



Conflict Resolution

GLOBAL COURSEWARE

Getting Started

Wherever two or more people come together, there is the possibility of conflict. Crucial conflict resolution skills, including dealing with anger and using the Agreement Frame are possible approaches to resolving issues in the workplace.

Workshop Objectives



- Understand what conflict and conflict resolution mean
- Understand all six phases of the conflict resolution process
- Understand the five main styles of conflict resolution
- Be able to adapt the process for all types of conflicts



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Great ideas often receive violent opposition from mediocre minds.

Albert Einstein

MODULE TWO

An Introduction to Conflict Resolution

People often assume that conflict is always negative. This is not true! People are inherently different, and conflict simply happens when those differences come to light.



What is Conflict?

Everyone experiences conflict, but how you deal with it, is what matters.

What is Conflict Resolution?

- Mediation
- Mediator
- Dispute Resolution





Understanding the Conflict Resolution Process

- Create an Effective Atmosphere
- Create a Mutual Understanding
- Get to the Root Cause

Practical Illustration



- What is Conflict?
- What is Conflict Resolution?
- Understanding the Conflict Resolution Process

Module Two: Review Questions

1. People often _____ that conflict is always negative.

A. Assume

B. Wish

C. Hope

D. Like

Module Two: Review Questions

2. Conflicts happen when _____ come to light?

A. People

B. Truth

C. Differences

D. Finances

Module Two: Review Questions

3. People can explore those differences, if they are equipped with a conflict _____ process.

A. Idea

B. Email

C. Resolution

D. Revolution

Module Two: Review Questions

4. Differences can be used to _____ in a more positive way.

A. Interact

B. Connect

C. Dissect

D. Reject

Module Two: Review Questions

5. Conflict can be defined as coming into a _____ or disagreement.

A. Contusion

B. Fruition

C. Collision

D. Division

Module Two: Review Questions

6. Two sales representatives arguing over who gets the latest customer is an example of what?

A. Friendly competition

B. Playful banter

C. Conflict

D. Respect

Module Two: Review Questions

7. Conflict can also be _____.

A. Healthy

B. Happy

C. Hearty

D. Hyperbole

Module Two: Review Questions

8. The term conflict resolution simply means how you _____ conflicts.

A. Enjoy

B. Start

C. Solve

D. Translate

Module Two: Review Questions

9. _____ is a process to resolve differences, conducted by an impartial third party.

A. Quitting

B. Forfeiting

C. Mediation

D. Motivation

Module Two: Review Questions

10. A situation where the conflict is in the open is an example of _____.

A. Hidden conflict

B. Apparent conflict

C. Dispute resolution

D. Transcendence



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Pick battles big enough to matter, small enough to win.

Jonathan Kozol

MODULE THREE

Conflict Resolution Styles with the Thomas-Kilmann Instrument

There are five widely accepted styles of resolving conflicts. Understanding all five styles and knowing when to use them is an important part of successful conflict resolution.



Collaborating

With the collaborating approach, the parties work together to develop a win-win solution.

Competing

With a competitive approach, the person in conflict takes a firm stand.





Compromising

This style is appropriate when a decision needs to be made sooner rather than later.

Accommodating

This style is appropriate when maintaining the relationship is more important than winning.





Avoiding

This style is appropriate when the issue is trivial or the conflict will resolve itself on its own soon.

Practical Illustration



- Collaborating
- Competing
- Compromising
- Accommodating
- Avoiding

Module Three: Review Questions

1. There are _____ widely accepted styles of resolving conflicts.

A. One

B. Three

C. Five

D. Four

Module Three: Review Questions

2. With the _____ approach, the parties work together to develop a win-win solution.

A. Collaborating

B. Contemporary

C. Conflicting

D. Comical

Module Three: Review Questions

3. The Collaborating Approach promotes _____.

A. Assertiveness

B. Backlash

C. Laziness

D. Happiness

Module Three: Review Questions

4. The Collaborating Approach is appropriate when the situation is not _____.

A. Yours

B. Important

C. Urgent

D. Necessary

Module Three: Review Questions

5. With a _____ approach, the person in conflict takes a firm stand.

A. Collaborative

B. Competitive

C. Complacent

D. Complimentary

Module Three: Review Questions

6. The Competitive Approach is appropriate when an _____ decision needs to be made.

A. Unpopular

B. Enjoyable

C. Enigmatic

D. Unstoppable

Module Three: Review Questions

7. With the _____ approach, each person in the conflict gives up something that contributes towards the conflict resolution.

