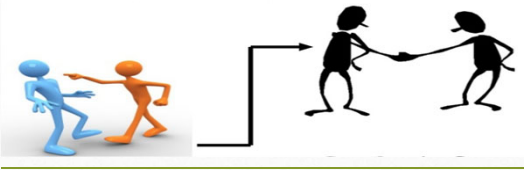


Dealing with Conflict



Texas Statewide Conference on Ending Homelessness – Houston, TX
3:30 – 5:00 pm | Tuesday | October 8, 2019

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What is conflict?




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Welcome!

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What is it about conflict that makes it difficult for you?



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Assessment


Please complete the
**Conflict Management
 Style Assessment**
 Handout.



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What is conflict?

Conflict exists when one person
 has a need of another
and that need is not being met.



Unmet need = management of conflict

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What is it about conflict that makes it difficult for you?

FEAR.



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Successful Conflict Resolution

- Manage stress while remaining alert and calm
By staying calm, you can accurately read and interpret verbal and nonverbal communication
- Control your emotions and behavior
When you're in control of your emotions, you can communicate your needs without threatening, frightening, or punishing others
- Pay attention to the feelings being expressed as well as the spoken words of others
- Be aware of and respectful of differences
By avoiding disrespectful words and actions, you can resolve the problem faster

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Why learn to deal with conflict?

- Conflict is a normal, healthy, part of relationships
- When handled in a respectful and positive way, conflict provides an opportunity for growth
- Keeps personal and professional relationships strong and growing



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Unhealthy Responses to Conflict

- An inability to recognize and respond to matters of great importance to the other person
- Explosive, angry, hurtful, and resentful reactions
- The withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment
- The expectation of bad outcomes
- The fear and avoidance of conflict

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Recognizing and Resolving Conflicting Needs

- Out of touch with your feelings, you can only pay attention to a limited number of emotions, won't understand your own needs
- In personal relationships, lack of understanding about differing needs can result in distance, arguments, and break-ups
- In workplace conflicts, differing needs are often at the heart of bitter disputes
- Recognize the legitimacy of conflicting needs and become willing to examine them in an environment of understanding
- When you resolve conflict and disagreement quickly and painlessly, mutual trust will flourish

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Healthy Responses to Conflict

- The capacity to recognize and respond to important matters
- A readiness to forgive and forget
- The ability to seek compromise and avoid punishing
- A belief that resolution can support the interests and needs of both parties

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Emotional Intelligence: Conflict Resolution

- **Skill #1** – Quickly Relieve Stress
- **Skill #2** – Recognize and Manage Your Emotions
- **Skill #3** – Improve your Nonverbal Communication Skills
- **Skill #4** – Use Humor and Play to Deal with Challenges that resolution can support the interests and needs of both parties

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What to Ask Before Choosing a Style

2. **Do you understand the consequences?**
 - Especially in a professional environment, there could be serious consequences for continuing a conflict with a higher-up. As long as you are made aware of the potential risks, you can decide whether or not to prolong the conflict.
 - You may feel consequences if you don't enter the conflict. Those may be personal, moral consequences for not standing up for your beliefs. Maybe a wrong decision is made and executed because you didn't bring in a different perspective. Give yourself a clear overview of all the positive and negative consequences beforehand.

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Conflict Management Styles

- **Avoidance**
- **Accommodation**
- **Competition**
- **Compromise**
- **Collaboration**

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What to Ask Before Choosing a Style

3. **Do you have the necessary time and energy to contribute?**
 - By entering a conflict with a firm stance, you are preparing yourself for what could be a long-term ordeal requiring research, presentations, conversations, and stress. Before diving in, ensure that you have the time in your schedule to dedicate yourself to the conflict.
 - Ensure that you care enough about the conflict that it's worth the energy you will need to pour into it every day. Going back and forth on a topic with others can be exhausting if it's not meaningful to you.

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What to Ask Before Choosing a Style

1. **How much do you value the person or issue?**
 - Will the conflict ruin your relationship with someone, or might it make your relationship stronger to come to a consensus?
 - How close to home does the issue sit?
If the issue is of little significance to you, it may be easier to let it go.

