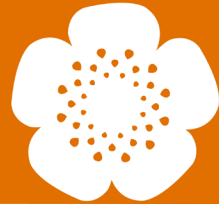


Conflict Resolution: Managing Conflict

*Professional Development
and Leadership Program*



Session Objectives

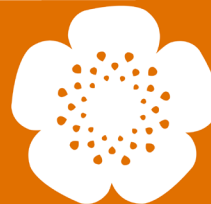


By the end of this lesson you will be able to:

- 🌸 Understand the importance of conflict resolution in teams and the workplace.
- 🌸 Explain strategies for resolving or managing interpersonal conflict.
- 🌸 Describe the causes and effects of conflict.
- 🌸 Describe different conflict management styles, identify the appropriate style for different situations, and identify a preferred method of conflict resolution.
- 🌸 Analyze how an individual's conflict management style can influence the outcome of a conflict.



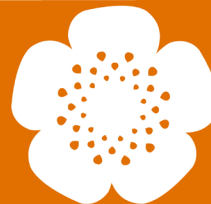
What's the Big Deal?



- ❁ **Conflict resolution skills** allow people to move beyond their own emotions and opinions to make objective decisions.
- ❁ **Effective conflict resolution** ensures all parties are heard, understood, and acknowledged.



What Do You See?



- ❁ Number your page from one to three.
- ❁ You will see a series of images for 10 seconds each.
- ❁ Quietly—no talking, please—write down what you see in each image.
- ❁ Keep your answers private—do not share your responses.



Image 1



Image 2

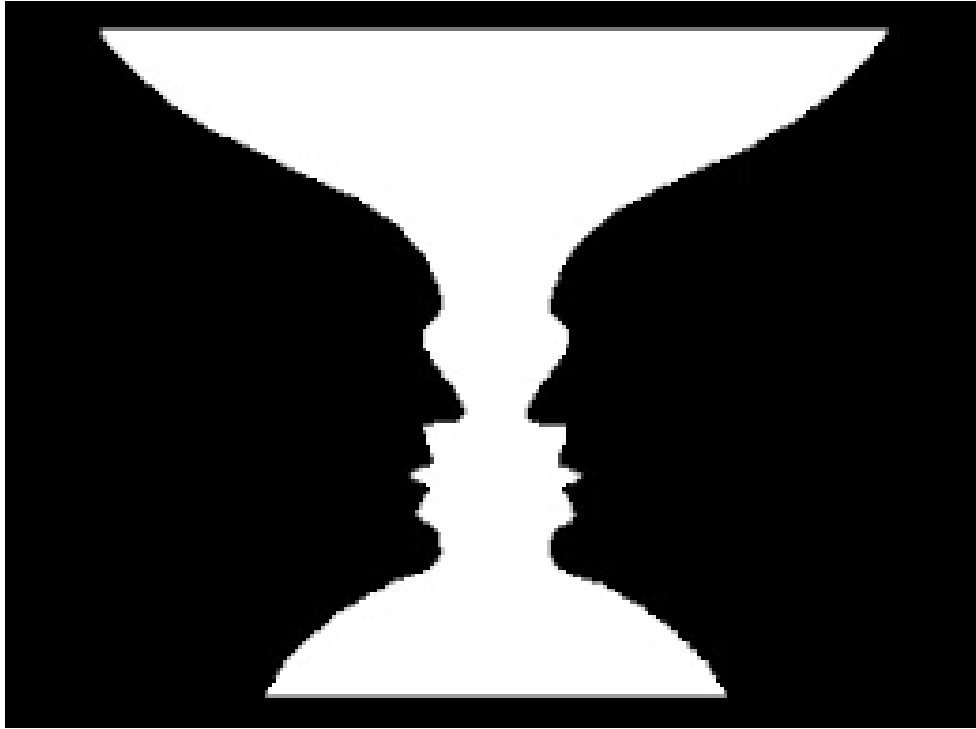


Image 3

To which direction is
this person facing?