A. Complimentary

B. Compromising

C. Contemporary

D. Collaborative

Module Three: Review Questions

8. This style is appropriate when a decision needs to be made _____ rather than later.

A. Quicker

B. Sooner

C. Slower

D. Later

Module Three: Review Questions

9. Compromising is appropriate when _____ between people in the conflict is equal.

A. Coincidences

B. Similarities

C. Power

D. Drama

Module Three: Review Questions

10. The _____ style is one of the most passive conflict resolution styles.

A. Collaborative

B. Accommodating

C. Aggressive

D. Committed



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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

MODULE FOUR

Creating an Effective Atmosphere

By establishing a positive atmosphere, we can begin to turn that negative energy around, and create a powerful problem-solving force.



Neutralizing Emotions

Acknowledge the feelings and their root causes.
Example: “I feel very angry about the way
George spoke to me in that meeting.”

Setting Ground Rules

Ground rules provide a framework for people to resolve their conflict.





Choosing the Time and Place

Choose a quiet place to discuss the conflict and make sure that there is lots of time allowed.

Practical Illustration



- Neutralizing Emotions
- Setting Ground Rules
- Choosing the Time and Place

Module Four: Review Questions

1. When people are involved in a conflict, there is typically a lot of _____ energy.

A. Negative

B. Positive

C. Productive

D. Manipulative

Module Four: Review Questions

2. Which of these are examples of some of the emotions felt during a conflict?

A. Elation, motivation,
determination

B. Disappointment, frustration,
anger

C. Relaxation, infestation,
adulation

D. Rationalization, frustration,
maturation

Module Four: Review Questions

3. What do we need to establish in order to turn negative energy around?

A. Ground rules

B. Heightened awareness

C. Positive atmosphere

D. Rapport

Module Four: Review Questions

4. What is the first crucial buy-in step to resolving conflict?

A. An all-expense paid trip

B. Agreement from both parties

C. A fast turnaround

D. A happy place

Module Four: Review Questions

5. Once participants have agreed to resolve the conflict, it's important to _____ any negative emotions.

A. Jeopardize

B. Neutralize

C. Oxidize

D. Canonize

Module Four: Review Questions

6. Participants need to _____ and work through the feelings associated with the conflict.

A. Vent

B. Cry

C. Walk

D. Work

Module Four: Review Questions

7. Accept that you have negative feelings and that these feelings are _____.

A. Ridiculous

B. Abnormal

C. Normal

D. Justified

Module Four: Review Questions

8. _____ provide a framework for people to resolve their conflict.

A. Employee bonuses

B. Ground rules

C. Sparring techniques

D. Manipulative tactics

Module Four: Review Questions

9. The _____ role is that of a guide and mentor, not a judge or supreme ruler.

A. Coworker's

B. Distributor's

C. Mediator's

D. Manipulator's

Module Four: Review Questions

10. One example of a ground rule is:

A. All parties will avoid each other at all costs

B. Parties will listen to each other's statements fully before responding

C. Everyone will speak in unison

D. All parties will agree that there is no hope



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Conflict is inevitable, but combat is optional.

Max Lucade

MODULE FIVE

Creating a Mutual Understanding

There is an old story about two girls arguing over an orange. They realized that they could both win: one wanted the rind for a cake, the other wanted to make juice.



What Do I Want?

- I want a fair share of all new customers
- I want a better working relationship with my manager
- I want changes to the schedule

What Do They Want?

- What is least important to them?
- What is most important to them?





What Do We Want?

Now that wants and needs of both sides have been identified, look for areas of overlap.

Practical Illustration



- What Do I Want?
- What Do They Want?
- What Do We want?

Module Five: Review Questions

1. Mutual _____ is our preferred outcome for any conflict.

A. Understanding

B. Disdain

C. Gain

D. Pain

Module Five: Review Questions

2. Creating mutual understanding can lay the _____ for a win-win solution.

A. Groundwork

B. Feelings

C. Suffering

D. Answers

Module Five: Review Questions

3. You can create two versions of your personal needs statement: your ideal resolution and your _____ resolution.

A. Futuristic

B. Fantastic

C. Realistic

D. Simplistic

Module Five: Review Questions

4. Break down your statement into wants and _____.

A. Shoulds

B. Needs

C. Frames

D. Crimes

Module Five: Review Questions

5. _____ what the person that you are in conflict with wants.

