Resolving Conflict with Integrity
Facilitator: Romeo Crow Chief

Guidelines

- Cell phones will be shut off during workshops
- Everybody will participate at their own pace
- Speak and listen with respect and compassion
- No shoulding on self and others
- Take what fits and leave the rest

And
No Flexing of Muscles

Objectives of Workshop

- Communication key to successful conflict resolution
- Attitude and it's impact at work
- Clarify the roles of players in conflict resolution
- A better understanding of the Conflict Resolution Process

THERE'S ONE IN EVERY OFFICE...

The Office Tattle-tale

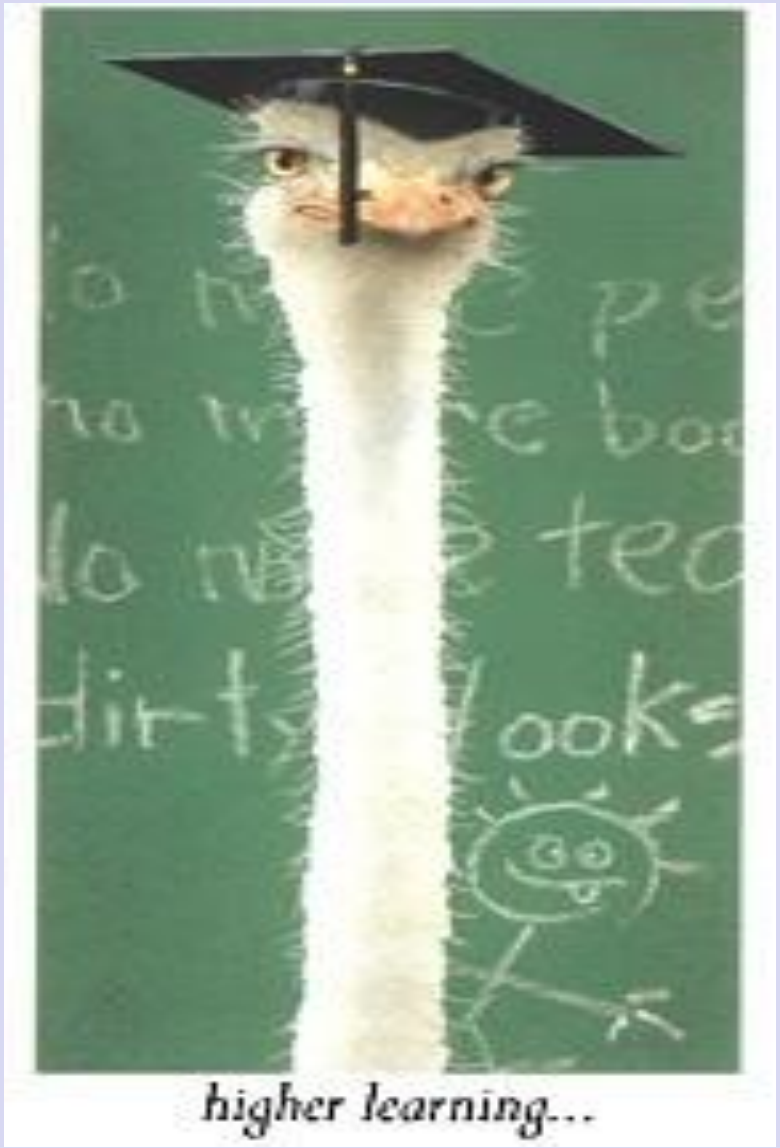
The Office Bully

The Office Joker

The Office Spy

the Office Stud

The Office Know-it-all



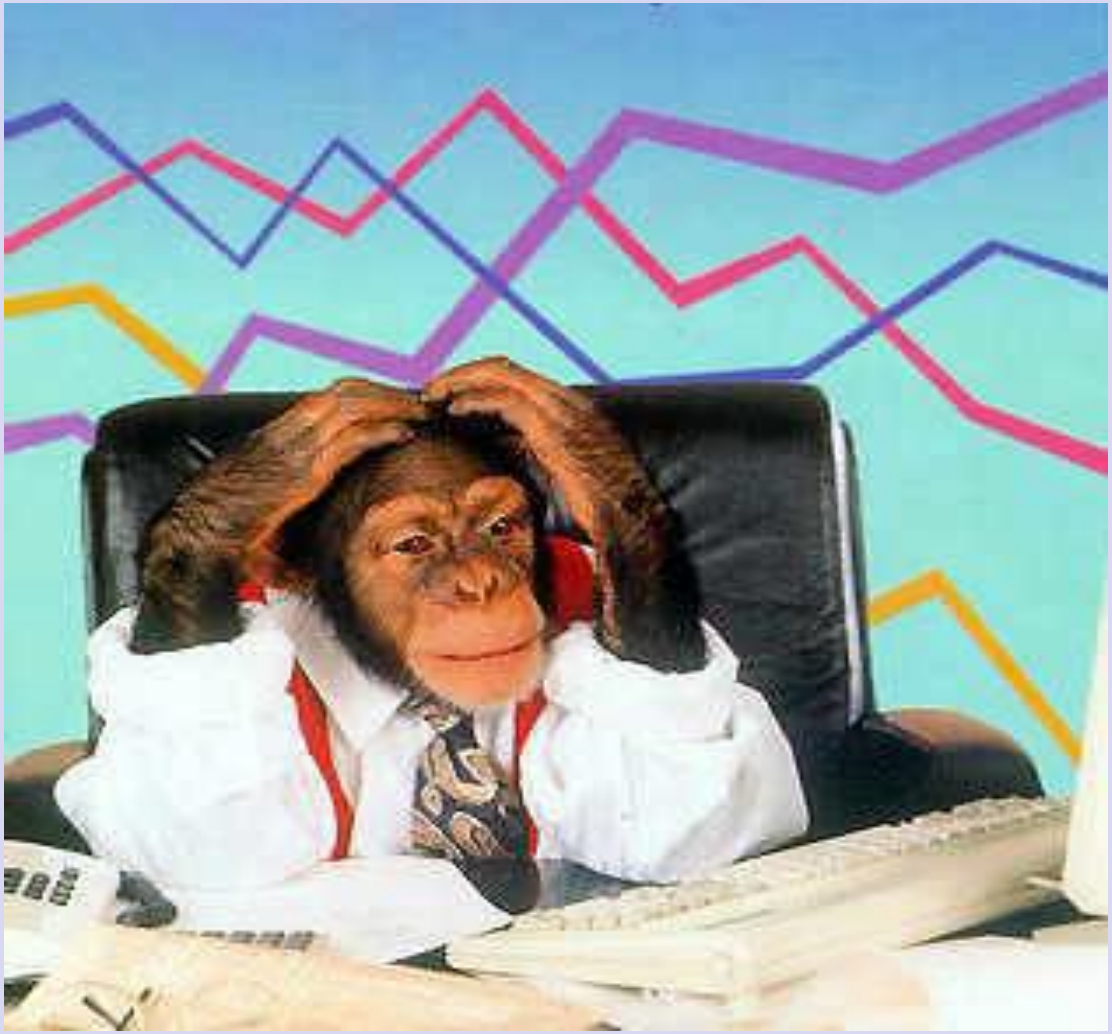
The Office Scrapper

The office wimp

The Office Glutton

Nosy Parker

The Office I.T. Technician



The Office Buyer

The Office Receptionist

