

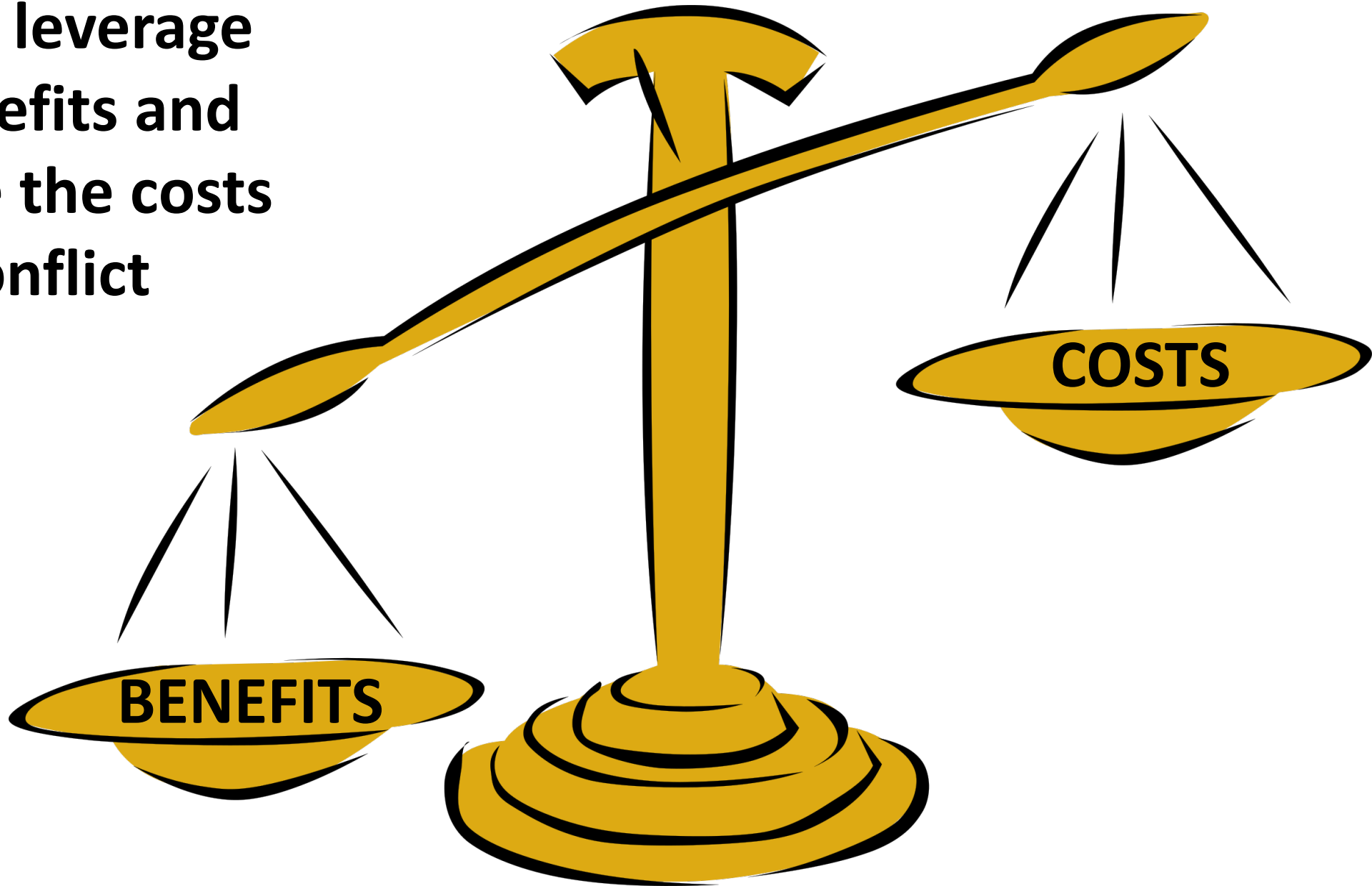
What is conflict?



Conflict:

A disagreement between two or more parties that results from incompatible interests

**Learn to leverage
the benefits and
minimize the costs
of conflict**



Task Conflict



Relationship Conflict



Task conflict:

A disagreement between two or more parties that results from incompatible work-related interests



Positive Outcomes

- Encourages the sharing of new ideas
- Encourages perspective taking and critical thinking
- Facilitates discussion
- Leads to active problem-solving styles



