



Conflict Resolution

-- be prepared to deal with it
when it happens

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Three Things To Take Away from this Session

- Recognize conflict as an **opportunity** and not something to be feared
- There is **no one size fits all approach** to addressing conflicts
- Managing the **environment** can lower the bar for conflict resolution



Perspective on Conflicts

Myths & Truths*

- Conflict is dysfunctional in the workplace
- It represents communication breakdown
- Conflict will occur
- All conflicts can be resolved
- It can help build relationships
- Conflict always results in a winner and a loser
- If avoided, it will eventually go away
- Most conflicts can be managed
- Conflict can be a motivator for change

Myth

Myth

Truth

Myth

Truth

Myth

Myth

Truth

Truth

*2007, Bill Withers and Jerry Wisinski, Resolving Conflicts on the Job, American Management Association, p 2 - 4

► Definitions

- Opposing forces
- Dramatic action/friction

► Types

- Positive
- Negative

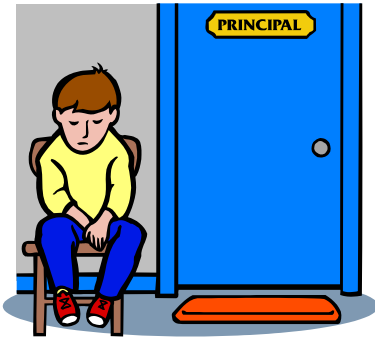
► Examples

- Disagreement
- Confrontation
- Heated discussion
- Vested interest

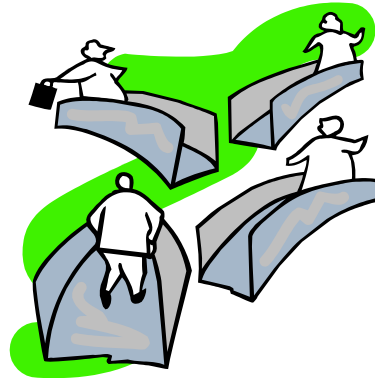


- ▶ **Interpersonal Conflict**
 - Different personalities
 - Varied value systems
- ▶ **Organizational Conflict**
 - Change
 - Conflicting goals and objectives
 - Limited resources
 - Domino effect

