

Negotiation: Managing Conflict Effectively

Gail Fann Thomas, Assoc Professor
Graduate School of Business & Public Policy
Program Manager, Strategic Communication
Center for Executive Education
Naval Postgraduate School
Monterey, CA
gthomas@nps.edu

Caby Verzosa, Program Leader
Leadership for Development at
World Bank Institute
Washington DC
cverzosa@worldbank.org

Some Definitions

- **Conflict** A situation in which the concerns of two or more people appear to be incompatible.
- **Negotiations** A dialogue between two or more people or parties, intended to reach an understanding, resolve a point of difference, or to produce an agreement upon courses of action.
- **Mediation** Using a third neutral party (mediator), parties talk and generate a mutually acceptable agreement. The mediator has no decision power.
- **Arbitration** Similar to a legal hearing, where both parties present information regarding their positions and a third-party neutral arbitrator makes a decision to resolve the dispute.

**Managers report
spending 19-26% of
their time dealing
with conflict.***

**How much time in the
last year did you
spend dealing with
conflict?**



**Survey sponsored by American Management Assn.*

Learning Objectives:

- Discuss the 5 conflict-handling behaviors and know when each is appropriate to use.
- Identify your preferred conflict-handling styles and know the consequences of over- and underuse of each style.
- Discuss the basics of principled negotiations.
- From your work experience, provide examples of collaborative/integrative negotiation.

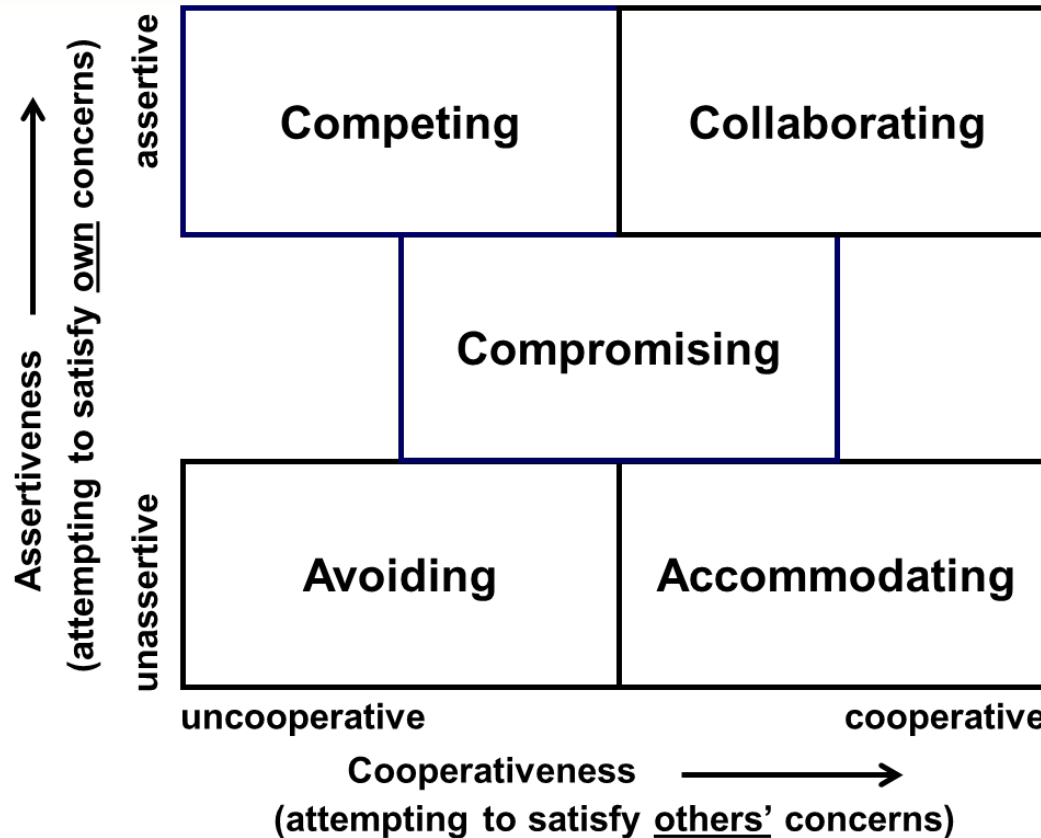
- Conflict, managed well, can improve outcomes.
- Creative conflict management is about making better decisions – which means that people are able to listen to different perspectives, address collective action problems, and work collaboratively.