The office team leader

Missing In Action Employee

The Boss' Spouse

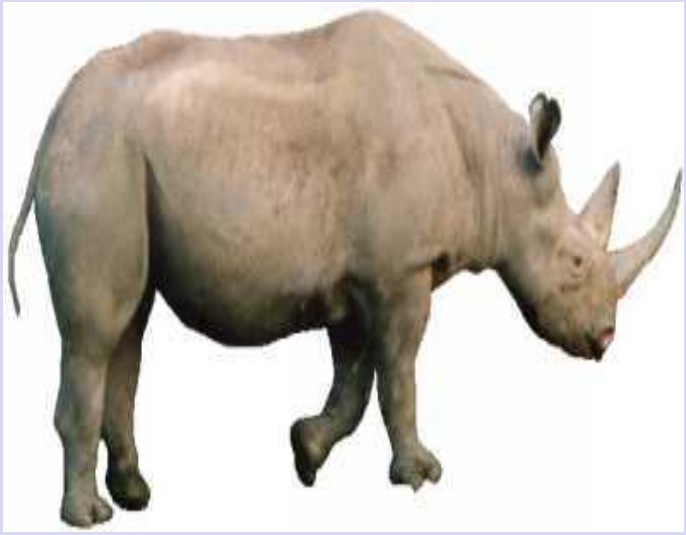
AND FINALLY…

The BOSS

Personality Traits

- Each team member has different personality traits that make the team unique
- For good communication we need to understand and respect our fellow team members. So we need to understand where they are coming from.
- What of the animals below is closest to my personality – Rhino, Owl, Lamb, Fox, Chameleon

Join your fellow Rhinos, owls, lambs, foxes and chameleons and answer the following.



Answer the following questions

1. What are the positive traits of my animal?
2. What are the negative traits that the other animals see in me?
3. What are the negative traits I see in the other animals?

Conflict

- What image comes to mind when we say the word “conflict”…..
- List images of conflict – flip chart – all participants (5 minutes)

Communication is key to conflict resolution

What time is Bingo?

Team Communication

- Get into groups of two.
- Use paper – do it twice
- The person facing the flipchart gives verbal instruction to the person facing the other direction.
- See if you have good communication skills.

Conflict Resolution Model

Stage 1

- Establish a positive format
- Build Rapport
- Clarify role of mediator
- Establish guidelines

Stage 2

- Identify issues
- Form the Agenda
- Prioritize the issues on the Agenda

Conflict Resolution Model

Stage 3

- Explore the interests for each issue in turn
- Form a goal statement – Example

"Eugene and Romeo are both interested in doing a great job for the participants"

- Who? What? Where? When? How? Why? which?

Conflict Resolution Model

Stage 4

- Brainstorm options based on goal statement
- Prioritize Issues
- Select options based on prioritized Interests
- Test options against objective criteria for fairness
- Form the agreement

