CONFLICT & NEGOTIATION
IT’S A PART OF LIFE

Marcyille Combs and Samantha McKay
NAHC Annual Meeting 2015
Objectives

• Articulate the five different processes/strategies used in assessing and managing conflict
• Identify conflict management skills in personal and professional contexts
• Identify the common obstacles to conflict resolution, and the successful techniques for overcoming them

Words to describe conflict
Words to describe Conflict

- Stressful
- Battle
- Struggle
- Rivalry
- Pettiness
- Contest
- Dispute
- Confrontation
- Strife
- Exhausting
- Clash
- Creative Tension

Conflict

- Conflict determines where we end up in life.
- **Deepens** or **destroys** our relationships
- Will we choose to **resolve** the issue or **destroy** the relationship in the process?
“Peace is not absence of conflict, it is the ability to handle conflict by peaceful means”

_________________________ Ronald Reagan

“The Great Communicator”

MANAGING CONFLICT

TKI

(Thomas Kilman Instrument)

Assessment Tool
Thomas Kilman
(conflict mode instrument)

• Managing conflict:
  • We cannot move forward in conflict until we get to the heart of the disagreement
  • No matter my natural tendency, I can CHOOSE how I respond

In conflict situations...
• Individuals behavior can be based on:
  • The importance of the goal/task that is associated with the “assertiveness dimension”; how we attempts to satisfy our own own concerns
  • The relationship is associated with the “cooperativeness dimension”; how we attempt to satisfy the other person’s concerns
Handling Conflict

Assertiveness
The importance of task

Competitive

Collaborative

Compromising

Avoidance

Accommodative

Cooperativeness
The importance of relationship
Competitive

• Pursuing your own interests at another person’s expense
• Behaving in a manner to win one's own position with little concern for the other's point of view

Competitor

• Monopolize conversation, not listen, exaggerate in their favor, attack, push for what they want to talk about
• May be seen as insensitive to others and selfish
• Great at standing up for what they believe in, fighting for their team needs
Competing:
“Might makes right”

- A power-oriented mode
- High task (assertive); low relationship (uncooperative)
- Concerned for self and winning
- Standing up for own rights
- Defending a position

Appropriate and Inappropriate Uses of Competing

<table>
<thead>
<tr>
<th>Style</th>
<th>Works</th>
<th>Doesn’t Work</th>
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</thead>
<tbody>
<tr>
<td>COMPETE</td>
<td>• Quick results</td>
<td>• Hurts others</td>
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<tr>
<td></td>
<td>• Emergencies</td>
<td>• Makes them mad/resentful</td>
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<td>• Adverse decisions (e.g. discipline, cost-cutting)</td>
<td>• Sabotage/resistance: problems, won’t work, attendance, overtime</td>
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<td>• Company policy (where you’re right)</td>
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<td></td>
<td>• Protecting yourself from being taken advantage of</td>
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Skills
- The ability to argue or debate
- Standing your ground
- Asserting your opinions and feelings

- The ability to influence
- Stating your position clearly
Accommodating

• Accepting the other person's position
• Dismissing your own position on the issue, and then developing a resolution based totally on the other person's desired outcome
• Accommodating is being primarily concerned with the other's point of view and not concerned with having the “final” position

Accommodator

• Sacrifice, bend the rules, appease others needs and wishes
• Great at allowing others to have their own way and tolerating decisions that they don't like
• Maybe seen as pliable, easily persuaded or controlled.
• Happy to go with the flow and not rock the boat
Accommodating:
“Kill your enemies with kindness”

- Low task, (unassertive) and high relationship (cooperative) - the opposite of competing.
- An individual neglects his or her own concerns to satisfy the concerns of the other person; self-sacrificing
- Selfless generosity
- Obeying another person’s order when you would prefer not to, or yielding to another’s point of view.

### Appropriate and Inappropriate Uses of Accommodating

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<tr>
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<tbody>
<tr>
<td>ACCOMMODATE</td>
<td>• Deadlines</td>
<td>• Can’t please everyone</td>
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<td></td>
<td>• Gets results</td>
<td>• Taken advantage of—projects, workload, etc.</td>
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<tr>
<td></td>
<td>• You’re wrong and you know it</td>
<td>• Potential bad direction, ideas</td>
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<td></td>
<td>• Helps relationships/builds “bank”</td>
<td>• Expectations/roles are misunderstood</td>
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<td>• You’re outmatched, losing</td>
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<td></td>
<td>• Not important to you—very important to other</td>
<td></td>
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<tr>
<td></td>
<td>• Harmony is very important</td>
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Skills:
- Ability to forego desires
- Ability to yield and keep peace
- Ability to apologize gracefully
Compromising

