

PRODUCTIVE CONFLICT RESOLUTION

Leadership on Demand

THE UNIVERSITY OF ARIZONA

Leadership
Programs



AGENDA

- Overview
- Style Assessment
- Case Study
- Conflict Resolution Tips

WHAT IS CONFLICT?

Conflict: A disagreement between two or more parties

Causes:

- Incompatible goals, values, or interests
- Miscommunication
- Incomplete or Misinformation
- Competition
- Personality clashes
- Habits and patterns

ADVANTAGES AND DRAWBACKS

Advantages	Drawbacks
Increase self awareness	Debilitating
Increase motivation and energy	Distracts from goal achievement
Clarifies issues and positions	Creates defensiveness and rigidity
Can lead to innovation and creativity	Tends to escalate and proliferate more issues



STYLE ASSESSMENT – PART 1

1. I tenaciously argue my position.
2. I try to put the needs of others above mine.
3. I try to arrive at a compromise both parties can accept.
4. I try not to get involved in conflicts.
5. I strive to thoroughly, jointly investigate conflicts.
6. I try to find fault in the other person's position.
7. I strive to foster harmony.
8. I negotiate to get a portion of what I propose.
9. I avoid open discussions of controversial subjects.
10. I openly share information with others in solving disagreements.

1=Rarely
2=Occasionally
3=Sometimes
4=Often
5=Very often

STYLE ASSESSMENT – PART 2

11. I enjoy winning an argument.
12. I go along with the suggestions of others.
13. I look for a middle ground to resolve disagreements.
14. I keep my true feelings to myself to avoid hard feelings.
15. I encourage the open sharing of concerns and issues.
16. I am reluctant to admit I am wrong.
17. I try to help others to take the lead in resolving controversy.
18. I stress the advantage of "give and take."
19. I encourage others to take the lead in resolving controversy.
20. I state my position as only one point of view.

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STYLE ASSESSMENT – SCORING

Group 1: Competing	Group 2: Accommodating	Group 3: Compromising	Group 4: Avoiding	Group 5: Collaborating
1	2	3	4	5
6	7	8	9	10
11	12	13	14	15
16	17	18	19	20
Total:	Total:	Total:	Total:	Total:



CASE STUDY

You are excited to begin your experience as a member of the student programming board the last week of training where you have met 12 other new board members and 2 returners, Melanie and Keisha. The experienced board members are really helpful in sharing information and insights, but you are starting to find their involvement in training to be overbearing. Just yesterday, the group was brainstorming topics that should be discussed in small committee meetings and Melanie and Keisha referred to topics that worked and didn't work last year. Just this afternoon, someone suggested that the group chalk sidewalks across campus welcoming people, and both women entered the conversation stating that chalking was unprofessional and that last year they used their budget to buy professionally printed banners to welcome students to campus.

You are noticing that others on the Board are starting to show frustration with the ongoing references to "last year" and are discussing this with each other. You know that if the frustration continues it could hurt the overall efficiency and success of student programming board team, and you suspect that Melanie and Keisha are not aware of how their behavior and responses might be stifling idea sharing and team trust.