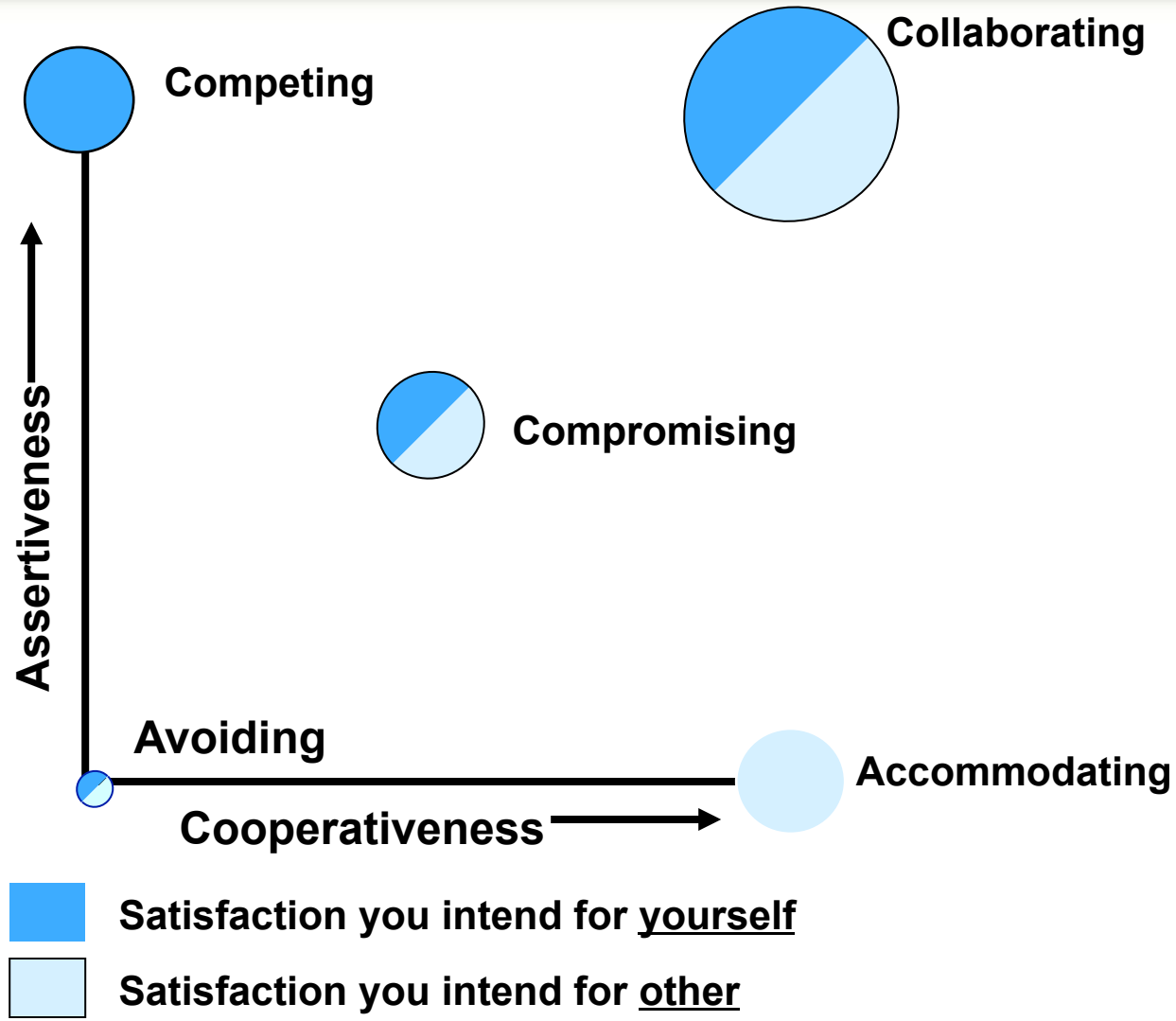
Conflict handling at different levels

- Interpersonal
- Teams
- Organizational (culture)

