Resolution

Thank You!!!
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