Negative Outcomes

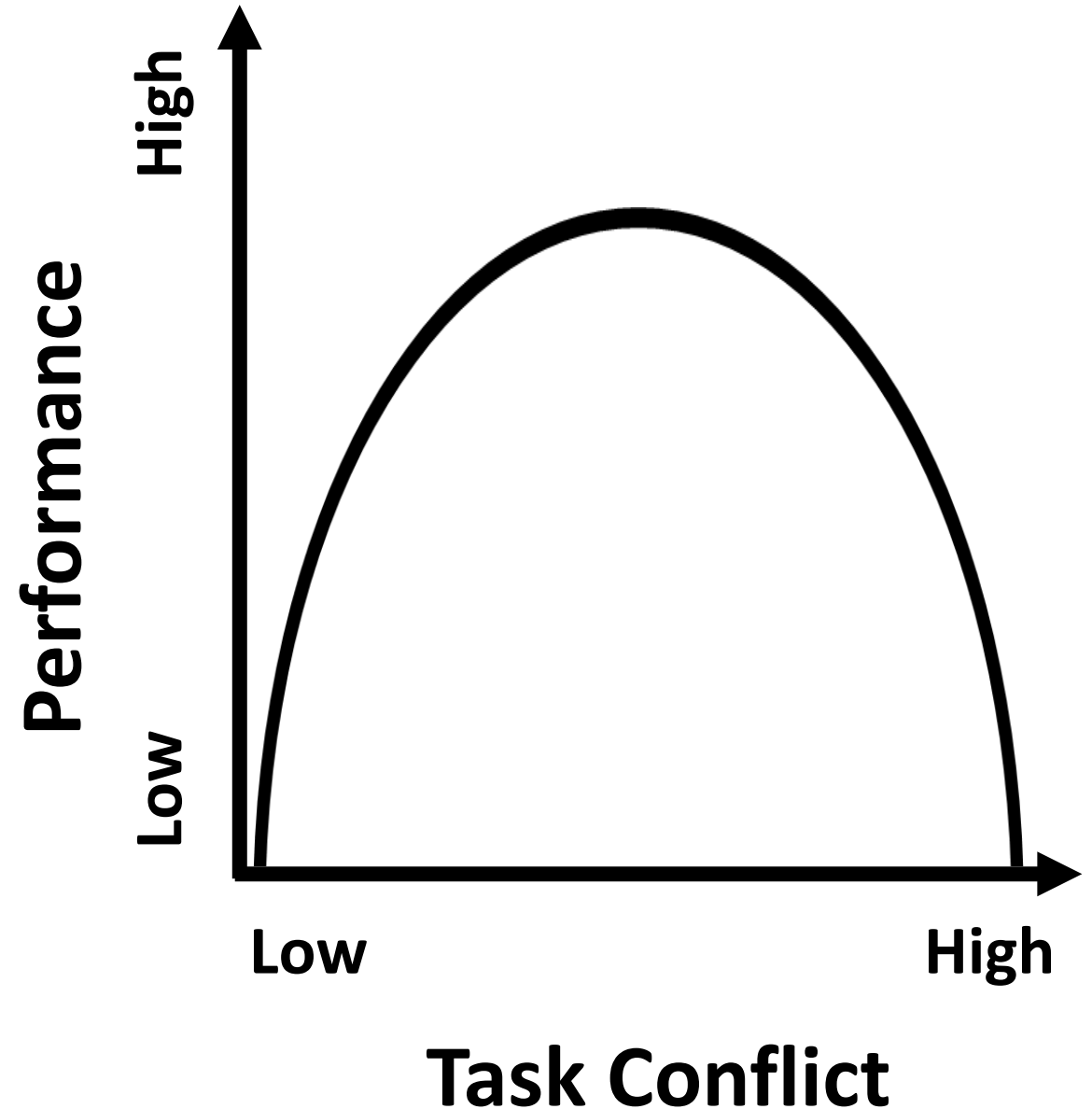


- **Low productivity**
- **Impairs communication and coordination**
- **Reinforces stereotypes**
- **Lead to relationship conflict**

Task Conflict and Performance

**Too little task conflict =
Not enough challenge**

**Too much task conflict =
Not enough productivity**



Negative Outcomes



- **Low productivity**
- **Impairs communication and coordination**
- **Reinforces stereotypes**
- **Lead to relationship conflict**

Relationship conflict:

A disagreement between two or more parties that results from incompatible personal characteristics



