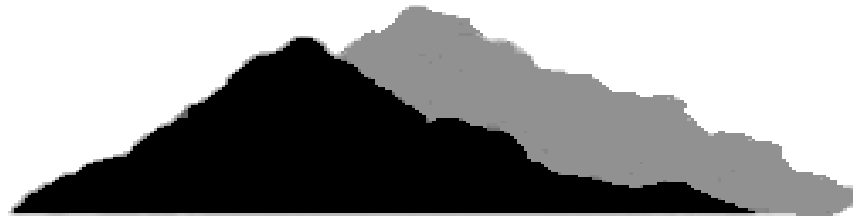


# CONFLICT MANAGEMENT



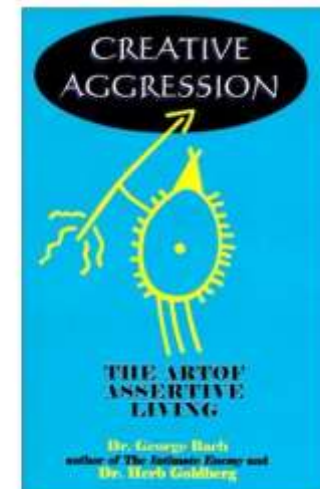
**Advanced Management, Inc.**

**1936 Oak Ridge Turnpike, Oak Ridge, TN 37830**

**865-483-9500 | [www.ami-tn.com](http://www.ami-tn.com)**

**The history of man is replete with mechanisms and attempts to control aggression. People have tried to pray it away, wish it away, or play it away. More recently they have tried to psychoanalyze it away. But it does not seem to go away.**

**George Bach/Herb Goldberg  
Creative Aggression**

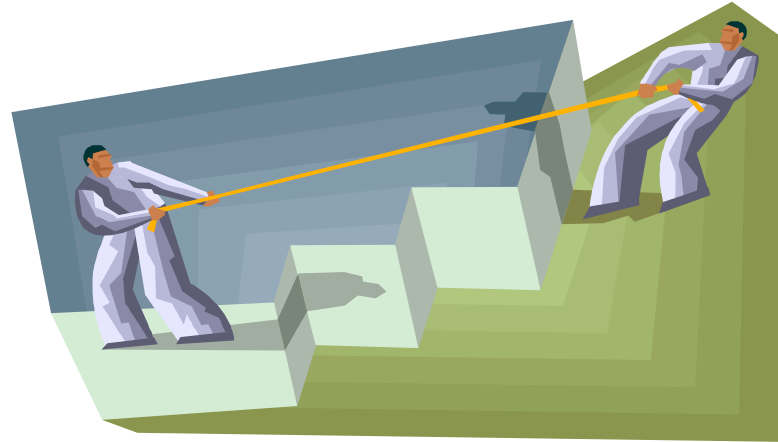


# Conflict is...

- Any situation where your concerns or desires differ from another person's.
- Where two or more people are competing over a common resource.



# Conflict



- Not Bad
- Fact of Life
- All Relationships Have It
- Natural
- We all Have a Style

# Crazy Makers

- The Avoider
- The Psuedoaccommodator
- The Guilt Maker
- The Subject Changer
- The Distracter
- The Mind Reader
- The Trapper
- The Crisis Tickler
- The Gunnysacker
- The Trivial Tyrannizer
- The Joker
- The Beltliner
- The Blamer
- The Contract Tyrannizer
- The Kitchen Sink Fighter
- The Withholder
- The Benedict Arnold

# Nine Factors that Promote Conflict

1. Role definitions are ambiguous.
2. Conflict of interests exists.
3. Barriers to communication exist.
4. One party dependent on the other.
5. Degree of differentiation in an organization increases.
6. Degree of association of parties increases.
7. Where consensus between parties is necessary.
8. Where behavioral regulations are imposed.
9. As the number of unresolved prior conflicts increases.

