

# Conflict Management

---

What's your style?

# Objectives

---

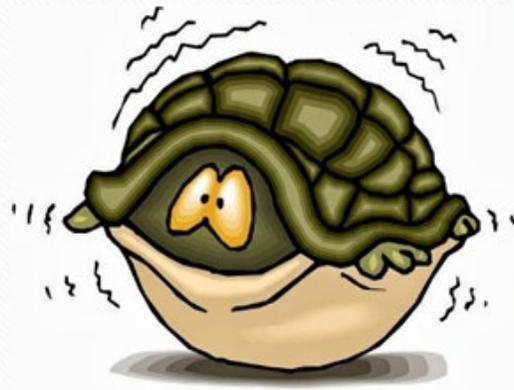
- Identify: individual conflict handling mode
- Determine: modes used most and least often
- Develop: strategies to successfully manage conflict
- Expand: knowledge to share with others



# What is conflict?

---

- ANY situation in which your concerns or desires differ from those of another person



# Think about a few recent conflict situations

---

Was there an outcome you were satisfied with?

Was there an outcome you were less than satisfied with?



What made the difference in the two situations?



“Conflict is inevitable,  
but combat is optional.”

---

Max Lucado



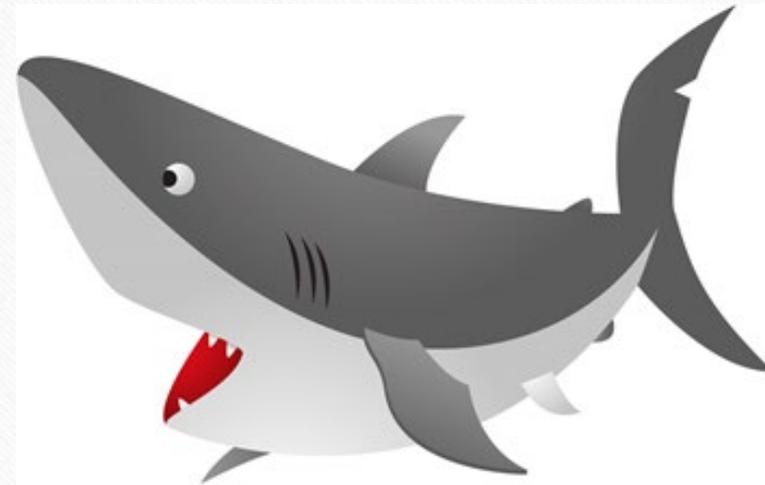
Take about 10 minutes to answer pages 1

Then turn over to pg. 2 and total your scores

# What is your style of conflict management?

---

- Dual Concern Theory
- Blake & Mouton Managerial Grid Model
- Thomas-Kilman Conflict Mode Instrument (TKI)
- David Johnson – Social Interdependence Theory
  - Conflict Management Style Index
  - Peer Mediation



