

From Pain to Gain: Enhancing Productivity through Conflict Management

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Conflict Management Goals

- To use conflict strategically to enhance problem-solving
- To learn key tactics for managing conflict
- To explore your role in contributing to dysfunctional conflicts
- To apply conflict management tactics to your organizational challenges

Agenda

- Pros & Cons of Conflict
- Models to Consider
- Negotiation Styles
- Key Tenets of Conflict Management

Conflict Defined =

- When two or more parties attempting to come to agreement, perceive that they have irresolvable needs, interests and/or goals

Conflict Exercise: Pros & Cons

- List all the positive associations you have with conflict
- Now list all the negative associations you have with conflict

Conflict as Teacher

- Think about an instance in your life when a conflict in which you were involved, actually brought about a significant positive change.

Why Conflict is Necessary

- Tuckman Model

Forming

Storming

Norming

Performing

Stage I: Forming

- FORMING:

What are our tasks?

How will they be accomplished?

How will I contribute to this group?

Will group members accept me?

How much will I have to compromise?

Stage II: Storming

- **STORMING:**
 - Who has the most influence?
 - Who is in charge?
 - How can I influence this group?
 - How will we manage conflict?

Stage III: Norming

- **NORMING:**
 - How will the work get done?
 - What are the explicit and implicit ground rules?
 - What are the procedures for getting the work done?
 - How will we make decisions?

Stage IV: Performing

- PERFORMING:
 - Group is performing effectively
 - Group members are satisfied with group's progress
 - Individuals have clear sense of group strengths and areas of development
 - Group members are able to work through group problems

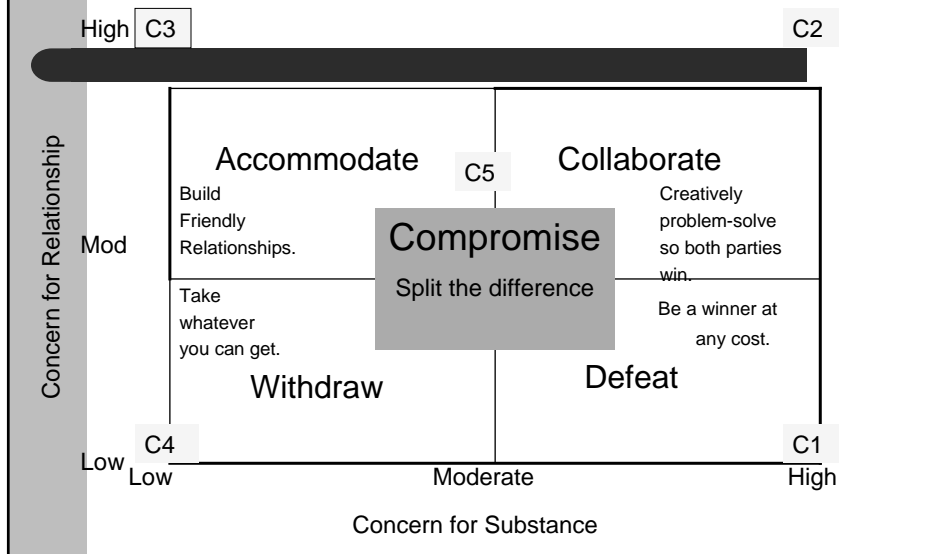
Diagnosing Conflict in Groups: Nadler Model

- Goals: *The What*
- Roles & Responsibilities: *The Who*
- Procedures & Policies: *The How
we do work*
- Interpersonal Relations: *The How we
relate*

Preventing Groupthink

- Break group into subgroups and ask each group to take a specific position
- Invite Subject Matter Experts with very different beliefs
- Create a panel with people representing different positions
- Identify people to play “devil’s advocate”

Negotiation Style Inventory (Glaser & Glaser)



Style Definitions: Defeat: C1

- Defeat/Win-Lose:
 - Defeat the party at any cost.
 - When to Use: High degree of concern for the substance of the conflict and low degree of concern for the relationship.

Style Definitions: Collaborate: C2

- Collaborate/Win-Win:
 - Work to build win-win outcome.
 - When to Use: High degree of concern for both the substance of the conflict and the relationship

Style Definitions: Accommodate: C3

- Accommodate:
Accommodate to the other party's need.
 - When to Use: High degree of concern for the relationship, low degree of concern for the substance of the conflict.

Style Definitions: Withdraw: C4

- Withdraw/Avoid
Withdraw and remove oneself.
 - When to Use: Low concern for both the substance of the conflict and relationship with others.

Style Definitions: Compromise: C5

- Compromise

Find an acceptable agreement.

– When to Use: Moderate degree of concern for substance and relationship

Interests-based Negotiation (from the Harvard Negotiation Program)

- Positions vs. Interests
- Active Listening and Being Curious
- Brainstorming Options
- Soft on the people, hard on the problem
- Reframing a “Third” Way
- Going to the Balcony

Getting to Interests

- What is important to you?
- What about that is critical for you?
- Why is it important?
- What do you hope to achieve?
- What will you use it for?

Active Listening Tenets

- Note your listening objectives
- Suspend judgment; be curious
- Resist distractions
- Clarify/paraphrase before responding
- Seek central themes
- Show interest non-verbally

Feedback for Conflict Management

- Describe the behavior which led to your feedback
- Be specific rather than general
- Share how behavior impacted you
- Give it as soon after behavior as possible
- Check for understanding
- Ask for what you want

Film: “From No to Yes”

- Listen Actively
 - Show they you understand that they feel strongly what they feel strongly about why they feel strongly about it
- And PAUSE to let them respond

“From No to Yes”

- Win Yourself a Hearing:
 - Explain your own feelings
 - Refer back to their points
 - State your points firmly, but stay friendly

“From No to Yes”

- Work to a Joint Solution
 - Seek their ideas
 - Build on their ideas
 - Offer your ideas
 - Construct the solution from everyone's needs

Best Practices

- Getting to Interests
- Empathy
- Feelings then Facts
- Create “Third Way”
- Analyze at group level if whole group engaged in conflict not at interpersonal

Your Conflicts at Work

- What kinds of conflict do you find most challenging to deal with?
- What, in particular, makes these hard to manage for you?
- Which practice might help your facilitation of the conflict?