• COMBINING some portion of your desired outcome with a portion of the other person's desired outcome as the basis of resolving the conflict
• Compromising is splitting the differences, or attempting to arrive at a position where each person’s views are incorporated
• No effort is made to achieve a creative synthesis so that all people fully accept and feel ownership of the final position (unlike collaborating)

Compromiser

• Rushes to settle, may concede on their part, desire to be “nice” or “tolerant”
• **Great at making fast decisions** where it meets the needs of both parties (at least partially)
• May be seen as someone who just wants to move on.
• Don’t want to spend time debating and discussing the issue in full
Compromising: “Split the difference”

- Intermediate between both the goal/task (assertiveness) and relationship (cooperativeness) scale
- Falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating.
- It addresses an issue more directly than avoiding but doesn’t explore it in as much depth as collaborating.
- Splitting the difference, exchanging concessions; seeking a quick middle-ground position.

### Appropriate and Inappropriate Uses of Compromising

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| COMPROMISE | • Projects (division of work: “I’ll do, you’ll do”)  
- Backup to compete or collaborate  
- When trade-offs are necessary—splits difference  
- Scheduling vacations, work hours, etc.  
- Temporary solutions  
- Expedient solutions under time pressure | • Trade-off causes problems in productivity, quality, customer satisfaction, timeliness, and cost effectiveness  
- Involves strategic decisions and goals  
- Breach of commitments previously reached  
- Violates company policies, norms, goals |
Collaborating

• SYNERGIZING the two different versions of desired outcome into an altogether new (transformed) outcome desired by the two parties

• Collaborating is an attempt to reconcile both viewpoints, synthesis of both views

Collaborator

• Over analyze, risk sharing, continuing to problem solve when it’s not working

• Great at seeing both sides of the discussion; allowing others to have an opinion and not closing them down

• May be seen as someone who doesn’t want to take the responsibility for important decisions
Collaborating:

“Two heads are better than one”

- High goal/task (assertive) and high relationship (cooperative).
- Attempts to work with the other person to find a solution that fully satisfies the concerns of both.
- Exploring a disagreement to learn from each other’s insights
- Resolving some condition that would otherwise have them competing for resources
- Confront and try to find a creative solution to the problem

Appropriate and Inappropriate Uses of Collaborating

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<tr>
<td>COLLABORATE</td>
<td>• New ideas, insights, “better solutions”</td>
<td>• Lack of time</td>
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<td></td>
<td>• Gets commitment</td>
<td>• Trivial problem</td>
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<td></td>
<td>• Working harder through feelings in a relationship</td>
<td>• No interest: see no result/benefit, don’t like each other</td>
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<td></td>
<td>• Learning is important—you know you don’t have the solution</td>
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Skills
- Listen
- Be open
- Identify interests

Identify concerns as you are working
Analyze what is in front of you
Avoider

• ISOLATE the other person, which then prevents the resolution of the issue and hence the resolution of the conflict from ever taking place
• Avoiding is not being concerned with either one's own or the other's viewpoint

Avoiding

• Miss meetings, avoid teammates, with-hold information, procrastinate, drag their feet
• Great at side stepping or allowing others the opportunity to run with the topic
• Maybe seen as someone who doesn’t care or is not interested
Avoider: “Leave well enough alone”

- Avoiding is (low goal/task) unassertive and (low relationship) uncooperative.
- Does not immediately pursue my own concerns or those of the other person.
- Does not address the conflict.
- Diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Appropriate and Inappropriate Uses of Avoiding

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</table>
| AVOID | • Trivial issues or not real issue  
         • Need more time  
         • Others can solve it better/it is not my role  
         • Getting another opportunity to listen, ask questions, get information  
         • Potential damage of confrontation outweighs benefits | • Message not heard  
• Problem does not go away  
• Can cause stress, looks “bad” |

Skills  > Ability to withdraw  
> Ability to leave some things unresolved  
> Sense of timing
Know when to use them

• Collaborating is best when creative solutions are possible
• Competing is best when either/or decisions have to be made
• Avoider is best when others need to be allowed to take the lead
• Compromiser is best when fast decisions need to be made
• Accommodator is best when others need to be allowed to lead
Sophie and Barbie….
What is Conflict?
Marcylle Combs

“The best moments in life happen outside your comfort zone.”