Conflict Resolution with Mediator

- Peter Rabbit

Overview of Conflict Resolution Process

Legislation

Litigation

Arbitration

Mediation

Negotiation

Communication

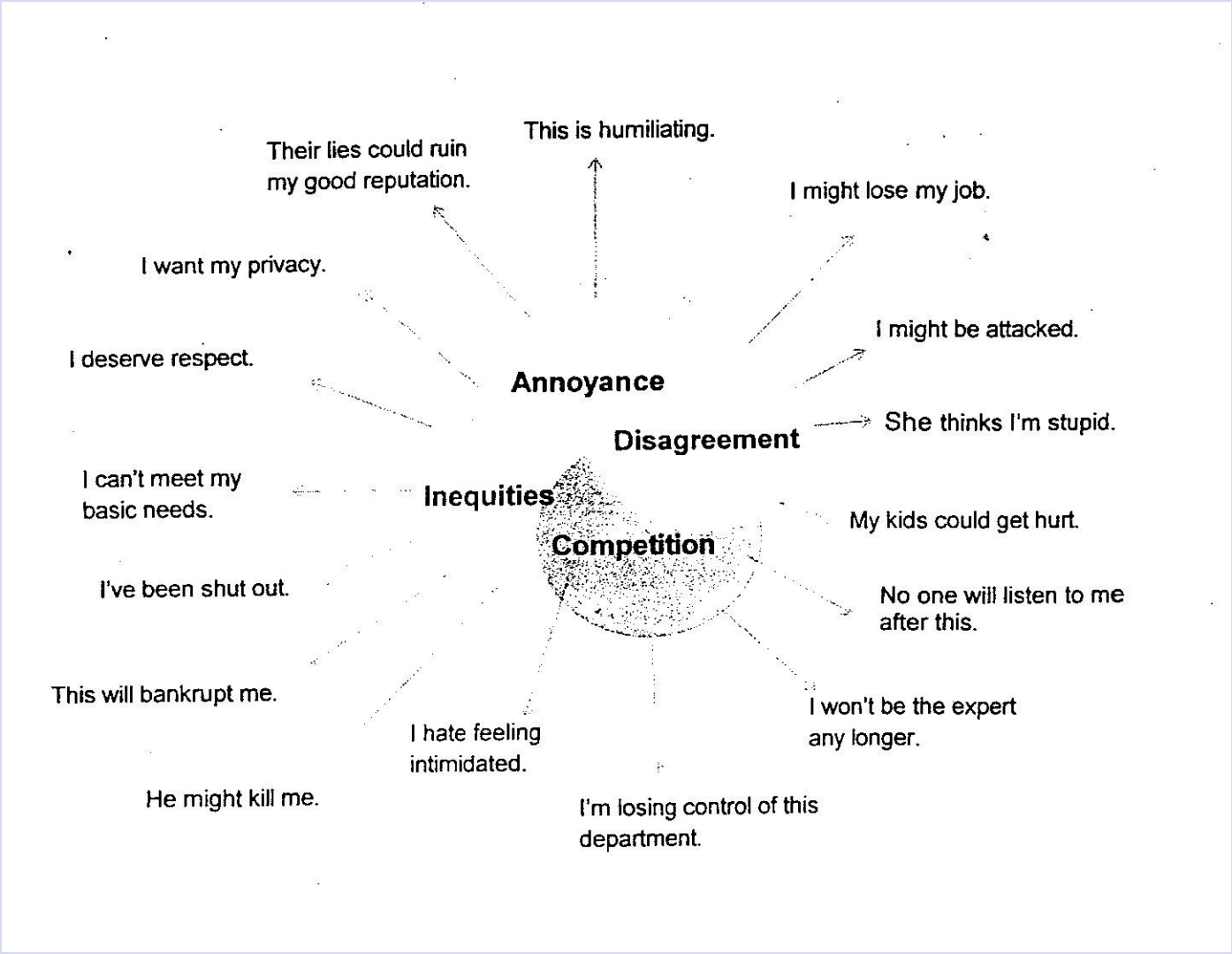
The Conflict Core

Understanding conflict

How you understand conflict will guide the way that you mediate.

- **Life is full of annoyances, opposing interests, cultural differences. Only a fraction of those grow into patterns of hostilities – those more serious, ongoing situations that we define as "conflicts".**
- ***The Conflict Core* shows the threat that pulses at the core of most conflicts.**