1	2	3	4	5
Sources of Potential Conflict	Perception Under Conflict-Escalation Mode	Resultant Orientation	Perception Under Conflict-Prevention & Resolution Mode	Resultant Orientation
Concern with self	Narrow (own)	Short Term Perspective	Broader	Long Term Perspective
Different Goals	Conflicting	Individualistic	Complementary	Super ordination
Resource Issues	Limited	Fighting	Expandable	Sharing
Power Issues	Limited	Lack of trust	Sharable	Trust
Different Ideologies	Conflicting	Stereotyping	Varied	Understanding
Varied Norms	Must be uniform	Intolerance	Diverse and Evolved	Tolerance
Relationship	Dependent	Dominance/ Submission	Interdependent	Empathy and Cooperation

**Some potential sources of conflict in a group and the perceptions of group members in two different modes**

• Power



• Competition



• Trust





# Defensiveness

Attempting to protect the public image that we perceive is being attacked.



# Defense Mechanisms:

## Protecting your Self- Concept

- Rationalization
- Compensation
- Reaction Formation
- Projection
- Identification
- Fantasy
- Repression
- Dependency or Regression
- Emotional Insulation and Apathy
- Displacement
- Undoing
- Verbal Aggression

# A Poison Tree

I was angry with my friend.  
I told my wrath, my wrath did end.  
I was angry with my foe:  
I told it not, my wrath did grow.

And watered it in fears,  
Night and morning with my tears;  
And I sunned it with smiles,  
And with soft deceitful wiles.

And it grew both day and night,  
Till it bore an apple bright;  
And my foe beheld it shine.  
And he knew that it was mine,

And into my garden stole  
When the night had veiled the pole:  
In the morning glad I see  
My foe outstretched beneath the tree.