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<https://www.youtube.com/watch?v=NJH0XV9jGIE>

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Competition

- Competing is used by people who go into a conflict planning to win. They're assertive and not cooperative. This method is characterized by the assumption that one side wins and everyone else loses. It doesn't allow room for diverse perspectives into a well informed total picture. Competing might work in sports or war, but it's rarely a good strategy for group problem solving.

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Avoidance

- Avoiding is when people just ignore or withdraw from the conflict. They choose this method when the discomfort of confrontation exceeds the potential reward of resolution of the conflict. While this might seem easy to accommodate for the facilitator, people aren't really contributing anything of value to the conversation and may be withholding worthwhile ideas. When conflict is avoided, nothing is resolved.

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Compromise

- Compromising is where participants are partially assertive and cooperative. The concept is that everyone gives up a little bit of what they want, and no one gets everything they want. The perception of the best outcome when working by compromise is that which "splits the difference." Compromise is perceived as being fair, even if no one is particularly happy with the final outcome.

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Accommodation

- Accommodating is a strategy where one party gives in to the wishes or demands of another. They're being cooperative but not assertive. This may appear to be a gracious way to give in when one figures out s/he has been wrong about an argument. It's less helpful when one party accommodates another merely to preserve harmony or to avoid disruption. Like avoidance, it can result in unresolved issues. Too much accommodation can result in groups where the most assertive parties commandeer the process and take control of most conversations.

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Collaboration

- Collaborating is the method used when people are both assertive and cooperative. A group may learn to allow each participant to make a contribution with the possibility of co-creating a shared solution that everyone can support.

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Tips for Managing and Resolving Conflict

- Make the relationship your priority.
- Focus on the present.
- Pick your battles.
- Be willing to forgive.
- Know when to let something go.

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Alternate Assessment

Conflict Management Personality Types

Thinking vs. Feeling

- Those who are prone to Thinking understand the opinions of all parties, create logical alternative solutions, are firm in their stance, and **focus on analyzing and tolerating others in the situation.**
- Those who are prone to Feeling empathize with the interests of all parties, create solutions for growth, would rather change than make others change, and **focus on accepting and appreciating others in the situation.**


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Conflict Management Style Assessment

Review the results and key for the

**Conflict Management
Style Assessment**

completed at the
start of the session.



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Alternate Assessment

Conflict Management Personality Types

Judging vs. Perceiving

- Those who are prone to Judging make decisions based on agreed-upon standards, take the necessary time to efficiently problem-solve, have a clear idea of the outcome, decide when to review, and don't like to bring up conflict again once it's solved.
- Those who are prone to Perceiving use facts and check assumptions, exercise negotiation, actively listen, take breaks, and seek mediators to ensure harmony.

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Alternate Assessment

Conflict Management Personality Types

- Damian Killen and Danica Murphy wrote [Introduction to Type® and Conflict](#). They associated conflict management styles with each of the 16 personality types in the [Myers-Briggs Type Indicator® \(MBTI®\) assessment](#).
- Their theory states that the last two letters of someone's Type® are the strongest indicators of their conflict management strategy.
- The third letter determines how you make decisions: by Thinking (T) or Feeling (F).
- The fourth letter determines how you approach the outside world: by Judging (J) or Perceiving (P).

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Alternate Assessment

Conflict Management Personality Types

Any individual can have one of four combinations of these letters.

The following analysis reviews the best conflict management styles based on these specific aspects of MBTI® personality types.

Possible combinations are:

1. **Thinking-Judging (TJ)**
2. **Thinking-Perceiving (TP)**
1. **Feeling-Judging (FJ)**
1. **Feeling-Perceiving (FJ)**

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Alternate Assessment

Conflict Management Personality Types

1. Thinking-Judging (TJ)

- Handle conflict logically, attempt to reach solution sooner rather than later
- May not listen to everyone's opinions and rush into an unstable solution
- Mostly ignore emotions by considering them to be distracting
- **TJs will likely approach a Competing conflict management style** since you are so firm in your own beliefs and often ignore the beliefs of others

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Alternate Assessment

Conflict Management Personality Types

2. Thinking-Perceiving (TP)

The pros are that you come with a win-win solution, bring mutual respect and trust, split responsibility equally, get reputation as a good negotiator.

