Participant Introduction

Why did you choose to come today?

What do you hope to get out of the workshop?

Provide an example of well managed conflict.

Share one thing about your current role.
1 **Goals**
Conflict can happen as a result of competing goals or priorities. It can also happen when there is a lack of shared goals.

**EXAMPLE:**

**PREVENTION:**

2 **Personality conflicts**
Personality conflicts are a common cause of conflict. Sometimes there is no chemistry, or you haven’t figured out an effective way to click with somebody.

**EXAMPLE:**

**PREVENTION:**
3 **Scarce Resources**
Conflict can happen when you’re competing over scarce resources. We all need access to certain resources – whether these are office supplies, help from colleagues, or even a meeting room. When more than one person or group needs a particular resource, conflict can occur.

**EXAMPLE:**

**PREVENTION:**

4 **Styles**
People have different styles. Your thinking style or communication style might conflict with somebody else’s thinking style or their communication style. The good news is that conflicts in styles are easy to adapt to when you know how. Everyone works differently, according to his or her individual needs and personality. For instance, some people love the thrill of getting things done at the last minute, while others need the structure of strict deadlines to perform.

**EXAMPLE:**

**PREVENTION:**

5 **Values**
People have different styles. Your thinking style or communication style might conflict with somebody else’s thinking style or their communication style. The good news is that conflicts in styles are easy to adapt to when you know how. Everyone works differently, according to his or her individual needs and personality. For instance, some people love the thrill of getting things done at the last minute, while others need the structure of strict deadlines to perform.

**EXAMPLE:**

**PREVENTION:**
Identify the group’s experiences with the following costs of unresolved conflict:

- Stress, frustration & anxiety
- Strained relationships
- Employee turnover
- Increased client complaints
- Absenteeism
- Injury and accidents
- Sick leave
- Community/family harm
- Loss of sleep
- Grievances and litigation
- Loss of productivity
- Presenteeism
- Sabotage
- Disability claims
- Workplace violence and bullying

REFLECTIONS:

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Move down the Ladder of Inference to examine a current conflict:

1. Describe the conflict from your point of view. How and why it started, reasons and ways it escalated, etc.

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2 Question the assumptions and conclusions you’ve used to define the conflict. What are you thinking and why? How else could the situation be understood?

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3 Seek contrary data – what else can explain the situation? Consider the conflict from the other’s point of view. How might an outsider interpret events?

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4 Identify next steps you will take to address the current conflict and/or in the future.

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**Tip:** Try explaining your reasoning to a colleague or friend. This will help you check that your argument is sound. If you are challenging someone else’s conclusions, it is especially important to be able to explain your reasoning so that you can explain it to that person in a way that helps you reach a shared conclusion and avoid conflict.
Conflict Management Style Assessment

In order to address conflict we draw from a collaborating, competing, avoiding, accommodating or compromising style of conflict management. No one style is superior, in and of itself. How effective we are depends on the context in which we use each of the styles.

Each statement below provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4 indicating how likely you are to use this strategy. Be sure to answer the questions indicating how you would behave, rather than how you think you should behave.

<table>
<thead>
<tr>
<th>Score</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?</td>
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<tr>
<td></td>
<td>2 I am usually firm in pursuing my goals.</td>
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<tr>
<td></td>
<td>3 I try to soothe the other person’s feelings and preserve our relationships.</td>
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<td></td>
<td>4 I give up some points in exchange for others.</td>
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<td></td>
<td>5 I feel that differences are not always worth worrying about.</td>
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<td></td>
<td>6 I try to find a position that is intermediate between the other person’s and mine.</td>
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<tr>
<td></td>
<td>7 In approaching negotiations, I try to be considerate of the other person’s wishes.</td>
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<td></td>
<td>8 I try to show the logic and benefits of my positions.</td>
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<td></td>
<td>9 Being at odds with other people makes me feel uncomfortable and sometimes even anxious.</td>
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<td></td>
<td>10 I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows.</td>
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<td></td>
<td>11 I always lean toward a direct discussion of the problem.</td>
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<td></td>
<td>12 To break deadlocks, I would meet people halfway.</td>
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<tr>
<td></td>
<td>13 I explore issues with others so as to find solutions that meet everyone’s needs.</td>
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<tr>
<td></td>
<td>14 I can figure out what needs to be done and I am usually right.</td>
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<tr>
<td></td>
<td>15 I try to negotiate and adopt a give-and-take approach to problem situations</td>
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<td></td>
<td>16 I prevent hard feelings by keeping my disagreements with others to myself.</td>
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<tr>
<td></td>
<td>17 I may not get what I want but it’s a small price to pay for keeping the peace.</td>
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<td></td>
<td>18 I attempt to get all concerns and issues out in the open.</td>
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<td></td>
<td>19 I sometimes avoid taking positions that would create controversy.</td>
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<td></td>
<td>20 I try not to hurt others’ feelings.</td>
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</tbody>
</table>
The 20 statements correspond to the five conflict management styles. To find your preferred style, total the points in the respective categories. The one with the highest score indicates your most commonly used style. The one with the lowest score indicates your least preferred/used style. If you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of styles.

**Scoring**

- **Avoiding** (add scores for 5, 9, 16 + 19)
- **Accommodating** (add scores for 3, 7, 17, 20)
- **Competing** (add scores for 2, 8, 10, 14)
- **Compromising** (add scores for 4, 6, 12, 15)
- **Collaborating** (add scores for 1, 11, 13, 18)

**Sources:**


### Conflict Management Styles

<table>
<thead>
<tr>
<th>Competing</th>
<th>Collaborating</th>
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</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td><strong>Advantages</strong></td>
</tr>
<tr>
<td><strong>Disadvantages</strong></td>
<td><strong>Disadvantages</strong></td>
</tr>
<tr>
<td>Best time to Use this Style</td>
<td>Best time to Use this Style</td>
</tr>
<tr>
<td>When Competing meets Accommodating</td>
<td>When Collaborating meets Avoiding</td>
</tr>
<tr>
<td>Compromising</td>
<td>Avoiding</td>
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<tr>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Advantages</strong></td>
<td><strong>Disadvantages</strong></td>
</tr>
<tr>
<td><strong>Best time to Use this Style</strong></td>
<td><strong>When Comprising meets Avoiding</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compromising</th>
<th>Avoiding</th>
</tr>
</thead>
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<td><strong>Advantages</strong></td>
<td><strong>Disadvantages</strong></td>
</tr>
<tr>
<td><strong>Best time to Use this Style</strong></td>
<td><strong>When Avoiding meets Accommodating</strong></td>
</tr>
<tr>
<td>Accommodating</td>
<td></td>
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<td>Best time to Use this Style</td>
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</table>
Additional good advice for dealing with conflict:

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