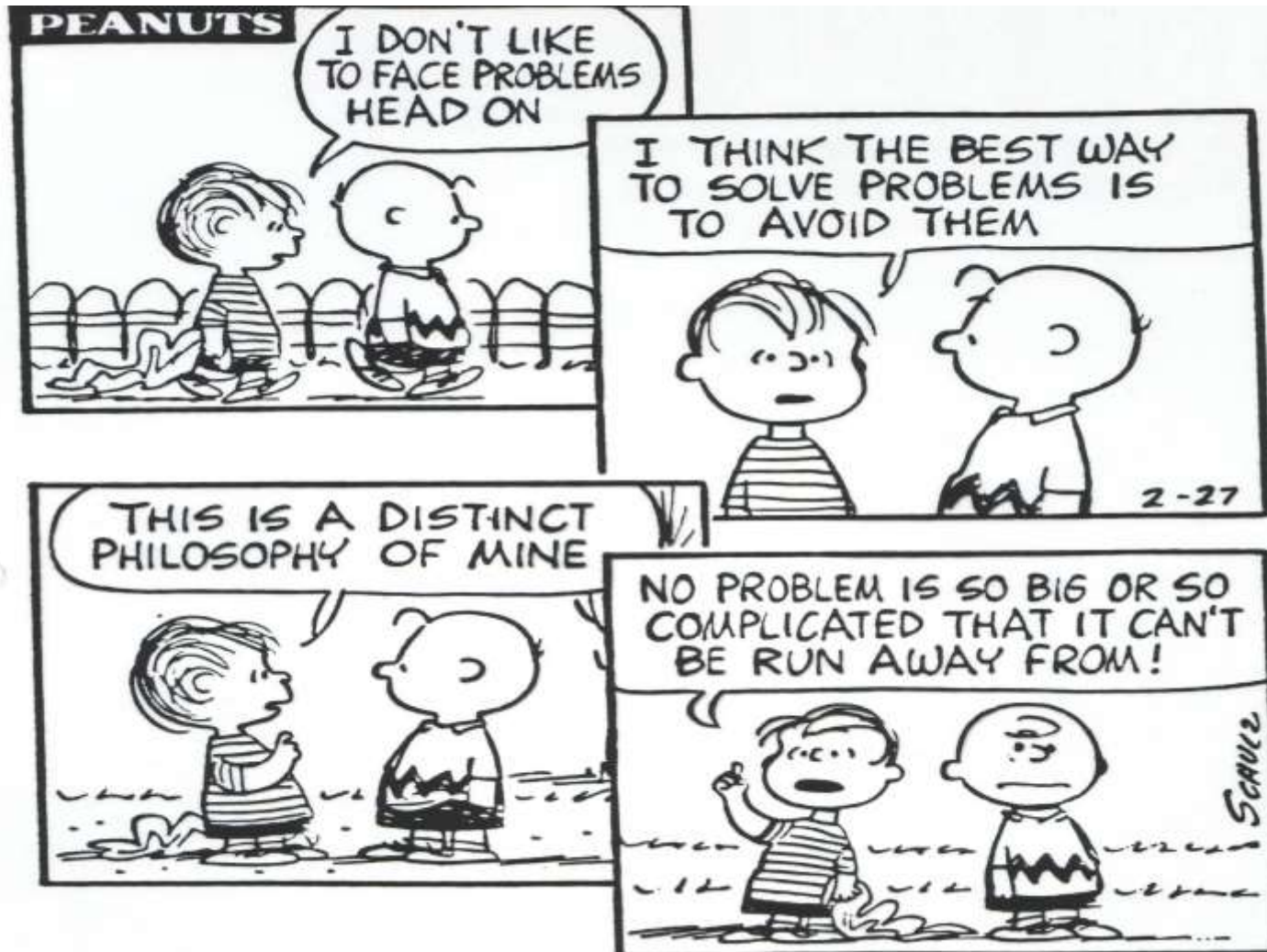


William Blake

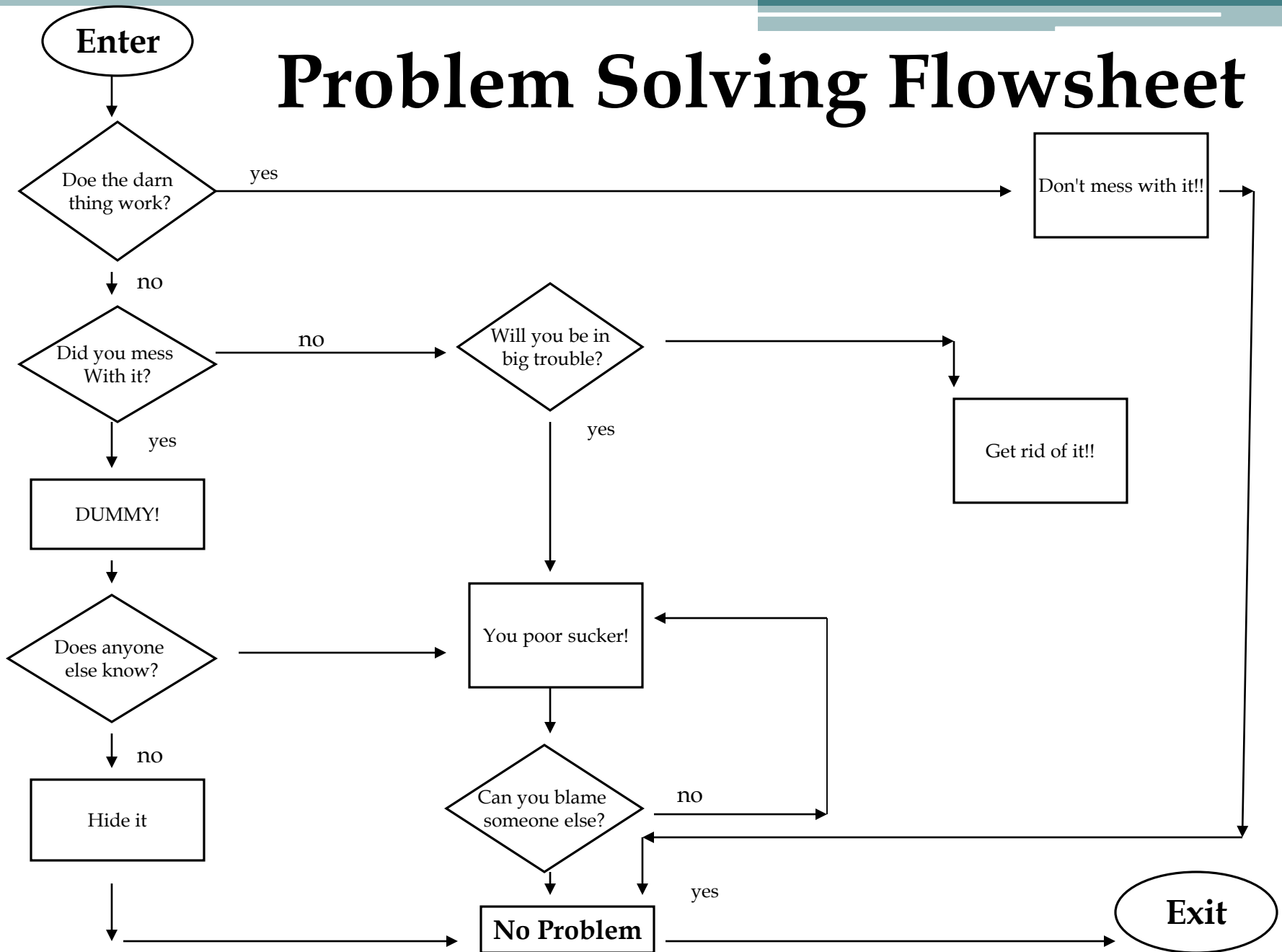
**Not everything that  
is faced can be  
changed, but  
nothing can be  
changed until it is  
faced.**