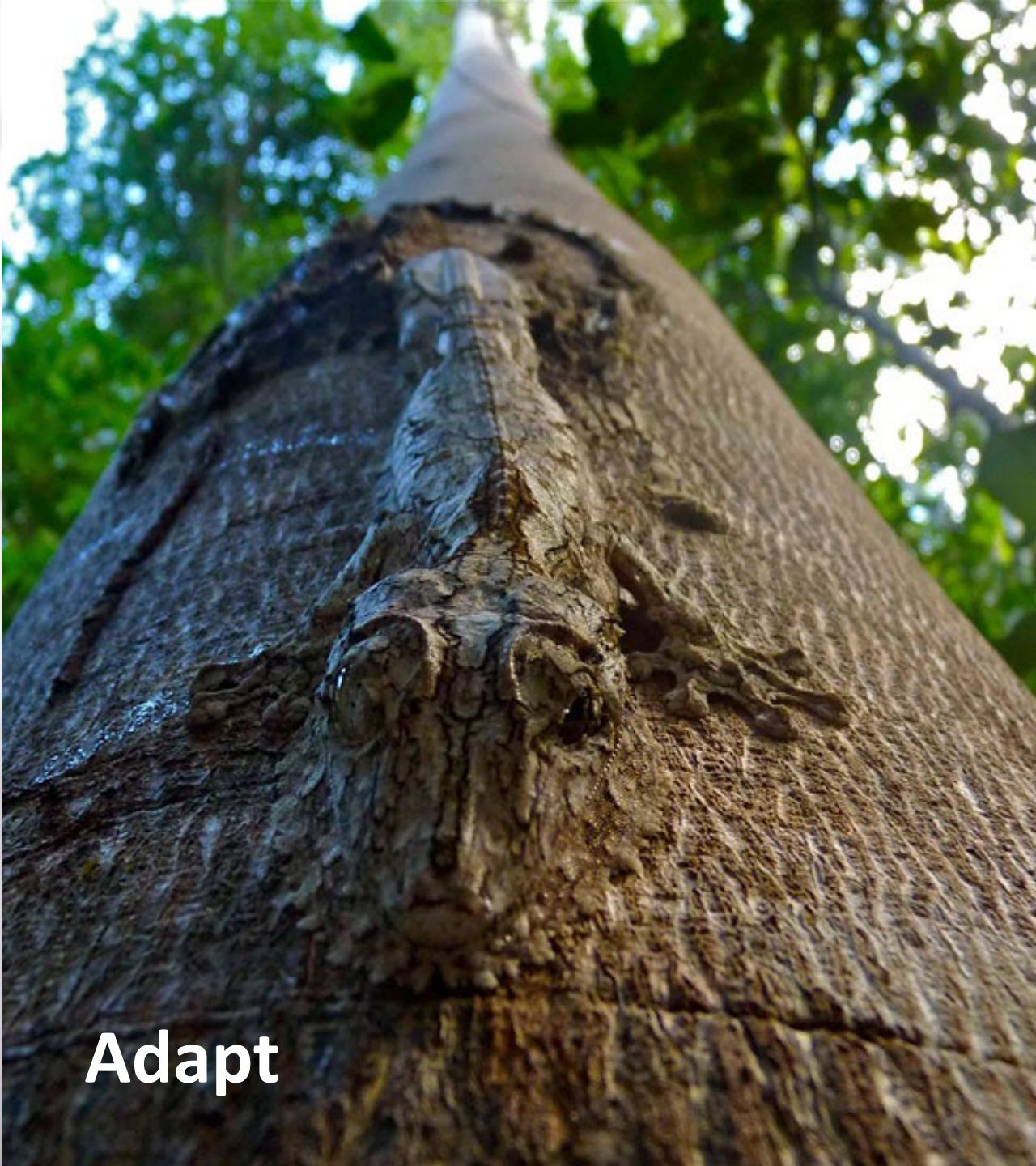
Outcomes

- **Negative emotions**
- **Distractions**
- **Low productivity**
- **Poor decisions**
- **Damage to relationships**
- **Poor group functioning**





