

# Resolving Conflict

# Resolving Conflict

- Strategy 1: Change the culture and context of conflict

# Resolving Conflict

- Strategy 2: Listen actively, empathetically, and responsively

# Resolving Conflict

- Strategy 3: Acknowledge and integrate emotions

# Resolving Conflict

- Strategy 4: Search beneath the surface for hidden meaning

# Resolving Conflict

- Strategy 5: Separate what matters from what gets in the way

# Resolving Conflict

- Strategy 6: Learn from, and don't reward, difficult behaviors

# Resolving Conflict

- Strategy 7: Solve problems creatively, plan strategically, and negotiate collaboratively

# Resolving Conflict

- Strategy 8: Explore resistance, mediate disputes, and design systems for prevention and resolution

# 1. Change the Culture

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- Communicate honestly, openly

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- Communicate honestly, openly
- Empathize with opponents

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- Communicate honestly, openly
- Empathize with opponents
- Encourage consensus

# 1. Change the Culture

- Communicate honestly, openly
- Empathize with opponents
- Encourage consensus
- Negotiate collaboratively

## 2. Listen Actively

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- Encourage sharing of perspectives

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- Encourage sharing of perspectives
- Clarify opponent's perspective

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- Encourage sharing of perspectives
- Clarify opponent's perspective
- Acknowledge opponent's perspective

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- Acknowledge opponent's perspective
- Empathize with opponent
- Solicit opponent's advice

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- Clarify opponent's perspective
- Acknowledge opponent's perspective
- Empathize with opponent
- Solicit opponent's advice
- Identify issues of agreement

## 2. Listen Actively

- Encourage sharing of perspectives
- Clarify opponent's perspective
- Acknowledge opponent's perspective
- Empathize with opponent
- Solicit opponent's advice
- Identify issues of agreement
- Validate specific points

# 3. Acknowledge Emotions

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- Experience emotions fully

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- Observe emotions over time

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- Experience emotions fully
- Observe emotions over time
- Accept emotions without judgment

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- Experience emotions fully
- Observe emotions over time
- Accept emotions without judgment
- Analyze emotions for causes

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- Communicate emotions as information

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- Experience emotions fully
- Observe emotions over time
- Accept emotions without judgment
- Analyze emotions for causes
- Communicate emotions as information
- Channel emotions into problem solving

# 4. Identify Core Issues

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- Understand your hidden issues

## 4. Identify Core Issues

- Understand your hidden issues
- Understand your opponent's issues

## 4. Identify Core Issues

- Understand your hidden issues
- Understand your opponent's issues
- Be honest with yourself

## 4. Identify Core Issues

- Understand your hidden issues
- Understand your opponent's issues
- Be honest with yourself
- Accept what you find without judgment

# 5. Separate What Matters

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- Separate interests from positions

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- Separate interests from positions
- Separate problems from people

# 5. Separate What Matters

- Separate interests from positions
- Separate problems from people
- Separate solutions from problems

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- Separate interests from positions
- Separate problems from people
- Separate solutions from problems
- Separate commonalities from differences

# 5. Separate What Matters

- Separate interests from positions
- Separate problems from people
- Separate solutions from problems
- Separate commonalities from differences
- Separate future from past

# 5. Separate What Matters

(cont.)

- Separate negotiation from emotion

# 5. Separate What Matters

(cont.)

- Separate negotiation from emotion
- Separate content from process

# 5. Separate What Matters

(cont.)

- Separate negotiation from emotion
- Separate content from process
- Separate options from choices

# 5. Separate What Matters

(cont.)

- Separate negotiation from emotion
- Separate content from process
- Separate options from choices
- Separate criteria from selection

# 5. Separate What Matters

(cont.)

- Separate negotiation from emotion
- Separate content from process
- Separate options from choices
- Separate criteria from selection
- Separate ourselves from others

# 6. Handle Difficult Behaviors

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- Own your “stuff”

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- Own your “stuff”
- Listen to and observe others

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- Own your “stuff”
- Listen to and observe others
- Communicate honestly

## 6. Handle Difficult Behaviors

- Own your “stuff”
- Listen to and observe others
- Communicate honestly
- Suggest alternatives

# 7. Solve the Problem

# 7. Solve the Problem

- Become aware of problem

# 7. Solve the Problem

- Become aware of problem
- Define and clarify problem

# 7. Solve the Problem

- Become aware of problem
- Define and clarify problem
- Analyze elements of problem

# 7. Solve the Problem

- Become aware of problem
- Define and clarify problem
- Analyze elements of problem
- Generate possible solutions

# 7. Solve the Problem

- Become aware of problem
- Define and clarify problem
- Analyze elements of problem
- Generate possible solutions
- Take action

# 7. Solve the Problem

- Become aware of problem
- Define and clarify problem
- Analyze elements of problem
- Generate possible solutions
- Take action
- Evaluate results

# 8. Overcome Resistance

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- Reassess options

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- Reassess options
- Explore sources of resistance

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- Reassess options
- Explore sources of resistance
- Consider mediation

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- Reassess options
- Explore sources of resistance
- Consider mediation
- Redesign organizational structures, systems, culture

# Getting Past "Stuck"

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- Set the stage for dialogue

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- Listen actively, empathetically

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- Listen actively, empathetically
- State your needs, self-interests

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- Set the stage for dialogue
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- Resolve underlying issues

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- Set the stage for dialogue
- Listen actively, empathetically
- State your needs, self-interests
- Resolve underlying issues
- Separate what matters from what doesn't

# Getting Past “Stuck”

(cont.)

- Brainstorm possible solutions

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- Brainstorm possible solutions
- Negotiate collaboratively

# Getting Past “Stuck”

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- Brainstorm possible solutions
- Negotiate collaboratively
- Handle difficult behavior

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- Don't surrender

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- Brainstorm possible solutions
- Negotiate collaboratively
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- Don't surrender
- Recognize larger issues

# Getting Past “Stuck”

(cont.)

- Brainstorm possible solutions
- Negotiate collaboratively
- Handle difficult behavior
- Don't surrender
- Recognize larger issues
- Search for closure