The cons are that it requires more time and energy to get the commitment of all parties, may not be practical to please everyone, only works if all parties agree to mutual trust and creative brainstorming.

To be successful with this conflict management style, you should use it only for large-scale decisions with high impact that require the input and agreement of all parties since it's too time-consuming for smaller decisions.

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Alternate Assessment

Conflict Management Personality Types

1. Thinking-Judging (TJ)

The pros of this are that you gain a quick solution and maintain your self-respect and self-esteem when you're persistent with your beliefs.

The cons are that you may ruin relationships with your opponents, miss the strengths in their argument, and be exhausted post-conflict.

To be successful with this conflict management style, use it when you feel strongly about your stance and feel that others aren't respecting you, rather than overruling the valid opinions of those below you or on the same level.

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Alternate Assessment

Conflict Management Personality Types

3. Feeling-Judging (FJ)

- Strive for peace and a cordial end to a conflict
- The need to end on friendly terms might lead to end a conflict too early or be upset by those who try to logically analyze and prolong a conflict
- **FJs will likely approach an Accommodating conflict management style** since you care so much about maintaining harmony and putting your relationships with others first

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Alternate Assessment

Conflict Management Personality Types

2. Thinking-Perceiving (TP)

- Devote extended time to handling conflicts
- Often play the devil's advocate in addition
- Fully analyze all the options, help come up with creative solutions
- May overlook the emotional needs of others at times
- Might prolong the conflict for too long
- **TPs will likely approach a Collaborating conflict management style** since you devote time to conflicts and brainstorm creative solutions

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Alternate Assessment

Conflict Management Personality Types

3. Feeling-Judging (FJ)

The pros are you learn to let go of issues that aren't important, put first the needs of others who care about the issue, and let yourself see things from the perspectives of others.

The cons are people may take advantage of you if they know you easily give up your argument, you may lose self-confidence, and you may never have your points of view taken seriously in the future.

To be successful with this conflict management style, assess each situation separately. If issue is more important to others than yourself, makes sense to put their concerns first. Don't ruin relationships over a petty conflict.

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Alternate Assessment

Conflict Management Personality Types

3. Feeling-Judging (FJ)

- FJs might also take on an Avoiding conflict management style.

You like to keep the peace and sometimes end conflicts prematurely, you might take on an Avoiding style.

The pros of are that you can give yourself more time to prepare for issue before diving in and it's a low-stress approach when conflict seems trivial.

The cons are that withdrawing from conflict could be interpreted as agreement with the opposing side and ruin an important relationship that needs to talk out conflicts.

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Alternate Assessment

Conflict Management Personality Types

4. Feeling-Perceiving (FP)

The pros are that it's a faster option than attempting to come to a win-win situation, it can provide a temporary solution until a better one is found, and it lowers stress between parties since everyone had a say in the final solution.

The cons are it may end up in a lose-lose situation if everyone is only partially pleased, doesn't quite build mutual trust, and may require returning to the issue at a later date.

To be successful with this conflict management style, only use it as a temporary fix when time is of the essence on difficult decisions.

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Alternate Assessment

Conflict Management Personality Types

3. Feeling-Judging (FJ)

To be successful with this conflict management style, understand that avoiding a conflict isn't going to keep harmony and improve your relationship with that person. Only use this style when you simply need more time to plan or need to focus on other larger tasks and conflicts first.

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Managing and Resolving Conflict by Learning How to Listen

- Listen to the reasons the other person gives for being upset.
- Make sure you understand what the other person is telling you-from his or her point of view.
- Repeat the other person's words, ask if you have understood correctly.
- Ask if anything remains unspoken, giving the person time to think before answering.
- Resist the temptation to interject your own point of view until the other person has said everything he or she wants to say and feels that you have listened to and understood his or her message.

