

CONFLICT RESOLUTION

with Ron Kirsop

Flexible Agenda

- Types of Conflict
- Sources of Conflict
- Five Styles of Intervention
- Handling Conflict
- Things to Remember

TYPES OF CONFLICT

1. Interpersonal

2. Intrapersonal

3. Intragroup

4. Intergroup

Constructive: Healthy exchange of ideas; respectful of opposing viewpoints; all can speak freely.

Destructive: No exchange of ideas; controlling; no room for alternative opinions.

SOURCES OF CONFLICT

ECONOMIC

(scarce resources)

VALUES

(differing ideals/principles)

POWER
(people “in charge”)

INTERPERSONAL

(some people just don't get along)

COMMUNICATION

(failure to share leads people to assume)

CHANGE

(uncertainty)

FIVE STYLES

OF INTERVENTION



COLLABORATION


(Win-Win)

2

COMPROMISE

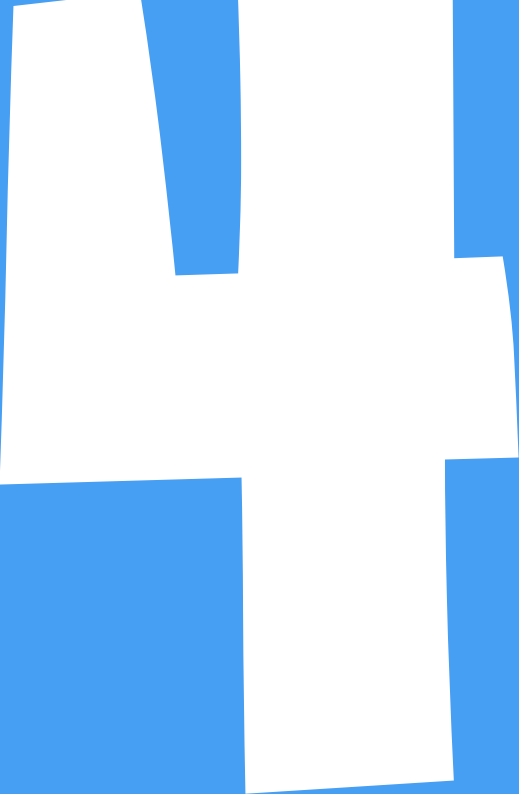
(Win-some,

Lose-some)



