

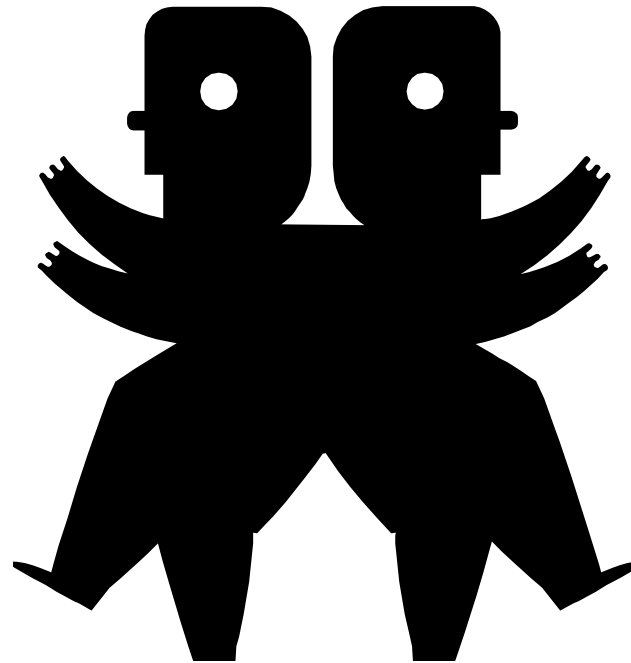
Blaine House Conference on Service and Volunteerism

Conflict Resolution



Principal sources of Conflict

- Difference
 - Perceptions
 - Assumptions
 - Knowledge
 - Experience
 - Expectations
 - Attitudes
 - Beliefs
 - Values
 - Power
 - Resources
 - Influence
 - Competence

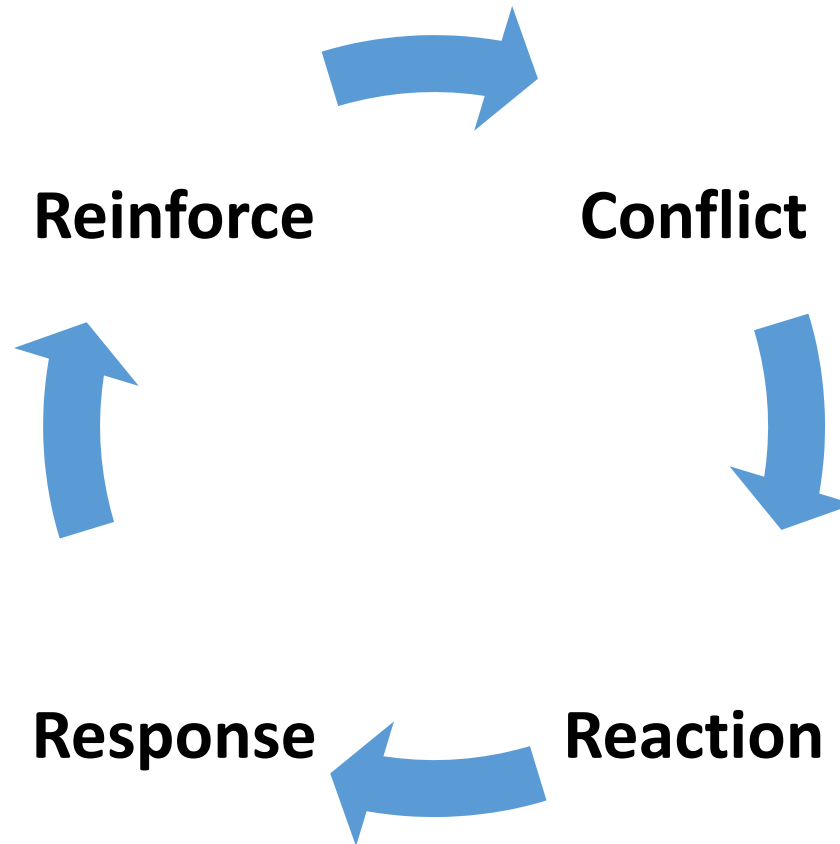


Specific sources of conflict:

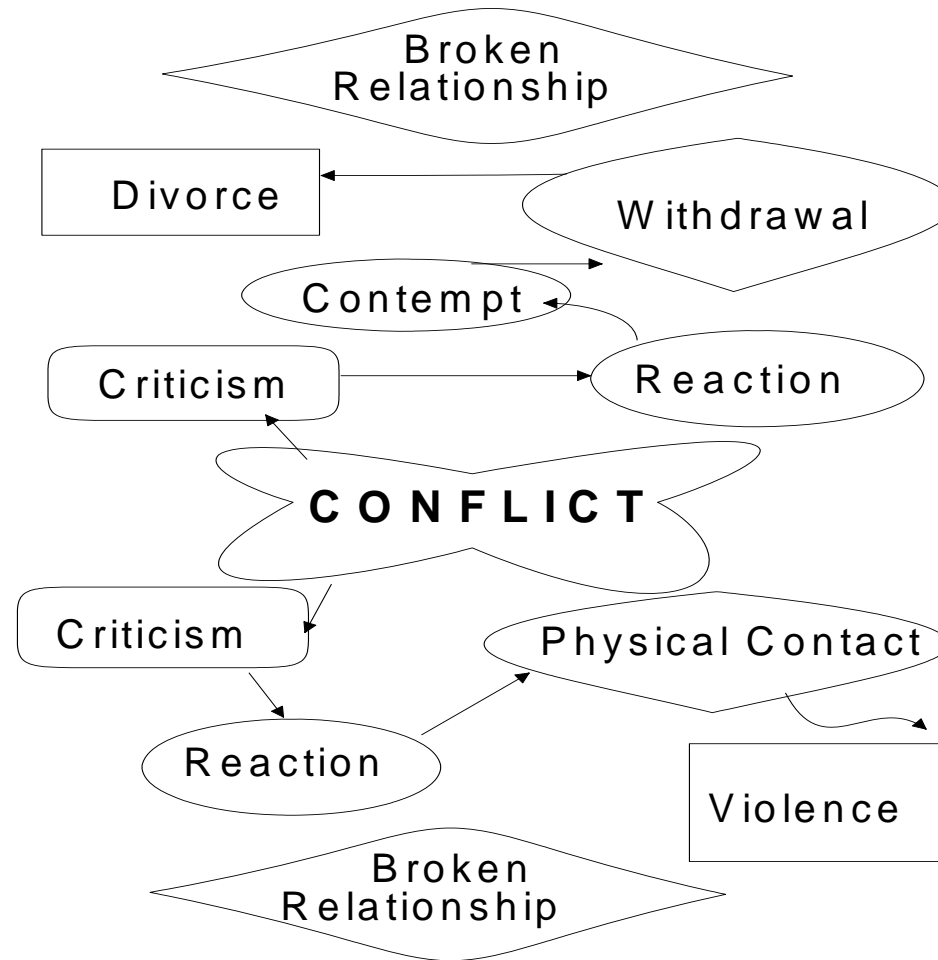
- Disagreement over facts
- Conflict over methods
- Competing or incompatible goals
- Competition for resources
- Conflicting values
- Clashes over human needs
- Miscommunication
- Personal/emotional/psychological issues
- Structural problems
- Misunderstandings over roles