# Resolving Interpersonal Conflict



# Problem Solving Flowsheet



# Typical Ways of Responding to Problems

- Advising
- Judging
- Analyzing
- Questioning
- Supporting

# Conflict Resolution

- Conflict not good or bad (Fact of Life)
- Feelings associated with conflict are inevitable
- Relationships cannot exist without conflict - We can change the way we deal with it
- Conflict is natural
- We all have conflict style



**Winning & Losing**

**VS**

**Win/Win**

# Win/Lose

# Win/Win

**Two individuals  
combine their  
ideas/feelings to attack  
problem (conflict)  
common to both of  
them.**



# Win-Win Approach

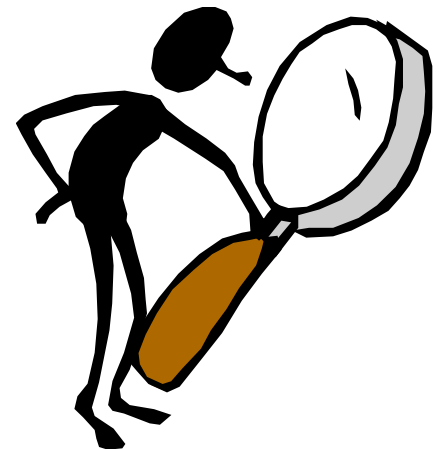
- Identify and define the conflict
- Generate a number of possible solutions
- Evaluate the alternative solutions
- Decide on the best solution
- Implement the solution
- Follow up the solution

