
Conflict Management Workshop

AGENDA

- What is conflict?
- Causes of Conflict
- Conflict Styles
- Communication
- Conclusion



HUMBER

What is conflict?

- Conflict comes about when there are disagreements, misinformation, competition, differences that threaten us.
- It can be both positive and negative.



Christopher Moore's Circle of Conflict

Causes of Conflict



Adapted from:
Christopher Moore, *The Mediation Process*, Third Edition (San Francisco: Jossey-Bass), 2003.

Conflict Management Styles (THOMAS KILMANN)



Competing



- They are aggressive, uncooperative and desire to win.
- High concern for goals, and low concern for relationship.
- They pursue own concerns at others' expense

Strategies: control, compete, force, coerce, fight. They are impatient with dialogue and information gathering.

Results: Win-lose

Advantages: Fosters confidence for the winning party in competitive environments. Short-term goals where there is little room or time for discussion can be met quickly.

Disadvantages: The losing party may bear a grudge leading to another conflict. The personal stake in the competitive nature can negatively affect relationships.

Appropriate:

- When a quick decision and action is needed.
- When the outcome is critical and cannot be compromised.
- When you know you are right and are doing the correct thing.
- In emergencies or when safety is a concern.

Inappropriate: When the personal relationship is more important than the issue at stake.

Collaborating

- They are assertive yet cooperating.
- Let discuss together and considers options.
- They try to satisfy everyone's interests.
- High concern for goals, and higher concern for relationships.
- They work together to find solution that meets all needs.
- They are concerned, but committed to resolve

Strategies: Information gathering, dialogue, looking for alternatives.

Results: Win -Win

Disadvantage: It takes lot of time and energy and humongous efforts to achieve and intend to reach at mutual point

- A high possibility of a “dead end”
- Strenuous time and effort but unequal among participants?

Advantage: its aimed to target everyone's concern

- aims to build trust, respect, and healthy harmonious relationships

Appropriate: Best used when parties are in somewhat of an agreement/on the same page

- When there's a long term relationship (ie: family, neighbours, etc.)
- When parties have similar authority/power dynamic

Inappropriate: When there's time constraints/deadline to meet etc. as this style takes a lot of time and energy to establish

- When parties are aggressive and bent on to pursue their selfish interests



Compromising



- Give and take
- Partly goal oriented and cooperative
- Seeking middle ground, and taking turns
- Mid-assertive and mid-uncooperative
- Medium concern for goals and relationships
- Cautious, but open.

Strategies: Reduce expectations, bargain, split the difference.

Results: Lose-lose

Advantages: One advantage is that the outcome can generally be seen as “fair” to both parties because each gets something in return. This can also solve a short-term conflict while laying the foundation to resolving a long-term problem.

Disadvantages: neither party leaves the negotiating table completely happy. Since compromises are short-term, they usually indicate that another conflict will occur in the future.

Appropriate: when the issues are complex and moderately important, there are no simple solutions, and both parties have a strong interest in different aspects of the problem.

Inappropriate: When issues of legal, regulatory, or industry compliance are involved.

Avoiding

- Don't get involved.
- Doesn't satisfy anyone's needs
- Doesn't address issues, but put it off.
- Unassertive/ uncooperative
- Low concern for goals, and low concern for relationships
- Refuses to enter into dialogue or to gather information

Strategies: Avoid, flee, deny, ignore, withdraw, delay.

Results: Lose-lose

Advantages: it can be useful if conflict will not produce a resolution toward the goal or the conflict is perceived as minimal

Disadvantages: The disadvantage of avoidance is that by not addressing conflicts, long-term goals may not be met.

Appropriate:

- When you're still undecided on how to proceed
- When you don't have the resources to devote immediately
- When involved parties are experiencing high tension
- When it has caused distraction from team productivity
- When the issue is not that important
- When you want to reduce tensions
- When you want to buy time

Inappropriate: When true feelings are compromised, and end up building up frustration, which will end up adversary affecting your healthy

- When you need to meet deadline
- When it involve relationships - could damage relationship



Accommodating



- Values relationships more than goals
- Give in to someone else
- Unassertive and cooperative
- Neglects own concerns for goals and high concern for relationships
- Interested in other information & approval

Strategies: Agree, appease, smooth-over, give in.

Results: Win-lose

Advantages: conflict can be quickly resolved, which helps with short-term goals.