COMPETITION

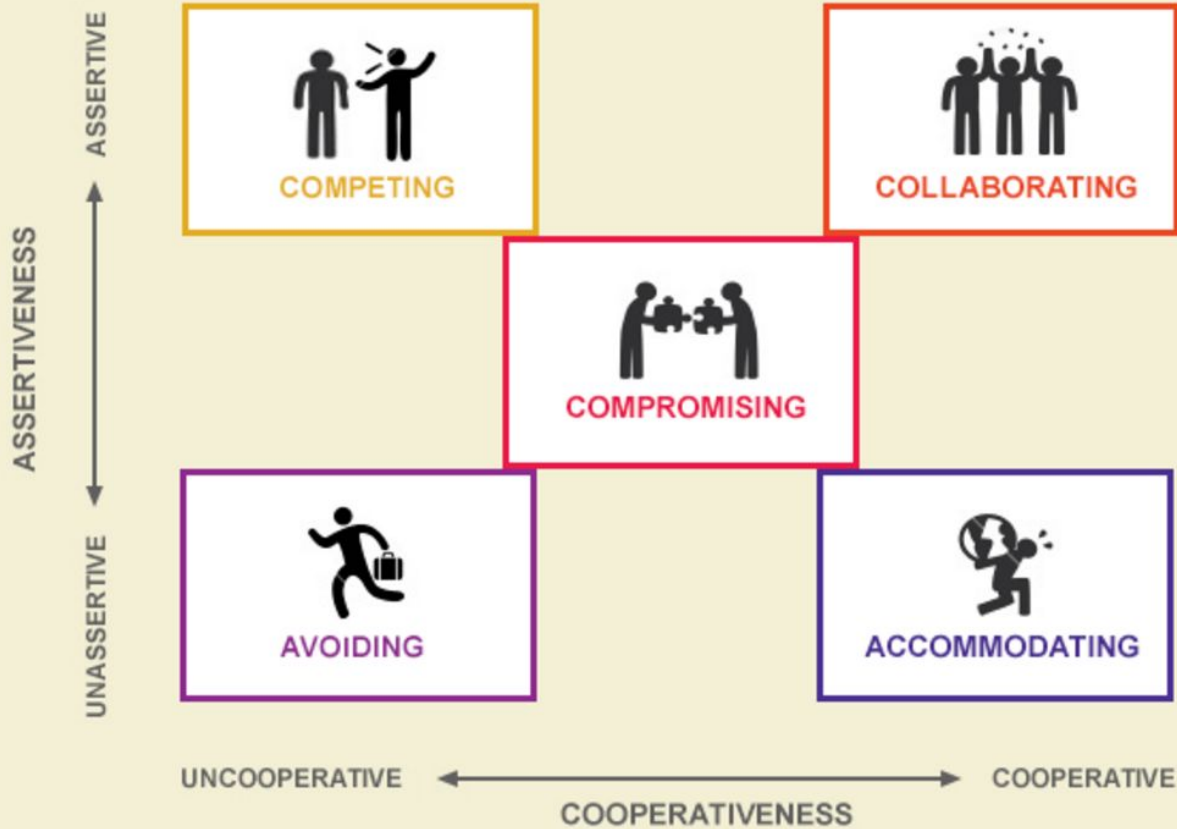
(I Win - You Lose)



ACCOMMODATION (Lose-Win)

5

AVOIDANCE
(Lose-Lose)



Thomas-Kilmann Conflict Mode Instrument (TKI)

HANDLING CONFLICT

SET THE STAGE

COLLABORATIVE SOLUTION

Collect the Facts

- ❑ What is the conflict?
- ❑ Why is it happening?
- ❑ Who are the stakeholders involved?
- ❑ What is the history of the conflict?
- ❑ What are the values/issues involved?
- ❑ Dissect issues and look for more issues.

Setting the Stage

- ❑ Create an agenda covering all perspectives and points of view.
- ❑ Schedule plenty of time for discussion and decision making
- ❑ Set ground rules for communication
- ❑ Distribute to participants ahead of time

RESOLUTION

ROAD MAP



Lisa Gates, Conflict Resolution Fundamentals

Identifying the Issues



1

- **Identify** the nature of disagreement: Is it relational, substantive, or perceptual?
- **Investigate** your interests: What are your values, priorities, preferences, goals, etc.?
- **Listen.**
- **Paraphrase** what you think your conflict partner is saying.

Building Trust



2

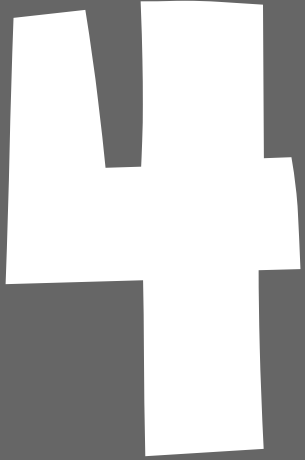
- Manage yourself.
- Take personal responsibility (use “I” language).
- Listen actively.
- Focus on the present.
- Take your part.
- Express your commitment to resolution.

Asking Diagnostic Questions

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- Turn statements (accusations) into open-ended questions:
 - who?
 - what?
 - when?
 - where?
 - why?
 - how?

Reframing Strategies



- Move from fighting to problem solving.
- Move from being right to being happy
- Shift from uncooperative to cooperative.
- Shift from potential gain to potential loss.
- Move from past to future.