A. Identify

B. Simplify

C. Amplify

D. Deny

Module Five: Review Questions

6. Once you have identified the wants and needs of both sides, look for areas of _____.

A. Improvement

B. Disagreement

C. Overlap

D. Frustration

Module Five: Review Questions

7. Try to frame what someone wants _____.

A. Stylistically

B. Positively

C. Artistically

D. Inconsequentially

Module Five: Review Questions

8. Which is an example of a framing question?

A. What size picture do you have?

B. What room would you like to decorate?

C. What does my opponent need?

D. Why is none of this important to me?

Module Five: Review Questions

9. Breaking down what your opponent wants and needs will give you some _____ room.

A. Spare

B. Bargaining

C. More

D. Stylish

Module Five: Review Questions

10. In conflict resolution, your goal should be a _____ for everyone.

A. Fun time

B. Bold move

C. Win-win

D. Bargaining chip



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Good battle is objective and honest, never vicious or cruel.

Ann Landers

MODULE SIX

Focusing on Individual and Shared Needs

For minor conflicts, information gathering and problem solving will help you keep all possibilities in mind during the conflict. For major conflicts, these steps will help you ensure you achieve the best solution.

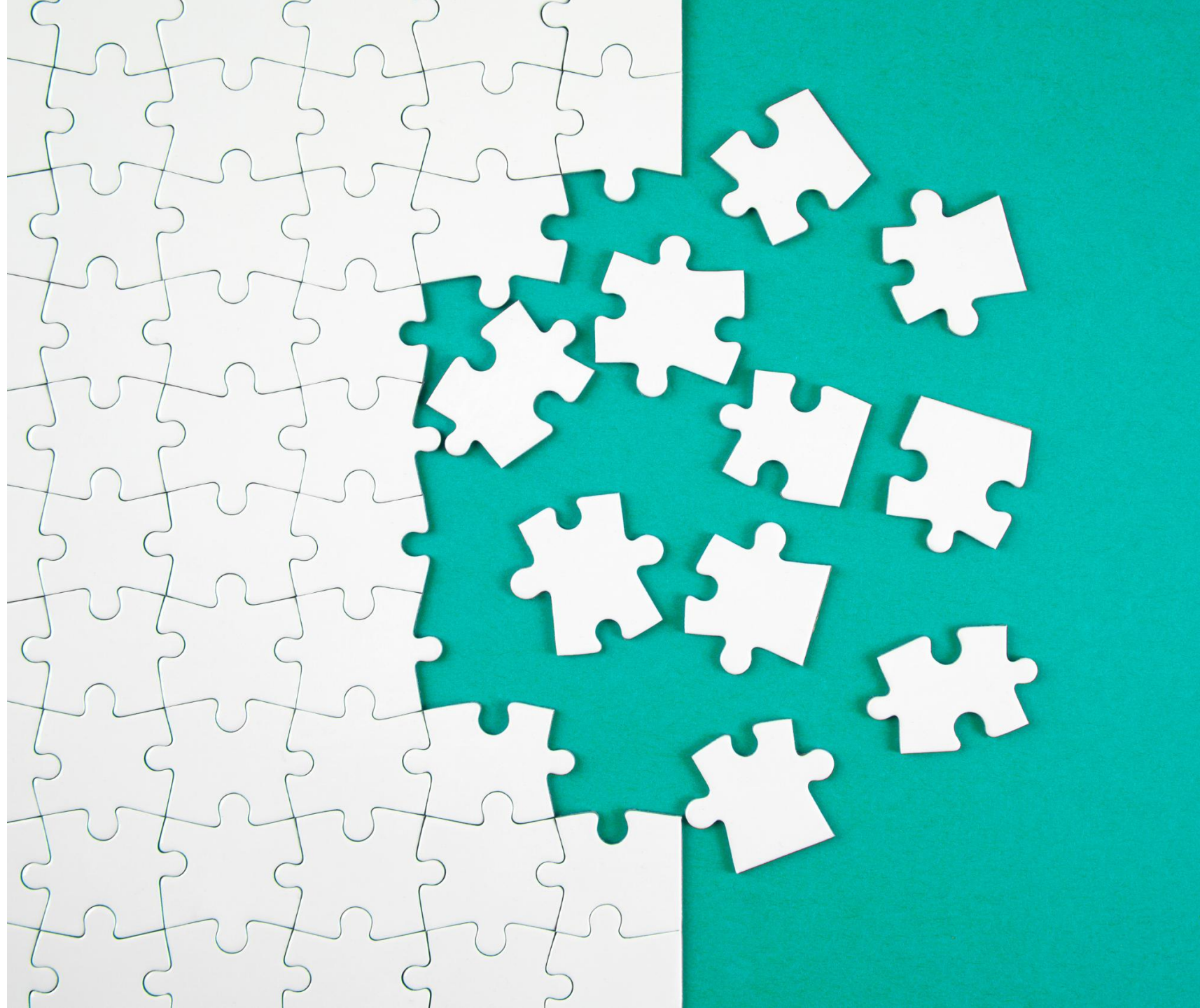


Finding Common Ground

- “I think the company needs a more unified sales team, too.”
- “I would really like us to win first place this year, too.”
- “I agree that we can get this conflict resolved and build a better widget.”