Conflict Scenarios



Authoritarian



Prioritization



**Resource
Contention**



Road Rage



**Generational/
Cultural**

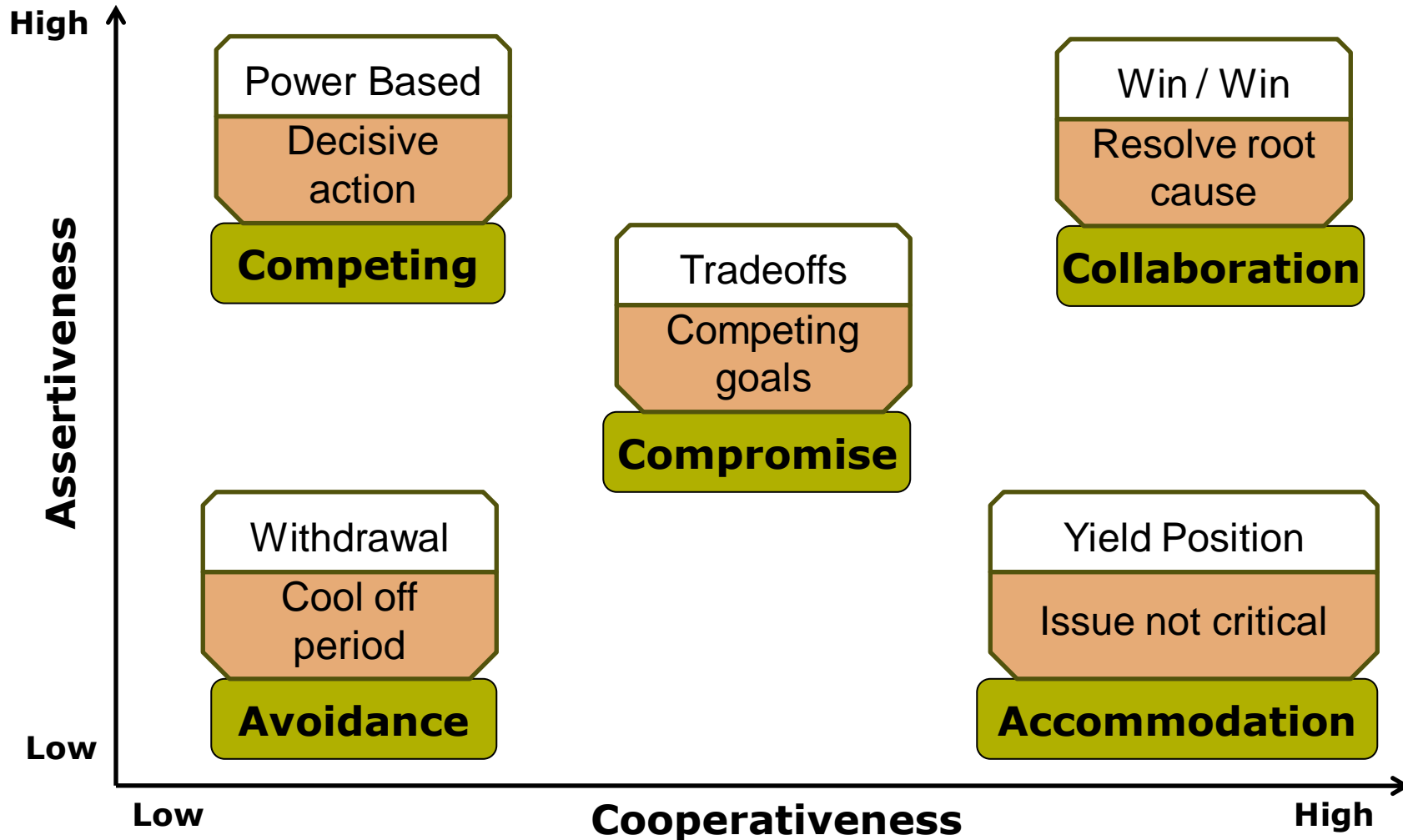


Addressing Conflicts

5 Conflict Handling Methods*

Assertiveness - the extent to which the individual attempts to satisfy his or her own concerns

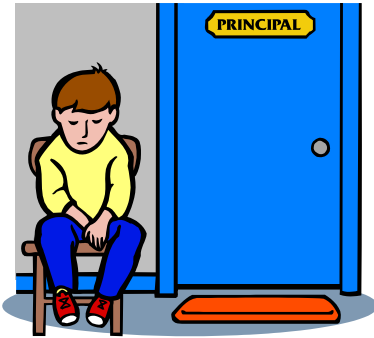
Cooperativeness - the extent to which the individual attempts to satisfy the other person's concerns



*Kenneth W. Thomas and Ralph H. Kilmann, Thomas-Kilmann Conflict Mode Instrument(TKI), Mountainview, CA: CPP Inc.

Applications

Authoritarian



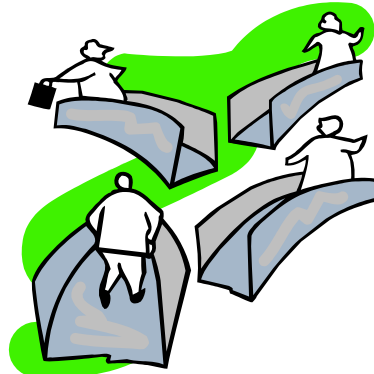
Competing

Road Rage



Avoidance

Prioritization



Compromise

Resource Contention



Collaboration

Generational/Cultural



Accommodation

- ▶ Three Part Conversation*
 - The “What Happened” Conversation
 - Focus on perceptions, interpretations, and values; not what is the “truth”
 - Focus on interests, not positions
 - Don’t assume the intention of others
 - The Feelings Conversation
 - Conflicts don’t just involve feelings, they are at their core about feelings
 - Occasionally let sleeping dogs lie
 - The Identity Conversation
 - Internal “what does it mean to me?”
- ▶ Facilitated by an Approach Model

***Douglas Stone, Bruce Patton, and Sheila Heen, *Difficult Conversations: How to Discuss what Matters Most*, Penguin Books, 1999, p 7 - 17**

