



# Managing Conflict Effectively

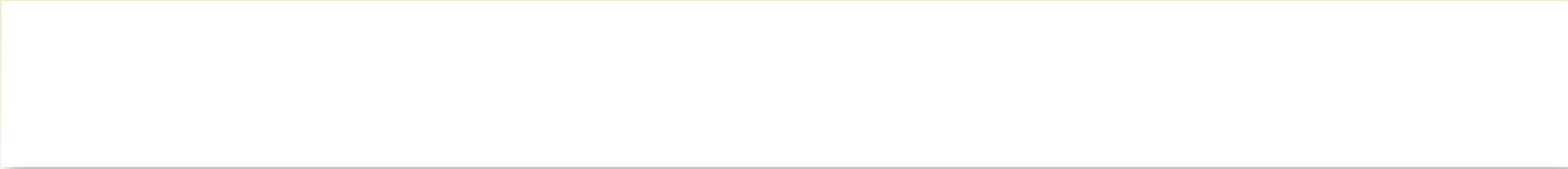
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# Learning Objectives:

- 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.

# Some Definitions

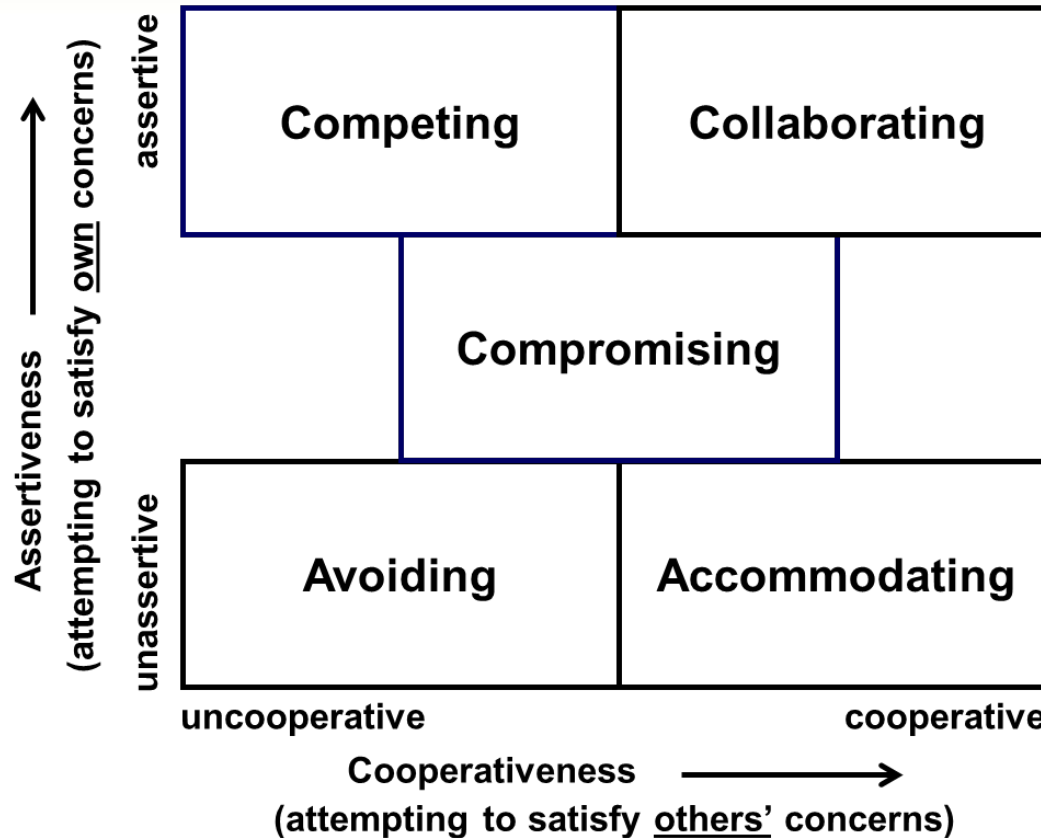
- **Conflict** A situation in which the concerns of two people appear to be incompatible.
- **Negotiations** A dialogue between two or more people or parties, intended to reach an understanding, resolve a point of difference, or to produce an agreement upon courses of action.
- **Mediation** Using a 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.