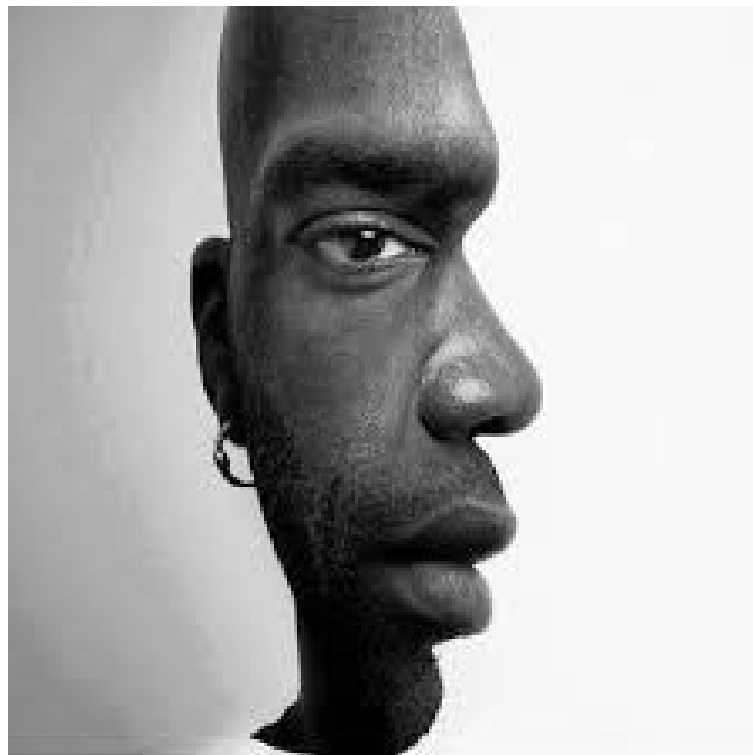


Image 1 Revealed

Did you see an
old woman or a
young woman?



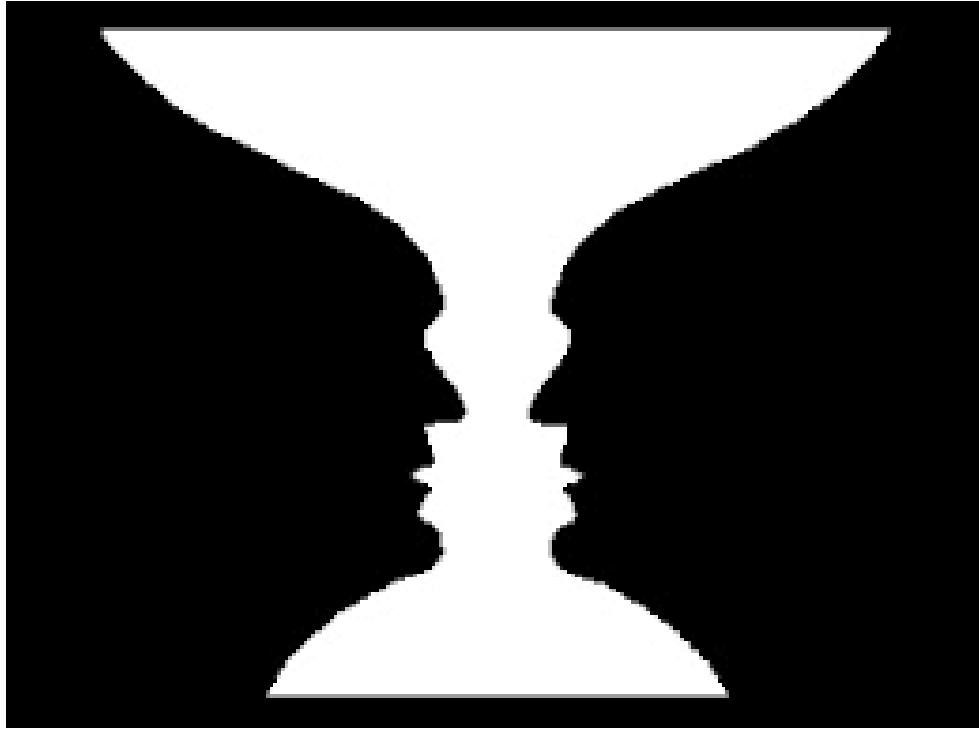
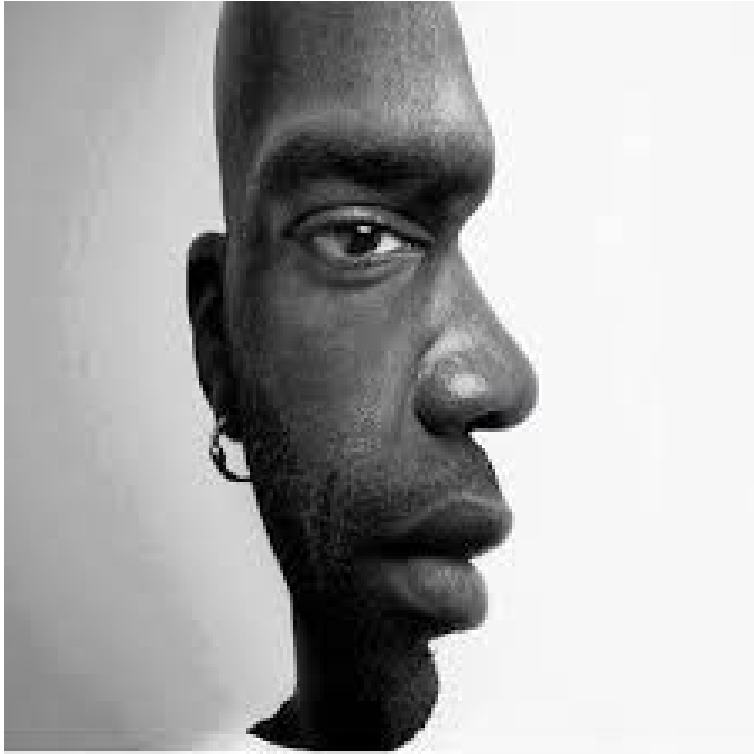


