



Best Practice:

The Keys to Conflict Mgmt

First Things First:

- Helps avoid the tendency toward group think
- Serve as a catalyst to organizational improvement
- Encourages new thinking
- Raises questions
- Builds relationships
- Opens minds
- Builds Motivation

**Conflict
can also
be a good
thing...**

Costs of Conflict: Individually



Costs of Conflict: Organizationally

- Waste of time and resources
- Mental health concerns
- Decrease in productivity
- Larger goals compromised
- Vision, mission and values get shelved
- Demotivation and dysfunctional teams are evident
- Absenteeism and Retention concerns
- Deviant behavior surfaces

Three Basic Conflict Styles:



Three Criteria for Conflict Resolution

1. Wise Agreement
2. Efficient
3. Improve **not** Damage Relationship

Most Use Positions as Solutions (or “Bids”)

- Positions are offers and counter offers

Positives:

- Lets the parties know what the other wants
- Provides an anchor so that the parties know how far they are willing to go
- Can help the parties reach an agreement

So Which Approach is Better?

Change the game:

- Substance
- Procedures for dealing with Substance
- Each move you make structures the rules of the relationship

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UPDATED SECOND EDITION

crucial conversations



**TOOLS FOR TALKING WHEN
STAKES ARE HIGH**

FOREWORD BY STEPHEN R. COVEY

NEW YORK TIMES BESTSELLING AUTHORS
PATTERSON · GRENNY · McMILLAN · SWITZLER

The National Bestseller



The Second Edition with
Answers to Ten Questions People Ask

GETTING TO YES

**Negotiating Agreement
Without Giving In**

Roger Fisher and William Ury

and for the Second Edition Bruce Patton
of the Harvard Negotiation Project

Conflict Resolution

1. Separate the People from the problem
2. Focus on Interests not Positions
3. Generate numerous options and outs
4. Insist that the criteria be based on some objective standard.

Separate the People from the Problem

Employees are People 1st

- Unpredictable and So are You
- Desire to be “good”, believe they are “good”, and worry about what others think of them.

On the other hand

- Angry, frustrated, hurt, depressed
- Have egos
- See the world through their eyes and confuse their perception with reality



