



Conflict Management

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Clarifying Confusion About Conflict

- **Conflict is when two or more values, perspectives and opinions are contradictory in nature and haven't been aligned or agreed about yet**

- ✓ Emphasize "yet"

- **Conflict is inevitable and often good – getting the most out of diversity means often managing often contradictory values, perspectives and opinions**

- ✓ Emphasize "good"

Conflict Is Often Needed

- 1 Helps To Raise And Address Problems
- 2 Energizes Work To Be On The Most Appropriate Issues
- 3 Helps People “Be Real” - It Motivates Them To Participate
- 4 Helps People Learn How To Recognize & Benefit From Their Differences
- 5 Conflict Isn't The Problem - It Is When Conflict Is Poorly Managed That Is The Problem.



Conflict Is A Problem When:

- 1 It Hampers Productivity
- 2 It Lowers Morale – Feel The Tension
- 3 It Causes Inappropriate Behaviours
- 4 It Causes More And Continued Conflicts – More People Get Drawn In



What Causes Conflict

- ✓ 1 Poor Communications
- ✓ 2 Employees Experience Continuing Surprises – Aren't Informed of New Decisions, Programs
- ✓ 3 Employees Don't Understand Reasons For Decisions – Don't Feel Involved In Decision-Making
- ✓ 4 Employees Trust "Rumour Mill" More Than Management
- ✓ 5 Stress From Working With Inadequate Resources
- ✓ 6 "Personal Chemistry" – strong personalities don't match
- ✓ 7 Disagreement About "Who Does What"





Know Yourself

1st Rule Of Conflict Management

- **What's Your Conflict Management Style?**

- ✓ Take The Assessment -

- <http://www.ofis.ca/Conflict%20Management%20Assessment%20-%202011.pdf>

- **Discover Your "Inner Animal!"**

- ✓ Sharks, Owls, Turtles, Teddy Bears, Foxes – Oh My!



Know Your People

2nd Rule Of Conflict Management

- **What's The Conflict Management Style Of People Your Work With?**

- ✓ Have Your Staff Take The Assessment -

- <http://www.ofis.ca/Conflict%20Management%20Assessment%20-%202011.pdf>

- **Discover Everyone's "Inner Animal!"**

- ✓ Find Out How To Make Sharks And Teddy Bears Live Together!

Ways People Deal With Conflict

There Is No One Best Way To Deal With Conflict – Depends On Situation – Here's What People Do:

1

Avoid It – Pretend It Is Not There Or Ignore It

* Use It When It Is Not Worth It To Argue – Can Worsen Conflict Over Time – Be Careful!

2

Accommodate It – Give In To Others – Sometimes To The Extent You Compromise Yourself

*Use sparingly (Like When You Know A Better Solution Will Appear Soon) – Tends To Worsen Over Time and Increase Conflict Within Yourself!

3

Compete With Each Other – Work To Get Your Way Rather Than Clarifying And Addressing The Issue

*Use When You Have A Strong Conviction About Your Position – Competitors Love Accomodators – Watch It!

Ways People Deal With Conflict

There Is No One Best Way To Deal With Conflict – Depends On Situation – Here's What People Do:

4

Compromise – Mutual Give And Take

* Use When The Goal Is To Get Past The Issue And Move On

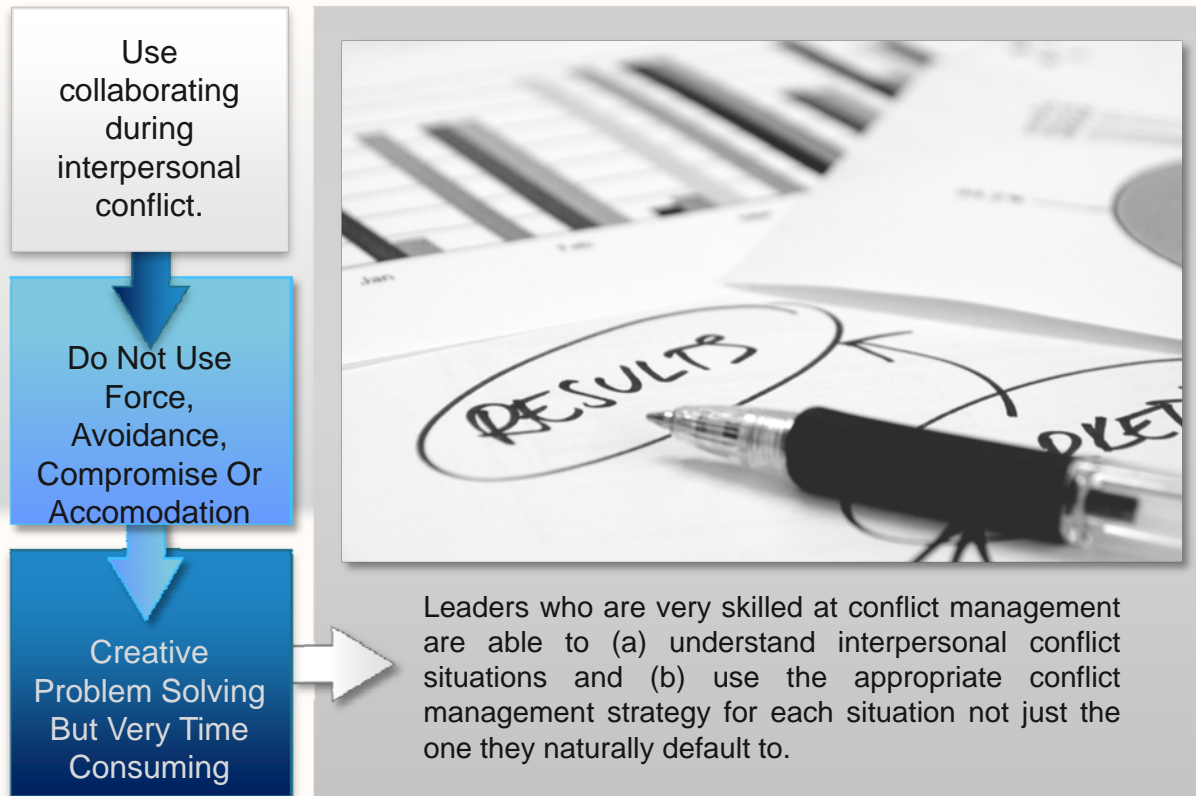
5

Collaborate – Focusing On Working Together

*Use when the goal is to meet as many needs as possible by using mutual resources – sometimes raises new mutual needs – cultivates ownership and commitment

Conflict Management Strategies

Each Of Us Tends To Use 1 Or 2 More Than The Others



Match It Up!

Match The Strategies To The Situations

Time Pressure

1

When Urgent Issues Arise

2

if there were never any time pressures, collaboration might always be the best approach to use

Match It Up!

Match The Strategies To The Situations

Issue Importance

1

Determining The Category Of The Issue

2

The conflict involves important priorities, principles or values, mission/vision

Match It Up!

Match The Strategies To The Situations

Relationship Importance

1

Determining The Working Or Personal Relationship With The People In the Conflict



2

Figuring out how important it is that you maintain a close, mutually supportive relationship with the other party

Match It Up!

Match The Strategies To The Situations

Power Perspective

1

Determining The Positions or Roles Of The People Involved With the Conflict



2

Figuring how much power you have compared to how much power other party has.

When In Conflict Over Very Important Issues...



When you find yourself in conflict over very important issues, you should normally try to collaborate with the other party. But, if time is precious and if you have enough power to impose your will, forcing is more appropriate. Realize that you might need to repair the relationship after using a forcing strategy if the other party feels that you did not show adequate consideration for their concerns. Again, collaborating is normally the best strategy for handling conflicts over important issues.

When In Conflict Over Moderately Important Issues....



Then dealing with moderately important issues, compromising can often lead to quick solutions. However, compromise does not completely satisfy either party, and compromise does not foster innovation the way that taking the time to collaborate can. So, collaborating is a better approach to dealing with fairly important issues.

When In Conflict Over Fairly Unimportant Issues....



When you find yourself in conflict over a fairly unimportant issue, using an accommodating strategy is a quick way to resolve the conflict without straining your relationship with the other party. Collaborating is also an option, but it might not be worth the time.

When In Conflict Should You Ever Avoid? Really?



Avoiding should normally be reserved for situations where there is a clear advantage to waiting to resolve the conflict. Too often, interpersonal conflicts persist and even worsen if there is no attempt to resolve them. Avoiding is appropriate if you are too busy with more important concerns and if your relationship with the other party is unimportant. However, if either the issue or the relationship between the parties is important, then avoidance is a poor strategy.

Managing Yourself

Your Best Defense? Develop A Personal Good Core Process

- 1 Name the conflict, or identify the issue, including what you want that you aren't getting – write it down, try to summarize it in 5 or less sentences, or talk to someone impartial to get it clear in your own mind
- 2 Get perspective by determining – how important the issue is, whether some other dynamic is affecting your feelings (tired, hungry, angry at something else), and what your own role might be
- 3 Pick at least one thing you could do about the conflict – write a list of 3, list the pros and cons, pick one in the end and run it by an impartial friend/colleague before taking action
- 4 Do something! But wait a day before responding – gives you time to cool off if needed
- 5 Have in your own mind, a date when you will act again if you see no clear improvement.
- 6 Have the necessary discussion with the necessary person – be sure to respect privacy, use active listening and be clear about how you feel, what you expect and any deadlines
- 7 Work the issue, not the person – consider whether to agree or disagree or whether mediation is required or a job change is required



THANK YOU!

- **Questions?**

- ✓ 15 minutes now

- **Questions Later?**

- ✓ info@ofis.ca

- ✓ OFIS Principals' Course

- **For Further Reference – my "fave" books on topic!**

- ✓ "Connecting" – John Maxwell

- ✓ "Fierce Conversations – Susan Scott

- ✓ "Fierce Leadership – Susan Scott

THANK YOU!