What is…?

Part 1

Conflict

Focus of this section:

- Definition(s) of conflict
- Common types of conflict
- Myths and benefits of conflict
- How conflict progresses

Definition I:

Conflict arises when…

- a difference between two (or more) people
- necessitates change in at least one person
  in order for their engagement to continue and develop

Jordan (1980)
Definition II:
Conflict is....

- People have to differ about something
- The difference has to upset one or both of them

A Discomforting Difference

Dues (1996)

Types of Conflict

- **Intrapersonal vs. Interpersonal** Conflict - conflict within yourself vs. conflict between people.
- **Pseudo** Conflict - lack of understanding (AKA “false” conflict)
- **Simple** Conflict - real differences in ideas, definitions, perceptions, and goals
- **Ego** Conflict - the focus is on the person, not the behavior or the issue

Definition III:
Conflict is...

- An expressed struggle between...
- at least two interdependent parties
- who perceive
  - incompatible goals
  - scarce resources, and
  - interference from the other party in achieving those goals

Hocker & Wilmot (2001)
Conflict Myths
- Is always bad
- Can always be avoided
- Is always due to misunderstandings (pseudo conflict)
- Is always a sign of a poor interpersonal relationship
- Can always be resolved

Benefits of Conflict
- Focuses attention on problems requiring solving
- Clarifies potential changes
- Identifies important issues to involved parties
  - You learn about you and your values (and your partner and his/her values)
- Strengthens relationships when conflict management attempts are successful
- Keeps relationships interesting

How does Conflict progress?

Source
Prior Conditions
Beginning
Frustration
Awareness
Middle
Active
Conflict
End
Resolution/
Management
Aftermath
Follow-up
Sources of Conflict

- Goals
- Personality Conflicts
- Scarce Resources
- Styles
- Values

Processing Time!

- Which definition of conflict best exemplifies your view of conflict?
- From your perspective, which conflict myth is the most accepted by those closest to you?
- Thinking about your most recent conflict, what was the primary source of the conflict?

What is Conflict?

Part 2
Focus of this section:

- Conflict-Management Styles
- Differences between Compromise and Collaboration

Abraham Maslow

Law of the Hammer

“If the only tool you have is a hammer, you tend to see every problem as a nail.”

Styles & Tactics Matrix

<table>
<thead>
<tr>
<th>Concern for OWN Needs &amp; Goals Being Met</th>
<th>Concern for OTHER’S Needs &amp; Goals Being Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

1974
Review: Standard Conflict Management Strategies

- Competitive (Win/Lose)
- Collaborative (Win/Win)
- Compromise (Lose/Lose, Win/Lose, Lose/Win)
- Avoidance (Lose/Lose)
- Accommodation (Lose/Win)

Concern for OWN Needs & Goals Being Met: High
Concern for OTHER’S Needs & Goals Being Met: Low

Concern for the relationship helps determine which to use

- Competitive
- Collaborative
- Compromise
- Avoidance
- Accommodation

Concern for OWN Needs & Goals Being Met: Low
Concern for OTHER’S Needs & Goals Being Met: High

Difference between Compromise & Collaboration

**Compromise**
- Focuses on positions
- Each side gives up something important (not always 50/50)
- Come in with a specific solution in mind
- Often involves “turn taking” in solutions

**Collaboration**
- Focuses on interests
- Both work together to help address each other’s interests
- Create a mutual solution
- Often simultaneous activity in solutions
How to Work Towards a "Win-Win" solution (...in brief)

- Identify your problem & unmet needs
- Make a date to discuss it
- Describe your problem & needs
- Consider your partner’s point of view
- Negotiate a solution
- Follow up on a solution

Quiz/Processing Time!

- What conflict management style involves both parties “giving up” an important part of their position?
- Which style is your primary method of managing conflict?
- Which conflict management style is the best method for all conflict situations?

7 Ways to Win a Conflict (but lose a relationship)

- Gunnysacking
- Personal attacks
- Issue expansion
- Crucializing
- Outside comparisons
- Bulldozing
- High belt lines
**Working Towards a “Win-Win”**

**Preparation**
- Look to yourself first
  - Manage your emotions
    - Be aware of what you are feeling
    - Determine the underlying causes of what you are feeling
    - Determine whether to express your anger
  - Identify your problem & unmet needs
    - Establish BATNA
    - Plan your message
  - Make a date with other to discuss it

**Discussion**
- Set up expectations
  - Establish rapport (manage primary tension)
  - Express positive feelings for outcome
  - Establish ground rules for discussion
- Manage Yourself
  - Breathe
  - Monitor nonverbal messages
  - Avoid disconfirming responses
  - Use Self-Talk
How to Work a “Win-Win”

Discussion (cont.)

Manage Information
- Describe your problem & needs
  - Be descriptive & objective
  - Own your feelings
- Allow your partner to express point of view
- Ensure you understand
  - Listen effectively (consider nonverbal)
  - Paraphrase
  - Ask questions
- Focus on analysis & interests not solutions

Problem Analysis
- Define/Describe/Analyze problem
- Establish interests/goals
  - Yours & theirs
  - NOT SOLUTIONS
    - “I want [SOLUTION] because [INTEREST]”
- Identify possible constraining factors

Solutions
- Brainstorm lots of possible solutions
  - Be creative, if appropriate
- Evaluate potential solutions
  - Compare with interests
- Select most promising solutions
  - DRAFT solution
- Obtain commitment
- AFTERWARDS: Follow up on a solution