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- Conflict, managed well, can improve outcomes.
  - Creative conflict management is about making better decisions.

# Conflict handling at different levels

- Interpersonal
- Teams
- Organizational (culture)

# Model of Conflict-Handling Modes

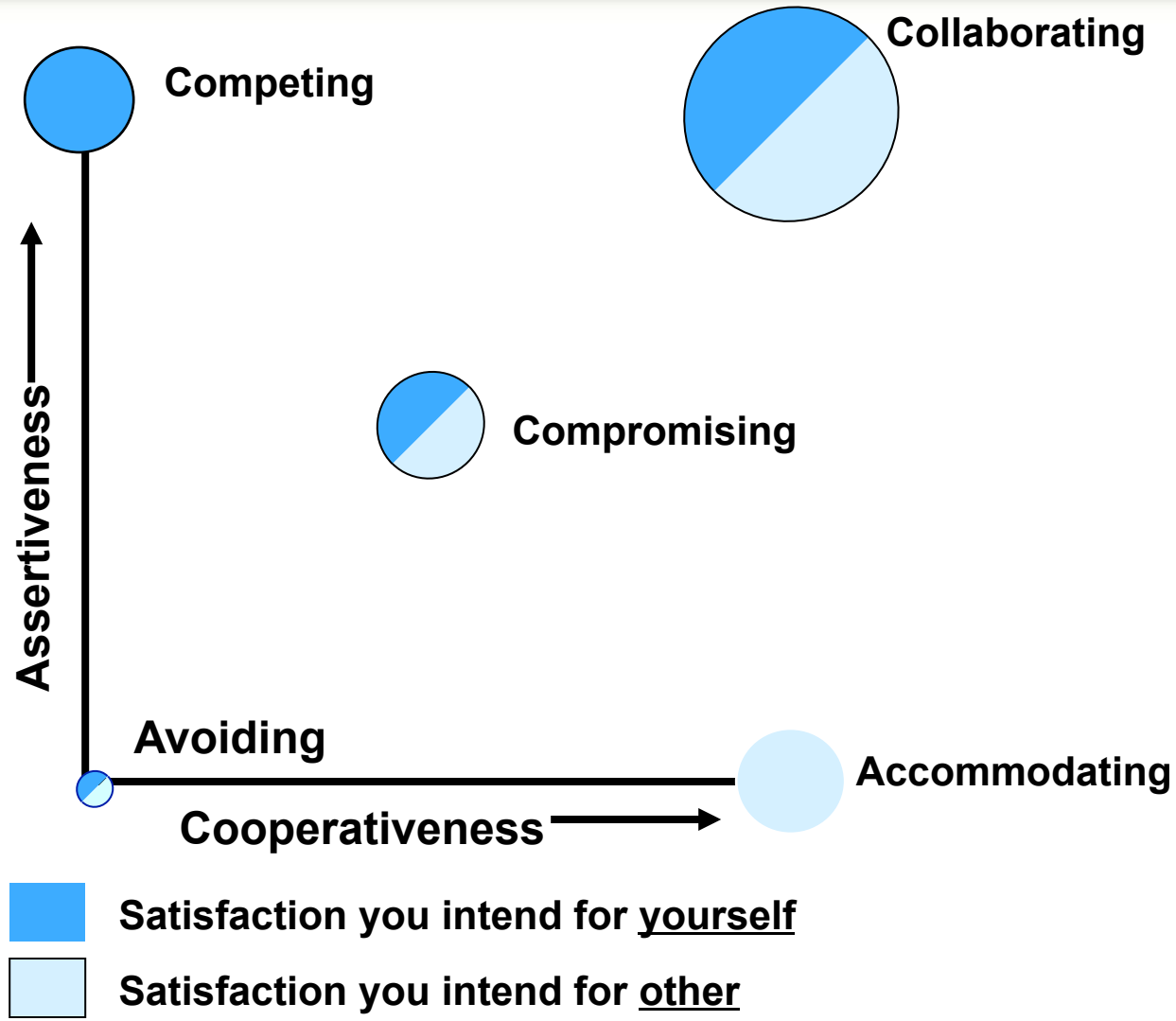


# Behavioral Skills for Each Conflict Mode

(Partial List)

