

# Conflict Resolution Workshop

## Alternative Dispute Resolution

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# Agenda

- Introduction
- What is Alternative Dispute Resolution?
- What is Conflict? & Sources of Conflict
- What are Triggers?
- Conflict resolution styles
- Steps to resolve conflict
- Question period



# Introduction

1. Educational backgrounds
2. Alternative Dispute Resolution graduate certificate program at Humber College



# What is Alternative Dispute Resolution?


**Negotiation:** When the disputants work together to resolve their issue





**Mediation:** When a neutral third party helps to facilitate the negotiation and conversation.

**Arbitration:** When a third party hears all the information from the disputants, then makes a decision about the outcome.

# What is Conflict?

 Conflict is a state that exists when one person's wants or needs are, or seem, incompatible with another person's.

 Conflict is a natural part of life, and it can be an opportunity for growth.

 Conflict is DYNAMIC.



Can you think of examples of conflict in your own life?

# How We Experience Conflict...



**Cognitively:** Our perception of the situation and what is going on.



**Emotionally:** The way the situation makes us feel.



**Behaviourally:** What we do when we are in a conflict situation.

# Who Does Conflict Involve?



**Personal Life:** Conflict can occur between family, friends, acquaintances...



**Educational or Professional:** Conflict can occur between peers, coworkers, superiors...

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Conflict can stay between those involved.



Or, conflict can escalate to involve other people and systems for conflict resolution.

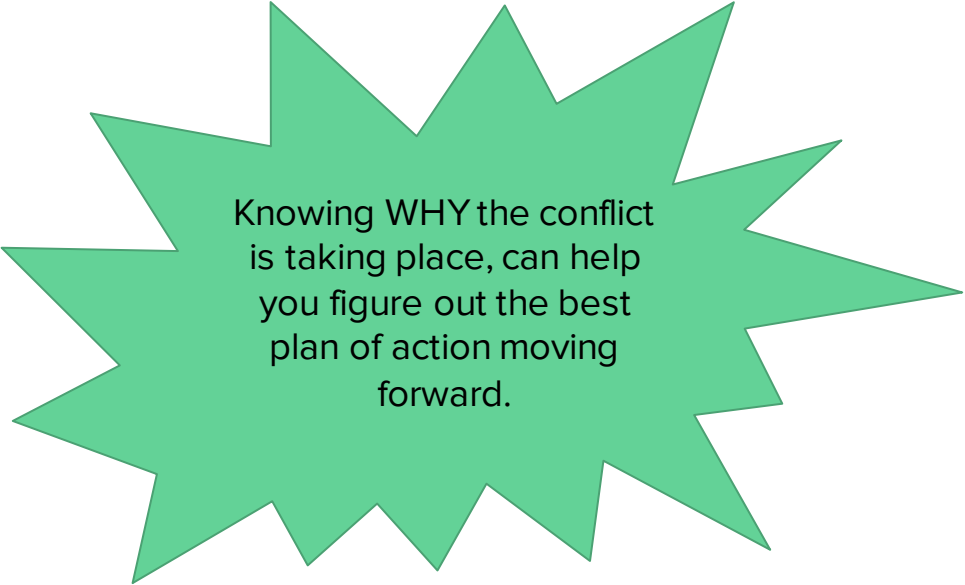


# Sources of Conflict

Sources of conflict refer to the REASONS the conflict is taking place...

General Sources:

- Data
- Interests
- Relationships & Communication
- Values



Knowing WHY the conflict is taking place, can help you figure out the best plan of action moving forward.



# Data Conflict



**Data:** Refers to facts, information or knowledge.

Data Conflicts could stem from...

- People working off of different sets of data
- Misinformation, or lack of information
- Different views on what information is important.

**EXAMPLE:** In a group project, where one member was not updated on the new plan, causing disagreement and confusion.

# Interest-Based Conflict



**Interests:** Refers to what a person wants or needs, and the reasons behind what they want.

Interests could refer to...

- What a person wants in a literal sense, and why
- What a person wants emotionally

So, interest-based conflict could stem from two people's interests being at odds with one another.