Image 2 Revealed

Did you see a two
faces or a vase?



Image 3 Revealed

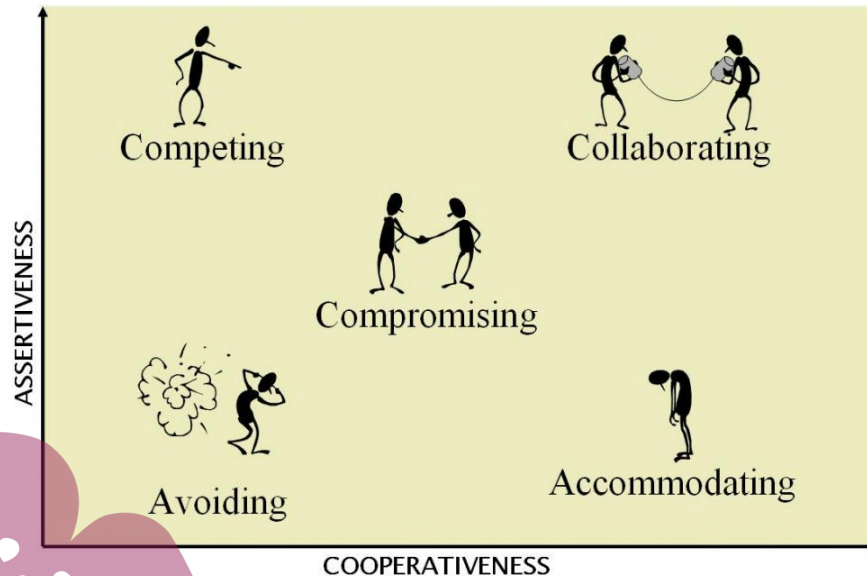


Is the person
facing forward
or is this a
profile picture?



Five Styles of Conflict Management

Dealing With Conflict – Thomas/Kilmann model



- 1) Accommodating
- 2) Avoiding
- 3) Collaborating
- 4) Competing
- 5) Compromising

Source: Kilmann Diagnostics, LLC



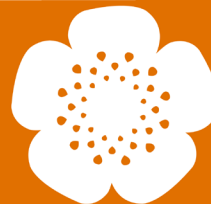
Style 1: Accommodating

This is a passive conflict resolution style. With the accommodating style, one of the parties involved must give in so that the other(s) can have their way(s). This style is not typically effective, but it is appropriate in certain scenarios.



Accommodating

When You Should and Should Not Use this Style



When this is appropriate

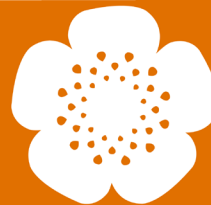
- ✿ Maintaining the relationship is more important than winning.
- ✿ The issue is less important to you than it is to the other party/parties involved.

When this is **not** appropriate

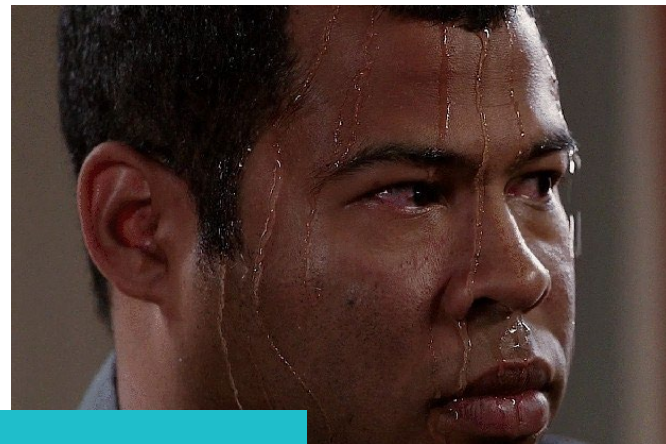
- ✿ The issue is very important to you.
- ✿ Accommodating will not permanently resolve the problem.