Michael Hyatt
What is CONFLICT?

Perception that our goals/needs/wants are being interfered with.

Knowledge doesn’t change behavior…conviction does.
Negotiation always involves conflict
Principled Negotiations

• Principled negotiations are better options to reach agreements

4 Principles of Negotiations

• Separate people from the problem
• Focus on interests rather than positions
• Generate a variety of options before settling on an agreement
• Insist that the agreement is based on objective criteria
Separate people from the problem

We can agree to disagree as long as you know I'm telling everyone you're wrong.

Separating people from problems

- Allows you to treat people as human beings
- Allows the parties to protect their relationship
- Allows you to view the problem separately
People

• Core issues in the people problem
  • Perception
  • Emotion
  • Communication

People

• Perception: “a way of regarding, understanding or interpreting something”
• Fundamentally individual to EACH person.
• Expectations, experience and history.
Negotiation Understandings

- It is essential for each party to understand
  - What is said in the negotiation
  - What the other party means by what is said

Emotion

- “When emotions are hidden and disguised, "the dispute becomes a labyrinth, with layers and layers of thoughts, feelings, and behaviors so concealed that the conflict seems inevitable and insoluble."

When your emotions get the best of you, leave the room with grace and style.
**Emotions**

- Emotions that take over during a negotiation
  - A sign of no self-control, yet they must be recognized and understood.

**Communication Roadblocks**

- Criticism
- Contempt
- Stonewalling
Communication Roadblocks

- Ordering (“Stop complaining!”)
- Warning (“If you do that, you’ll be sorry.”)
- Preaching (“You shouldn’t act like that.”)
- Advising (“Just wait a couple of years before deciding.”)
- Lecturing (“If you do this now, you won’t grow up to be a responsible adult.”)
- Agreeing, just to keep the peace (“I think you’re right.”)
- Ridiculing (“OK, little baby.”)
- Interpreting (“You don’t really believe that.”)
- Sympathizing (“Don’t worry, it’ll all work out.”)
- Questioning (“Who put that idea into your head?”)
- Diverting (“Let’s talk about something more pleasant.”)

Positional Bargaining

As parties bargain from their own positions to argue over each position, negotiations often take the form of positional bargaining.

- Does not typically produce good results
- Neglect each party’s interests
A Problem

- Defined in terms of positions, results in one party losing.
  - A solution is possible.
  - This enables both parties to come to an equitable solution.
  - One possible solution is to “make a list” of each parties’ interests.
  - This defines a clear understanding of the most important issues for each party in the negotiation.

Focus on Negotiation

- **CREATING** VALUE –
  - Working together to make the pie larger

- **CLAIMING** VALUE –
  - Jointly determining how the pie should be divided
Mistakes to Avoid

• Concession Making
• Persuading, Principles and Precepts
• Caring Too Much

Concession Making

• Try not to respond quickly
• Realize the concession is a sacrifice
• Slow down and appear thoughtful
• Never bid against yourself
Persuading Principles

• It takes time to adapt to a change

Little Known Persuaders
Negotiation requires change and CHANGE IS HARD

- You don’t teach a person in negotiation
- Arguments and debates are ineffective in negotiation
- Persuasion is effective when it allows a person to see the other side
- The stronger and more direct the threat, the more rigid the other side will become
- There must exist some level of trust

“Whenever you’re in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it.

That factor is ATTITUDE.”

- William James
“An apology is the super glue of life. It can repair just about anything.”

• Lynn Johnston

Apologize when you are good and ready, but most of all point out what THEY did wrong…
Focus on the Interests vs Position

- Your position is something you decided upon.
- Your interests are what caused you to so decide.
- Write down the interests of both parties
Working together

• Working together for mutual gain requires some trust on both sides of this equation
• Brainstorming requires an open give and take with people willing to let down their guard

Power

• The organization with the money is always more powerful than the one without money.
Dealing with conflict inappropriately can cause:

- Lack of productivity and engagement
- Low moral and people leaving
- Poor team and company reputation

SIMPLE FORMULA FOR CONFLICT
The Texas Two-Step

Conventional Conflict Conversation:
What I did right, what you did wrong.
The Texas Two-Step

Instead: Humility
What YOU did right, what I did wrong

“Take me deeper than my feet could ever wander….”

- Apologies
- Forgiveness
- Reconciliation
“Pride is concerned with **WHO** is right.
Humility is concerned with **WHAT** is right.”

Ezra T. Benson