Diagnose

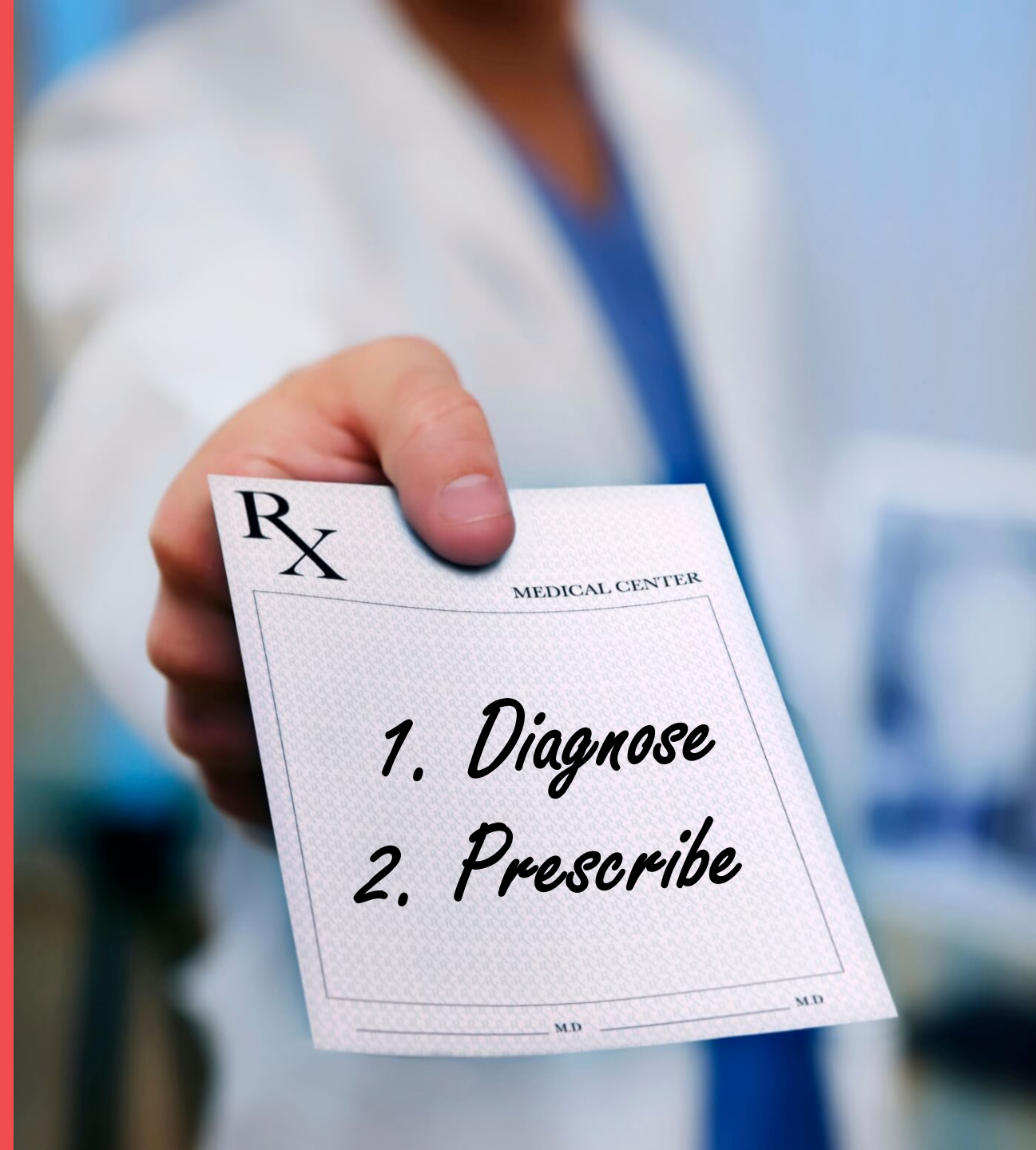


Adapt

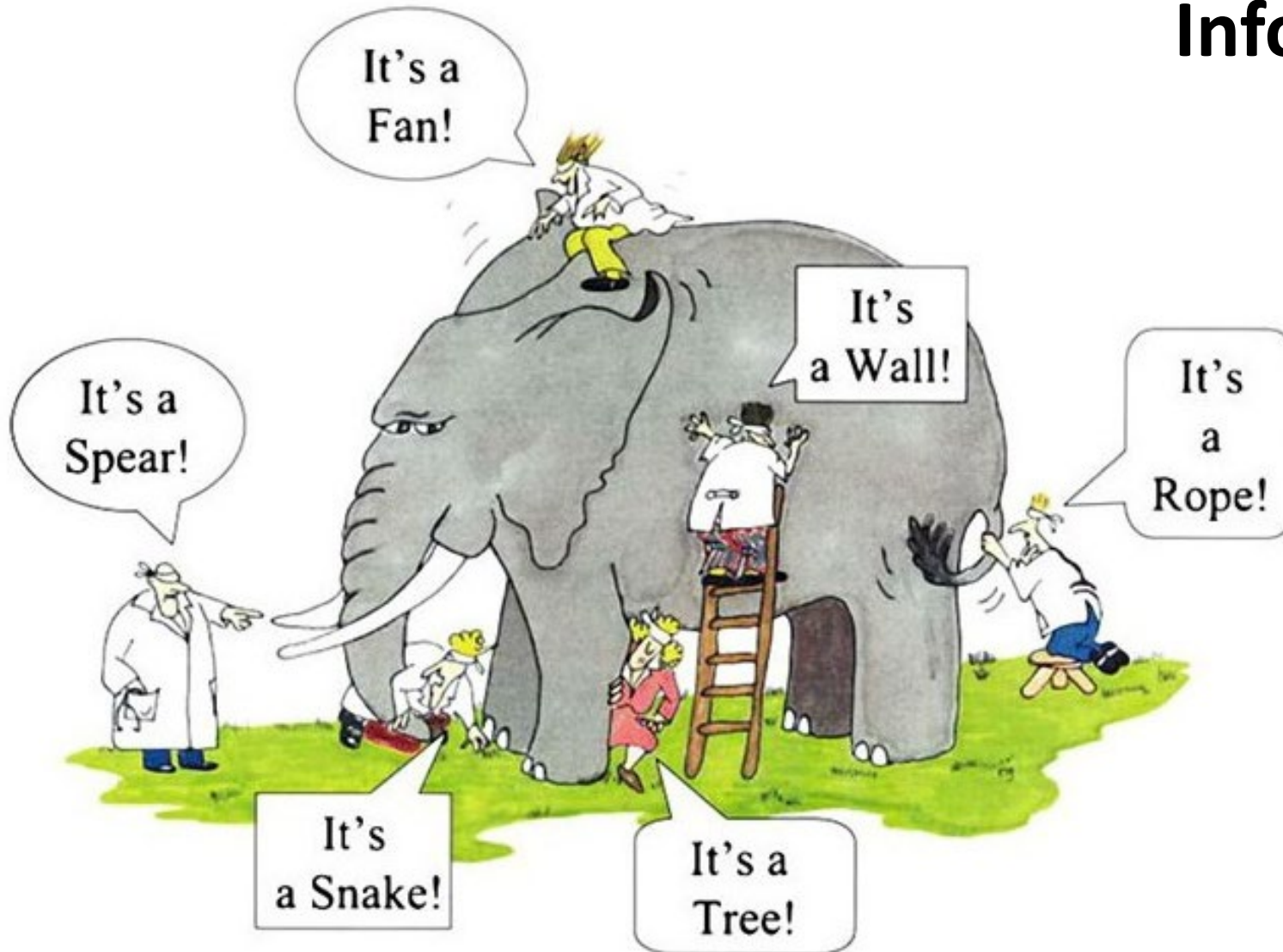
How can we
diagnose
conflict?



- Informational factors
- Perceptual factors
- Role factors
- Environmental factors
- Personal factors