EXAMPLE: "I want \$10 from you because I bought you lunch the other day, and I am a little low on cash right now".

# Relationship and Communication Conflict



**Relationships & Communication:** Refers to patterns of interpersonal connection, and the way messages are sent and received.

These types of conflict are often filled with strong emotion and based off of many interactions over a period of time.

EXAMPLE: You are there for your friend, but it feels like they never listen to what is going on in your life, causing arguments and hurt feelings.



# Value Based Conflict



**Values:** Refers to personal beliefs about what is important, what is right & wrong, and the principles we lead our lives by.

Value-based conflict stems from two people having different or conflicting values.

- Often very intense
- Often difficult to resolve

EXAMPLE: Different views on abortion rights.

## Identify the Sources of Conflict...

**SCENARIO:** Two friends, Steve and Oliver, have plans to go downtown Toronto on a Saturday. Oliver shows up at Steve's house at 9:00AM, ready to go with his skateboard and rings the doorbell. Steve has just woken up, answers the door and says, "Man! The Museum doesn't open until 3:00PM, and you KNOW you can't bring your skateboard in anyways!". The boys then argue about what they had thought the plan for the day was.

**What could be some sources of conflict between Oliver and Steve? Why do you think that?**

Different Possible Sources: Data, Interests (ie. wants/needs), Relationship, Communication, and/or Values.

# What are Triggers?

- Situations, memories, objects, or people that spark intense negative emotions
- Triggers can occur quickly and can either lead to a conflict or worsen a conflict

**Feeling ignored**



**Feeling blamed**



**Feeling disrespected**



# Reaction vs. Response

## Reaction

- Speaking right away without thinking first
- Based on emotions
- Leads to a conflict or worsens a conflict



## Response

- Thinking about what you are going to say before speaking
- Thoughtful
- Thinking about the other person's perspective as well as your own

# Managing Triggers

## 1. Self Reflection

- Identifying your own triggers is one of the most important things that you can do to avoid or de-escalate conflicts.
- This is the first step in managing your triggers.

What are some triggers that you have?





# Managing Triggers

## 2. Respond instead of react

1. Politely stop the conversation
2. Walk away to take a breather
3. Come back to the conversation with a RESPONSE

1. Politely stop the conversation
2. Walk away and do something that makes you happy
3. Come back to the conversation with a RESPONSE



# Managing Triggers

3. Think about where your triggers are coming from
  - By thinking about where your triggers are coming from, you can understand why you are triggered by certain actions, comments or behaviours.



# Conflict Resolution Styles

What is conflict resolution?

- The process for handling disputes and disagreements between two or more parties.

What is the goal?

- The goal is to minimize the negative factors that are influencing the conflict and encourage all participants to come to an agreement.

CONFLICT RESOLUTION



# Approaches to Conflict Resolution

## 1. Power based

- Use power to coerce or pressure other people into do something they would not otherwise do.
- For example: nurses going on strike to advocate for higher wages, better working conditions etc.



**All of these approaches to conflict have value**

# Approaches to Conflict Resolution

## 2. Rights based

- Appeal to a general standard and apply it to a particular case.
- Eg. “ What’s the rule that applies to everyone?”



**All of these approaches to conflict have value**

# Approaches to Conflict Resolution

## 3. Interest based

- Seek to identify the underlying needs of the particular individuals in the conflict and generate new ways of meeting as many needs as possible.