The Conflict Core



The Conflict Spiral

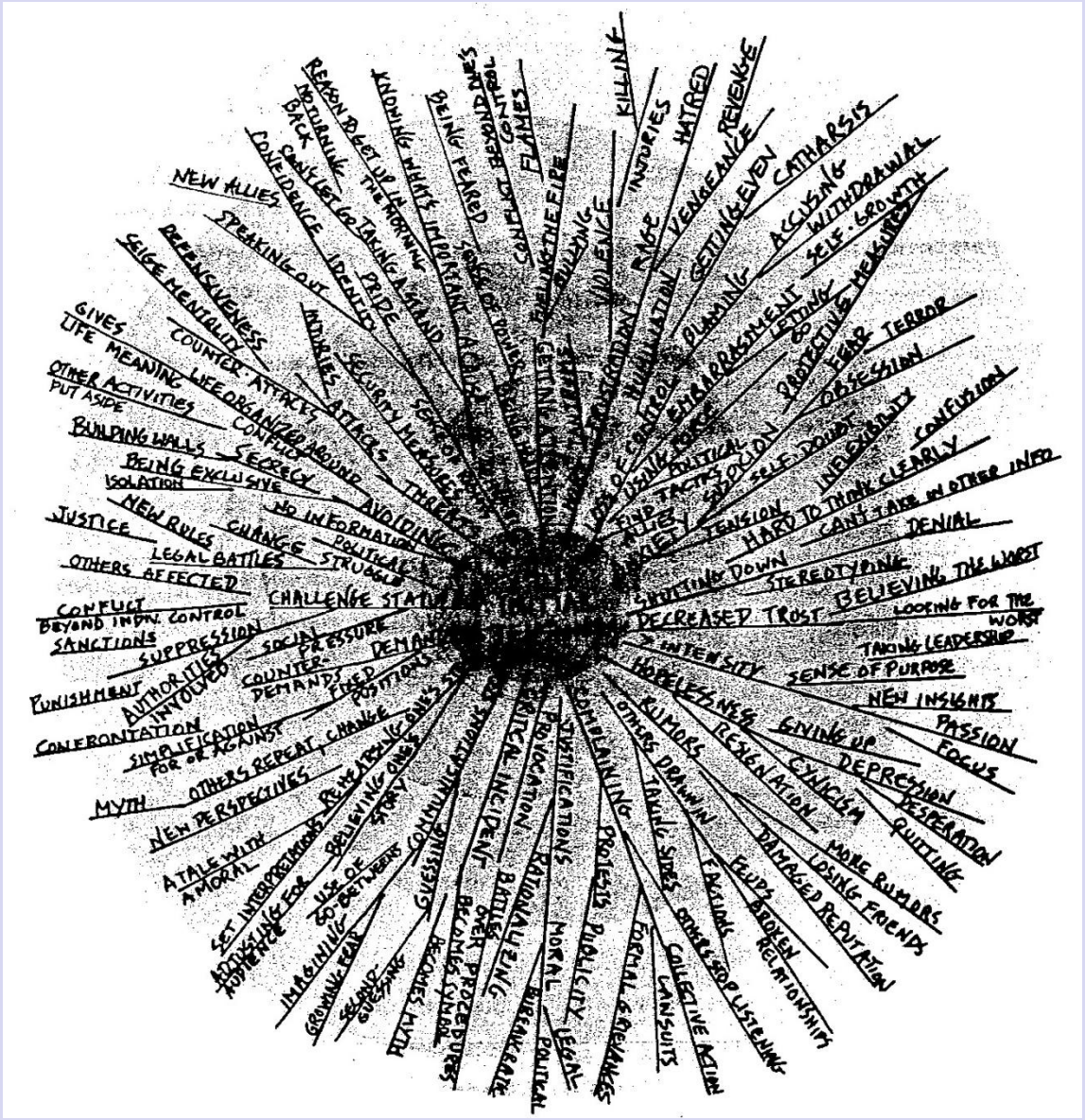
As conflict intensifies, all kinds of consequences spiral outward, affecting individuals, relationships, tasks, and decisions and sometimes whole organizations and communities.

PERSONAL RESPONSE

COMMUNITY RESPONSE

POLITIZATION

The Conflict Spiral



The Conflict Triangle: People Process & Problems

The Conflict Triangle sorts the spiral elements into three categories which gives mediators a framework for assessing the conflict.

PEOPLE: Every conflict involves history of relationships personalities.

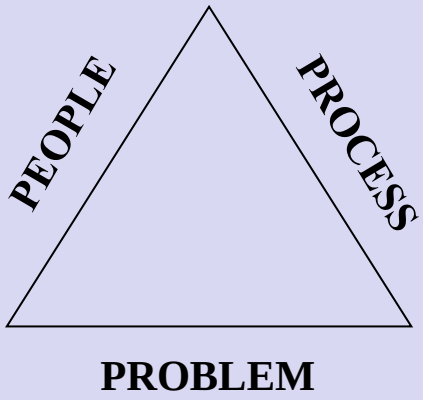
PROCESS: Every conflict has patterns of interaction.

PROBLEM: Every conflict has a reason for the dispute.