To Deal With People: Focus on What We Know

1. Perception
2. Emotions
3. Communication

Perception

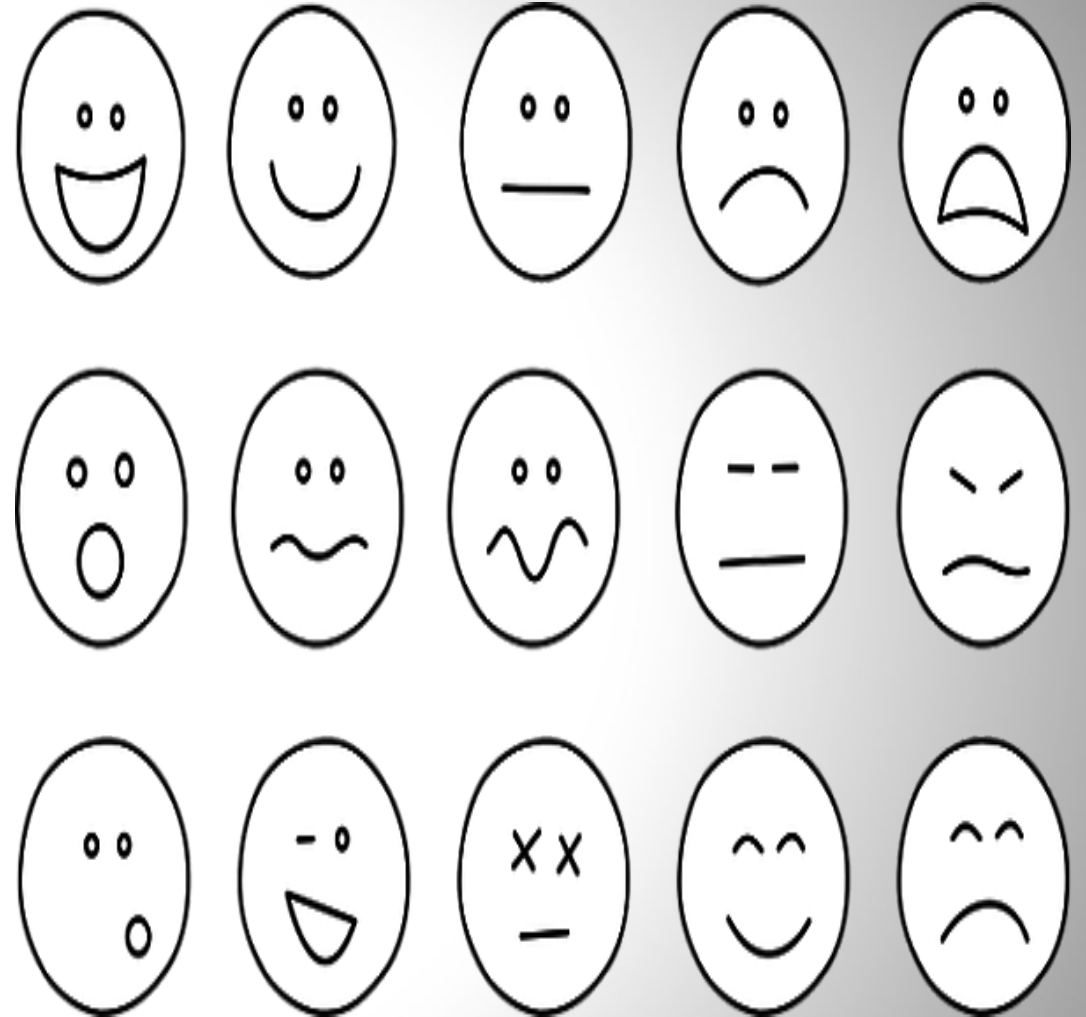
- The difficulty in solving a problem is in the difference between your thinking and theirs about an object or an event.
- People believe the answer lies in the object or event. However the problem (conflict) lies in the perception or in the thinking.
 - Fear, Hope, Facts

Perception

1. What is your perception of the other person?
2. What is your perception of the situation?
3. Is there any other way to see this situation?

Emotions

- Feelings may be more of a problem than the issue.
- At times can end the discussion.



Emotions

- Emotionally, where are you at?
- What would it take for you to feel differently?
- Emotionally, where are they at?
- What would it take for them to feel differently?

Communication

Without
Communication there
is no conflict resolution



Focus on Interests not Positions

Look to the underlying interest

- Most Basic Level
- Interest define the problem
- Needs, Desires, Concerns, Fears

Reconciling Interests NOT Positions because:

- Numerous options can be presented to satisfy problem
- Behind Positions lie many more shared interests than conflicting ones.



Maslow's Hierarchy of Needs

Invent Options for Mutual Gain

- Seems like an “either or” choice or a win/lose option
 - Students Wanting the Orange
- **So Important:**
 - Expand the pie before dividing it
- **4 Issues: These get in the way of developing options**
 - Premature Judgment
 - Searching for a single answer
 - Assumption of a fixed pie
 - Thinking that solving their problem is their problem

Promote a Creative Environment

- 1. Create an Environment:** Place where people can take time to be present in creative problem solving
- 2. Expect it of Your People:** Collectively your team CAN expect creativity of themselves, each other, and of you
- 3. Work with CONFLICT and it will work for you!**
 1. Need Time to discuss and debate
 2. Need a “safe” space
 3. Need an Open (not Empty) Mind

Insist on Utilizing Objective Criteria

- Overall interests may at times conflict no matter how many shared interests.
- Deciding on **WILL** is costly.
 - Because I said so...is a no no!
- Deal with objective standards.



Insist on Utilizing Objective Criteria

Fair Procedures/Objective Procedures

- 1 cuts cake/1 picks piece
- Taking Turns
- Have third party decided
- Must be fair and give equal opportunity.

Negotiating with Objective Criteria

- Frame each issue as a joint search for objective criteria.
- Be open
- Never yield to pressure only to principle.

