

Managing Conflict Constructively



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NOTES

Real Colors



COLOR CLUES

COLOR SIMILARITIES AND DIFFERENCES	
CONCRETE	
ORANGE	<ul style="list-style-type: none">• Interact with the world through the senses and try to be open to as many experiences as possible. They tend to be active and basically non-judgmental.• Speak of what they can see right in front of them and can get their hands on. They are willing to do whatever gives them a quick, effective payoff, even if they have to bend the rules.
GOLD	<ul style="list-style-type: none">• Interact through the senses according to clear standards and expectations. They tend to classify, limit, and judge information.• Speak of what they can keep an eye on and take good care of. In getting things done they are careful to obey the laws, follow the rules, and respect the rights of others.
ABSTRACT	
GREEN	<ul style="list-style-type: none">• Interact with the world through ideas and principles. They tend to see the universe as connected through logic and reason.• Speak of what they want to learn and plan to accomplish. They act as efficiently as possible to achieve their objectives, brushing aside rules and convention if need be.
BLUE	<ul style="list-style-type: none">• Interact with the world in terms of feelings and intuition. They tend to see life in terms of spiritual connections throughout the universe.• Speak of what they hope for and imagine might be. They want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics.

Real Colors



When You're Stressed

BLUE

- Fantasizing and daydreaming
- Doing anything to get attention
- Withdrawing so that others will come or feel sorry
- Crying, pouting
- Showing passive resistance
- Yelling and screaming
- Fishing for compliments
- Becoming depressed
- Saying they are not liked
- Feeling put upon
- May lie to save face

GOLD

- Complaining
- Wallowing in self-pity
- Worrying
- Complaining of psychosomatic problems
- Making malicious judgments about themselves or others
- Blindly following the letter of the law
- Becoming unreasonably fixed
- Being unforgiving
- Feeling a lot of anxiety or stress
- Becoming overly tired and depressed

GREEN

- Becoming overly indecisive
- Refusing to cooperate with others
- Becoming aloof or withdrawn
- Putting others down; using sarcasm
- Refusing to communicate
- Becoming highly critical of themselves and others
- Turning a cold shoulder to others
- Demanding unreasonable perfection

ORANGE

- Becoming rude
- Breaking the rules for spite
- Lying or cheating to control the situation
- Running away
- Using drugs or alcohol
- Acting out boisterously
- Becoming physically aggressive
- Quitting or dropping out
- Becoming verbally aggressive
- Making bad spontaneous decisions

Real Colors



Understanding Stress and Change

HOW DO YOU FEEL ABOUT CHANGE?

GOLD- Not wild about it; if it ain't broke, don't fix it.

GREEN- okay if it's logical and well-conceived.

BLUE- okay if it's what others want and it serves the people.

ORANGE- bring it on, especially if it's never been done and others think it can't be done.

WHEN IS CHANGE GOOD?

GOLD- More efficient, saves time, saves money.

GREEN- logical, well researched.

BLUE- Benefits others, consensus of those involved in the change.

ORANGE- most all change is good. Change beats boredom and lends to creativity.

WHEN IS CHANGE BAD?

GOLD- Change just for the sake of change, change that I'm not part of from the beginning, change that creates more problems than it solves inefficient and wasteful change.

GREEN- Change that is not logical and well researched, change based solely on emotion.

BLUE- Change that harms others or fails to consider the ramifications on human resources, change that does not get a consensus opinion from those on whom it impacts.

ORANGE- Stupid change, busy work change, change that takes too long.

HOW CAN SOMEONE CONVINCING YOU TO CHANGE OR THAT A CHANGE NEEDS TO BE MADE?

GOLD- Involve me in the change process.

GREEN- Show me the research to back up the proposed change.

BLUE- Show me how the human impact is being handled.

ORANGE- Just let me do it.

HOW CAN SOMEONE CONVINCING YOU THAT A CHANGE IS NOT NEEDED?

GOLD- Show me how it will cost more, take more time, or be inefficient.

GREEN- Provide me with valid, credible, information that shows a better way to do it.

BLUE- Show me how it will negatively impact human resources.

ORANGE- Give me a new challenge. Redirect my energies.