Building Positive Energy and Goodwill

Conflict makes many people upset and anxious, and often results in negative feelings.





Strengthening Your Partnership

Making the transition from opponents to problem-solving teammates is one of the most powerful conflict resolution tools.

Practical Illustration



- Finding Common Ground
- Building Positive Energy and Goodwill
- Strengthening Your Partnership

Module Six: Review Questions

1. A good time to find common ground is _____
the conflict begins.

A. After

B. Before

C. When

D. Why

Module Six: Review Questions

2. You should continue to try to find common ground throughout the entire conflict _____ process.

A. Resolution

B. Discovery

C. Employment

D. Disagreement

Module Six: Review Questions

3. There are many other _____ emotions associated with conflict.

A. Positive

B. Dynamic

C. Negative

D. Imaginative

Module Six: Review Questions

4. Positive _____ will build goodwill.

A. Gestures

B. Emotions

C. Attributes

D. People

Module Six: Review Questions

5. You want to shift from being two people in conflict to being two people _____ to solve a problem.

A. Hoping

B. Trying

C. Working

D. Wishing

Module Six: Review Questions

6. Conflict often results in negative feelings like:

A. Passive and aggressive

B. Aggravating and excavating

C. Anger and disappointment

D. Marital and bliss

Module Six: Review Questions

7. Conflict will be much easier to resolve if you are able to:

A. Turn negative energy into positive energy

B. Throw money at the problem

C. Pretend none of it ever happened

D. Ask a genie in a bottle to fix it

Module Six: Review Questions

8. You have two basic options to consider. What are they?

A. Avoid the problem or head for the hills

B. Match your adversary's demeanor or be a positive influence

C. Tell someone else to deal with it or find a new job

D. Give in or give up

Module Six: Review Questions

9. Try to keep _____ out of your statements.

A. Politeness

B. Emotions

C. Conflict

D. Reason

Module Six: Review Questions

10. Invite the other person to:

A. Have dinner at the local diner

B. Step into your office

C. Step into your shoes

D. Eat a light lunch



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Peace is not the absence of conflict, but the ability to cope with it.

Anonymous

MODULE SEVEN

Getting to the Root Cause

Building a positive foundation and gathering information are key to resolving conflict, but we must first know what the problem is!