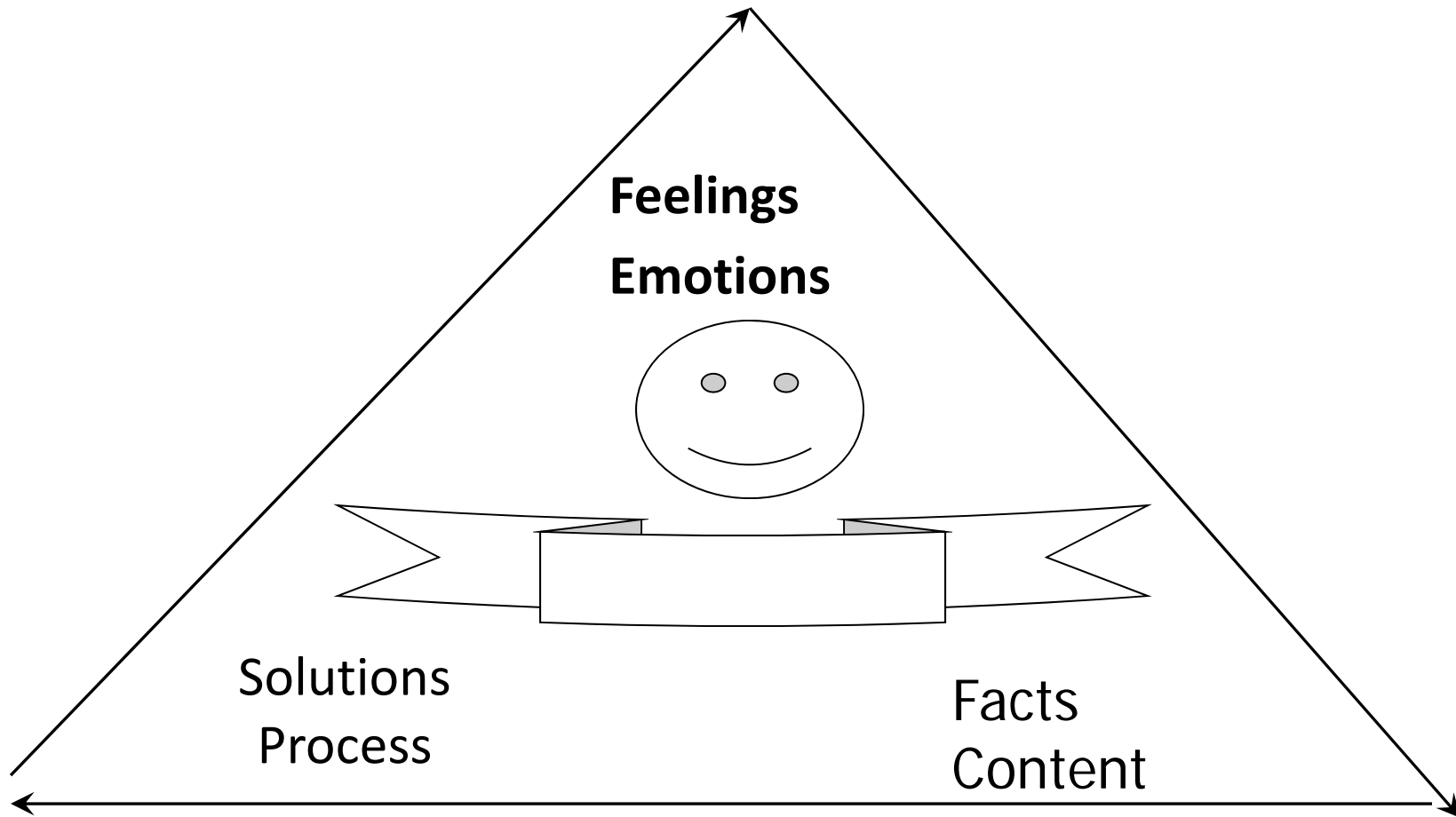
Cycle of Conflict



Conflict Vortex



Triangle of Satisfaction



Effectively processing feelings

- Stay neutral
- Understand rather than evaluate feelings
- Process feelings using silence
- Refocus the discussion on the original topic and its desired outcomes



Effective Listening

Use your body to say “I’m listening.”

Acknowledge the speaker’s statements.

Gather feedback.

Paraphrase and ‘backtrack’.

Summarize. Clarify, clarify, clarify.

Explore options.

Test for agreement.



Re-Framing: Developing Assertive Language

- ***Use “I - statements” rather than “You - statements.”***
- ***Use factual descriptions instead of judgments or exaggerations.***
- ***Take ownership when expressing thoughts, feelings, and opinions.***
- ***Use clear, direct requests or directions (commands) when you want others to do something, rather than hinting, being indirect, or presuming.***



Reframing



- **People avoid being direct and honest because they have learned that it is impolite.**
- **Sometimes we are so careful that we don't communicate the real message.**