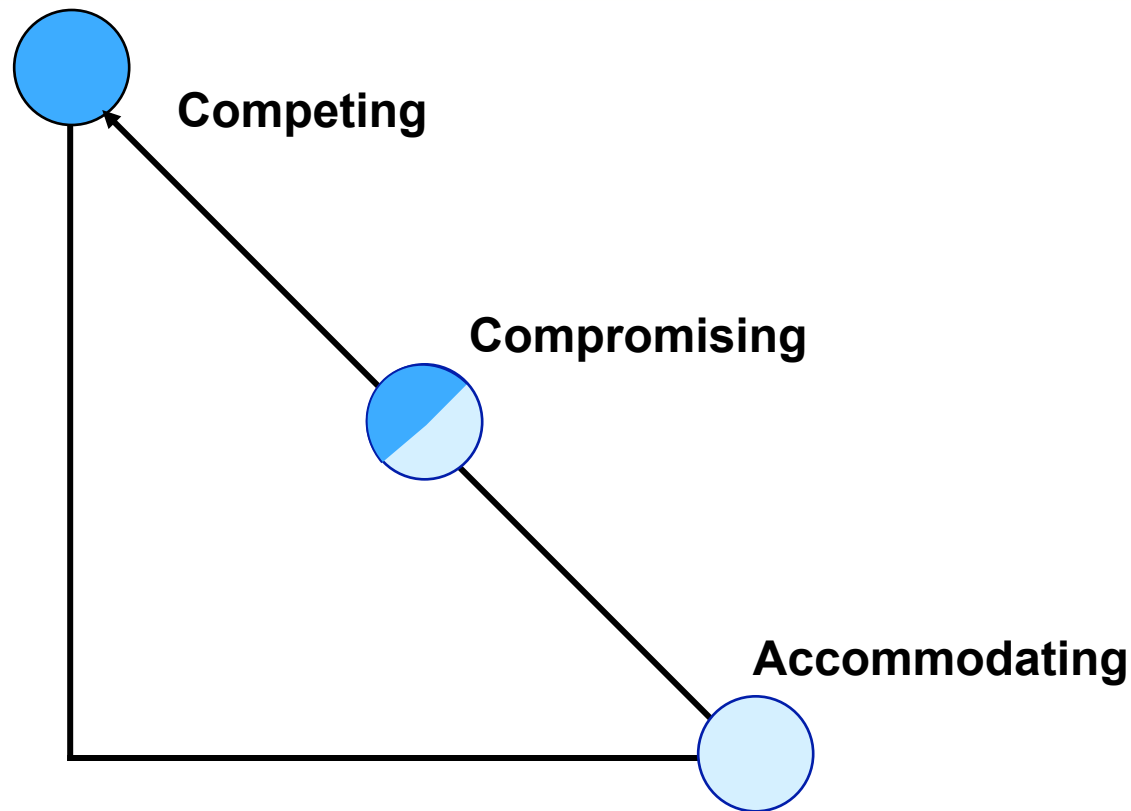
<b>Competing</b> <ul style="list-style-type: none"><li>• Fighting fair</li><li>• Using warnings instead of threats</li></ul>	<b>Collaborating</b> <ul style="list-style-type: none"><li>• Identifying underlying concerns</li><li>• Using “firm flexibility”</li></ul>
	<b>Compromising</b> <ul style="list-style-type: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