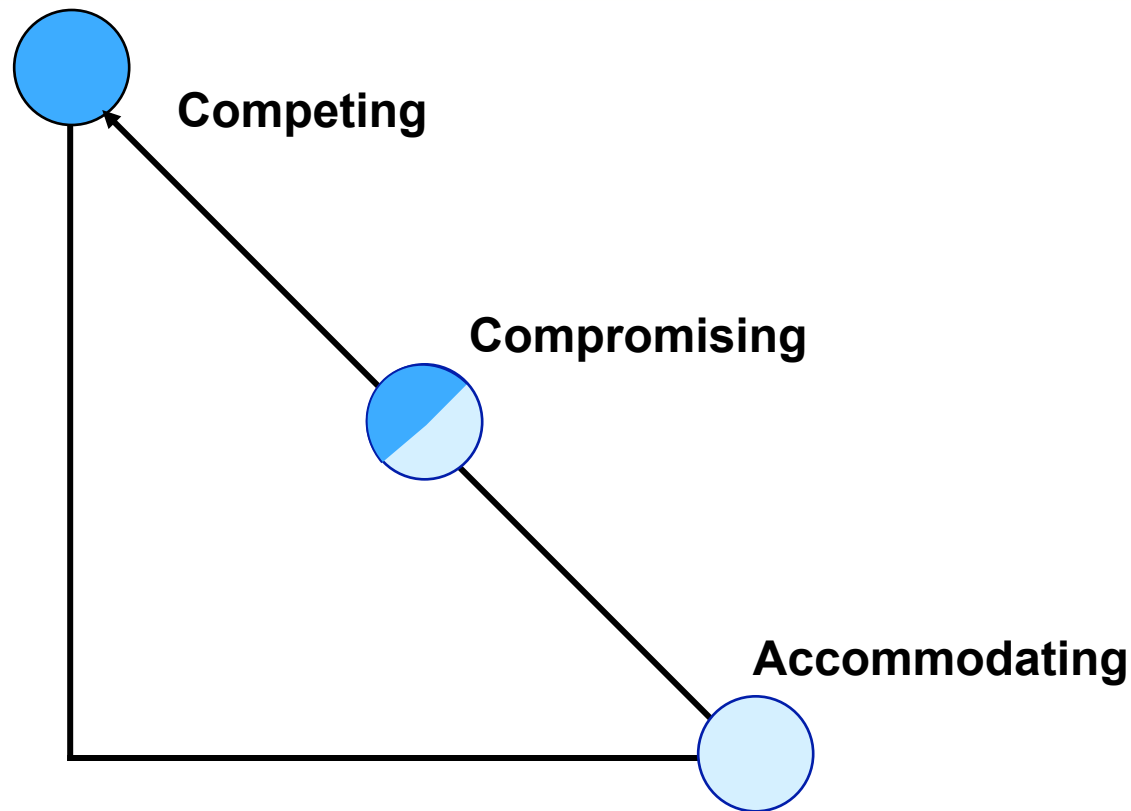
Model of Conflict-Handling Modes



“Pies of Satisfaction”