Accommodating *Examples*



- ❁ Real-life example: Agreeing to the office temperature
- ❁ *When have you used the accommodating style?*



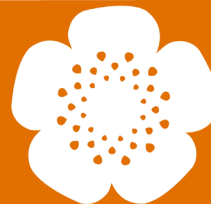
Style 2: Avoiding

This is another passive approach. It involves avoiding the conflict entirely by accepting decisions without question, avoiding confrontation, and delegating difficult decisions and tasks. This style is not typically effective, but it is appropriate in certain scenarios.



Avoiding

When You Should and Should Not Use this Style



When this is appropriate

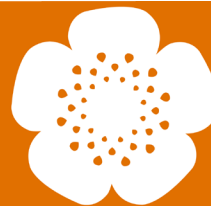
- ✿ The issue is trivial.
- ✿ The conflict will resolve itself on its own soon.

When this is **not** appropriate

- ✿ The issue is important to you or to others close to you (such as your team).
- ✿ The conflict will continue or worsen without attention.



Avoiding *Examples*



- ❁ Real-life example: Coordinating travel itineraries with colleagues
- ❁ *When have you used the avoiding style?*



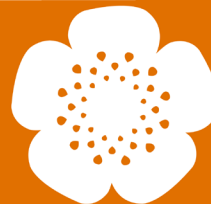
Style 3: Collaborating

With the collaborating approach, you work with the other person(s) to develop a solution in which everyone wins—a win-win solution.



Collaborating

When You Should and Should Not Use this Style



When this is appropriate

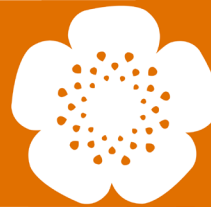
- ❁ An important decision needs to be made.
- ❁ The decision is not urgent.
- ❁ There are a substantial number of people or groups invested in the decision.
- ❁ Previous conflict resolution attempts have failed.

When this is **not** appropriate

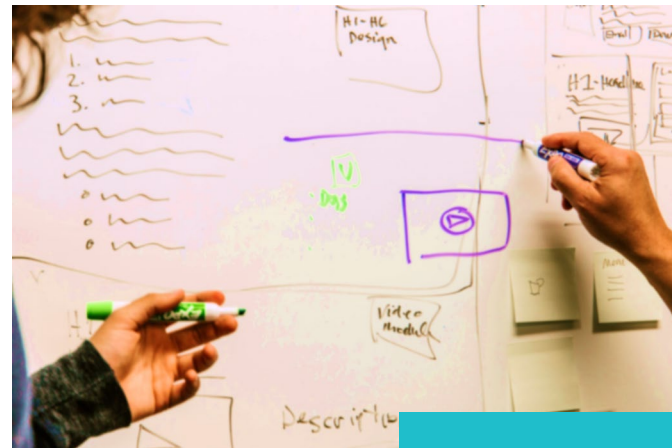
- ❁ The decision is urgent.
- ❁ The matter is not important or not a priority to the individuals or groups involved.



Collaborating *Examples*



- ❁ Real-life example: Working remotely
- ❁ *When have you used the collaborative style?*



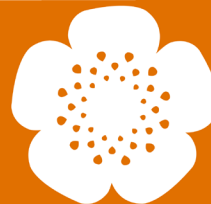
Style 4: Competing

The competing style requires one of the persons involved in the conflict to take a firm stand. This person competes with the other person(s) for power, and typically wins (unless someone else involved is also competing). This style can be seen as aggressive and can cause the other person(s) to feel taken advantage of and possibly even resentful.



Competing

When You Should and Should Not Use this Style



When this is appropriate

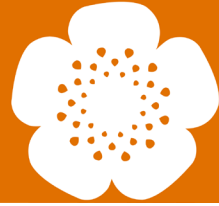
- ✿ A decision needs to be made quickly.
- ✿ The decision required may be unpopular.
- ✿ One of the parties involved is trying to take advantage of a situation.

When this is **not** appropriate

- ✿ There are sensitivities about the decision or people are sensitive to the conflict.
- ✿ Buy-in is important.
- ✿ The decision is not urgent.



Competing *Examples*



- ❁ Real-life example: Working in a group to meet a deadline
- ❁ *When have you used the competing style?*



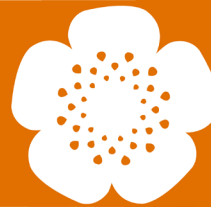
Style 5: Compromising

The compromising style requires each party involved in the conflict to relinquish something in order to resolve the conflict.