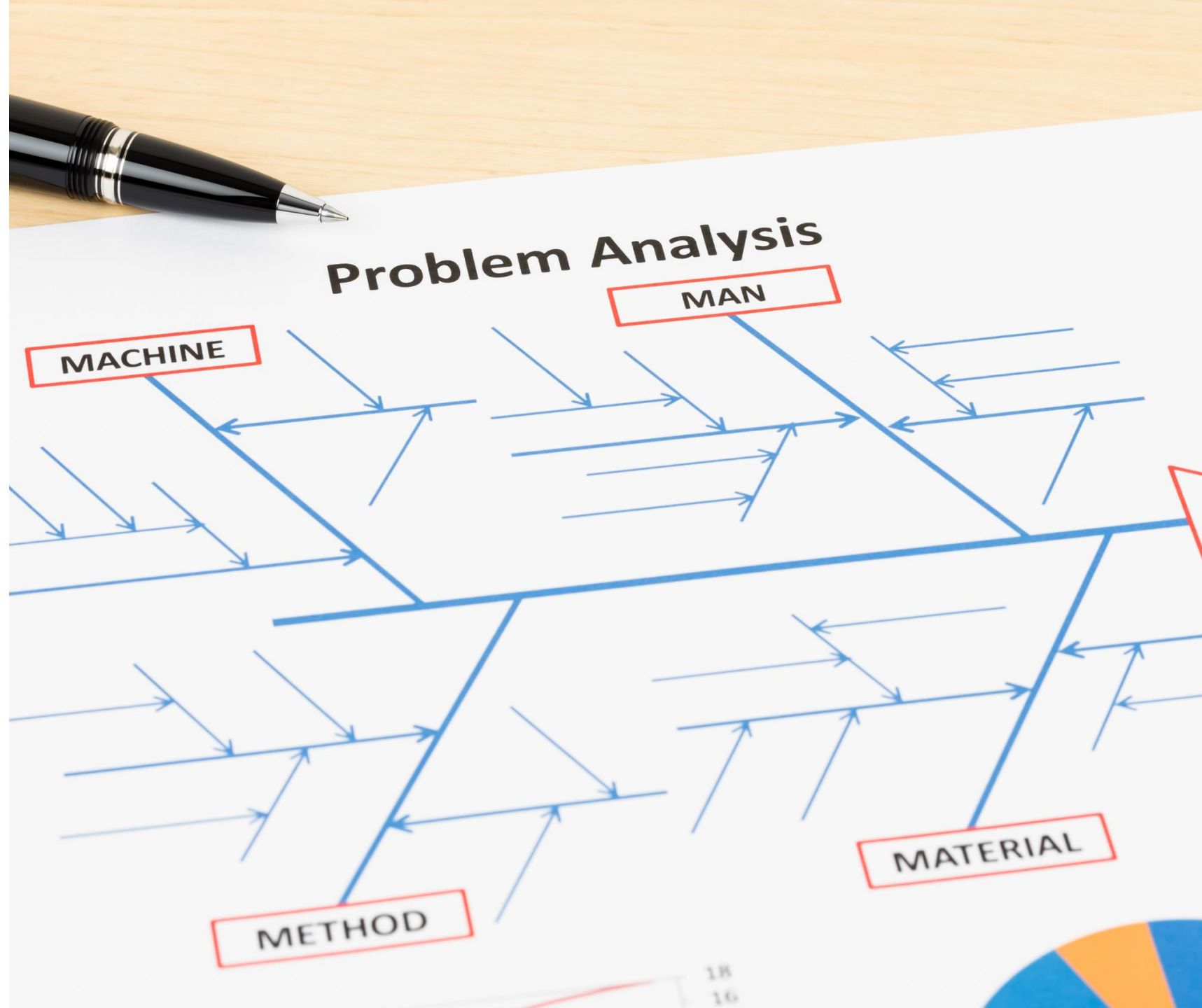


Examining Root Causes

- I was very upset at the meeting.
- Why were you upset?
- No one listened to what I had to say.

Creating a Cause and Effect Diagram

The type of barrier that demonstrates a lack of willingness to reach out, or be innovative.



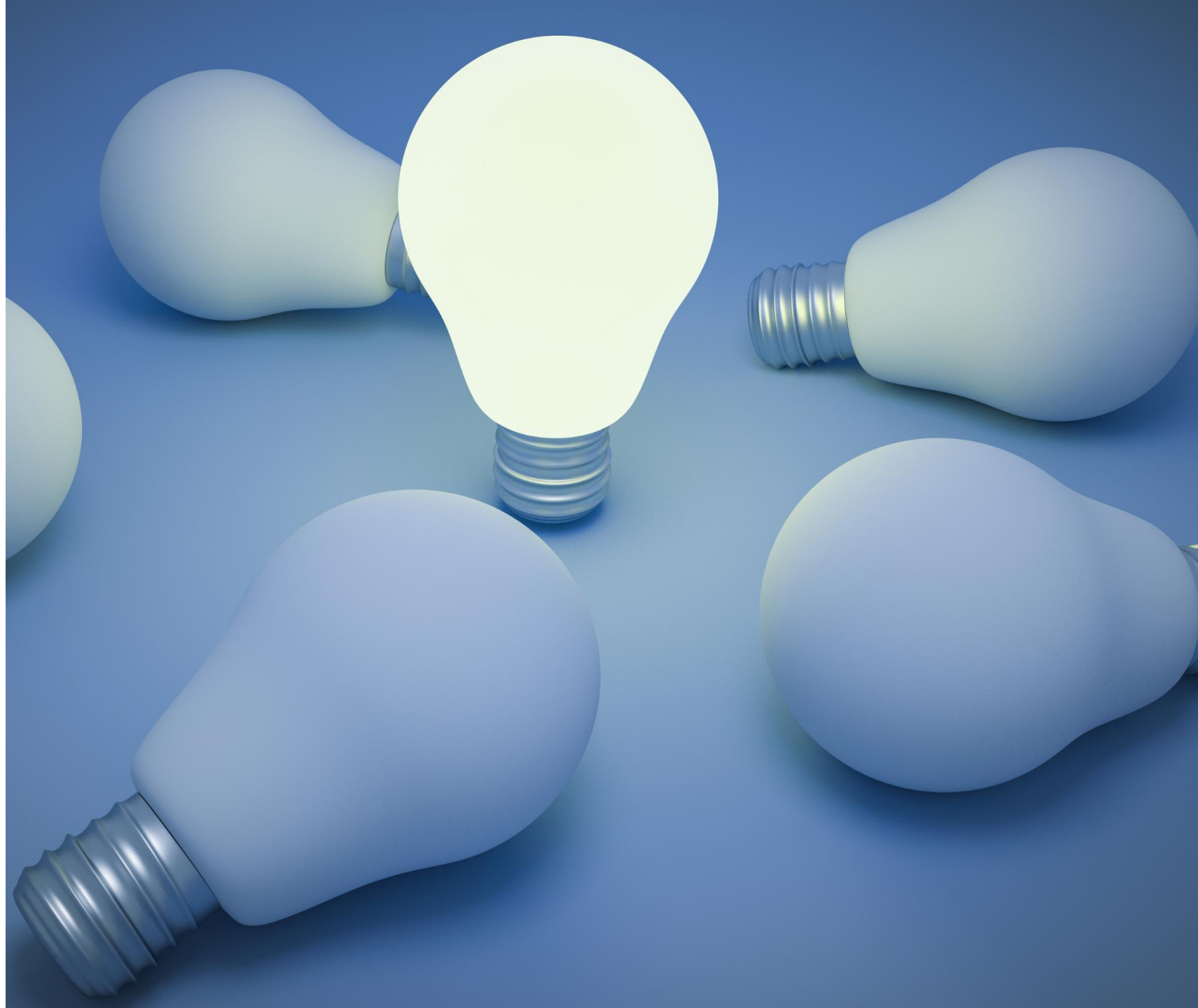
A vertical photograph on the left side of the slide shows the silhouette of a person standing on a dark, flat surface, looking towards the right. The background is a clear sky transitioning from a deep blue at the top to a warm orange and yellow near the horizon, indicating a sunset or sunrise. A thin, white contrail is visible in the upper left portion of the sky.