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Alternate Assessment

Conflict Management Personality Types

4. Feeling-Perceiving (FP)

- You will actively listen to all points of view, give others equal chance to explain their opinions
- You can get frustrated by those who try to come to a rapid solution and avoid logically analyzing what you consider to be negative alternatives.
- **FPs will likely approach a Compromising conflict management style** since you patiently listen to what others have to say on the issue and quickly push off negative options

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Helpful Listening Responses

- Encourage the other person to share his or her issues as fully as possible
 - "I want to understand what has upset you."*
 - "I want to know what you are really hoping for."*
- Clarify the real issues, rather than making assumptions. Ask questions that allow you to gain this information, and which let the other person know you are trying to understand
 - "Can you say more about that?"*
 - "Is that the way it usually happens?"*

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- Restate what you have heard, so you are both able to see what has been understood so far - it may be that the other person will then realize that additional information is needed
"It sounds like you weren't expecting that to happen."
- Reflect feelings - be as clear as possible
"I can't imagine how upsetting that must have been."
- Validate the concerns of the other person, even if a solution is elusive at this time. Expressing appreciation can be a very powerful message if it is conveyed with integrity and respect
*"I really appreciate that we are talking about this issue."
"I am glad we are trying to figure this out."*

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5 Steps to Conflict Resolution

Step 3: Request Solutions

- After getting viewpoints, get the parties to identify how the situation could be changed
 - Be an active listener
 - Be aware of every verbal nuance,
 - Read body language
- You want to get the parties to stop fighting and start cooperating
 - Direct discussion away from finger pointing
 - Identify ways of resolving the conflict.

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5 Steps to Conflict Resolution

Step 1: Define the source of the conflict

- The more information you have about the cause of the problem, the more easily you can help to resolve it.
 - "When did you feel upset?"
 - "Do you see a relationship between that and this incident?"
 - "How did this incident begin?"
- Give all parties the chance to share their side of the story.
 - Better understanding of the situation
 - Demonstrates your impartiality
 - Use listening skills to encourage openness

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5 Steps to Conflict Resolution

Step 4: Identify Solutions All Parties Can Support

- Find the most acceptable course of action
- Point out the merits of various ideas, not only from each other's perspective, but in terms of the benefits to the organization

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5 Steps to Conflict Resolution

Step 2: Look beyond the incident

- Often, it is not the situation but the point of view of the situation that causes anger to fester and ultimately leads to a disruptive result
- The source of the conflict might be a minor issue that occurred months before, but the level of stress has grown to the point where the two parties have begun attacking each other personally instead of addressing the real problem
 - Look beyond the triggering incident to see the real cause
 - Once again, use questioning and listening skills

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5 Steps to Conflict Resolution

Step 5: Agreement

- Get the two parties to accept one of the alternatives identified in Step 4
- The goal is to reach a negotiated agreement
- Formalize reaching an agreement in some way – a handshake, a written contract, a written set of procedures, going to lunch
- Questions to wrap up
 - "What action plans will you both put in place to prevent conflicts from arising in the future?"
 - "What will you do if problems arise in the future?"

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A Premise to Help Avoid / Resolve Conflict

Empathy

Empathy is the experience of understanding another person's thoughts, feelings, and condition from his or her point of view, rather than from one's own.

Empathy facilitates prosocial or helping behaviors that come from within, rather than being forced, so that people behave in a more compassionate manner.

Empathy promotes action on behalf of another person or group.



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Thank You!

CONFLICT:
RESOLVED
CONTINUED



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Helpful Resource



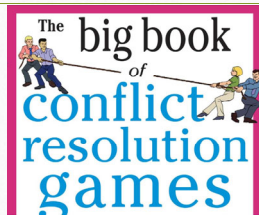
Team Building
Activities

The
Angella

<https://www.slideshare.net/ardentlearner/team-building-activities>

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Helpful Resource



<https://s3.wp.wsu.edu/uploads/sites/2070/2016/08/The-big-book-of-Conflict-Resolution-Games.pdf>

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