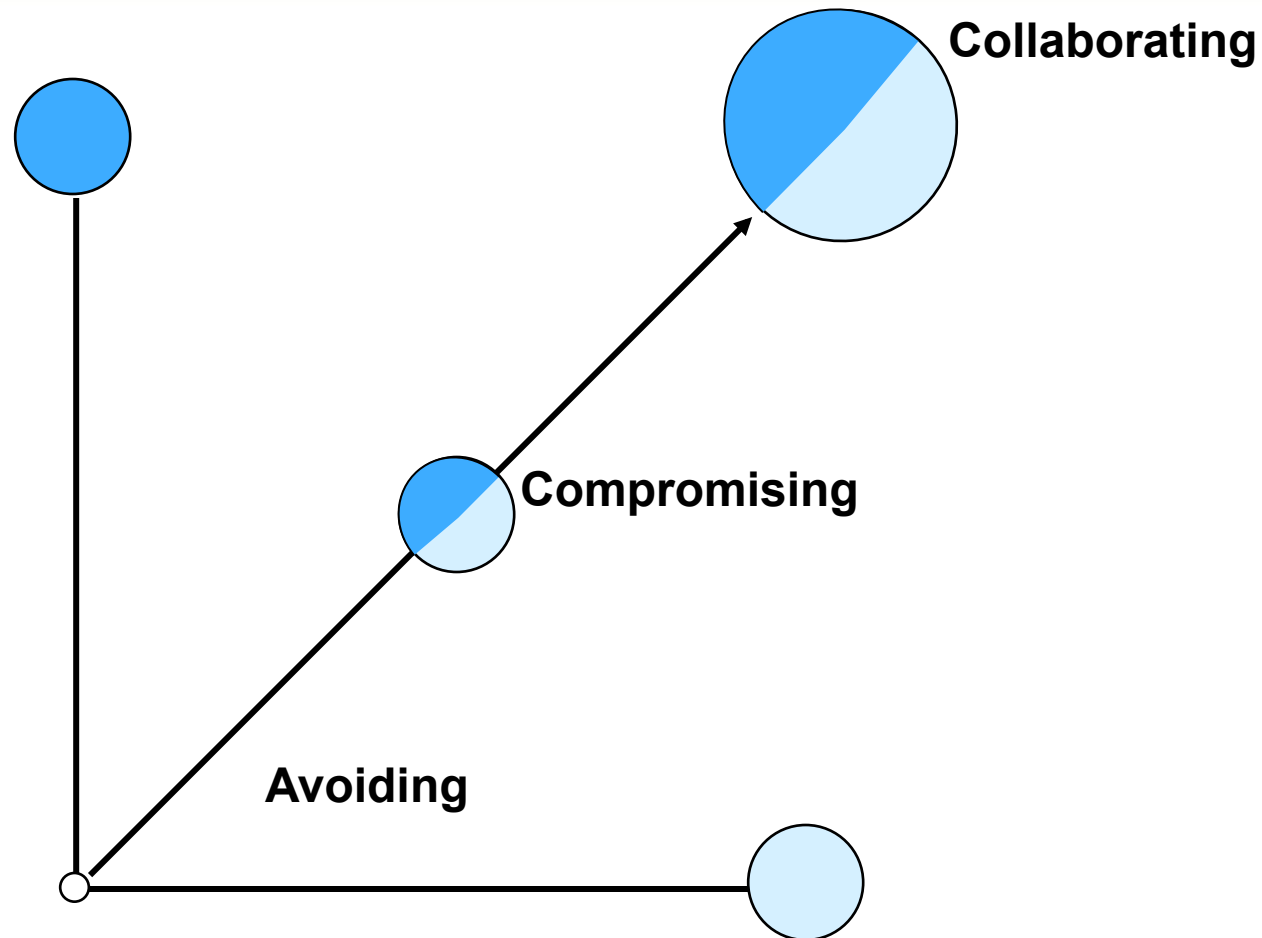
Distributive Dimension of Conflict-Handling Behavior: Claiming Value



These modes assume a limited “pie” of total possible satisfaction – enough to fully satisfy one person

They differ in terms of how much of that satisfaction is claimed (shaded portion of pie)