Informational Factors



Perceptual Factors



Role Factors



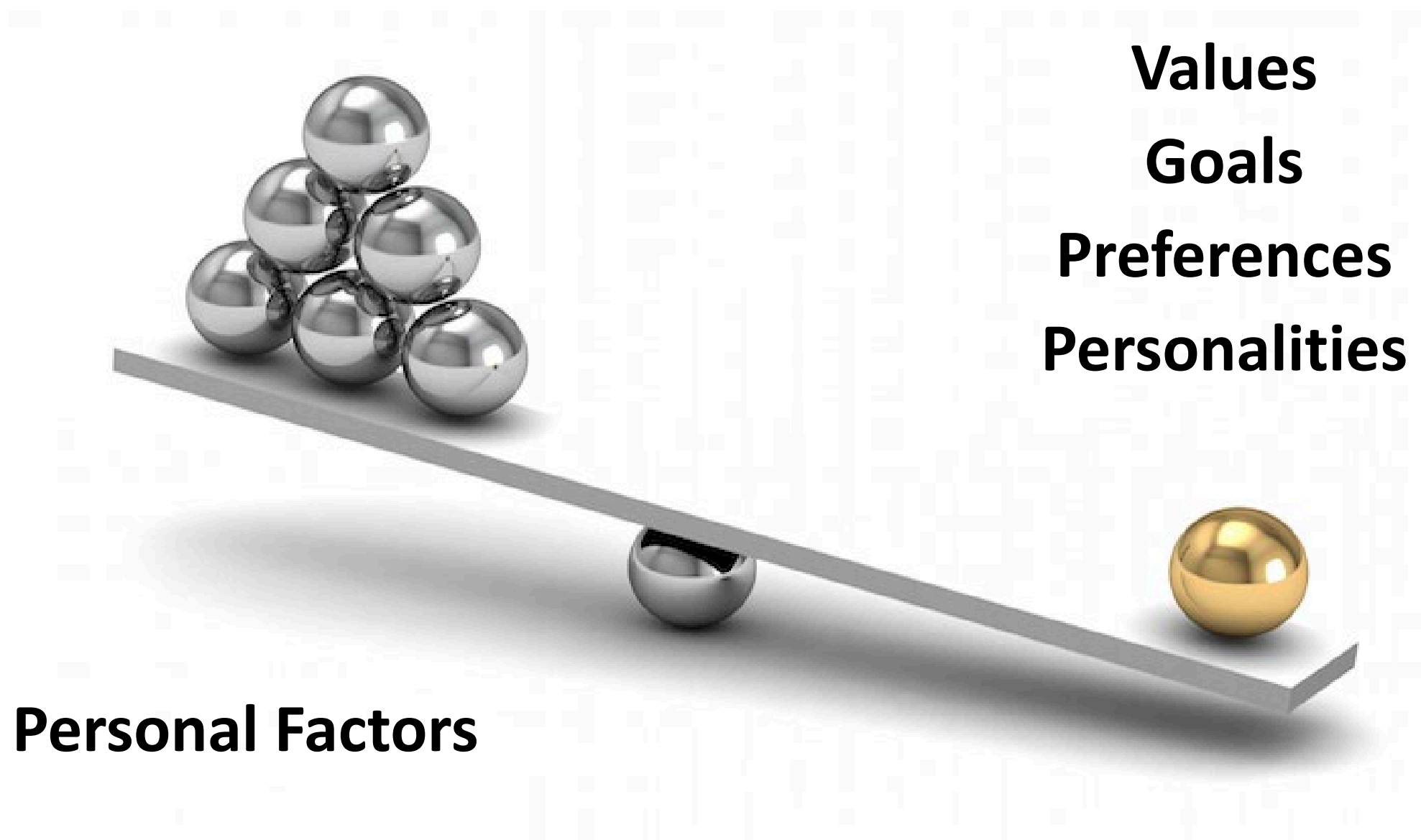
Environmental Factors

Scarcity



Competition





Personal Factors

Values
Goals
Preferences
Personalities

A hand holding a magnifying glass over a puzzle piece labeled 'Conflict'. The puzzle piece is dark grey with the word 'Conflict' in white. The magnifying glass is positioned over the piece, making it larger and more prominent. The background consists of other white puzzle pieces.