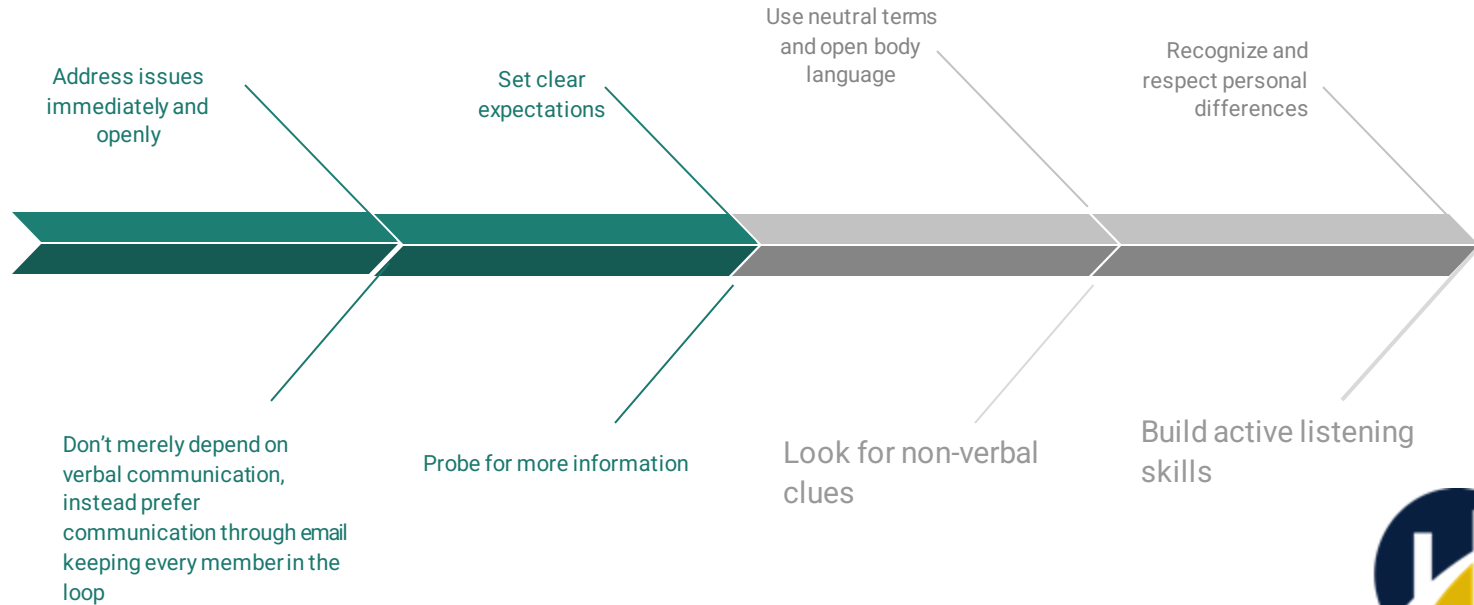
Disadvantages: accommodation can lead to lack of self-esteem within the accommodating party. The winning party may also begin to take advantage. Another disadvantage is that the accommodating party may end up sacrificing a principle that hampers meeting the long-term goal.

Appropriate: use in situations when you want to show that you are reasonable, develop performance, create goodwill, keep peace, retreat, or for issues of low importance.

Inappropriate:

- When there is a long-term goal to meeting.
 - Preserving Relationships.
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Communication and Conflict



Tips for Communication

1. Address issues immediately and openly.
2. Set clear expectations,
3. Use neutral terms and open body language.
4. Recognize and respect personal differences.
5. Don't merely depend on verbal communication, instead prefer communication through email keeping every member in the loop.
6. Probe for more information.
7. Look for non-verbal clues.
8. Build active listening skills.