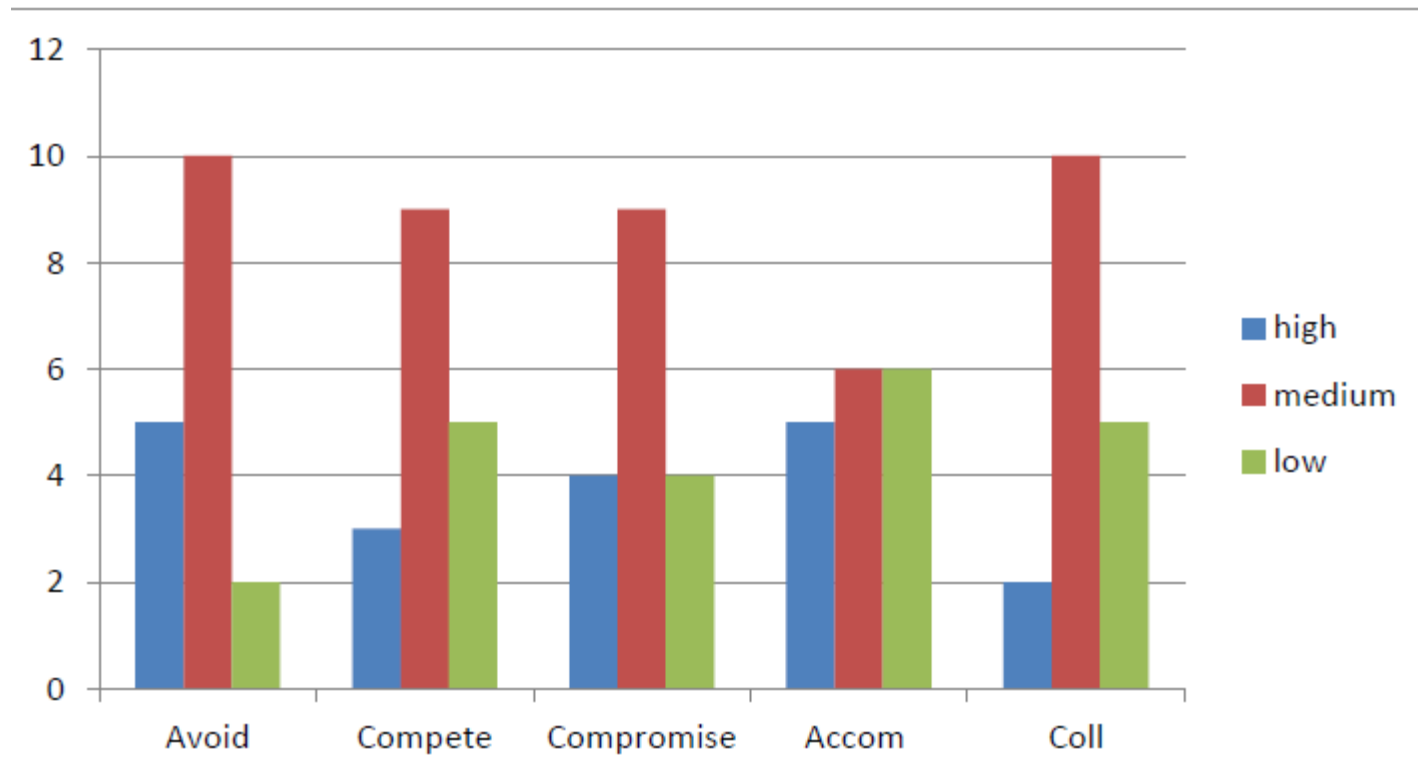
**Integrative Dimension
of Conflict-Handling Behavior:
Creating Value**



Along this dimension, the modes differ in terms of the size of the pie of total possible satisfaction

Collaborating seeks to enlarge the pie to completely satisfy both persons' concerns.

Your TKI Conflict-Handling Styles



Principled Negotiation: 4 things to remember

- Separate the person from the problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria

Collaboration Requires Knowing the Difference between Concerns and Positions

- **Concern:** What you care about in a conflict; the thing that's threatened that you would like to protect.

- **Position:** The action you propose to settle the conflict; what you think should be done.

Principled Negotiation: Steps for Preparing a Meaningful Dialogue

My Interests	Their Interests	Options	Objective Criteria
What do I really care about? What are my underlying concerns?	What do I think they really care about? What might be their underlying concerns?	What are possible collaborative agreements we might make?	What external criteria might we use to demonstrate fairness?

outcomes

BATNA

What's my Best Alternative to a Negotiated Agreement? At what point should I walk away?

Commitment

What's our commitment to each other? What is our plan of action?

Source: Getting Ready to Negotiate, Fisher and Ertel, 1995.

Exercise: Good practices of collaborative negotiations

- Describe a conflict that you observed or participated in the last year that was resolved collaboratively. (You made the pie bigger.)

OR

- Think of a conflict within the last year that was not resolved well. How might it have been more successful had you used these principles?

Summary

Remember:

1. Collaborate when you can on important issues
2. Don't push a position unless you must
3. Use dialogue, "squint with your ears", check assumptions, & know yourself