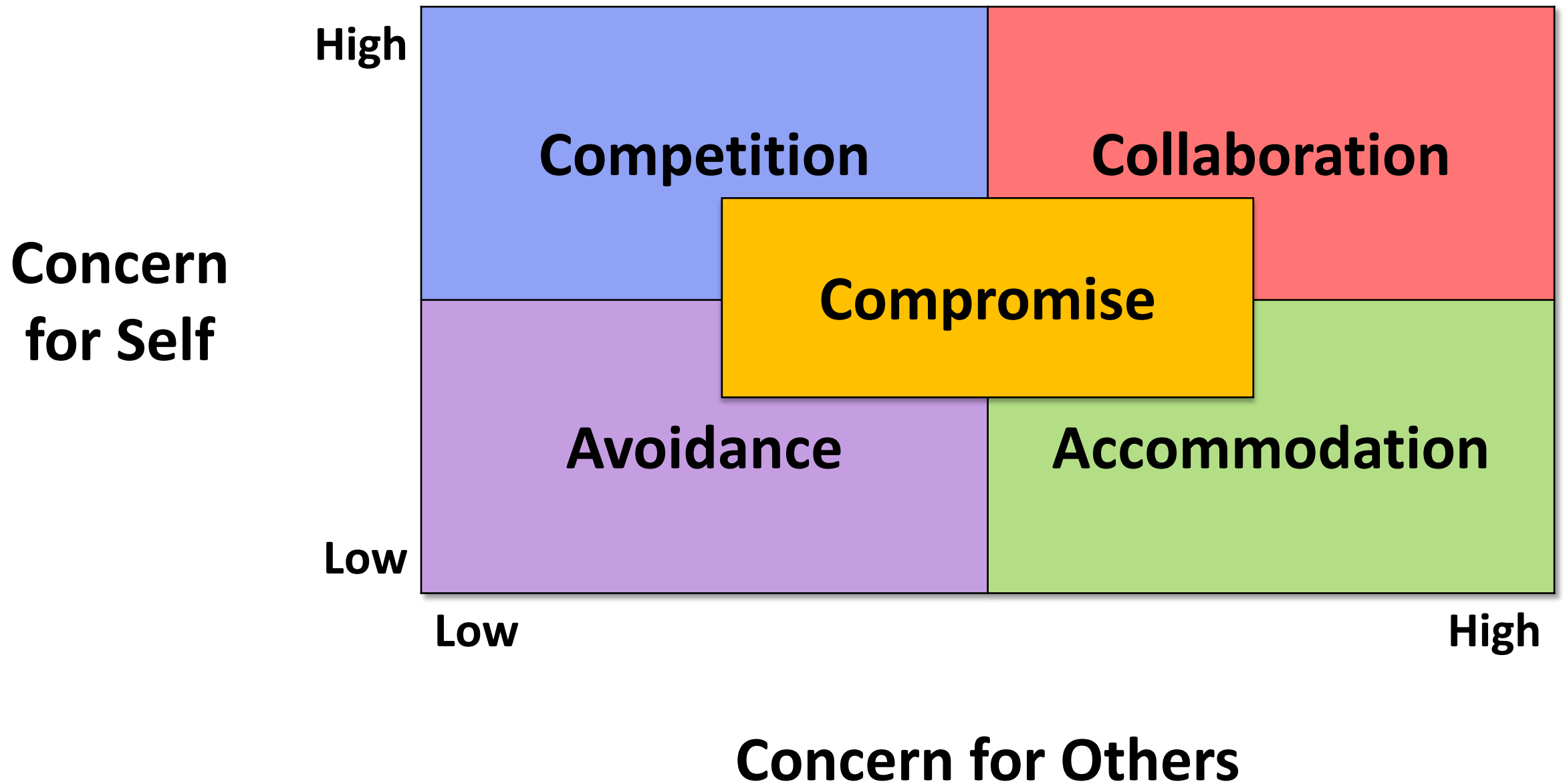
Conflict

A hand holding a magnifying glass over a puzzle piece labeled 'Resolution'. The puzzle piece is dark grey with the word 'Resolution' in white. The magnifying glass is positioned over the piece, making it larger and more prominent. The background consists of other white puzzle pieces.

Resolution

**How can we
adapt our
conflict
management
styles?**







**Different
situations call for
different styles.**

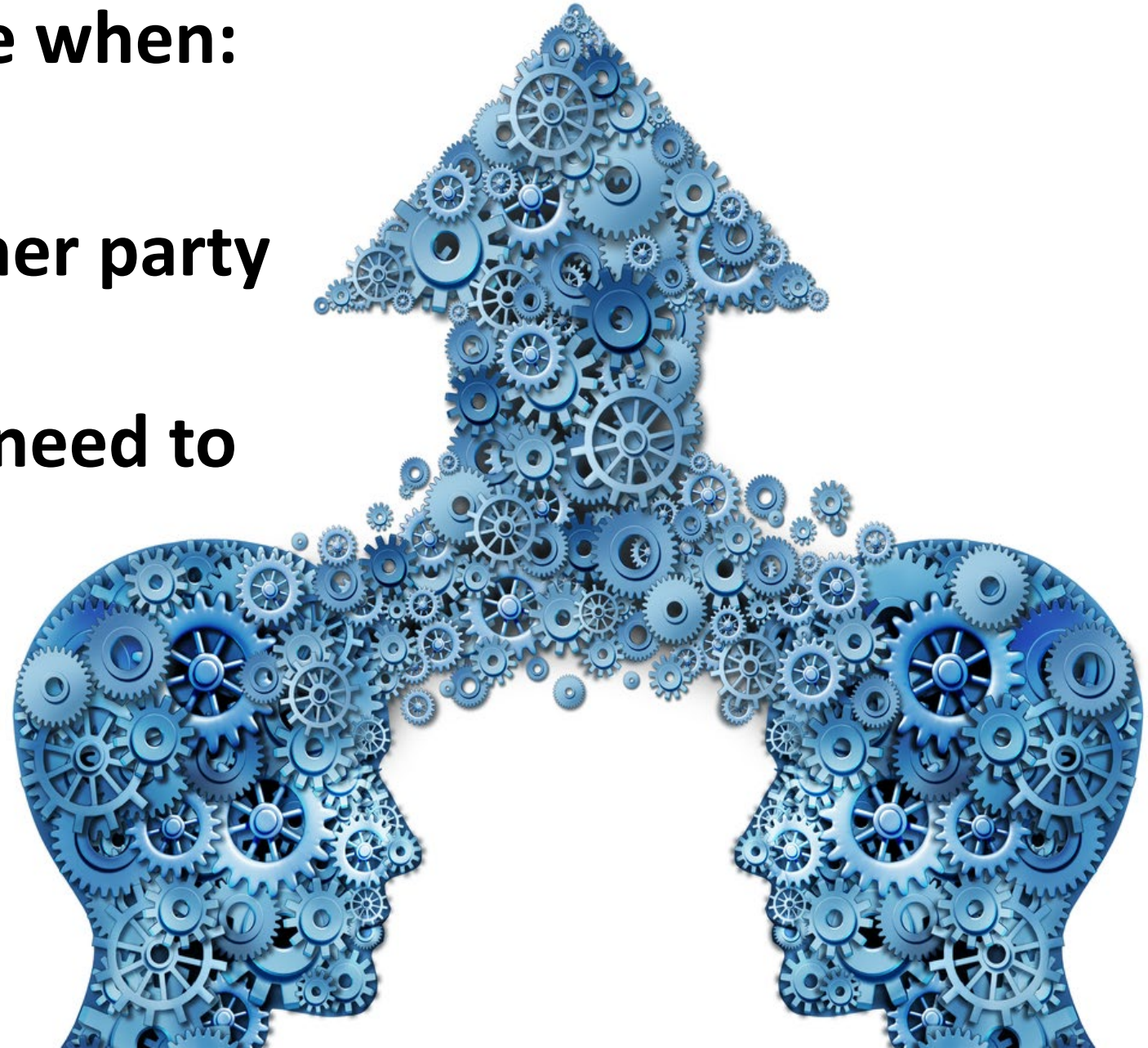
Collaboration

- Assertive and cooperative
- Finds solutions that address both party's concerns



Collaboration is effective when:

- **Learning about the other party is important.**
- **Multiple perspectives need to be combined.**
- **Relationships need to be repaired.**
- **Commitment is important.**