Approach Models

Model	Description
DESC	D – Describe the situation E – Express your feelings S – Specify what you want to happen C – Consequences
AEIOU	A – Assume the other person means well E – Express your feelings I – Identify what you would like to happen O – Outcome expected U – Understanding on a mutual basis
DREAD	D – Define the problem R – Reframe emotions E – Elicit facts A – Assist/offer solutions D – Decide on a solution

Common Pitfalls



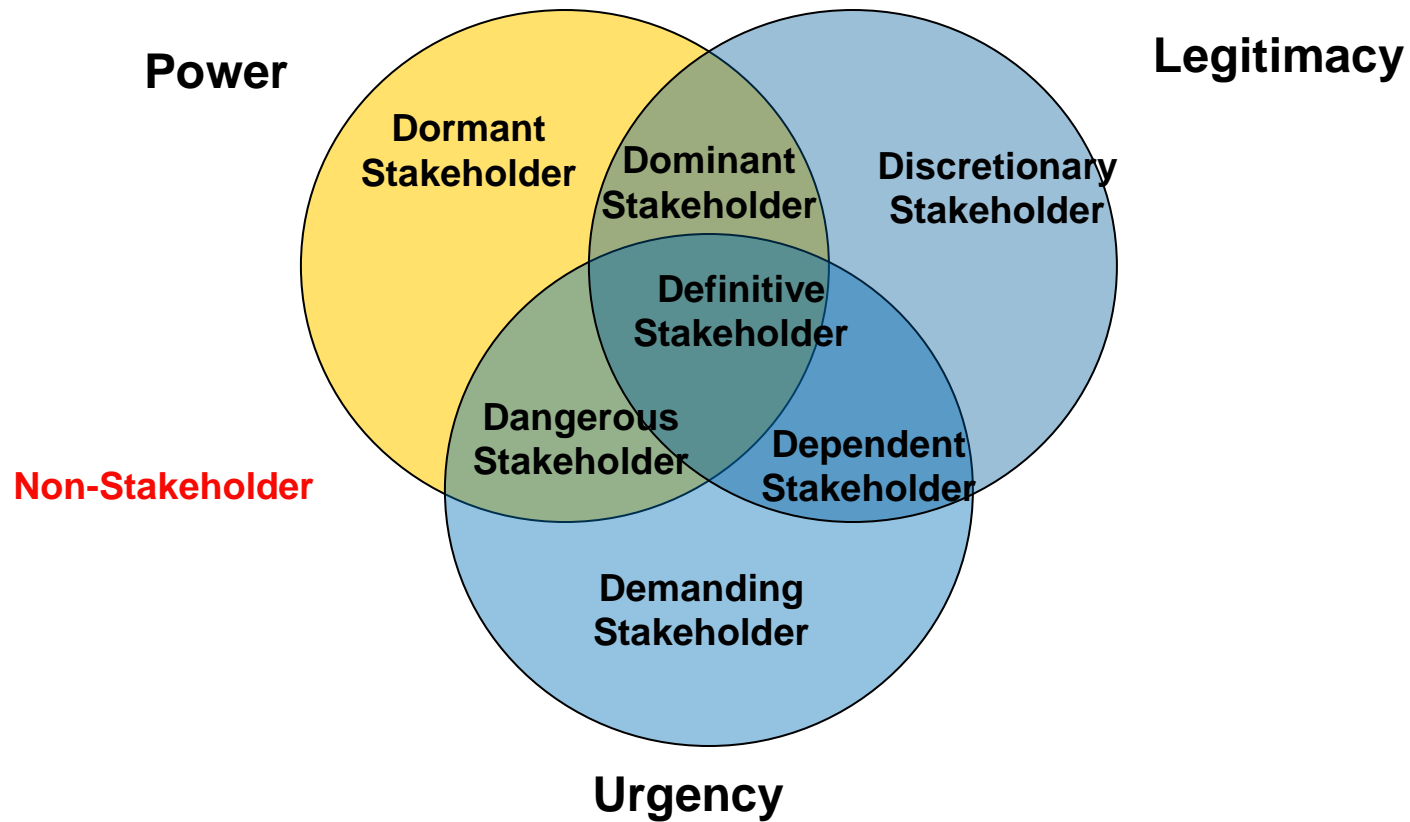
- ▶ Talking more than listening
- ▶ Using “you” more than “I”
- ▶ Not being constructive
- ▶ Choosing the wrong method
- ▶ Assuming it will get better with time
- ▶ Ignoring the emotion