The Conflict Triangle

- Past history
- Values, meanings
- Relationships
- Emotions
- Behavior
- Abilities
- Personalities

- How people communicate issues and feelings
- Structures, systems, procedures
- Norms about how to behave in a conflict
- Decision-making
- Roles, jobs



- Facts
- Positions
- Issues
- Consequences of events
- Perceptions
- Interests, Needs
- Solutions
- Consequences of Possible outcomes

Communication Styles

VISUAL - "I see what you mean"

AUDITORY – "Are you listening to me ?"

KINESTETIC – "My gut response is"

Conflict Styles

- Purpose: to determine conflict management style.

1. Answer the thirty questions
2. Put answers on score sheet and total

Conflict Management

Conflict styles

Compromising
Avoiding
Collaborating
Accommodating
Competing

Conflict Styles

- COMPETING – Is a powerful style where the individual uses ability to argue, positions of power of control of resources to assert his/her own needs. Competing can mean trying to win, “standing up for one’s own rights”, and defending a position which you believe to be right.
- Assert own needs without concern for the other’s needs

Accommodating

- Is meeting the concerns and needs of other person to the neglect of one's own needs and concerns. Self-sacrifice, yielding to other's views, selfless, giving.
- This unassertive style is cooperative in teamwork and family

Avoiding

- Not addressing the conflict. There is no attention to one's own needs or those of the other. Avoiding might be letting the issue go, being diplomatic, or simply withdrawing from a threatening situation.
- This tool is effective when time and place or personal health make it inadvisable to pursue discussion

Compromising- sharing

- Looking for a mutually acceptable solution which somewhat satisfies both parties. Splitting the difference, exchanging concessions, seeking quick middle ground are all efforts to compromise.
- Good will in compromise can allow for further reexamination of issues when time permits

Collaborating

- Is working towards solutions that satisfy the needs and concerns of both parties. This requires in depth look at the issues and interest behind the positions to find a common ground.
- Exploring a disagreement to learn each other's insights, combine forces to create a positive solution, and working toward a win-win are collaborating skills

Conflict Styles

- There is no right conflict style. Our goal is utilize the various skills in appropriate situations and relationships. Our personality, family model, and experiences will interplay to give us a dominant style in conflict

Conflict Management Style exercise

- Purpose: To understand when to use the different styles
- Action:

1. Form groups of 4/5 to brainstorm what style of conflict management would you for certain conflicts and not others.
2. 15 minute brainstorm
3. 5 minute debrief

Creating One Heart Beat

Truth

Respect

Unity

Spiritual

Talk

Trust

- Ways of rebuilding there trust in you

1. Be Reliable – Ensure that you follow through with promises or commitments you have made
2. Be Honest – Be clear about what you can and cannot disclose, about your intentions etcs.
3. Be Clear- communicate clarity, ensure you have understood them correctly and they have understood you correctly.

- Answer question sheets

Resolving Conflicts with Integrity

- Creating a positive joint problem solving environment
- Identifying areas of disagreement
- Discussing what is important to each person about the disagreement
- Creating ideas that work for everyone
- Develop options and create agreement
- *handout on 4 stages of negotiation

Negotiation Exercise Mother and Mint leaves

- Purpose: to practice negotiation skills.

1. Review role
2. Share information
3. Come up with at least 10 possible solutions.

Conflict Management Tools

- **Empathetic**
- **Paraphrasing**
- **Reflecting feelings**
- **Questioning**
- **Reframing**
- **Assertive**

Positions Interests Issues

Position – Strong stance, we dig in our heels

Issues – What we need to talk about/resolve

Interests – Wants needs, concerns, desires, fears

Hush: Listen don't speak

Empathize: **Filter out judgments, blame, right & wrong & put yourself in their moccasin.**

Ask questions & attend:

Show them you are listening with your body, mind & your heart.

Reflect: **So you are concerned about...**

Tone: **What is your voice saying about how you feel ?**

Next Step

- Review Human Resource Policies
- Develop a on site process in dealing with public. Including a safe space.
- Train management in Conflict Resolution
- Hold management to staff to agreement. Do follow up.

Peace