Use collaboration by:

- Encouraging information sharing
- Encouraging creative problem-solving
- Encouraging critical thinking
- Maintaining positive relationships with the other party



Competition

- **Assertive but not cooperative**
- **Pursues self-interests**
- **Uses power as necessary**





Competition is effective when:

- **Safety is important.**
- **The conflict involves perceptual factors.**
- **The other party uses other styles.**

Use competition by:

- Using it sparingly
- Outlining what we want
- Explaining the rationale later



Accommodation

- Cooperative but not assertive
- Sacrifices self-interest in favor of others' interests



Accommodation is effective when:

- **The issue is not important to us.**
- **We need to expand the pie or make a concession.**
- **Others know more about the situation.**
- **Others use their power to outrank us.**
- **We know we made a mistake.**



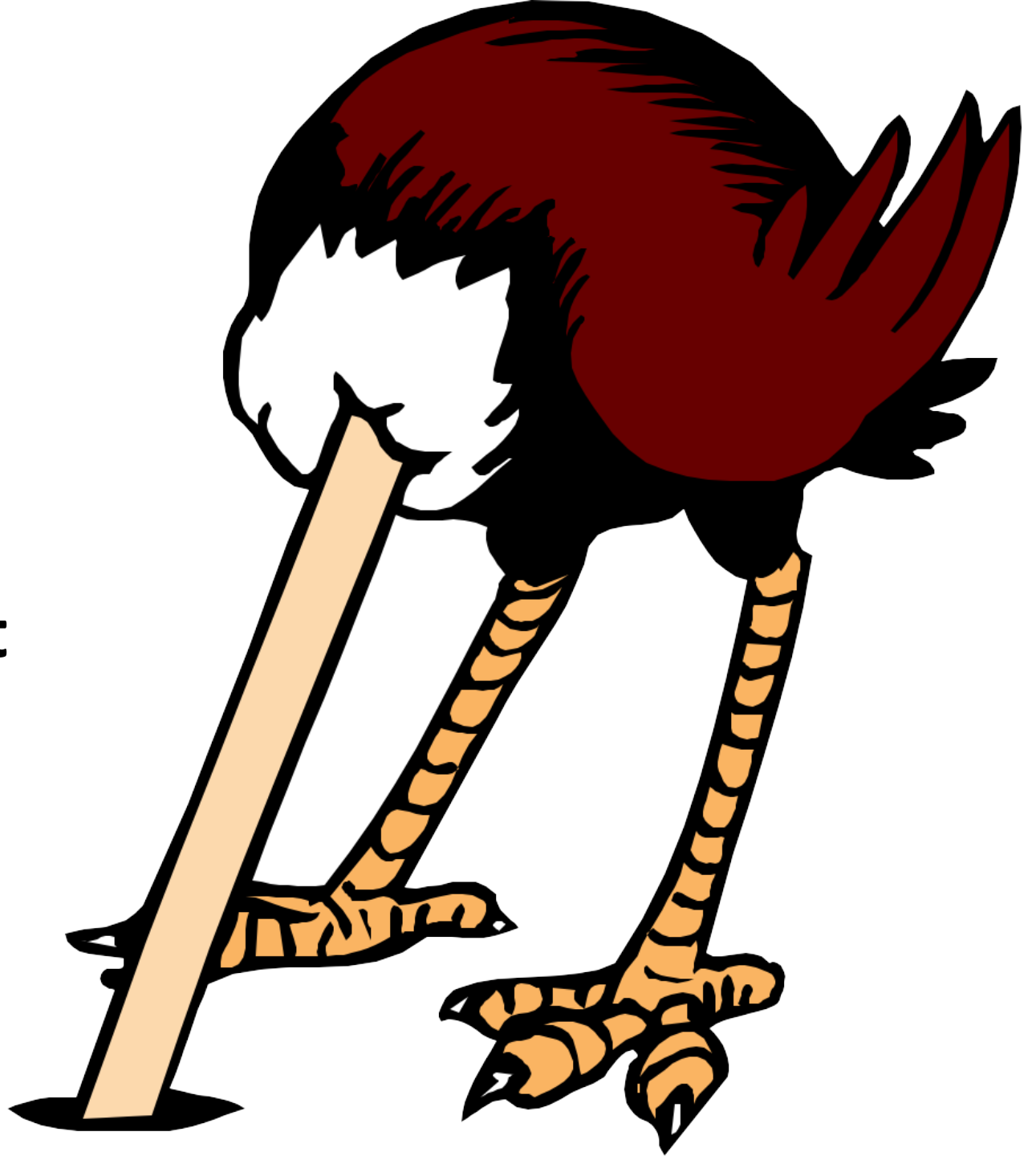


**Use
accommodation
by:**

- **Explicitly
acknowledging
the
accommodation**
- **Using it sparingly**

Avoidance

- Neither assertive or cooperative
- Does not address conflict in any way



Avoidance is effective when:

- **The resolution needs to be delayed.**
- **More information needs to be collected and shared.**
- **Other people need to be involved in the process.**
- **The issue is trivial.**

Use avoidance by:

- **Setting time limits on the time out**
- **Not letting the conflict fester too long**
- **Setting goals for the time out**