Backup slides

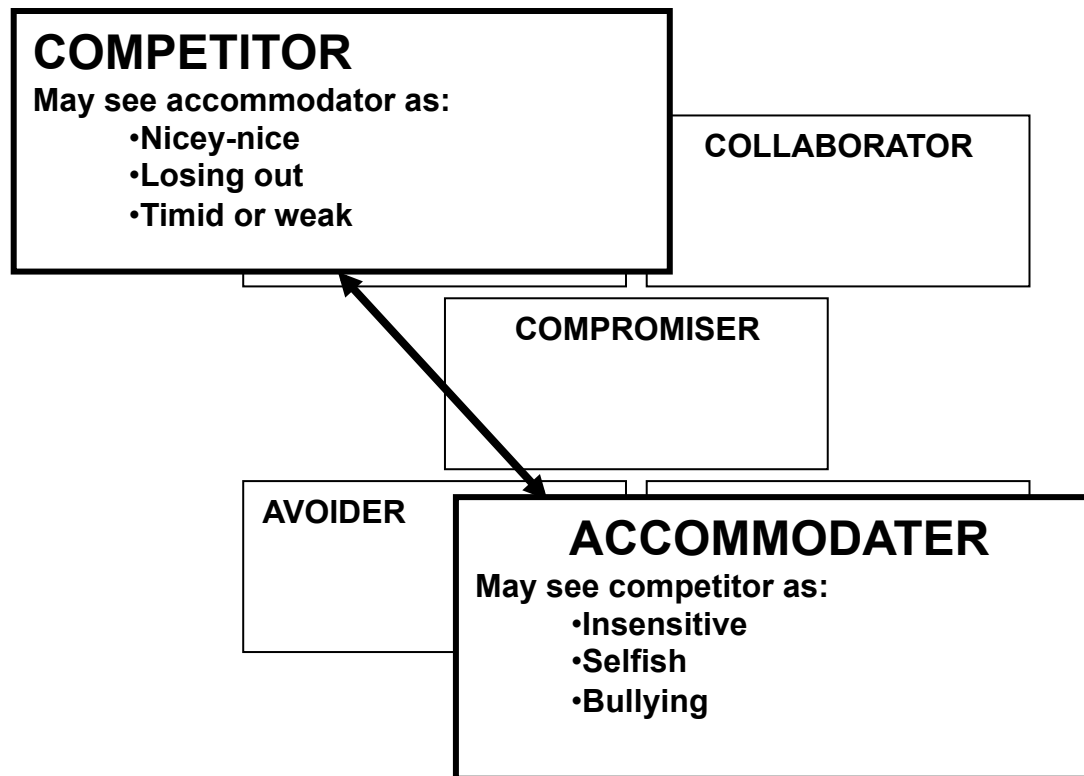
Behavioral Skills for Each Conflict Mode

(Partial List)

Competing <ul style="list-style-type: none">• Fighting fair• Using warnings instead of threats	Collaborating <ul style="list-style-type: none">• Identifying underlying concerns• Using “firm flexibility”
	Compromising <ul style="list-style-type: none">• Making partial, reciprocated concessions• Using “principled” compromise
Avoiding <ul style="list-style-type: none">• Avoiding without being evasive• Avoiding “personalized” conflicts (breaking the anger cycle)	Accommodating <ul style="list-style-type: none">• Conceding gracefully• Satisfying a complaint

Motives Often Get Misread

Team members often stereotype other styles at their worst, framing them negatively in terms of their own values.



Positive Intentions of the Conflict Styles

Competitor “Champion” Here’s a good thing to do!	Collaborator “Problem Solver” Can we find a win/win solution?
Compromiser “Pragmatist” Should we settle for a workable middle ground?	
Avoider “Time Keeper” Is this issue worth our time?	Accommodator “Chaplain” Can we protect goodwill and others’ well-being?

Style “Temptations” to Guard Against

(Partial List)

<p>Competitors</p> <p>Not listening: interrupting, talking over, or ignoring others’ statements</p> <p>Attacking: showing anger; making personal criticisms or threats</p>	<p>Collaborators</p> <p>Overanalyzing: problem solving when the answer is clear or the issue is unimportant</p> <p>Failing: continuing to problem solve when it’s not working</p>
<p>Compromisers</p> <p>Posturing: using misrepresentation or inflated demands to get a favorable settlement</p> <p>Settling short: agreeing to a compromise that does not meet team needs</p>	
<p>Avoiders</p> <p>Avoiding teammates: avoiding individuals with whom you have issues; not returning e-mails, calls, etc.</p> <p>Withholding information: not volunteering information on issues; providing vague answers</p>	<p>Accommodators</p> <p>Allowing questionable decisions: not challenging decisions you have doubts about; not “rocking the boat”</p> <p>Bending rules: allowing exceptions to rules or standards; overlooking violations or substandard performance</p>