# “Pies of Satisfaction”





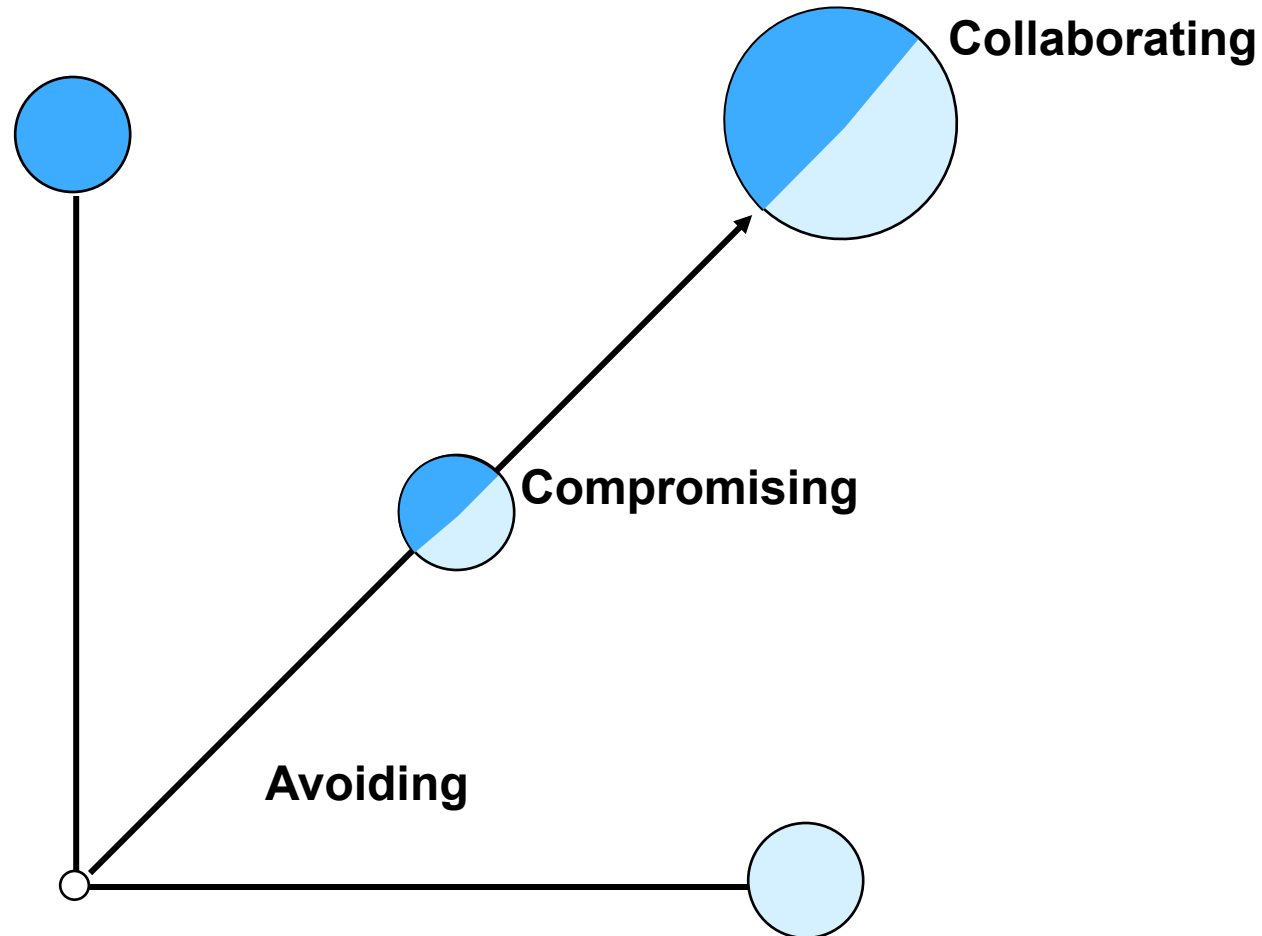
## Distributive Dimension of Conflict-Handling Behavior: Claiming Value