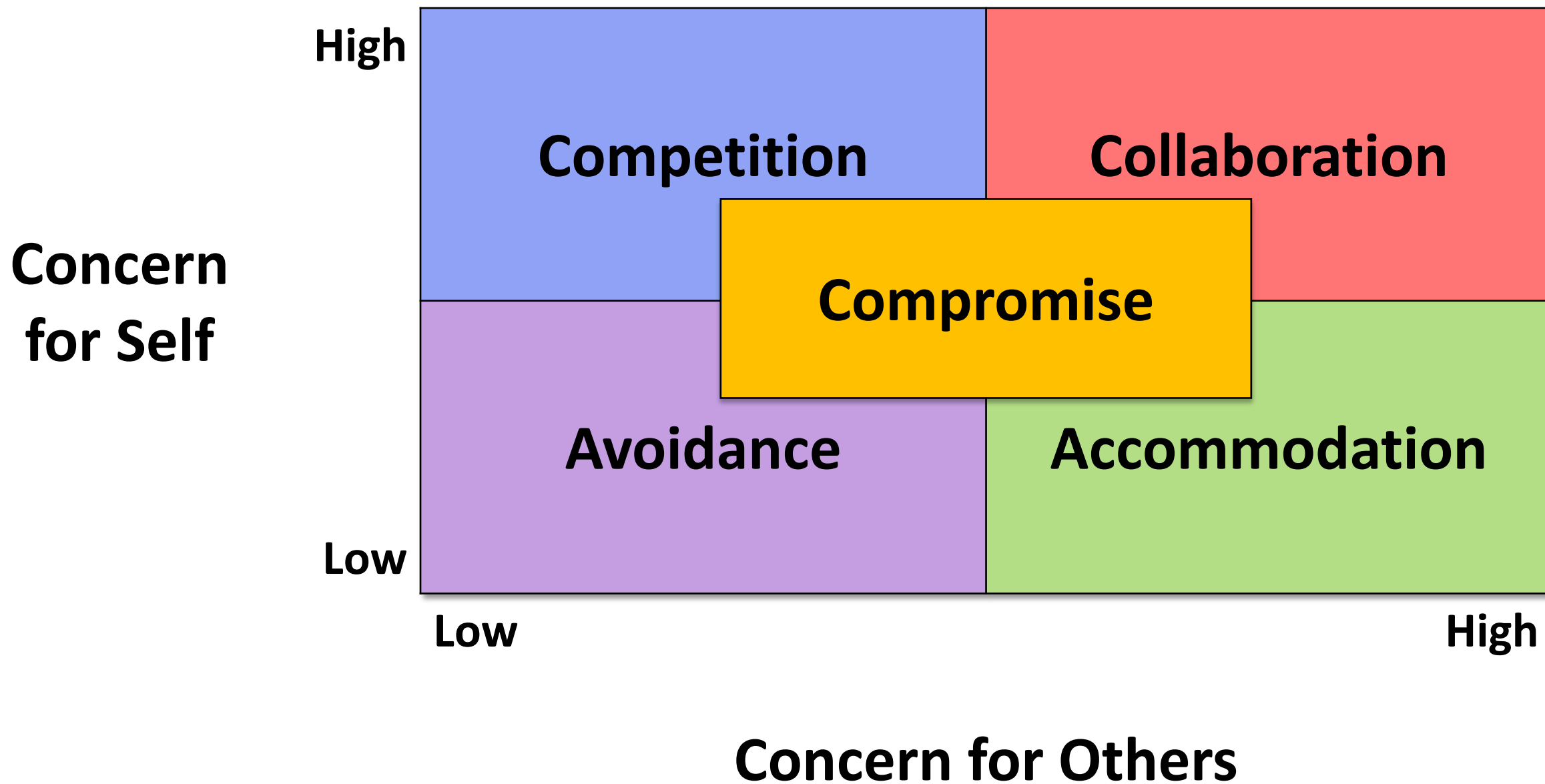
Compromise

- **Moderate cooperation and assertiveness**
- **Finds a mutually acceptable solution**

Compromise is effective when:

- **Resources cannot be expanded.**
- **The conflict involves role factors.**
- **Only a temporary solution is needed.**
- **Time pressures are great.**
- **Previous attempts at conflict resolution failed.**





How can we negotiate more effectively?

Part 1



Negotiation:

The process of reaching an agreement
between two parties





- 1. Determine whether to negotiate**
- 2. Prepare for the process**
- 3. Focus on both parties' interests**
- 4. Identify multiple options**
- 5. Make trade-offs**
- 6. Clarify the agreement**
- 7. Evaluate the process**



1. Determine whether to negotiate

What we currently have

=

**Best alternative to a
negotiated agreement
(BATNA)**

What we could have

=

**Best negotiated
agreement**

2. Prepare for the process





**3. Keep the
discussion
focused on both
parties' interests
(not their
positions)**

How can we negotiate more effectively? Part 2





S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

4. Identify multiple options



5. Make trade-offs



**“My hands
are tied. I
don’t have
authority to
make that
trade-off.”**

**“Can we take a break?
I need to call my people.”**



Ignore influence tactics and restate interests



**Respond to
outrageous
behavior by ending
the negotiation**





6. Clarify the agreement

7. Evaluate the process







**How can
we use
mediation
to address
conflict?**

Mediation:

A technique in which a neutral third-party facilitates the conflict resolution process





- **Establish trust between parties**
- **Use a neutral meeting space**
- **Explain the process**

- **Guide the communication process**
- **Clarify the agreement terms**
- **Follow-up**



Use a neutral meeting space



A minimalist room with a light-colored wall and a wooden floor. On the left, there are four empty white shelves. In the center, three stylized human figures (two black, one grey) are sitting at a black table. On the right, there is a large corkboard with the text "Explain the process" written on it. Below the corkboard is a small wooden desk with a white storage unit underneath it.

Explain the process



Guide the communication process



Clarify the agreement terms



TIME TO
FOLLOW UP



Time for
Action