Real Colors



The Causes and Effects of Stress for Colors

LOOK, BEHAVE, COMMUNICATE		CAUSES	
ORANGE			
<ul style="list-style-type: none"> Bored Inattentive Impatient Sarcastic Rude Acting out Making Bad 	<ul style="list-style-type: none"> Spontaneous Decisions Breaking Rules for Spite Lying or Cheating to Control the Situation Becoming Physically and/or Verbally aggressive Quitting or Dropping out 	<ul style="list-style-type: none"> Boredom Inaction Strict adherence to the rules 	<ul style="list-style-type: none"> Whiners Indecision Pessimism Stupidity
BLUE			
<ul style="list-style-type: none"> Attention Seeking Behavior Withdrawing to Gain Attention from Others Crying 	<ul style="list-style-type: none"> Pouting Passive Resistance Yelling/Screaming Feeling Put Upon May Lie to Save Face 	<ul style="list-style-type: none"> Disappointing Others Unfairness Rude people 	<ul style="list-style-type: none"> Conflict Pessimism Being Taken For Granted
GOLD			
<ul style="list-style-type: none"> Complain Judgmental Overly Authoritative Unforgiving Wallowing in Self-pity 	<ul style="list-style-type: none"> Strictly Adhering to the Letter of the Law Becoming Unreasonably Fixed 	<ul style="list-style-type: none"> Rule Breakers Inefficiency Lateness Perceived Chaos 	<ul style="list-style-type: none"> Lack of Follow Through Indecision Poor/No Planning
GREEN			
<ul style="list-style-type: none"> Becoming Overly Indecisive Refusing to Cooperate With Others Aloof or Withdrawn 	<ul style="list-style-type: none"> Sarcastic Refusing to Communicate Highly Critical of Self and Others Demanding Unreasonable Perfection 	<ul style="list-style-type: none"> Lack of Time Lack of Information Lack of Appropriate Resources 	<ul style="list-style-type: none"> Decisions Made Too Quickly Without Enough Information Illogical decisions

Sources of Conflict

Suzanne McCorkle, Ph.D.

1. Information Conflict

- a. About data
- b. Misinformation
- c. Having different information
- d. Which data to use
- e. Not having enough information
- f. Withholding information

2. Emotion Conflict

- a. About feelings, ego, self-esteem, feelings of entitlement
- b. Arise when other conflicts get too ripe
- c. Lead to exceptionally narrow thinking
- d. Emotions short-circuit the ability to reason and to listen

3. Value Conflict

- a. About deeply rooted beliefs and feelings
- b. Religion, politics, work ethics
- c. In some ways, easiest to manage in work context

4. Process or Relationship Conflict

- a. About who we are to each other
- b. Boss/subordinate, working relationships
- c. Who has what authority?
- d. Are we friends? Are we peers?
- e. Can co-workers, students/professors have deep relationships?
- f. Do we have the same goals about our relationship?
- g. How are decisions made?

5. Style Conflict

- a. About how to do things, how to communicate, which way to act is best
- b. Directive versus collaborative
- c. In person versus electronically
- d. Structure versus fluidity
- e. Common with strong personalities
- f. Frequent cause of annoyances
- g. Causes conflict when style difference is seen as obstruction

6. Substance Conflict

- a. About real or perceived scarce resources
- b. Money, time, space, equipment
- c. Amenable to regular problem solving once the issue is isolated

Working with Troublesome Personalities

Bulldozer

- Extremely dominating/aggressive
- Overwhelm others/intimidating
- Prone to yelling
- Loud abusive language – swearing
- Might is right

Coping Skills:

Bellyacher

- Frequently complain, gripe or object
- Seldom offer solutions
- Feel unable to change the conditions or unwilling to take responsibility
- Negatively passive or martyr

Coping Skills:

Adult Teenager

- Never let you in on their thoughts and feelings
- Don't agree or disagree
- Not sure if they heard you
- Use monosyllable responses or grunts

Coping Skills:

Killjoy

- “Been there and done that and it won’t work”
- Use the past only they can remember to control the present and predict the future
- Gloomy people intent on “harshing my vibe”

Coping Skills:

Know-it-all

- “Superior” people who let you know how fortunate you are to have access to their vast knowledge and experience
- Condescending, “tolerant”, patronizing and pompous
- Arrogantly aggressive
- Make other feel inadequate when they can

Coping Skills:

NEGOTIATION STYLES

Directions: Read each question, and rank the five responses. Begin by placing a 5 next to the response most like you, most of the time and a 1 next to the response that is least like you, most of the time. When you have marked the two extremes, then go back and indicate which responses are 2, 3, and 4.

1. When I encounter someone whose goals are different from mine, I attempt to

- _____ a. avoid the situation.
- _____ b. acquiesce to the other.
- _____ c. find an intermediate solution.
- _____ d. pursue my goals.
- _____ e. satisfy both of our goals.

2. When a problem arises between another person and me, I am inclined to

- _____ a. hope the problem resolves itself.
- _____ b. let them have their way.
- _____ c. look for a solution that falls between our two viewpoints.
- _____ d. persuade them of the merit of my position.
- _____ e. seek to discover our underlying interests.

3. When I am confronted with a dispute, I try to

- _____ a. postpone the controversy in hopes that it will go away.
- _____ b. soothe the other's feelings to preserve our relationship.
- _____ c. find a compromise solution.
- _____ d. look for ways to justify and enhance my position.
- _____ e. seek the other's help to find a mutually satisfying solution.

4. When I am in a situation that calls for negotiation, I try to look for ways to

- _____ a. avoid the face-to-face encounter.
- _____ b. please the other party.
- _____ c. find middle ground upon which we can agree.
- _____ d. get the best for myself
- _____ e. obtain mutual benefits

5. When someone asks me to do something that I believe can be done in a different or better way, I usually

- _____ a. could care less how it is done
- _____ b. convince myself that doing it their way is best.
- _____ c. split the difference between their way and mine.
- _____ d. convince them my way it best.
- _____ e. seek to find a way to complete the task so that it works for both of us.