Managing The Environment

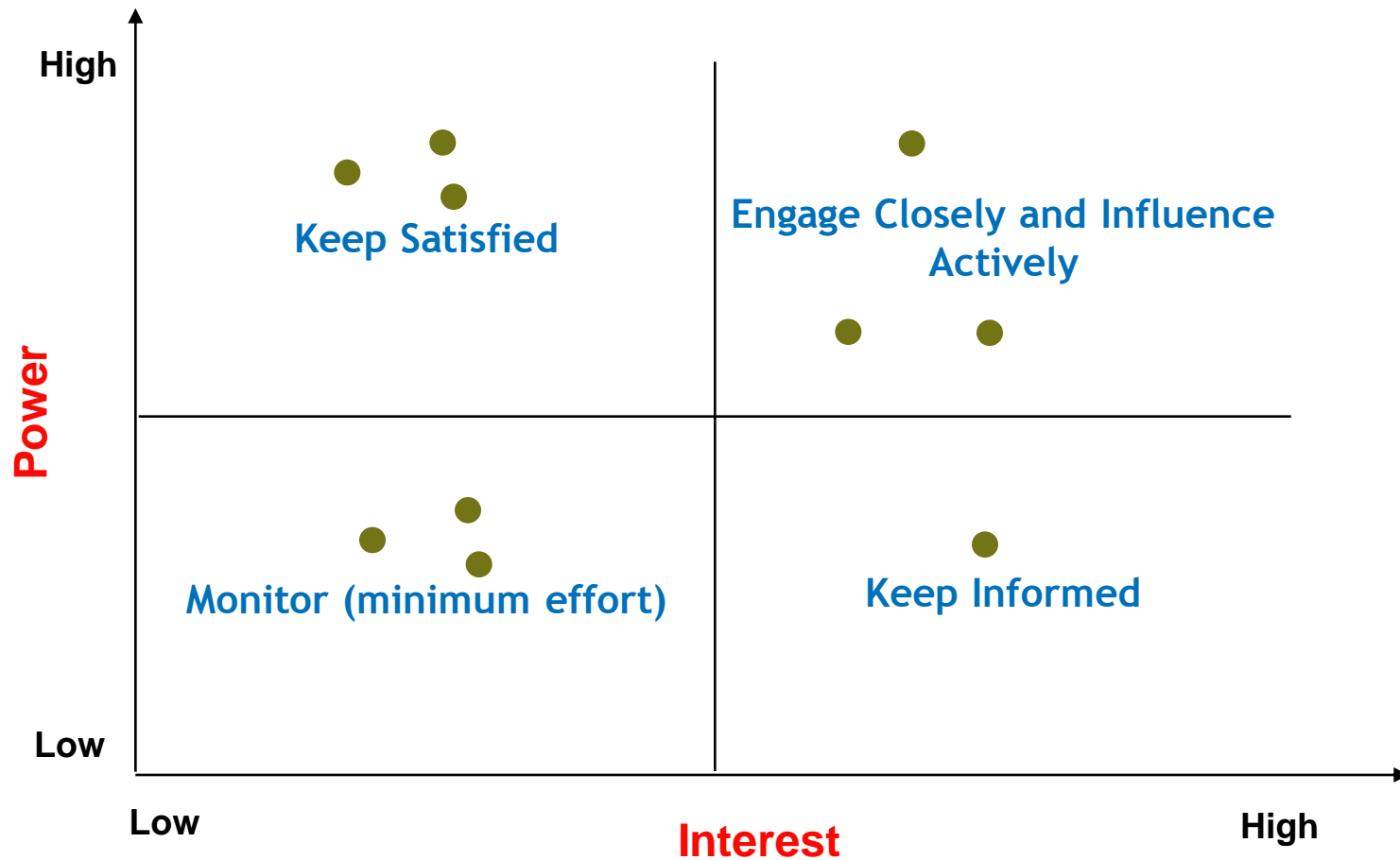
- ▶ Establish Structures
 - Issue and Risk Management
 - Status Meetings
 - Escalation channels
- ▶ Manage the Community
 - Stakeholder Management
 - Networking
 - Rapport Building
 - Team Building
 - Formal one-on-ones
 - Walk the aisles
 - Make eye contact and greet people in passing
 - Get off email