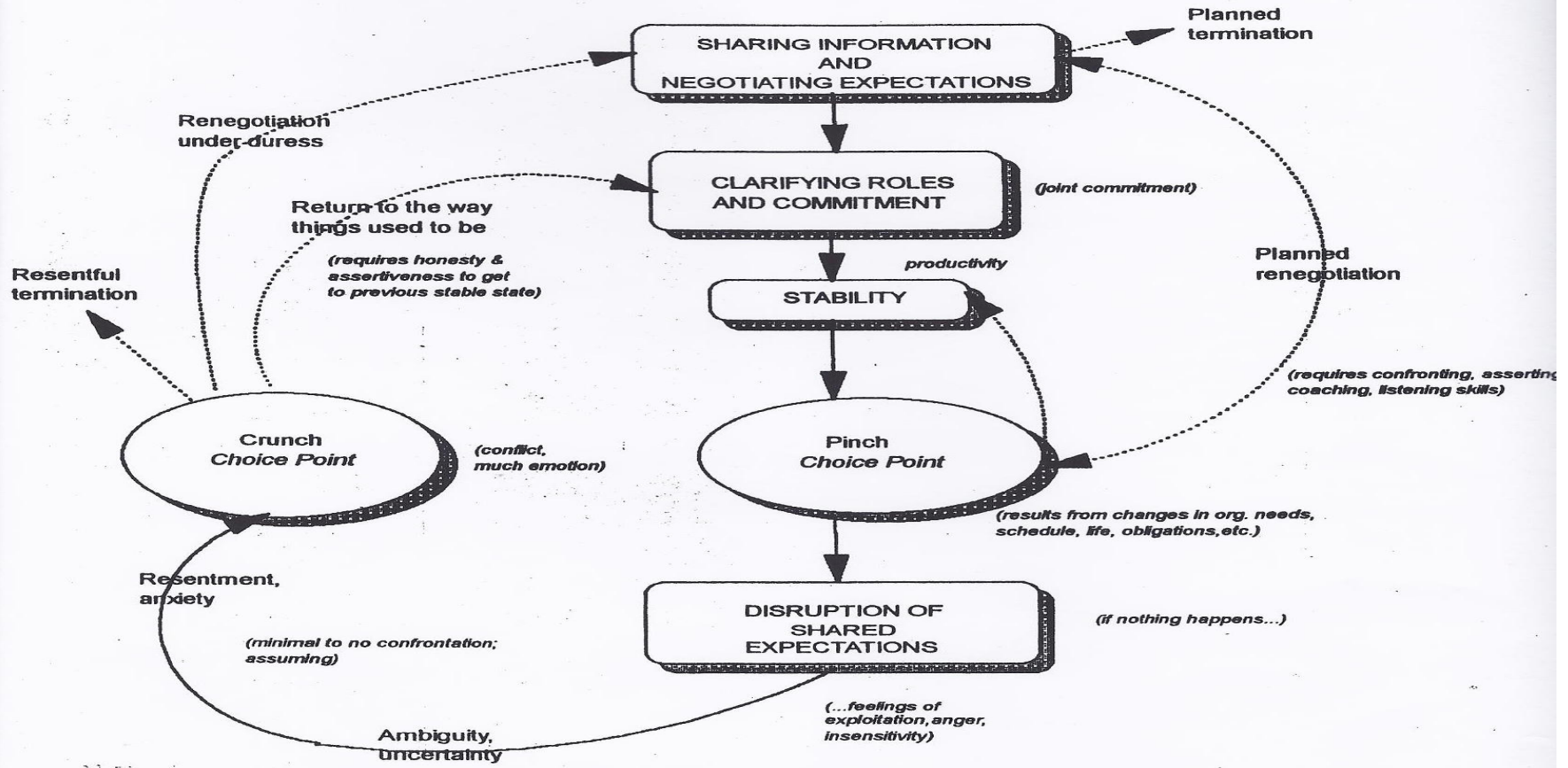
Let's Practice

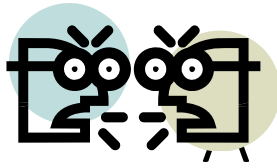


- Let's take a break!

Model for Managing Psychological Contracts

(adapted from Kolb et al, 1991 and Sherwood and Glidewell, 1972)





New View of Conflict



- *From perceiving conflict as always being....*
- A disruption of order
- A battle between two competing desires
- An isolated event we allow to define our entire relationship
- A struggle between right and wrong.
- *To perceiving conflict as often being....*
- An outgrowth of diversity
- One part of a relationship
- Occurrences that punctuate a relationship
- A confrontation between aspects of a relationship but does not define it.