Getting the Totals

To obtain an approximate indication of your dispute management style, enter the number you wrote next to each response.

	Avd	Acc	Cop	Cpt	Col
Q.1	a. __	b. __	c. __	d. __	e. __
Q.2	a. __	b. __	c. __	d. __	e. __
Q.3	a. __	b. __	c. __	d. __	e. __
Q.4	a. __	b. __	c. __	d. __	e. __
Q.5	a. __	b. __	c. __	d. __	e. __

Total _____ _____ _____ _____ _____

Analysis of Answers

The column that has the largest sum indicates your naturally preferred negotiation style. The column with the smallest total is your least preferred style.

What are your negotiation strengths?

What are your negotiation weaknesses?

NEGOTIATION STYLES: STYLES, USES AND LIMITATIONS

The **avoider** tries to stay out of conflict in the first place. From previous experience the avoider may expect to lose in this conflict situation. They may withdraw physically or psychologically; may be saving for an issue in which can be more productive.

Potential uses: When confronting is unsafe or damaging; when the situation may resolve on its own; when it's a battle not worth picking; when time is needed to cool down or plan.

Potential limitations: Important issues may never get addressed leaving the conflict unresolved; conflict/emotions may escalate or resurface/explode later. If people are not actively involved in the resolution, they may not be committed to the solution.

The **accommodator** or friendly helper cares more about the relationship than personal goals. They are nonassertive but cooperative. They want to smooth over difficulties and pacify others.

Potential uses: When the relationship is more important than the current issue; when wanting to demonstrate a willingness to be flexible; when thinking they'll get their turn later.

Potential limitations: Although they may please others, it may be at the expense of their own needs. This person may feel like a "doormat" after a while if always in this role with the same person; being "nice" won't necessarily resolve the problem.

The **compromiser** bargains with the other party for a solution. They believe you have to be satisfied with part of the pie. It can be a lose/lose approach with each party losing a little. Compromisers tend to ask for more than they really expect to get.

Potential uses: Good for fast decision making on minor issues – or to avoid a win/lose situation; when parties are of equal strength; when competition or collaboration fail.

Potential limitations: Everyone may feel disappointed; quick fix may not address underlying needs; may only deal with surface conflict and leave significant issues unresolved.

The **competitor** tries to employ power and dominance to win at any cost. They believe compromise is a weak mode and generally unacceptable. They place a high value on achieving personal goals and little concern about maintaining a relationship.

Potential uses: When immediate action is needed; when safety is a concern; when issues are too important to compromise or to lose.

Potential limitations: This approach may permanently damage relationships; losers don't often support the winner; intimidating; doesn't allow for others to participate in problem solving or to own the solution.

The **collaborator** tends to have both a high concern for the goals of all the parties and high concern for maintaining the relationship between parties. They work at trying to resolve the underlying causes of the conflict. They believe relationships can survive when working through problems.

Potential uses: When there is time to develop mutually satisfying solutions; when parties concerns are too important to compromise; when strong commitment is needed by all parties to the solution.

Potential limitations: All parties must embrace the approach and work in good faith to come up with a solution that will meet the needs of all; requires time, commitment & some skill; it's voluntary.

Working with different conflict styles

Avoiders –

- ✓ It is important to engage them
- ✓ Use open-ended questions
- ✓ The environment must feel non-threatening/safe
- ✓ Try to frame conflict as opportunity
- ✓ Build on early success (tackle easier issues first)
- ✓ Ask, “What will happen if the problem is ignored?”
- ✓ “What is going to happen if you can’t solve this?”
- ✓ And ask yourself, why is this person avoiding?

Competitors –

- ✓ Try to get competitors to understand the others’ point of view
- ✓ “Tell me how you think Jane sees this...”
- ✓ Have Jane correct the statement, and then restate her view
- ✓ Ask the competitor what he/she thinks he/she would do if they were Jane
- ✓ Frame the problem from a team perspective
- ✓ Get the emotions along with the issues

Compromisers –

- ✓ They may not be happy with the result, as they are “giving up” something
- ✓ Move from compromising to the best possible solution (not always meet in the middle)
- ✓ What are the other interests in the situation not being identified?
- ✓ What can you do so everyone gains?
- ✓ Ask the compromiser, “Are you totally satisfied?”
- ✓ “Can you be totally satisfied by doing something else?”

Accommodators –

- ✓ Often don’t see them in conflict, because they have already accommodated others so there is no issue.
- ✓ Have accommodators speak first, before others views have been stated.
- ✓ Have them propose the first solutions.
- ✓ Keep the environment safe.
- ✓ Have them write down their solutions – then they can’t back out.
- ✓ “I know everyone in this room has some feeling or opinion on this subject....”

Over-collaborators –

- ✓ Have to fully discuss and fully process everything.
- ✓ Have collaborators prioritize the most important issues.
- ✓ Give them the time needed to solve the situation.
- ✓ Ask them the relative importance of the issue versus the time it takes to reach agreement on all the issues.