

Conflict Resolution

SCLD Additional Club Resources

What is Conflict?

When an individual has a need that can be fulfilled by another individuals but that need is not being met.

8 Common Causes of Conflict

- According to Art Bell and Brett Hart there are eight (8) common causes of conflict:
 - Conflicting pressures
 - Conflicting roles
 - Different personal values
 - Unpredictable policies
 - Conflicting resources
 - Conflicting styles
 - Conflicting perceptions
 - Conflicting goals

Conflict Resolution

- YouTube video: <https://www.youtube.com/watch?v=KY5TWWz5ZDU>

Anger Escalators

- These are some factors that often escalate the situation:
 - Bulldozing: accusing, shouting, name-calling, swearing, threatening, touching, and other aggressive behaviours
 - Ancient History: bringing up instances that occurred in the past with little to do with the situation at hand
 - Global Statements: using words such as “always”, “never”, “everytime”
 - Counter Attack: attacking the other person’s personality instead of trying to solve the problem
 - Being “Too Cool”/Above it all: acting as though the issue is not worth your time

Conflict Resolution

- This is the process of resolving a conflict or an issue by meeting at least some of each side’s needs and addressing their interests.

What is Your Preferred Conflict Style?

Five (5) common methods of dealing with conflict are: avoiding, accommodating, competing, compromising and collaborating.

We each have our own way that we prefer to handle conflict.

The Five (5) Conflict Resolution Styles

- Avoiding:

- You are not helping the other party reach their goals, and you are not assertively pursuing your own goals.
- Tend to pause, consider carefully both agenda and relationship, or avoid the situation all together.
- “It is not a big deal. Let’s talk about it later.”
- Pros: does not escalate conflict; postpones difficulty; creates space when the atmosphere is emotionally charged; allows issues to resolve themselves
- Cons: unaddressed problems; unresolved problems; not a good long-term strategy
- Accommodating
 - This is when you cooperate to a high degree.
 - Relationships are most important and all else is secondary.
 - “Sure. I’m flexible. Whatever you want is fine with me.”
 - Pros: minimizes injury when we are outmatched; relationships are maintained.
 - Cons: breeds resentment; exploits the weak; may work against your own goals, objectives, and desired outcomes
- Compromising
 - This is the “lose-lose” scenario where neither party really achieves what they want.
 - This requires a moderate level of assertiveness and cooperation.
 - Tends to balance relationship and agenda and focus on efficient decision making.
 - “I’ll meet you halfway. Let’s make a deal.”
 - Pros: useful in complex issues without simple solution; all parties are equal in power
 - Cons: no one is ever really satisfied; less than optimal solutions get implemented
- Competing
 - You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party.
 - Your agenda is what is most important and all else is secondary.
 - Promotes a “win-lose” paradigm
 - “I’ve made my decision. We’re doing it my way.”
 - Pros: goal oriented; quick
 - Cons: may breed hostility
- Collaborating
 - This is where you partner or pair up with the other party to achieve both of your goals.
 - Tend to balance relationship and agenda and stretch for the best possible solution.
 - “Let’s work this out. I’ll explain where I’m coming from and I want to hear what is important to you”

- Pros: creates mutual trust; maintains positive relationships; builds commitments; “win-win”; good strategy when seeking novel solution for a complex conflict; reframes the challenge to create a bigger space and rooms for everyone’s ideas
- Cons: time consuming; energy consuming; requires a high degree of trust

Self Assessment

- A self-assessment to determine your preferred conflict resolution style can be found at the following link:
<https://docs.google.com/document/d/1YubT8wkkteIwICNFxT0Hz9oSRHgWINPvBJMs1aLrIWk/edit?usp=sharing>

Controversy with Civility

- Controversy
 - Disagreement about something usually because it affects a lot of people or is important to a lot of people
- Civility
 - Implies respect for others
 - A willingness to hear each other’s views and the exercise of restraint in criticizing each other’s views and opinions
- Recognizes two fundamental aspects of any group process:
 1. Differences in viewpoint are inevitable
 2. Such differences must be aired openly ut with civility

Promoting This Culture

- Be aware of your own personal worldview and the worldviews of others
- Trust your team and the process of controversy with civility
- Address the root cause of the issue/disagreement

Tips and Tricks

- Use “I feel...” statements
- Encourage interaction within the group that facilitates safe space and building of trust (e.g. team socials)
- Active listening
 - make sure the other person knows that they are being heard
- Use close ended question to calm a situation and open ended questions to gain information

When Facing Conflict

Here are a few ways to help you manage a conflict

The CAPS Method

CAPS- Cool off, Agree to work it out, Point of view on the problem, Solve the problem

- C - Cool Off

- Deep breaths
- Relax muscles
- Talk to yourself
- Count backwards from 10
- Leave
- A - Agree to work it out
 - Don't escalate it further
 - Show willingness
 - "Let's talk it out"
- P - Point of view on the problem
 - Each give a point of view
 - Use "I" statements
 - Use active listening
- S - Solve the problem
 - Brainstorm solutions
 - Choose a win-win
 - Decide how to implement it

5 Ways to Calm Down

1. Know yourself
2. Distract yourself
3. Relax your body
4. Talk to yourself
5. Refocus

7 C's of Communication

1. Clear - easy to understand quickly and easily
2. Concise - keep it as short as possible
3. Concrete - practical and useful, right amount of detail, focus on main message
4. Correct - free of errors and mistakes
5. Coherent - logical order, consistent, well constructed
6. Complete - tell audience everything they need to know and do, without going off topic
7. Courteous - friendly, empathetic and polite even if communicating something negative

Use Empathy

- Empathy: the ability to understand and share the feelings of another
- YouTube Video - Brené Brown on Empathy:
<https://www.youtube.com/watch?v=1Evwgu369Jw>

Mediation

- Intervention in a dispute in order to solve it
- This is a useful method of conflict resolution

2 Keys to Mediation

- Respect
 - Treat one another as you would like to be treated (i.e. be aware of the type of language you are using)
- No interrupting
 - Each side will get a chance to share their perspective on the issue

3 Steps to Mediation

- Each side states their case to the mediator
- Both sides express their feeling and perspectives to each other in a positive communication format
- Brainstorm possible solutions to the problem

Mediation Tips

- Get the whole group together and instead of pointing fingers, review policy/constitution
- If things are getting too heated, take a deep breath, give people space, take a break
- Review what was supposed to be done and restructure who does what (don't single people out)
- Practice active listening

Active Listening

- Encourage
- Clarify
- Restate
- Reflect
- Summarize
- Validate
- TIPS
 - Restating:
 - Make sure each side feels they are being heard
 - “Ok, so what I understand from this is...” then, “is this correct?”
 - These phrases help to clarify everyone's understanding and keeps the focus on you (as mediator you are usually not the focus of negative comments)
 - Reframing:
 - Take out negative words and ultimatums
 - Never reinforce negative language
 - You should still reflect interests, feelings and position of the person/group you are reframing for

Conclusion and Quiz

Thank you for taking the time to view this workshop. We hope that some of the methods on Conflict Resolution and Mediation are useful to you and your organization. Please do not forget to complete the Quiz!

Quiz

Complete the following quiz to show what you know and to document your participation in this workshop: <https://goo.gl/forms/rMztD8zqY5Fp0KNH2>

Thanks for participating!