The Importance of Forgiveness

Forgiveness does not mean forgetting that the conflict happened; it means accepting that the conflict happened.

Identifying the Benefits of Resolution

- What relationships will deteriorate?
- What is the financial cost to the company?



Practical Illustration



- Examining Root Causes
- Creating a Cause and Effect Diagram
- The Importance of Forgiveness
- Identifying the Benefits of Resolution

Module Seven: Review Questions

1. Building a positive foundation and gathering information are _____ steps to resolving conflict.

A. Vengeful

B. Key

C. Futile

D. Restless

Module Seven: Review Questions

2. Once the groundwork has been laid, it's important to look at the _____ causes of the conflict.

A. Main

B. Possible

C. Root

D. Common

Module Seven: Review Questions

3. _____ Investigation involves continuously asking “Why?” to get to the root of the problem.

A. Simple

B. Verbal

C. Continual

D. Legal

Module Seven: Review Questions

4. Paying _____ to the wording of the root cause is important, too.

A. Attention

B. Money

C. Forward

D. Back

Module Seven: Review Questions

5. Watch out for vague _____.

A. Verbs

B. Tones

C. Explanations

D. Promises

Module Seven: Review Questions

6. Another way of examining root causes is to create a _____ diagram.

A. Venn

B. Cause

C. Fishbone

D. Working

Module Seven: Review Questions

7 _____ is a key concept in conflict resolution.

A. Anger

B. Forgiveness

C. Meltdown

D. Irritation

Module Seven: Review Questions

8. Successful conflict resolution should give the participants some feeling of _____ over the issue.

A. Remorse

B. Indignation

C. Closure

D. Hopelessness

Module Seven: Review Questions

9. Effective conflict resolution digs deep into the issues often exploring unfamiliar territory, to _____ the core conflict and prevent the problem from reoccurring.

A. Resolve

B. Recoup

C. Recover

D. Remit

Module Seven: Review Questions

10. Asking the right questions helps participants put things into perspective and _____ whether or not the conflict is truly worth resolving.

A. Evaluates

B. Negates

C. Appreciates

D. Separates



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It's not what you look at that matters, it's what you see.

Henry David Thoreau

MODULE EIGHT

Generating Options

At this stage, it's all about quantity, not quality; you want as many options to choose from as possible.



Generate, Don't Evaluate

- In an ideal world, how would this conflict be resolved?
- How do we not want this conflict to be resolved?
- How might others resolve this conflict?

Creating Mutual Gain Options and Multiple Option Solutions

- Cross off options that are an absolute no-go
- Highlight options that provide gains
- Look for options that can be combined





Digging Deeper into Your Options

For simple conflicts, three to five options is usually sufficient, but with more complex issues, five to eight options may be necessary.