Brainstorming



5

- Explore needs before solutions.
- Focus on quantity, not quality of ideas at first.
- Rule nothing out.
- Expand on each other's ideas.
- Let your ideas go.
- Start with the easy stuff.

Getting to Agreement

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- Examine proposals for satisfaction: do they meet your mutual interests?
- Write down specifics.
- Capture the processes, actions, or deliverables you are committing to.
- Specify the timeline for completing those actions or deliverables.
- Determine how you'll communicate your progress and close the communication loops.
- Read the agreement to your conflict partner.
- Follow up by email.
- Appreciate and acknowledge your conflict partner.

WATERED DOWN

FOUR STEP APPROACH

1. **Listen:** Understand what the other person feels and respect their point-of-view
2. **Speak:** Tell them how you feel and your point-of-view
3. **Discuss:** Is there a way both parties can come together for mutual benefit?
4. **Commit:** Once something is agreed upon you make a commitment to follow through

**CONFLICT IS NEVER ABOUT
THE OTHER PERSON**

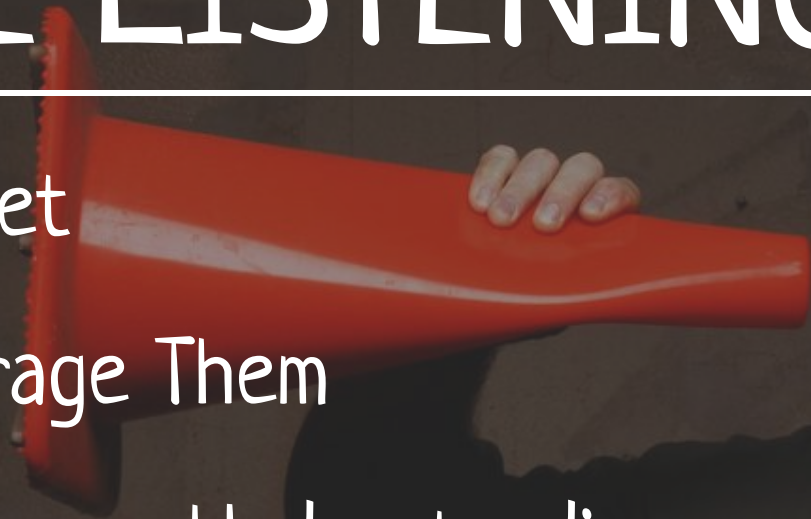
(even when it is)



ACTIVE LISTENING

ACTIVE LISTENING

1. Be Quiet
2. Encourage Them
3. Check your Understanding
4. Validate their Reasoning



A man with a beard and a dark hat is holding a large red megaphone. He is looking directly at the camera with a serious expression. The background is a dark, textured wall. The text "LISTEN TO UNDERSTAND" is overlaid in white, bold, sans-serif font across the center of the image, partially obscuring the megaphone and the man's face.

LISTEN TO UNDERSTAND

THINGS TO
REMEMBER

REMAIN CALM

(best way to de-escalate a situation)

STICK TO THE FACTS

(gossip and opinions are no good)

OPEN-ENDED QUESTIONS

(keep people communicating)

TIMING IS EVERYTHING

(pick the right time and environment)

SILENCE IS ACCEPTANCE

(speak if you have issues; listen if others have issues)

ALWAYS SEEK CLARITY

(don't assume, go to the source of the issue)

FILTERS DRIVE CONFLICT

(we enter all conflicts with our own bias)

AVOID
AGGRESSIVE MEETINGS

(they don't help anyone)

ASSUME GOOD INTENTIONS

(even when they may not be there)

SOME PEOPLE JUST SUCK

(always believe they are at a disadvantage)

REFLECT ON CONFLICT

(gain access to your pause button)

EVERY CONFLICT IS DIFFERENT

(even when they look the same)

You always have the
choice to demonstrate
power or compassion

Healthy, positive conflict
allows people to express their
point of view and thoughts in
a positive and safe way.

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END