Stakeholder Types



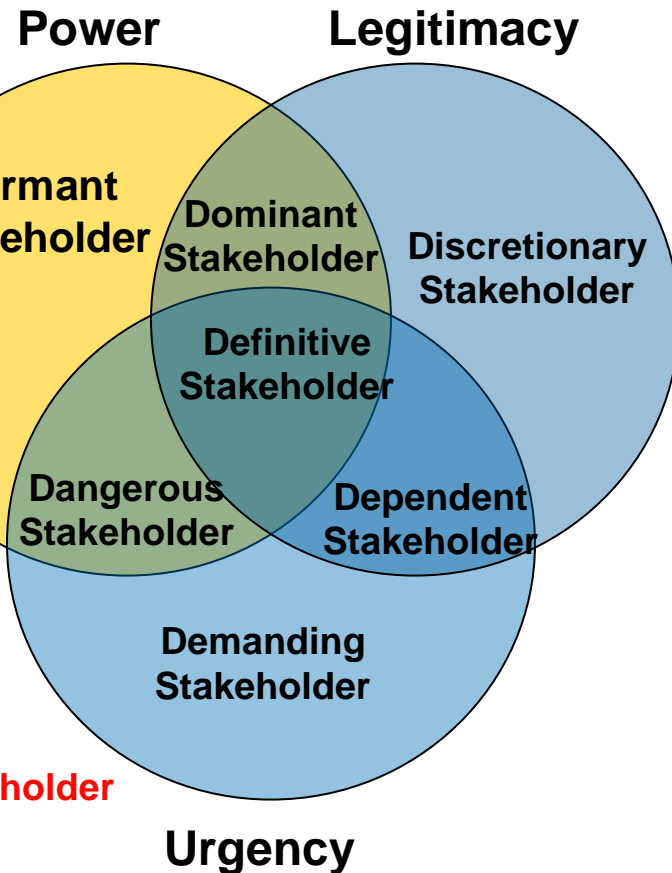
1997, R. Mitchell, B. Agle, and D. Wood , Towards a theory of stakeholder identification and salience: defining the principle of who and what really counts, *Academy of Management Review*, p 853 - 886.

