



Best Practice:

The Keys to Conflict Mgmt

First Things First:

- Helps avoid the tendency toward group think
- Serve as a catalyst to organizational improvement
- Encourages new thinking
- Raises questions
- Builds relationships
- Opens minds
- Builds Motivation

**Conflict
can also
be a good
thing...**

Costs of Conflict: Individually



Costs of Conflict: Organizationally

- Waste of time and resources
- Mental health concerns
- Decrease in productivity
- Larger goals compromised
- Vision, mission and values get shelved
- Demotivation and dysfunctional teams are evident
- Absenteeism and Retention concerns
- Deviant behavior surfaces

Three Basic Conflict Styles:



Three Criteria for Conflict Resolution

1. Wise Agreement
2. Efficient
3. Improve not Damage Relationship

Most Use Positions as Solutions (or “Bids”)

- Positions are offers and counter offers

Positives:

- Lets the parties know what the other wants
- Provides an anchor so that the parties know how far they are willing to go
- Can help the parties reach an agreement

So Which Approach is Better?

Change the game:

- Substance
- Procedures for dealing with Substance
- Each move you make structures the rules of the relationship

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UPDATED SECOND EDITION

crucial conversations



**TOOLS FOR TALKING WHEN
STAKES ARE HIGH**

FOREWORD BY STEPHEN R. COVEY

NEW YORK TIMES BESTSELLING AUTHORS
PATTERSON · GRENNEY · McMILLAN · SWITZLER

The National Bestseller



The Second Edition with
Answers to Ten Questions People Ask

GETTING TO YES

**Negotiating Agreement
Without Giving In**

Roger Fisher and William Ury

and for the Second Edition Bruce Patton
of the Harvard Negotiation Project

Conflict Resolution

1. Separate the People from the problem
2. Focus on Interests not Positions
3. Generate numerous options and outs
4. Insist that the criteria be based on some objective standard.

Separate the People from the Problem

Employees are People 1st

- Unpredictable and So are You
- Desire to be “good”, believe they are “good”, and worry about what others think of them.

On the other hand

- Angry, frustrated, hurt, depressed
- Have egos
- See the world through their eyes and confuse their perception with reality

A close-up photograph of a baby's face, showing a grumpy or angry expression with furrowed brows and a downturned mouth. The baby is wearing a green and white checkered shirt with a dark bow tie. The background is a soft, out-of-focus grey.

To Deal With People: Focus on What We Know

1. Perception
2. Emotions
3. Communication

Focus on Interests not Positions

Look to the underlying interest

- Most Basic Level
- Interest define the problem
- Needs, Desires, Concerns, Fears

Reconciling Interests NOT Positions because:

- Numerous options can be presented to satisfy problem
- Behind Positions lie many more shared interests than conflicting ones.

A pyramid diagram representing Maslow's Hierarchy of Needs. The pyramid is divided into five horizontal layers, each with a different color and text. The layers are: 1. Self-Actualisation (purple, top), 2. Self-Esteem Needs (green), 3. Love and Belongingness Needs (yellow), 4. Safety and Security Needs (orange), and 5. Physiological Needs (red, bottom). The pyramid is set against a dark blue background. At the bottom of the image, there is a dark blue banner with the title 'Maslow's Hierarchy of Needs' in white text.

Self-Actualisation

Morality, Creativity,
Spontaneity, Acceptance.
Experience purpose,
meaning and inner potential

Self-Esteem Needs

Confidence, achievements, respect of
others, connections, need for individuality

Love and Belongingness Needs

Friendship, family, intimacy, connections

Safety and Security Needs

Health, employment, property, family, stability

Physiological Needs

Air, food, water, shelter, clothing, sleep

Maslow's Hierarchy of Needs

Invent Options for Mutual Gain

- Seems like an “either or” choice or a win/lose option
 - Students Wanting the Orange
- **So Important:**
 - Expand the pie before dividing it
- **4 Issues: These get in the way of developing options**
 - Premature Judgment
 - Searching for a single answer
 - Assumption of a fixed pie
 - Thinking that solving their problem is their problem

Insist on Utilizing Objective Criteria

- Overall interests may at times conflict no matter how many shared interests.
- Deciding on **WILL** is costly.
 - Because I said so...is a no no!
- Deal with objective standards.



Insist on Utilizing Objective Criteria

Fair Procedures/Objective Procedures

- 1 cuts cake/1 picks piece
- Taking Turns
- Have third party decided
- Must be fair and give equal opportunity.

Negotiating with Objective Criteria

- Frame each issue as a joint search for objective criteria.
- Be open
- Never yield to pressure only to principle.