# The Fight for Growth

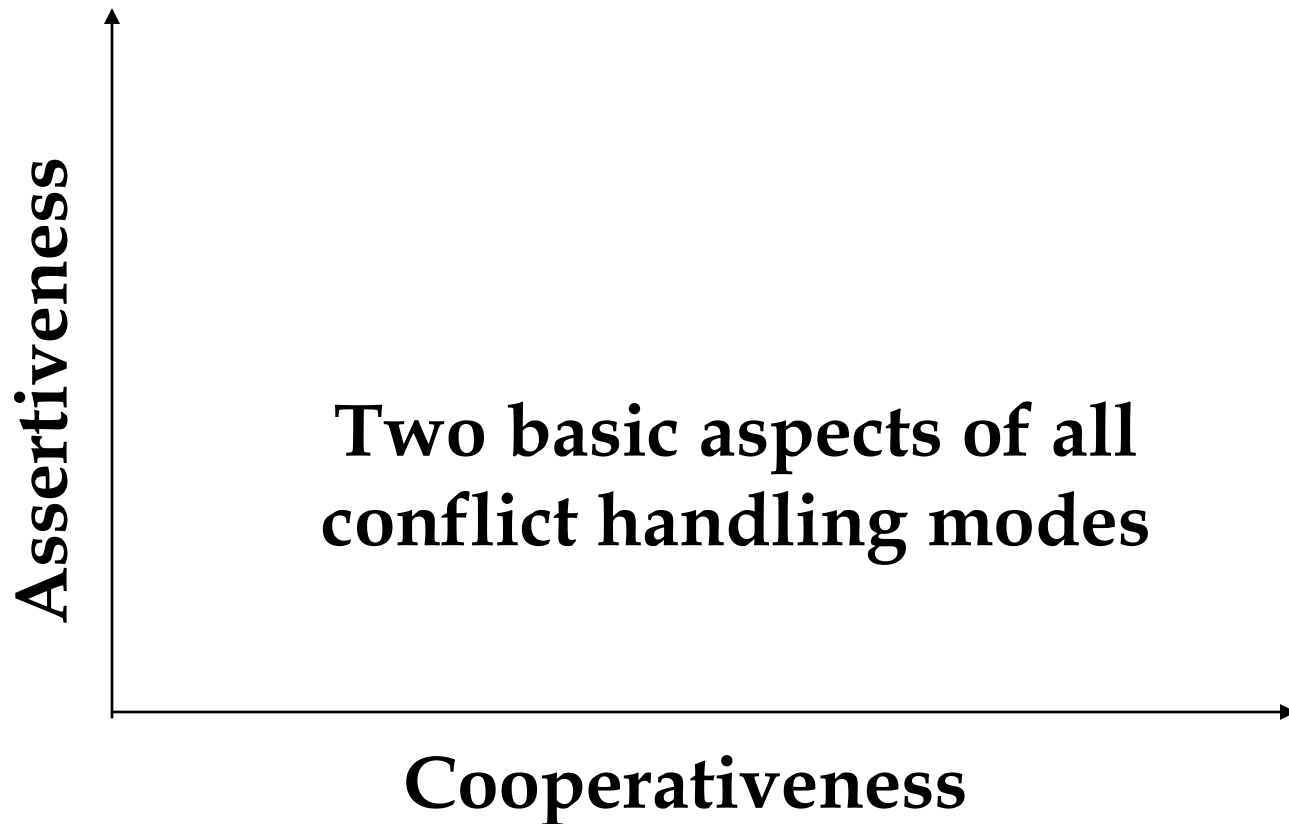
- Thinking about the problem
- Making an appointment
- Stating your problem
- Checking back
- Practicing your request
- Checking back on your request
- Popping the question
- Deciding the answer
- Answering the question
- Plan check-up meeting
- Closure

# Objectives

- Become more aware of your own conflict style.
- Recognize the conflict styles of others.
- Assess conflict situations.
- Practice using different conflict modes.