Active Listening Techniques



Make eye contact while speaking

Let the other person talk without interruption



Giving positive non verbal reinforcement by nodding and smiling



Pay Attention



Clarify. Ask questions about ambiguous issues

Restate the other party's perspective



Summarize other party's views

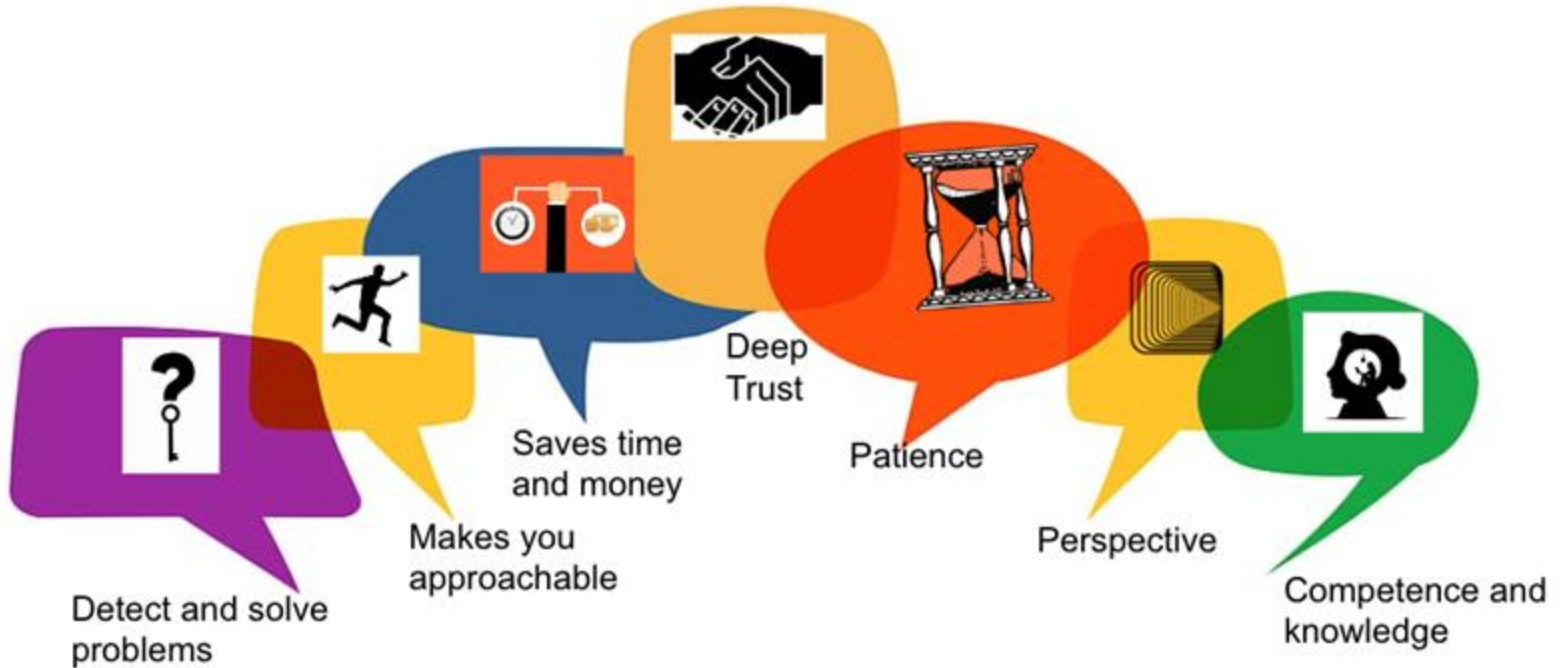
Be okay with silence



Tips for Active listening

1. Make eye contact while speaking.
2. Letting the other person talk without interruption.
3. Giving positive nonverbal reinforcement by nodding and smiling.
4. Pay attention.
5. Clarify. Ask questions about ambiguous issues.
6. Restate the other party's perspective.
7. Summarize other party's views.
8. Be okay with silence.

Benefits of Active Listening



Communication Roadblocks occurs when two people talk in such a way that neither one feels understood.

THE FOUR HORSEMEN AND HOW TO STOP THEM WITH THEIR ANTIDOTES

CRITICISM

Verbally attacking personality or character.



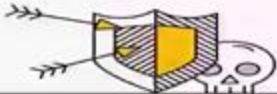
CONTEMPT

Attacking sense of self with an intent to insult or abuse.



DEFENSIVENESS

Victimizing yourself to ward off a perceived attack and reverse the blame.



STONEWALLING

Withdrawing to avoid conflict and convey disapproval, distance, and separation.



GENTLE START UP

Talk about your feelings using "I" statements and express a positive need.



BUILD CULTURE OF APPRECIATION

Remind yourself of your partner's positive qualities and find gratitude for positive actions.



TAKE RESPONSIBILITY

Accept your partner's perspective and offer an apology for any wrongdoing.