**All of these approaches to conflict have value**

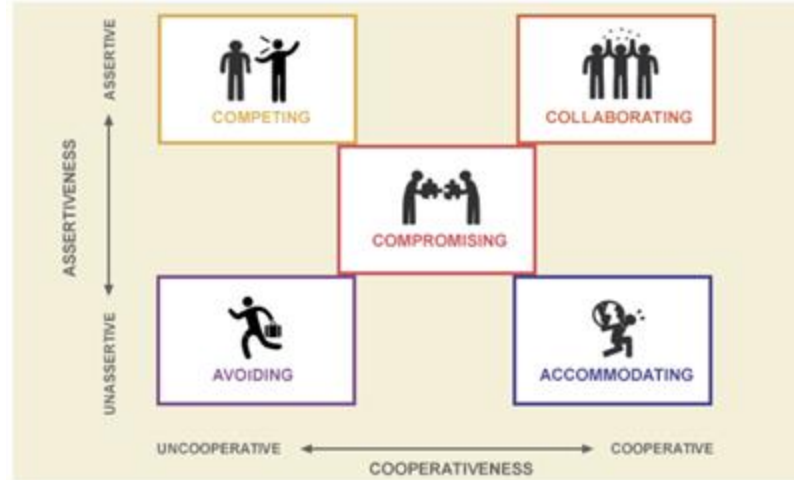
# Thomas Kilmann Conflict Mode

## Competing

Someone who uses the conflict resolution strategy of "competing" tries to satisfy their own desires at the expense of the other parties involved

## Avoiding

Someone who uses a strategy of "avoiding" mostly tries to ignore or sidestep the conflict, hoping it will resolve itself or dissipate.



## Compromising

Involves finding an acceptable resolution that will partly, but not entirely, satisfy the concerns of all parties involved.

## Collaborating

Involves finding a solution that entirely satisfies the concerns of all involved parties.

## Accommodating

Involves taking steps to satisfy the other party's concerns or demands at the expense of your own needs or desires.

# Conflict Resolution Scenario

Scenario 1: In a marketing meeting, the colors for the new spring campaign are being discussed. Raymond really wants the blue colour scheme instead of the red colour scheme while Gina thinks that the red colour scheme is slightly better. **Gina does not care which colour is chosen so she decides to let Raymond choose the colors in an attempt to avoid arguing.**

**Conflict styles: competing, collaborating, compromising, avoiding, and accommodating**



# Conflict Resolution Scenario

Scenario 2: Terry and Janet are leading the design of a new prototype. They are having difficulties, as Terry wants to incorporate a specific set of features. Janet wants to incorporate a different set of features. **To reach a solution, they sit down, talk through each feature, why it is (or isn't) important, and finally reach a solution, incorporating a mix of their features and some new ones they realized were important as they negotiated.**

**Conflict styles: competing, collaborating, compromising, avoiding, and accommodating**

# Improving your Ability to Resolve Conflicts

- Listen effectively.
- Identify specific points of disagreement.
- Express your own needs clearly.
- View conflict as an opportunity for growth.
- Focus on specific issues without generalizing or escalating the situation.

# Steps to Resolve Conflict

## Interest-Based Negotiation

- ❑ Separate the people from the problem
- ❑ Focus on interests and not positions
- ❑ Invent options for mutual gain
- ❑ Use objective criteria

THE INTERNATIONAL BESTSELLER

**GETTING**

↓↓↓ TO ↓↓↓

**YES**

UPDATED  
and  
REVISED

**NEGOTIATING AGREEMENT  
WITHOUT GIVING IN**

ROGER FISHER AND WILLIAM URY  
AND FOR THE REVISED EDITIONS BRUCE PATTON  
OF THE HARVARD NEGOTIATION PROJECT

# Separate the People from the Problem

*“Be soft on the people and hard on the problem”*

- ❑ Put yourself in the other party's shoes
- ❑ Recognize emotions - yours and theirs
- ❑ Work together to come to a resolution



**Position: What you go in asking for**

**Interest: The underlying reason it matters to you**

# Focus on Interests and Not Positions

- ❑ Ask WHY when considering the position a party has taken to discover their interests
  
- ❑ Each side has multiple interests, often resulting from basic human needs:
  - ❑ Security
  - ❑ Economic well-being
  - ❑ Sense of belonging
  - ❑ Recognition
  - ❑ Control over one's life



# Invent Options to Help Solve the Problem

## **Search for options for mutual gain**

- Identify shared interests
- Brainstorm many options - get creative!
- Choose options that satisfy interests of both parties



## **Use objective criteria**

- Independent sources of factual information
  - ex. Market Value



# Questions?