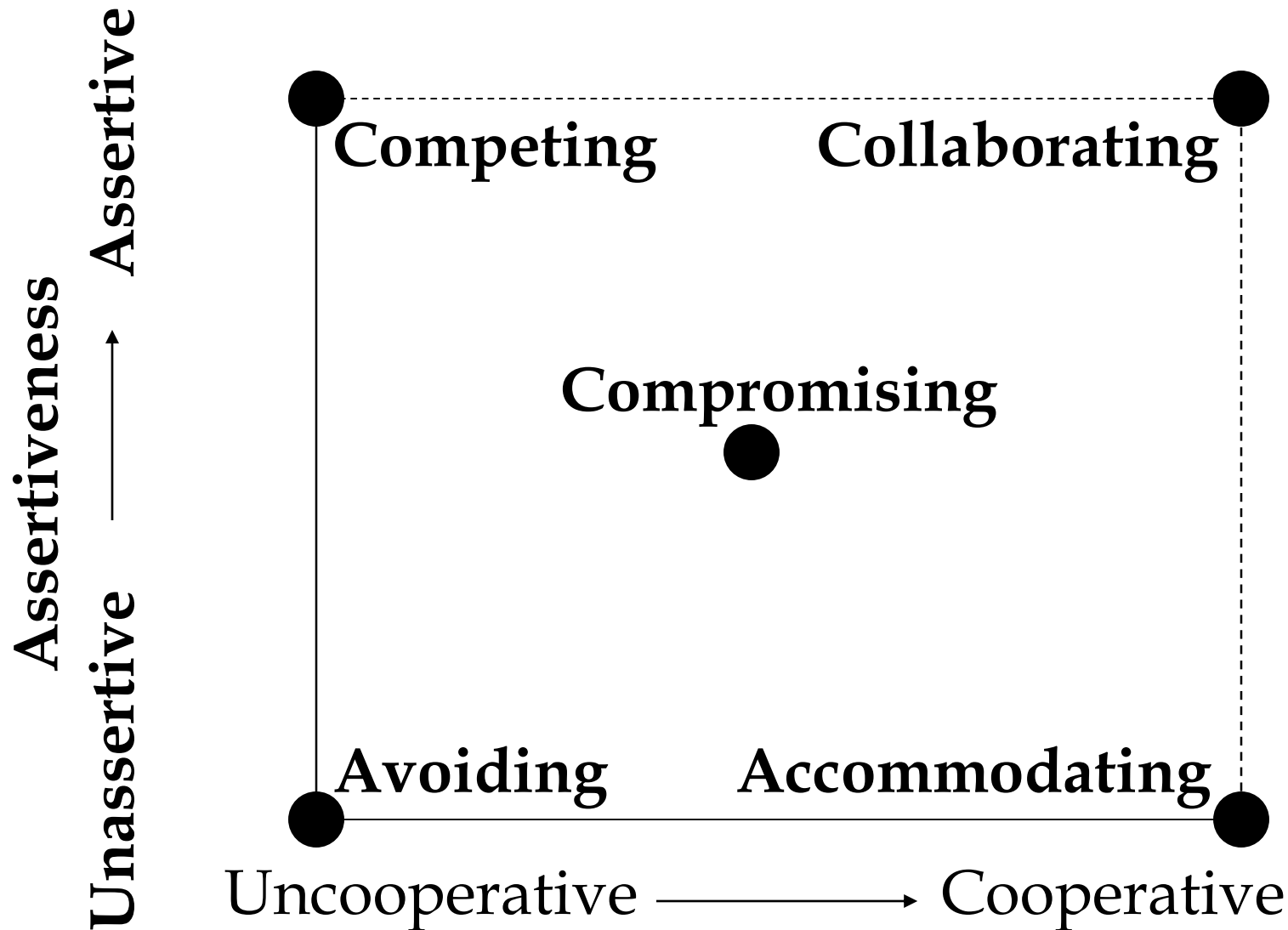


# Five Modes for Handling Conflict



Your Conflict Mode = **Skill** + **Situation**

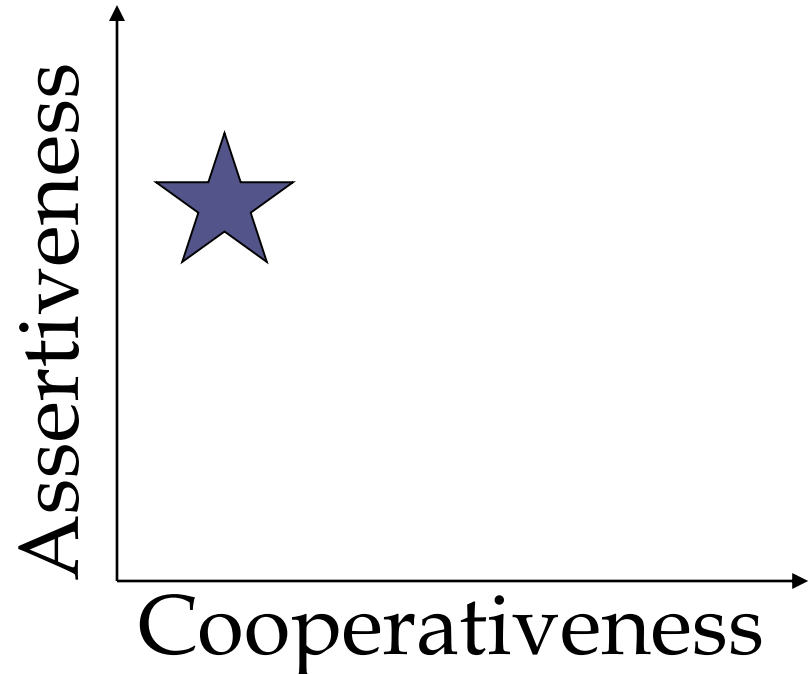
# Major Styles of Coping With Conflict



# Competing

*"My way or the highway"*

- Quick action
- Unpopular Decisions
- Vital Issues
- Protection





# Competing Skills

- The ability to argue or debate
- The ability to use rank or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly



# Overuse of Competing

- Lack of Feedback
- Reduced Learning
- Low Empowerment
- Surrounded by "Yes Men"