Practical Illustration



- Generate, Don't Evaluate
- Creating Mutual Gain Options and Multiple Option Solutions
- Digging Deeper into Your Options

Module Eight: Review Questions

1. Once you have a good handle on the conflict, it's time for the parties to start _____ some options for resolution.

A. Denying

B. Generating

C. Fabricating

D. Celebrating

Module Eight: Review Questions

2. At the beginning, you should generate, not _____.

A. Extricate

B. Contemplate

C. Evaluate

D. Motivate

Module Eight: Review Questions

3. It's very important to not _____ yourself or the person with whom you are having the conflict.

A. Censor

B. Anger

C. Belittle

D. Demean

Module Eight: Review Questions

4. Record all possible ideas into a list or _____
diagram.

A. Venn

B. Brainstorming

C. Large

D. Quantum

Module Eight: Review Questions

5. You can create a cause and effect _____ to record ideas for resolution.

A. Journal

B. Article

C. Diagram

D. Diatribe

Module Eight: Review Questions

6. The _____ energy will build as you and the person you're in conflict with start to generate options.

A. Positive

B. Negative

C. Superlative

D. Interrogative

Module Eight: Review Questions

7. Once you have a good list of options, look over the list, and perform some basic _____.

A. Trust

B. Moves

C. Evaluation

D. Statistics

Module Eight: Review Questions

8. Cross off options that are an absolute _____ for either party.

A. Request

B. No-go

C. Nuisance

D. Must

Module Eight: Review Questions

9. Highlight options that provide _____ for both parties.

A. Gains

B. Losses

C. Winners

D. Prizes

Module Eight: Review Questions

10. For _____ conflicts, three to five options is usually sufficient.

A. Large

B. Radical

C. Simple

D. Extreme

A large, detailed image of the moon's surface, showing various craters and lunar maria. In the foreground, a silhouette of a person stands with their right arm raised, pointing towards the moon. The background is a solid black color.

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The harder the conflict, the more glorious the triumph.

Thomas Paine

MODULE NINE

Building A Solution

Once the possible solutions are laid out, it's time to move on to choosing a solution and laying the groundwork for a resolution.



Creating Criteria

Try not to think about the different options as you create the criteria. Focus instead on the wants and needs of both parties.

Creating A Shortlist

Once the criteria have been created, bring out the list of solutions.





Choosing A Solution

- Is it a win-win solution for everyone involved?
- Are all needs provided for?
- Are all criteria met?

Building A Plan

The action plan should include a list of things to do if the conflict is not actually resolved.



Practical Illustration



- Creating Criteria
- Creating A Shortlist
- Creating A Solution
- Building A Plan

Module Nine: Review Questions

1. Once the possible solutions are laid out, it's time to move on to choosing a solution and laying the groundwork for a _____.

A. Resignation

B. Revelation

C. Resolution

D. Revolution

Module Nine: Review Questions

2. The next step is creating _____ to evaluate any options you may have.

A. Criteria

B. Chromosomes

C. Critical

D. Craftiness

Module Nine: Review Questions

3. Criteria should _____ what you want and do not want from the solution.

A. Explain

B. Educate

C. Explore

D. Exclaim

Module Nine: Review Questions

4. You can also _____ your criteria by what's necessary to have and what you'd like to have.

A. Eliminate

B. Investigate

C. Prioritize

D. Marginalize

Module Nine: Review Questions

5. _____ any items on the list you'd be willing to make a compromise with.

A. Conceptualize

B. Identify

C. Trivialize

D. Baptize

Module Nine: Review Questions

6. The _____ approach is for each party to take a few minutes to write down their individual criteria, and then come together and combine the lists to create a final set of criteria.

A. Best

B. Worst

C. Last

D. Final

Module Nine: Review Questions

7. It's also important that the wants and needs of both parties be _____.

A. Ignored

B. Respected

C. Criminalized

D. Dramatized

Module Nine: Review Questions

8. Before creating criteria, you should _____ first.

A. Eat

B. Agree

C. Brainstorm

D. Argue

Module Nine: Review Questions

9. _____ any solutions that don't match the must-have criteria that you and your partner identified.

A. Eliminate

B. Eradicate

C. Eject

D. Elect

Module Nine: Review Questions

10. The last step should be your _____ solution.

A. Final

B. Worst

C. Combined

D. Desperate



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Seek first to understand, then to be understood.

Stephen Covey

The Short Version of the Process

An abridged version can be used easily to successfully resolve conflicts. There are also individual steps that can be used as conflict resolution and prevention tools.