**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

Score	Collaborate	Accommodate	Compromise	Avoiding	Competing
11	1	0	1	1	0
10	1	2	7	1	1
9	0	1	3	5	0
8	5	3	6	5	2
7	3	3	6	5	3
6	4	7	4	4	4
5	8	3	2	2	3
4	2	2	0	4	6
3	1	5	0	1	2
2	2	3	0	1	3
1	2	0	0	0	3
0	0	0	0	0	2

## 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 that was resolved collaboratively. (You made the pie bigger.)

OR

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

# Summary

## *Remember:*

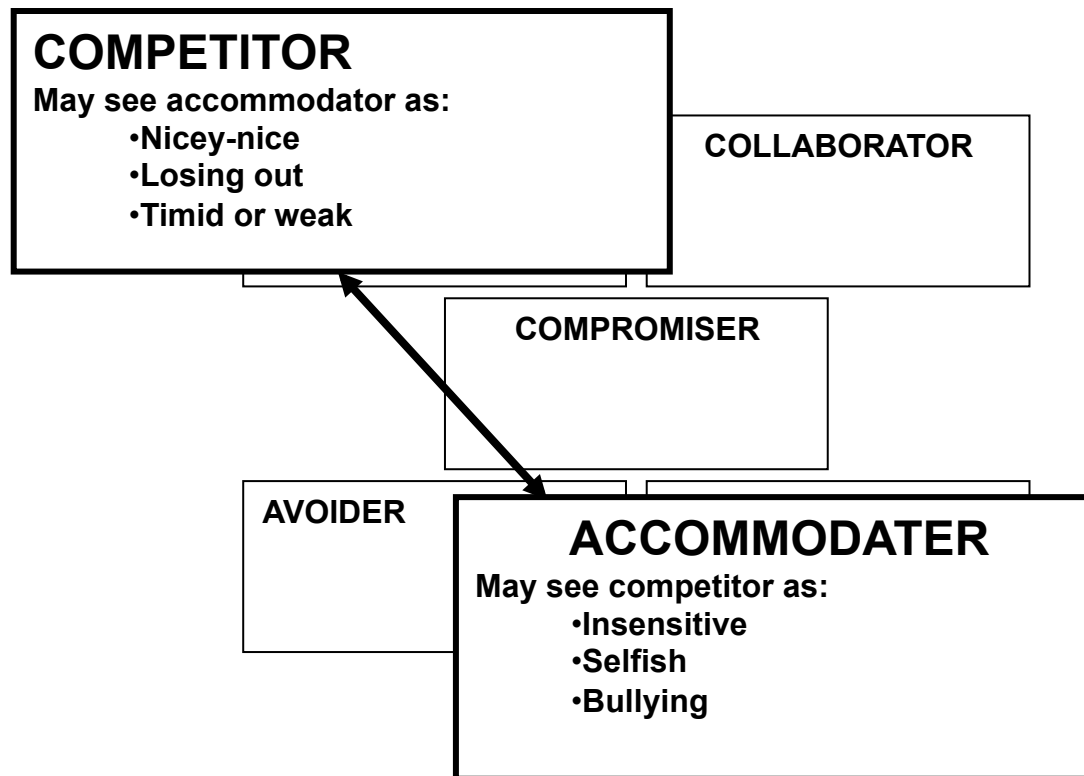
1. Collaborate when you can on important issues
2. Don't push a position unless you must
3. Use dialogue, "squint with your ears", check assumptions, & know yourself



# Backup slides

# 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

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

# Style “Temptations” to Guard Against

(Partial List)

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