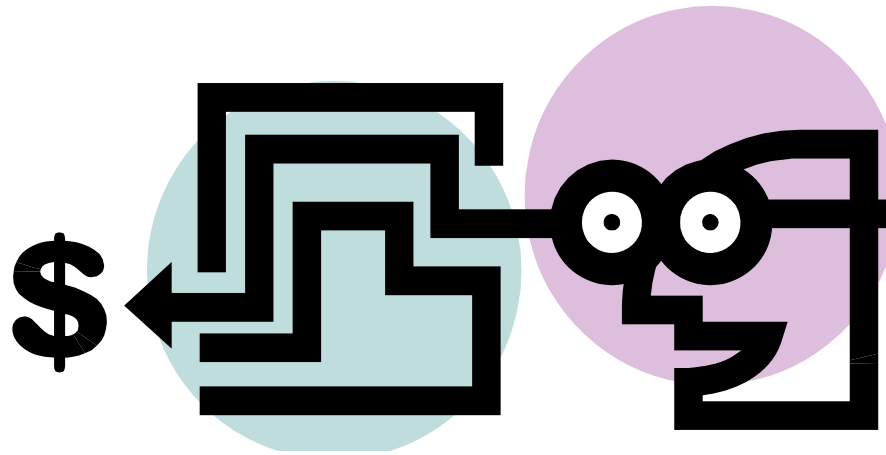
Conflict-Partnership Pathway

1. Create an effective atmosphere
2. Clarify perceptions.
3. Focus on individual and shared needs.
4. Build shared positive power.
5. Look to the future, then learn from the past.
6. Generate options.
7. Develop "do-ables" -- stepping stones to action.
8. Make mutual benefit agreements.



Conflict Partnership Pathway

- Let's practice....



Interests v. positions

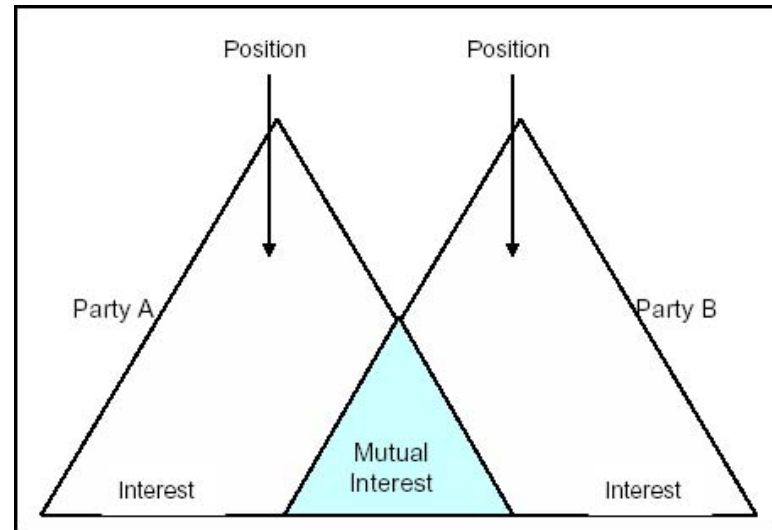


Interests

(What You Really Want)

Positions

(What You Say You Want)



Principles of dispute resolution design

- All disputes have three basic elements:
 - Interests
 - Rights
 - Power

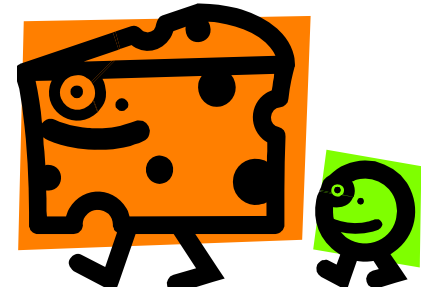


- Put the focus on interests
- Build in 'loop-backs' to negotiations
- Provide low cost rights and power back-ups
- Build in consultation before and feedback after.
- Arrange procedures in a low to high cost sequence.
- Provide the necessary motivation, skills, and resources.

Positional Bargaining: Which game will you play?

- **Soft Bargaining**

- Participants are friends.
- The goal is agreement.
- Be soft on the people and the problem
- Trust others.
- Change your position easily.
- Disclose your bottom line.
- Yield to pressure
- Give in easily to keep peace.



Positional Bargaining: Which game will you play?