Evaluating The Situation



Phase One
(Creating an
Effective
Atmosphere)

Phase Two
(Creating a
Mutual
Understanding)

Phase Three
(Focusing on
Individual and
Shared Goals)

Choosing Your Steps

Make a short list of possible solutions, even if it's just in your head.





Creating an Action Plan

What do you want and need out of the solution? What might the other party need?

Using Individual Process Steps

Most of the items discussed can be used individually as conflict prevention or resolution tools.



Practical Illustration



- Evaluating the Situation
- Choosing Your Steps
- Creating an Action Plan
- Using Individual Process Steps

Module Ten: Review Questions

1. How many phases of conflict resolution are there?

A. Too many

B. Six

C. Ten

D. Twelve

Module Ten: Review Questions

2. Which phase involves creating an effective atmosphere?

A. One

B. Some

C. None

D. All

Module Ten: Review Questions

3. Phase Two states that you must create a _____ understanding.

A. Sensitive

B. Mutual

C. Tactical

D. Practical

Module Ten: Review Questions

4. In Phase Two you must _____ evaluate your wants and needs.

A. Quickly

B. Never

C. Rarely

D. Always

Module Ten: Review Questions

5. Phase Three focuses on individual and shared _____.

A. Needs

B. Wants

C. Goals

D. Wallets

Module Ten: Review Questions

6. It's important that you choose the right _____.

A. Steps

B. Partner

C. Job

D. Exit

Module Ten: Review Questions

7. Have a _____ plan in case your approach doesn't work.

A. Backup

B. Detailed

C. Weak

D. Long-term

Module Ten: Review Questions

8. Make sure your _____ has something to offer.

A. Company

B. Solution

C. Revolution

D. Monitor other employees

Module Ten: Review Questions

9. What you suspect is the root cause of the conflict, could just be a _____ of a larger issue.

A. Symptom

B. Lost cause

C. Ploy

D. Trick

Module Ten: Review Questions

10. Try to _____ the real issue.

A. Be

B. Create

C. Identify

D. Exaggerate



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You can't shake hands with a clenched fist.

Indira Gandhi

Additional Tools

There are some additional tools that can help you resolve conflicts.

Stress and Anger Management Techniques

- Deep breathing
- Coping thoughts
- Take breaks



The Agreement Frame

- I appreciate, and...
- I respect, and...
- I agree, and...





Asking Open Questions

What happened?

Why do you feel that way?

Who else is involved?

Practical Illustration



- Stress and Anger Management Techniques
- The Agreement Frame
- Asking Open Questions

Module Eleven: Review Questions

1. Dealing with _____ can be hard on the mind and the body.

A. Conflict

B. Success

C. Weekends

D. Agreement

Module Eleven: Review Questions

2. Being well _____ with some stress and anger management techniques can help you stay calm.

A. Medicated

B. Managed

C. Equipped

D. Taught

Module Eleven: Review Questions

3. Nothing will be _____ when parties are upset or angry.

A. Done

B. Solved

C. Heard

D. Taken

Module Eleven: Review Questions

4. Deep _____ has beneficial mental, and physical effects.

A. Breathing

B. Thinking

C. Scrubbing

D. Cleaning

Module Eleven: Review Questions

5. _____ thoughts can help you stay calm.

A. Fleeting

B. Coping

C. Rationalizing

D. Deprecating

Module Eleven: Review Questions

6. Make sure to take _____ often.

A. Breaks

B. Snacks

C. Sips

D. Office Supplies

Module Eleven: Review Questions

7. If the person you are in conflict with becomes _____, encourage them to take a break.

A. Annoying

B. Emotional

C. Agreeable

D. Hateful

Module Eleven: Review Questions

8. The _____ Frame can be used in any situation to explain your viewpoint in an assertive, non-confrontational way, without watering your position down.

A. Agreement

B. Annulment

C. Appropriate

D. Apologetic

Module Eleven: Review Questions

9. Which is not a form that The Agreement Frame takes?

A. I appreciate

B. I respect

C. I forbid

D. I agree

Module Eleven: Review Questions

10. When possible use the five ___ or the H to ask a question.

A. Why's

B. W's

C. Where's

D. Who's

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Conflict Resolution is just beginning.



Words From the Wise

Difficulties are meant to rouse, not discourage. The human spirit is to grow strong by conflict.

- William Ellery Channing

Conflict is the beginning of consciousness.

- Esther Harding

They may forget what you said, but they will never forget how you made them feel.

- Carl W. Buechner