PHYSIOLOGICAL SELF-SOOTHING

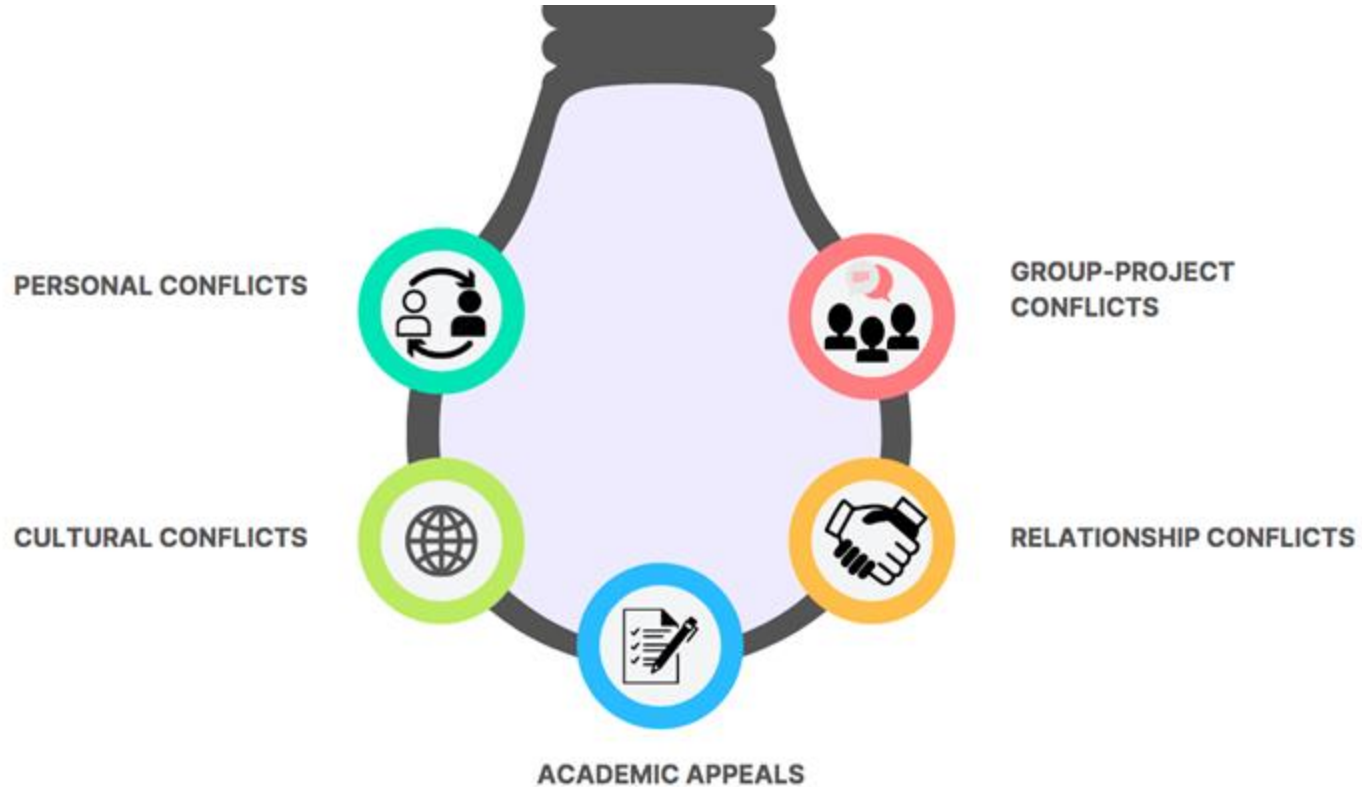
Take a break and spend that time doing something soothing and distracting.



Other Communication Roadblocks

- Ordering (“Stop complaining!”)
- Warning (“If you do that, you’ll be sorry.”)
- Preaching (“You shouldn’t act like that.”)
- Advising (“Just wait a couple of years before deciding.”)
- Lecturing (“If you do this now, you won’t grow up to be a responsible adult.”)
- Agreeing, just to keep the peace (“I think you’re right.”)
- Ridiculing (“OK, little baby.”)
- Interpreting (“You don’t really believe that.”)
- Sympathizing (“Don’t worry, it’ll all work out.”)
- Questioning (“Who put that idea into your head?”)
- Diverting (“Let’s talk about something more pleasant.”)
- Tone

What types of conflicts do we hear about at Humber?



Conflict Resolution Benefits at Guelph/Humber

Virtual and In-Person