Compromising

When You Should and Should Not Use this Style



When this is appropriate

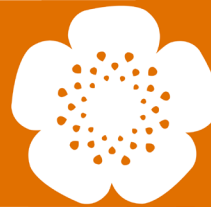
- ✿ A decision needs to be made sooner rather than later, but is not urgent.
- ✿ Resolving the conflict is more important than a single party involved in the conflict winning.
- ✿ There is an equitable balance of power among the parties involved.

When this is **not** appropriate

- ✿ There are a variety of critical needs that must be met.
- ✿ The decision is urgent.
- ✿ There is an uneven balance of power among the parties involved.



Compromising *Examples*



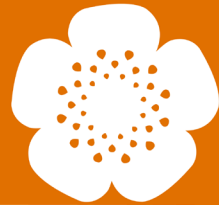
- Real-life example:
Deciding where to eat
- When have you used compromising style?*



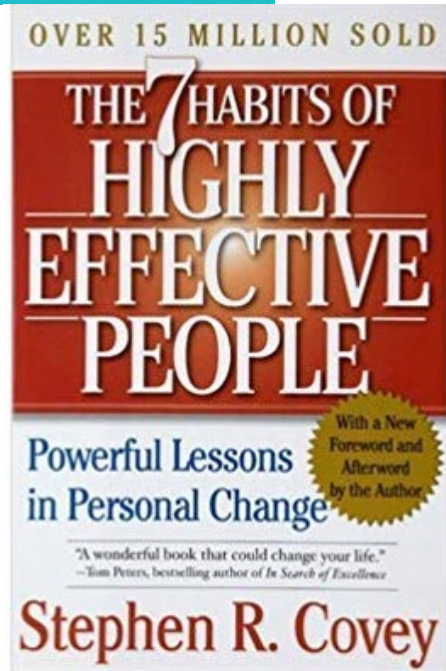
Source: Movieclips.com/YouTube



What Would You Do?



Adapted from:

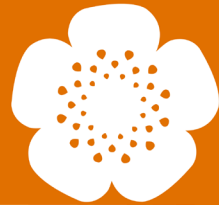


What would you do in the following situation?

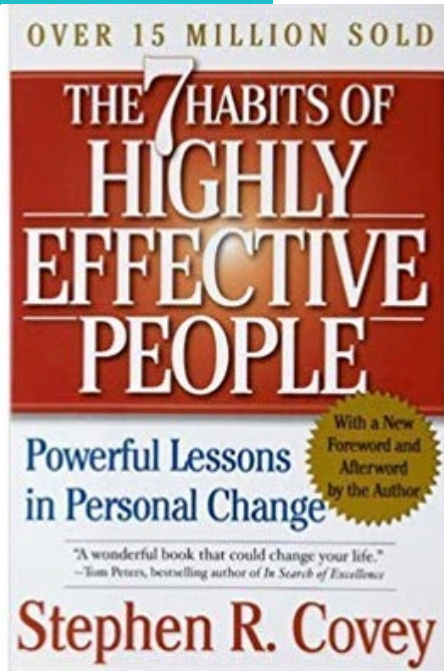
You are riding the subway with some children who are jumping around. As they are really bothering you, you ask the children's father if he could please control his children. The father responds that he did not notice that his children were bothering anyone, which seemed very strange, since the children were clearly out of control. Then you ask father "How could you possibly not have noticed your children's behavior?"



What Would You Do If You Knew?



Adapted from:

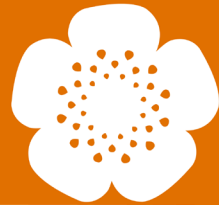


What would you do if you knew more about the family's circumstance?

The father explains that he was extremely sorry for not noticing the situation. He continues to explain that his family has just left the hospital where they learned that his wife, the children's mother, has died. The father says that none of them know how to act in this situation.



Wrap-Up



- ❁ Remain calm.
- ❁ Think about your end goal when you are deciding which conflict resolution style to use.
- ❁ Remember, there are many factors that can influence perception, including culture, history, personal experience, and socialization.
- ❁ Continually check in with the person(s) involved in the conflict and remember to ask: “Is this worth it?”

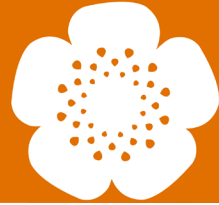




Questions?



Additional Resources



- 🌸 Read Dan McCarthy's "5 Ways to Manage Conflict in the Workplace" at <https://www.thebalance.com/ways-to-manage-conflict-2276062>.
- 🌸 Visit Prezi's conflict, negotiation, and effective communication page at https://prezi.com/j2x3whc_rcna/conflict-negotiation-and-effective-communication/.

