

Week 4 Lecture – Managing Conflict



Chapter 7 | Context of Conflict Interaction

Chapter 8 | Managing Conflict

Lecture Topics covered:

Climate

Examples of 3 Different Types of Climate

Creating a Constructive Climate

3 Techniques to Move from Differentiation to Integration

Experimental Integration

5 Step Conflict Management Procedure

Problem – Purpose Expansion Techniques

Climate is the prevailing temper, attitude and outlook of a group or organization. It's very similar to the weather.



Each group or organization has a climate...the overall feel of the environment.

The climate has a significant impact on the ability to create agreements.

Examples of 3 different types of climates include:

1. Promotive or cooperative climate
2. Contrient or competitive climate
3. Individualistic climate



Promotive or cooperative climate

- Parties can trust each other
- Use of power is down played in favor of collaborating
- Parties work toward acceptable solutions
- Common ownership of issues and equality is emphasized
- Social unit has a future

Contrient or competitive climate

- Might not be safe to open up because the information may be used against you
- Higher level parties use power in a forceful way
- May have common ownership, but difference in status and importance of members

Individualistic climate

- Low trust, everyone is for themselves
- People in authority use power in a forceful way
- Little common ownership of issues
- Bleak future for the social unit

Reflective questions:

What is the best climate for creating an agreement?

As a leader or manager, what climate are you creating?

Remember, power in the long run depends on other people.



So the question becomes – *How can the climate be shifted to one that is constructive (or promotive)?*

A constructive climate can be partially created through communication that is:

Descriptive rather than evaluative

“Your memo was horrible” vs.

“Your memo needs to include the key points from the meeting...other than that it’s not bad”

Problem oriented rather than controlling

Spontaneous rather than strategic

Empathic rather than neutral

Chapter 8

Moving from Differentiation to Integration



As we discussed in Week One, in order for an agreement to be created, the parties must move from the

differentiation stage where the parties

raise issues, spend considerable time clarifying positions, share the reasons behind their positions and acknowledge differences and move to the

integration stage where parties

acknowledge common ground, explore possible options, and move toward solutions.

3 Techniques sometimes used to move from differentiation to integration are

Experimental Integration

5 Step Conflict Management Procedure

Problem – Purpose Expansion Techniques

I. Experimental Integration pg.240

Just as the name implies, it's when a party experiments with integration...they test the waters...dip their toe in the pool before jumping in.



The key is to make a small cooperative move to see if the other party is ready to move into a full agreement. Are they ready to acknowledge common ground and explore many options?

II. 5 Step Procedure for Conflict Management pg. 241

The five step conflict management procedure is the combination of five models created from 1975 – 2003.

1. Issue Identification

- a. *What are the issues* – parties share their own perceptions of the problem and how others see the problem
- b. *How do we feel about the issues* – airing emotional reactions in a constructive way helps the parties to understand each other
- c. *What are the root causes*

2. Vision

Develop a vision of what the future will look like if the conflict is resolved.

- a. Focus on *how the resolution would change things* for the better
- b. *How would we feel, what would it be like* if the conflict was effectively resolved – if we both got some of interests met



If we could get past conflict and egos, what would it look like to win...how would it feel

3. Solution Generation – parties create many options
4. Solution Evaluation and Selection – as options are narrowed, parties quietly write the pros and cons of each option to broaden their view of the solutions
5. Implementation – how can we implement the agreement, while meeting the needs of both parties

III. Problem – Purpose Expansion Technique

Rather than focus on our smaller goals – what are the higher level goals both parties have?

Higher level goals show us “why” we are doing something vs. lower level goals which focus on “what” we have to do.



Week 4 Key Points

Climate

Examples of 3 Different Types of Climate

Creating a Constructive Climate

3 Techniques to Move from Differentiation to Integration

Experimental Integration

5 Step Conflict Management Procedure

Problem – Purpose Expansion Techniques

Next week we will discuss Third Party Mediation