- **Hard Bargaining**

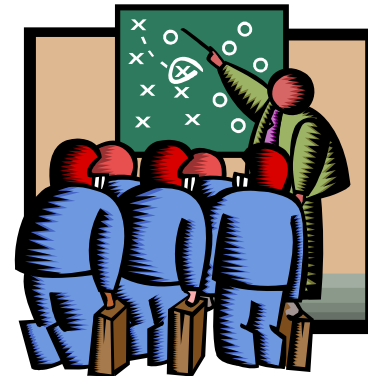
- Participants are adversaries.
- The goal is victory.
- Demand concessions as a condition of the relationship.
- Be hard on the problem and the people.
- Distrust others.
- Dig in to your position.
- Make threats.
- Mislead as to your bottom line.
- Insist on your position.
- Apply pressure.



Principled Negotiations: Change the game: Negotiate on the merits

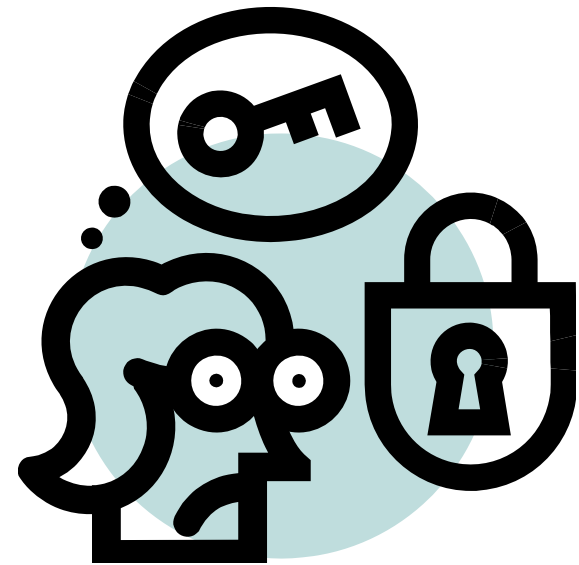
- **Principled Bargaining**

- Participants are problem-solvers.
- The goal is a wise outcome reached efficiently and amicably.
- **Separate the people from the problem.**
- Be soft on the people, hard on the problem.
- Proceed independent of trust.
- **Focus on interests, not positions.**
- Invent options for mutual gain.
- **Insist on using objective criteria.**
- Reason and be open to reason; yield to principle, not pressure.



Getting to Yes

- Separate the people from the problem
- Separate positions from issues
- Let's practice.....



Getting and Staying Centered



- Techniques for pulling yourself together
 - Pay attention to your breathing
 - Slow down
 - Stay centered
 - Pay attention to your posture
 - Change your focus
 - Change your body position
 - Pay attention to short declarative sentences
 - Don't ramble and don't grovel

Stay focused

- Know where you stand
 - Get centered physically
- Meet the 'other'
 - use I statements
- Get on the same side of the problem
 - Let's see what we can do together
- Transform the conflict
 - Focus on shared values
- Affirm peace building
 - Encourage dialogue and congratulate efforts



Managing difference

- Support the person; name the behavior
- Clarify intention
- Refocus energy
- Reframe comment
- Take a break
- Speak to the person privately
- Trust the group



Dealing with Dissenters

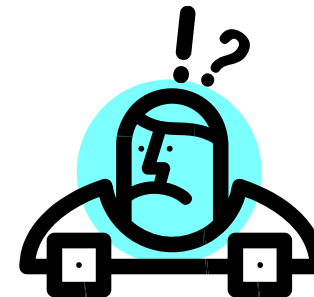
Adapted from P.A.S.T. is the Future, Dr. Jerome T. Barrett



- Don't isolate, threaten or gang up on a dissenter.
- Treat differences of opinions as strengths. The group needs differences to reach the best solution.
- The group must support the dissenter to provide alternatives to find options that all can support.
- Focus on consensus—not everyone's first choice, but a choice all can live with.
- Consensus can mean a person is 75% comfortable, but will support 100%.
- Leave your ego at the door. This is about the best decision for the group.
- The group must name and call out a dissenter who is using power and self-interest to stall decision making.
- A decent respect for the opinion of others is a useful guide for dissenters. It does mean "that if ten people tell you you're drunk, you had better lie down."

Useful questions to ask dissenters

- Is there additional information that is not yet available that would help the decision making?
- What specifically is the dissenter's disagreement with the group?
- What are the areas of agreement? Look for easy yes's.
- Would a listing of pros and cons be useful?
- Should we take a break?
- Are there other issues we can agree on?
- What process does the dissenter suggest for resolving the disagreement?



Thank you!

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