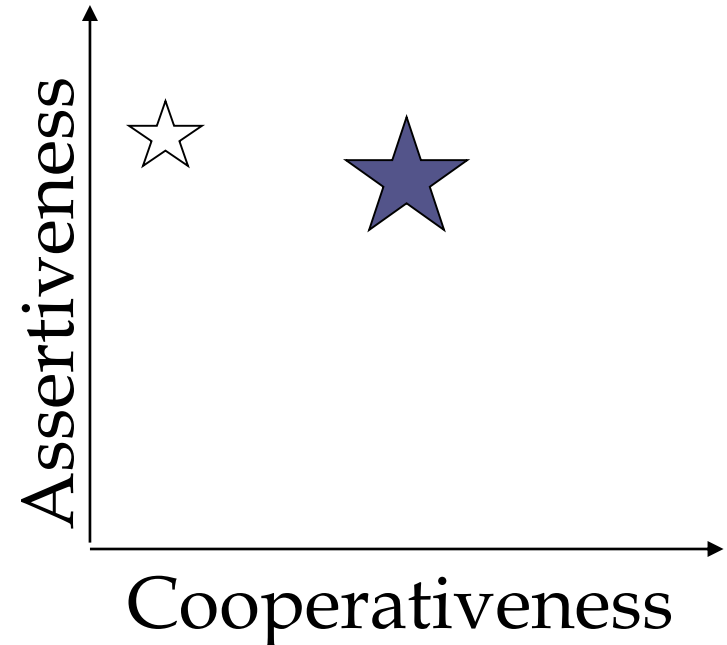
# Underuse of Competing

- Restricted Influence
- Indecision
- Slow to Act
- Contributions Withheld

# Collaborating

*"Two heads are better than one"*

- Integrating Solutions
- Learning
- Merging Perspectives
- Gaining Commitments
- Improving Relationships



# Collaborating Skills

- The Ability to Listen
- Nonthreatening Confrontation
- Analyzing Input
- Identifying Concerns



# Overuse of Collaborating

- Too Much Time on Trivial Matters
- Diffused Responsibility
- Others May Take Advantage
- Work Overload

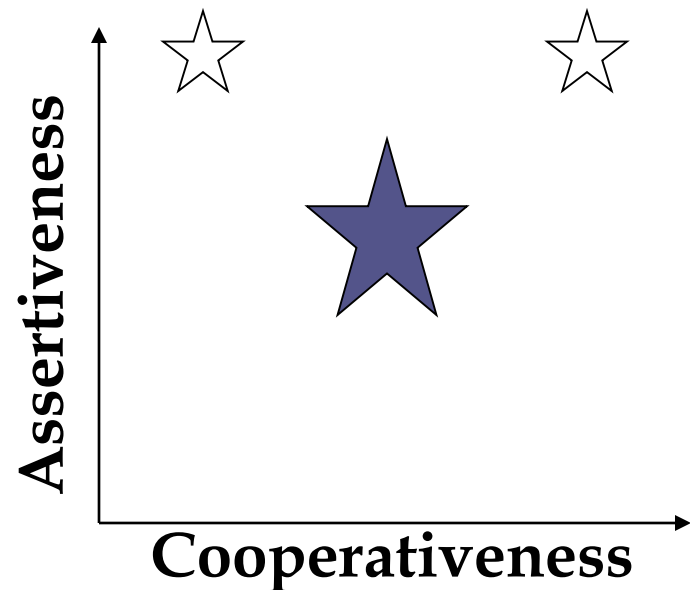
# Underuse of Collaborating

- Deprived of Mutual Gains
- Lack of Commitment
- Low Empowerment
- Loss of Innovation

# Compromising

*"Lets make a deal"*

- Moderate Importance
- Equal Power---Strong Commitment
- Temporary Solutions
- Time Constraints
- Backup





