WHAT IS CONFLICT?
Masculine view: threatening and negative
Conflict should be suppressed
Feminist view: important interaction for getting issues out on the table and resolved
Compromise and win-win conclusions are possible
Maier, 1993

HOW DO CONFLICTS DEVELOP?
Disparity between a group member’s self-esteem and their esteem according to others
Generational changes
Alterations in task assignments
Oedipal relationships
Burns, 1978

CONFLICT 101
More than just a disagreement
Will continue to fester when ignored
Response is based on our perceptions
Triggers strong emotions
Opportunity for growth

CONFLICT
RESOLUTION
1: a formal expression of opinion or intention made, usually after voting, by a formal organization, a legislature, a club, or other group.
2: something determined or decided

MANAGEMENT
1: the act or art of managing: the conducting or supervising of something (as a business)
2: judicious use of means to accomplish an end.

dictionary.reference.com/browse
www.merriam-webster.com/dictionary
WHAT IS CONFLICT RESOLUTION?
Developing methods to work through conflicts
Developing the process is just as important as the conflict itself

CHANGE
Conflict management and resolution involves change.
Conflict management and resolution is a process.
Change is a process not an event.

THE PROCESS OF CHANGE
A 5% difference one way or the other is considered change
In times of change it is crucial to utilize the resources available to you
Not all changes are necessarily positive
Change is contagious

5 STEPS TO CHANGE
1. Precontemplation—not thinking about change and in some cases you do not know a problem exists
2. Contemplation—considering the pros and cons of changing but no decision
3. Preparation—change could be imminent
4. Action—behavior has been changed but requires commitment
5. Maintenance—new behavior practiced for six months

Dr. Mehmet Oz, 2012 Readers Digest

EMOTIONAL INTELLIGENCE
Self-awareness
Delayed gratification
Awareness of other's emotions
Humor

SELF-AWARENESS
What is your style in terms of leadership?
How does your style differ from those you work with?
How does your style differ from those you are leading?
How does your style impact conflict resolution?
THE PROCESS
Identifying the actual problem
Recognizing the conflict resolution style needed in this situation
Working through the differences and developing consensus on how to solve the problem

RECOGNIZE THE PROBLEM
Conflicts arise from differences but the conflict is more than just a disagreement
A situation in which one or more parties perceive a threat
It does not matter if the threat is real or not
Perception is 90% of reality

THE PERCEPTION
Conflict should be suppressed
We respond to conflicts based on our perceptions - this includes leaders
Our perceptions are not necessarily an objective view of the facts.
Our perceptions are influenced by our life experiences, culture, values and beliefs

LEADERSHIP STYLE
Self-awareness
Recognition that managing people is a science as well as an art

LEADERSHIP STYLE
Resolving conflict involves making a choice in the style of leadership that is needed
Shark: lacks compassion, often arrogant, stern taskmaster
Dolphin: compassionate, treats subordinates with respect
Guppy: takes on role of social worker; strives to be everyone's friend
Swim with the Dolphins - Glaser and Smalley

UNHEALTHY RESPONSE TO CONFLICT
Inability to recognize and respond to the things that matter to the other person
Explosive, angry, hurtful and resentful reactions
Isolation or shaming of the individual
Inability to compromise or see the other person's side
Fear and avoidance of conflict: the expectation of bad outcomes
AWARENESS OF DIFFERENCES
Myers-Briggs Personality
Kiersey Temperment Scale
Kraybill Conflict Style Inventory
Thomas Kilman Inventory

ENNEAGRAM STYLE
The Reformer  The Loyalist
The Helper  The Enthusiast
The Achiever  The Challenger
The individualist  The Peacemaker
The Investigator

EXTRA ENNEAGRAM
The Reformer
The Helper
The Achiever
The individualist
The Investigator

STYLE
Collaborator
Compromiser
Accommodator
Controller
Avoider

DRAW A PIG

TAKE OUT A BLANK SHEET OF PAPER, YOU HAVE TWO MINUTES TO:

HEALTHY RESPONSE TO CONFLICT
The capacity to recognize and respond to the things that matter to the other person
Calm, non-defensive and respectful reactions
The ability to seek compromises and avoid punishing
A belief that facing conflict head on is the best thing for both sides

INDIVIDUAL STRATEGIES
INDIVIDUAL STRATEGIES

When angry separate yourself from the situation and take time to cool out
Attack the problem - not the person. Start with a compliment.
Communicate your feelings assertively, not aggressively.
Express feelings without blaming
Focus on the issue, not your position about the issue

INDIVIDUAL STRATEGIES

Accept and respect that individual opinions may differ, don’t try to force compliance, work to develop common agreement
Don’t review the situation as a competition, where one has to win and one has to lose. Work toward a solution where both parties can have some of their needs met.

INDIVIDUAL STRATEGIES

Focus on area of common interest and agreement, instead of areas of disagreement and opposition.
NEVER jump to conclusions or make assumptions about what another is feeling or thinking
Listen without interrupting; ask for feedback if needed to assure a clear understanding of the issue.

GROUP STRATEGIES

DEAL WITH THE ISSUE AS SOON AS IT APPEARS

Schedule a meeting with all parties involved
Stick with the facts until you figure out what is truly happening
Remain emotionally detached

HAVE THE PARTIES INVOLVED STATE THEIR PROBLEMS

Deal with the negatives - both sides
Written is best and it allows for clarity
Verbal provides an opportunity for an expression of emotion - which exists anyway
STATE THE POSITIVES
Difficult to separate negatives from positives
Encourage a discussion of the progressive part of the relationship and examine the effective aspects
Discussing the positives allows you to gain an understanding of what both parties are seeking

EXAMINE VARIOUS SOLUTIONS
Create and combine positive goals
Motivate parties to make a commitment
Ask what they are ultimately looking for as a goal
Ask what they are willing to commit to and why
Remember that when only one side’s needs are met the conflict will continue

ADDRESS THE NEGATIVES
Show the real and imagined perceptions
Try to find the positive - no matter how small
Email examples: the forward button
Remember that perception is 9/10ths of reality
Inform everyone of the consequences of not doing their part

IMPLEMENT A SUPPORTING SESSION
Schedule regular meetings to monitor the solution
Write it down and stick to it
Without a monitoring system progress cannot be made or maintained
Encourage all parties to stay in the present and forget the past

POSITIVE END
Build power with - not power over others
Recall positive aspirations and expectations
Thank everyone for listening and participating

REMEMBER
Conflict is a normal part of healthy relationships - professional or personal
Learning how to deal with conflict is crucial
Dealing with conflict in a respectful and positive way provides an opportunity for growth ultimately strengthening the bond between the individuals in the organization
DOLPHIN STYLE
Balanced Management
Decisive - yet flexible
Self-confident - yet empowering
Strong - yet compassionate

CONFLICT RESOLUTION/MANAGEMENT
Tough enough to be caring yet caring enough to be tough

THANK YOU
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