Power Interest Grid

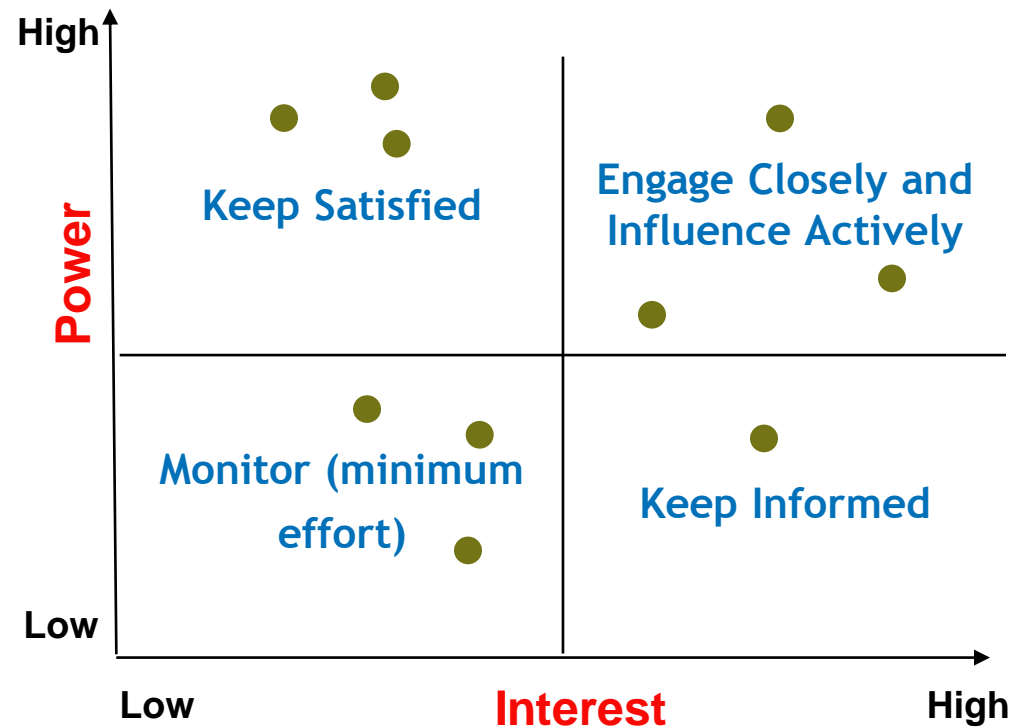


Stakeholder Management

Identify and Categorize



Prioritize and Plan for



1997, R. Mitchell, B. Agle, and D. Wood, Towards a theory of stakeholder identification and salience: defining the principle of who and what really counts, *Academy of Management Review*, p 853 - 886.

For further reading



- ▶ Daniel Dana, Conflict Resolution, McGraw-Hill, 2001
- ▶ Eric M. Eisenberg, H. L. Goodall, and Angela Trethwey, Organizational Communication: Balancing Creativity and Constraint, Bedford/St. Martin's, 2009
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- ▶ Brian Irwin, Managing Politics and Conflict in Projects, Management Concepts, 2007
- ▶ Peter M. Senge, The Fifth Discipline: The Art & Practice of the Learning Organization, Currency Doubleday, 1994
- ▶ Erik J. Van Slyke, Listening to Conflict: Finding Constructive Solutions to Workplace Disputes, AMACOM, 1999
- ▶ Douglas Stone, Bruce Patton, and Sheila Heen, Difficult Conversations: How to Discuss what Matters Most, Penguin Books, 1999
- ▶ Kenneth W. Thomas and Ralph H. Kilmann, Thomas-Kilmann Conflict Mode Instrument (TKI), Mountainview, CA: CPP Inc.
- ▶ Bill Withers and Jerry Wisinski, Resolving Conflicts on the Job, American Management Association, 2007

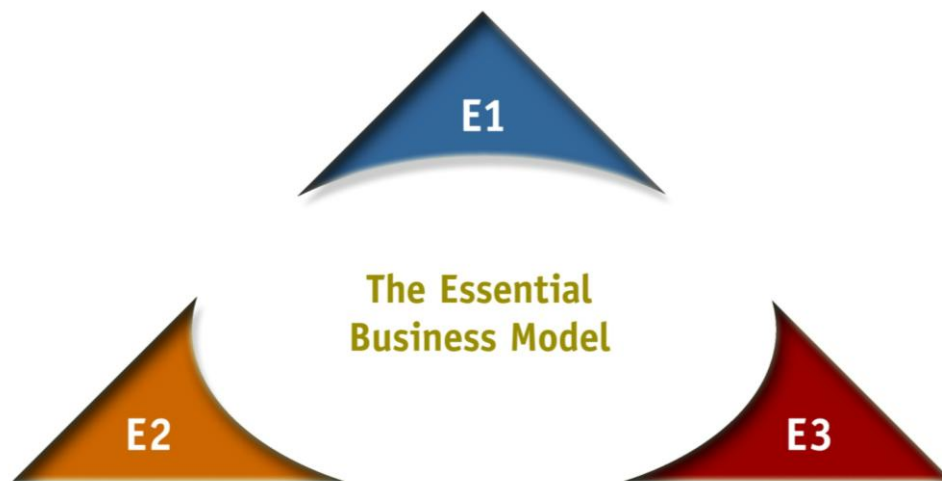


Questions and Discussion

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- ▶ Business improvement consultancy founded in 2003
- ▶ Controlled growth to more than 100 “Essentialists”
- ▶ Fortune 500 clients, including UnitedHealth Group, Target, Supervalu, Northwestern Mutual and Land O’Lakes
- ▶ Differentiated by the Essential Business Model
 - Strategy, Management, Execution



THE SHAPE OF

BUSINESS IMPROVEMENT