# Compromising Skills

- Negotiating
- Finding a "Middle Ground"
- Making Concession
- Assessing Value



# Overuse of Compromising

- Lose Big Picture / Long Term Goals
- Lack of Values / Trust
- Cynical Climate

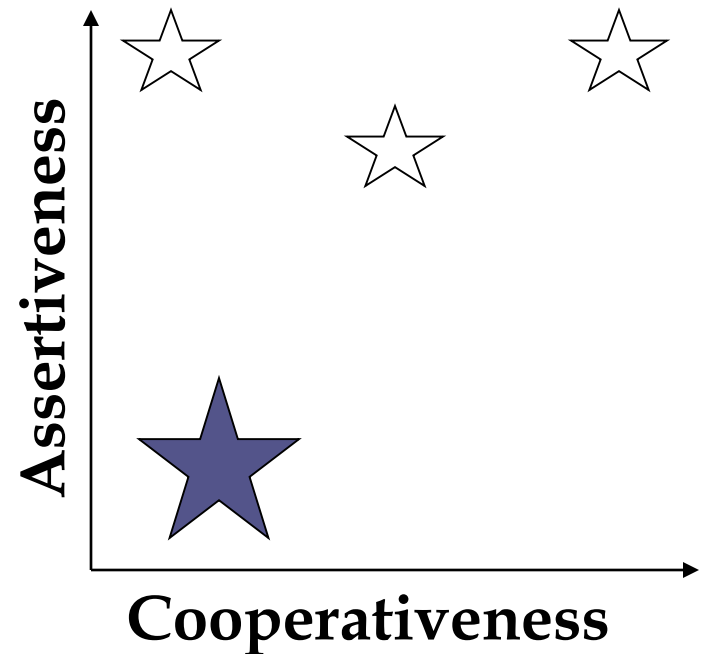
# Underuse of Compromising

- Unnecessary Confrontations
- Frequent Power Struggles
- Unable to Negotiate Effectively

# Avoiding

*"I'll think about it tomorrow"*

- Issues of Low Importance
- Reducing Tensions
- Buying Time
- Low Power
- Allowing Others
- Symptomatic Problems



# Avoiding Skills

- Ability to Withdraw
- Sidestepping
- Sense of Timing
- Able to Leave Things Unresolved



# Overuse of Avoiding

- Lack of Input from You
- Decisions Made by Default
- Issues Fester
- Cautious Climate

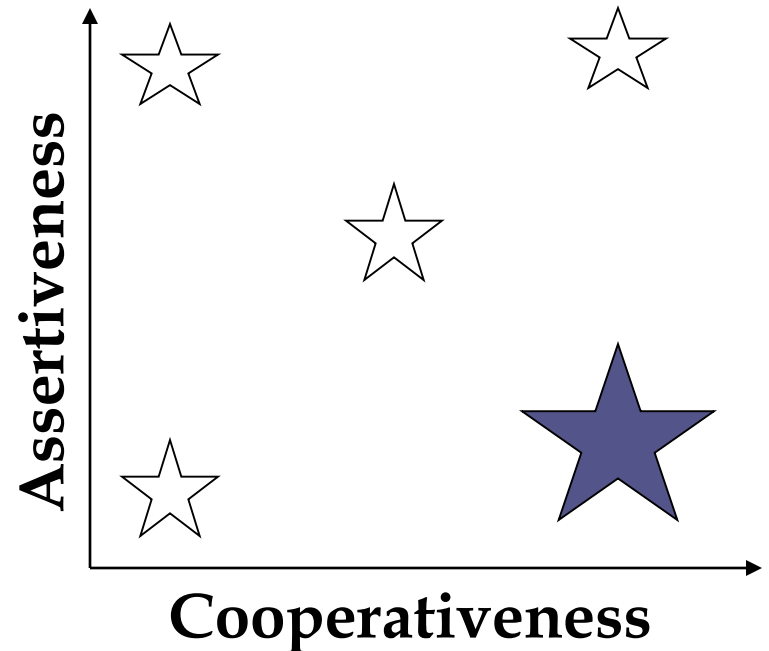
# Underuse of Avoiding

- Hostility / Hurt Feelings
- Too Many Causes
- Lack of Prioritization / Delegation

# Accommodating

*"It would be my pleasure"*

- Showing Reasonableness
- Developing Performance
- Creating Good Will
- Keeping "Peace"
- Retreating
- Low Importance





# Accommodating Skills

- Forgoing Your Desires
- Selflessness
- Obeying Orders
- Ability to Yield

# Overuse of Accommodating

- Ideas Get Little Attention
- Restricted Influence
- Loss of Contribution
- Anarchy

# Underuse of Accommodating

- Lack of Rapport
- Low Morale
- Exceptions Not Recognized
- Unable to Yield