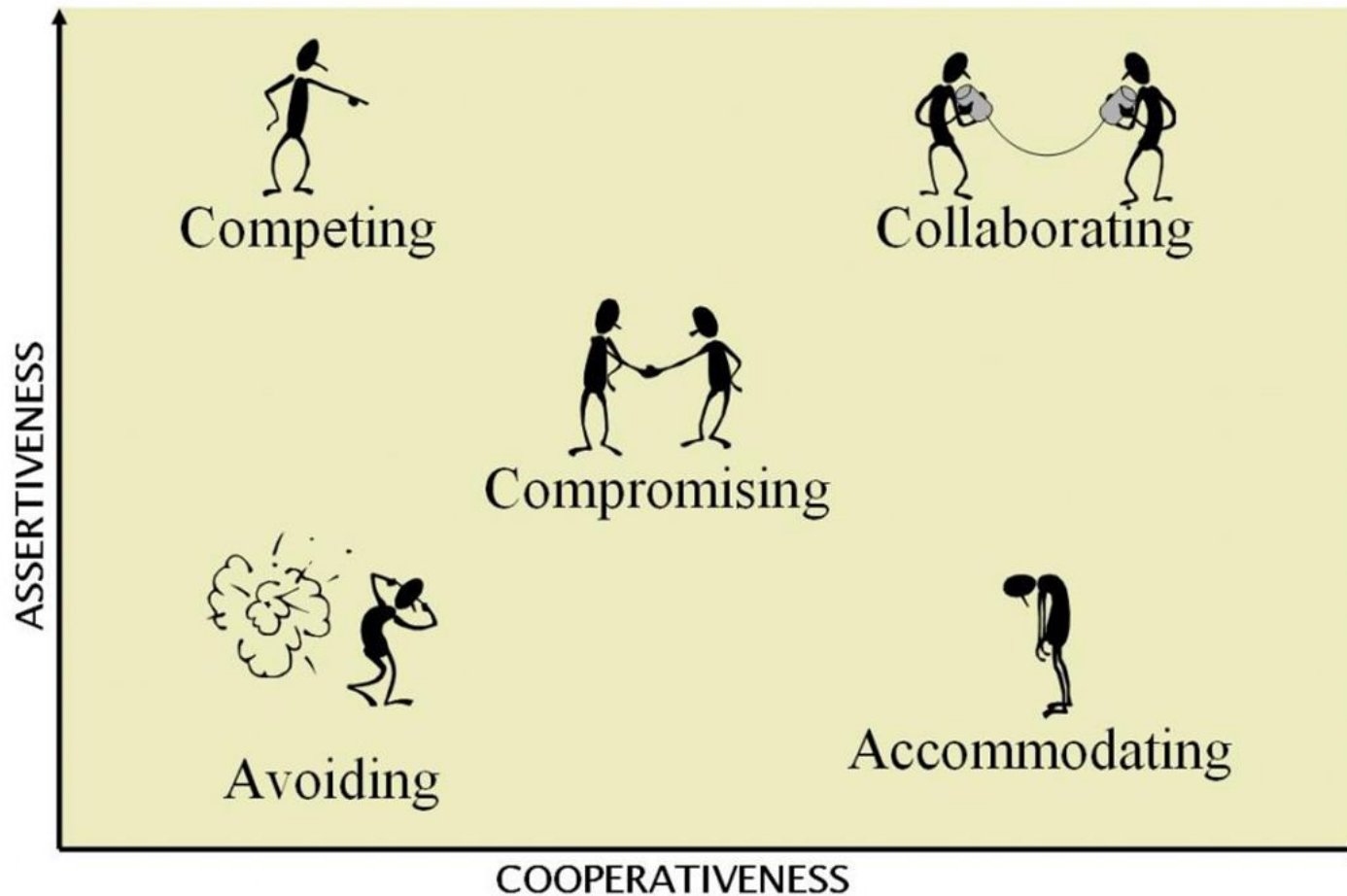
What might you do in this situation? Be specific about how you would respond.



CONFLICT STYLES REVIEW

Competing	Accommodating	Compromising	Avoiding	Collaborating
Assertive and Uncooperative	Unassertive and Cooperative	Intermediate	Unassertive and Uncooperative	Assertive and Cooperative
Overpower	Self sacrifice	Middle Ground	Hides from problem	Works with the other person
Relationships are of minor importance	Neglects personal concerns	Mutually acceptable solution	Sidesteps issue	Identifies underlying problems
Other person's expense	Generosity or charity	Direct address of issue	Does not address conflict	Explore disagreement
Win/Lose outcome	Yielding to another point of view	Splitting the difference	Withdrawing	Creative solution

DEALING WITH CONFLICT: THE THOMAS/KILMANN MODEL



TIPS FOR CONFLICT RESOLUTION

- Be proactive instead of reactive.
- Be slow to anger-especially over petty issues.
- Instead of telling people they are wrong, point out mistakes indirectly.
- Look for some type of common ground as soon as possible.
- If you find that you are in the wrong, admit it.
- Admit one of your own poor decisions before pointing out a similar error by others.
- Mend fences whenever possible.

THANK YOU!

Leadership Programs
SUMC 404

leadershipondemand@email.arizona.edu