Your preferred method of handling conflict is based on two underlying dimensions

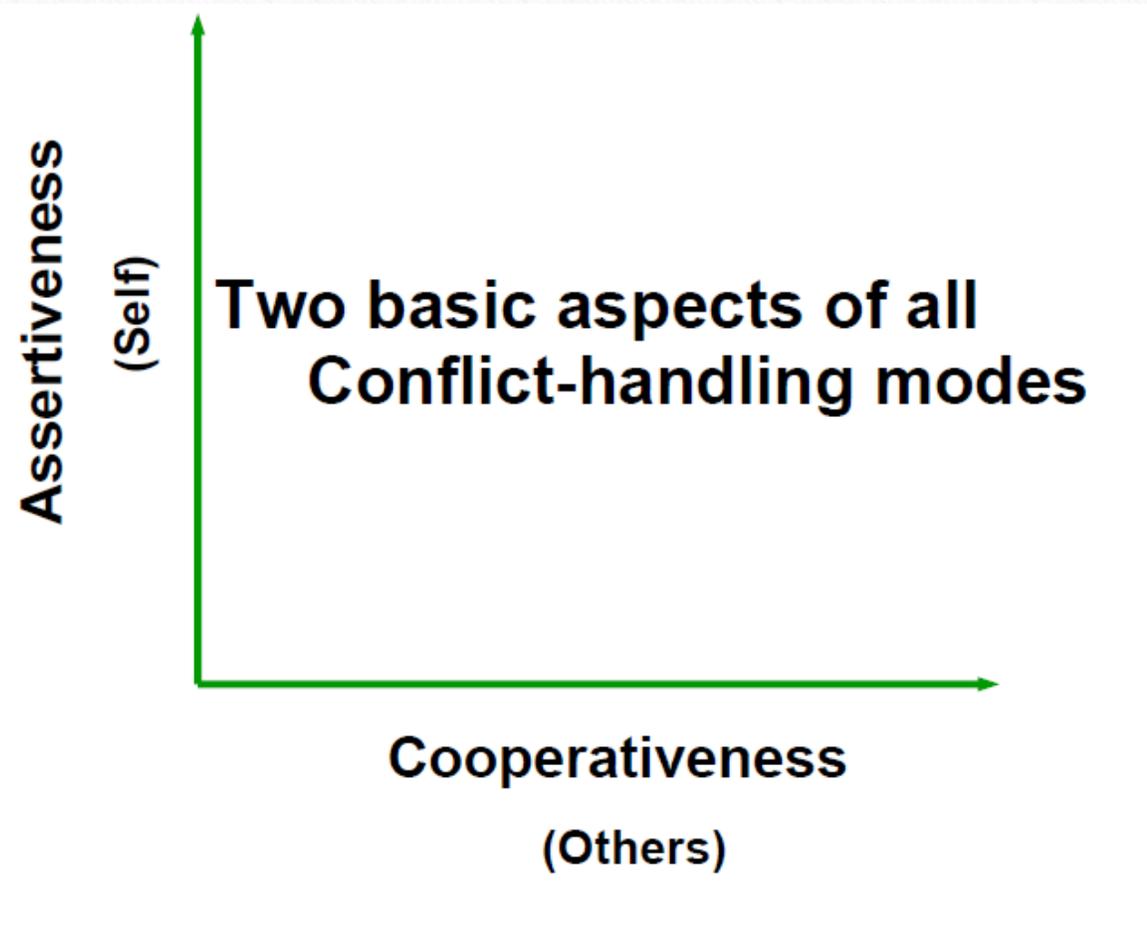
---

**Assertiveness**

How concerned you are with satisfying your own needs

**Cooperativeness**

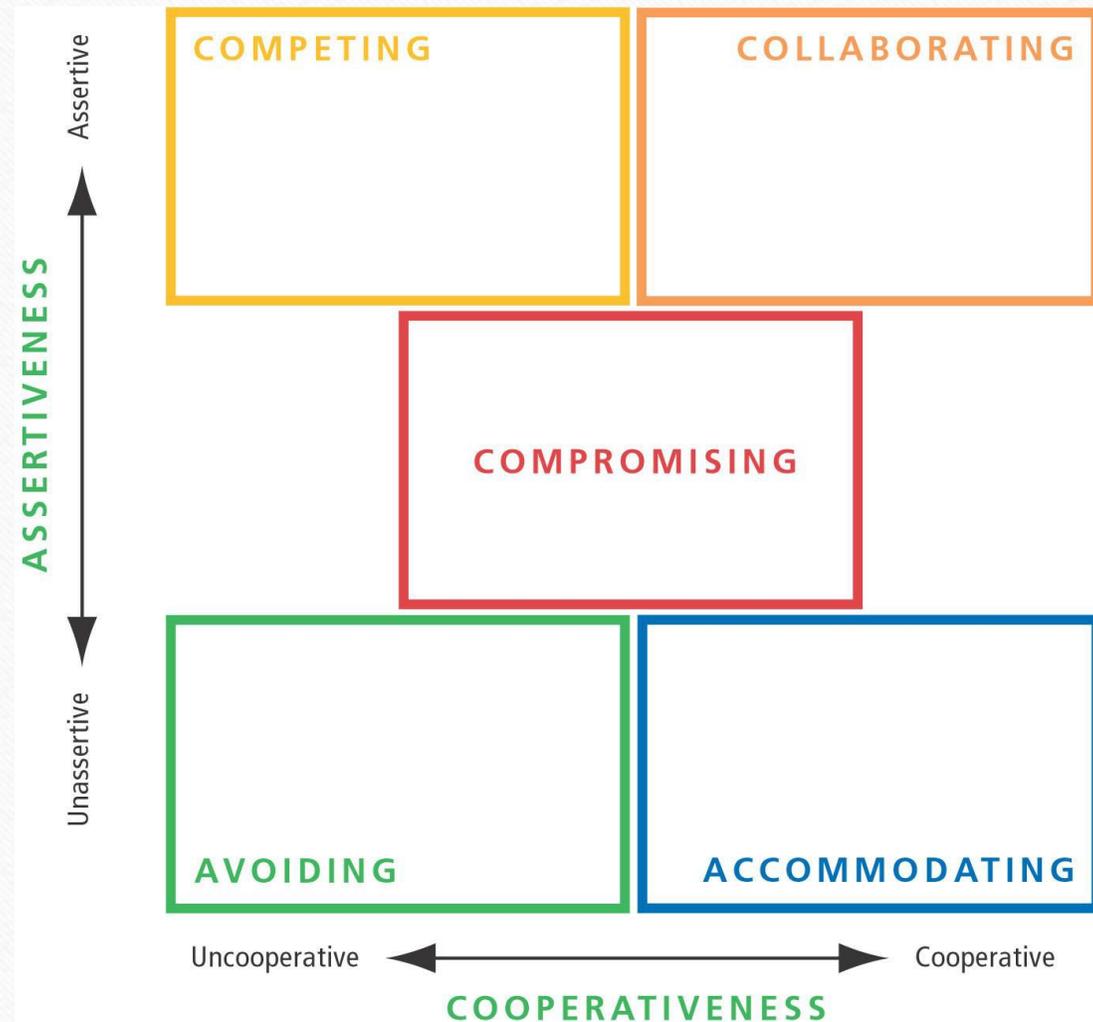
How concerned you are with the needs and interests of other parties



## Five Conflict handling modes

---

My way or the highway  
Two heads are better than one  
Let's make a deal  
I'll think about it tomorrow  
It would be my pleasure



## Five Conflict Management Style

---

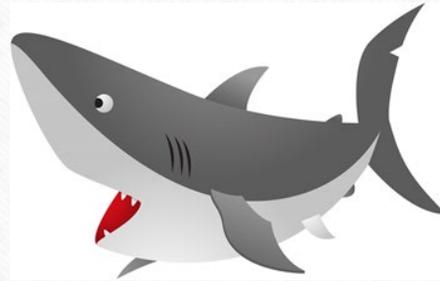
I win, you lose

I win, you win

I bend, you bend

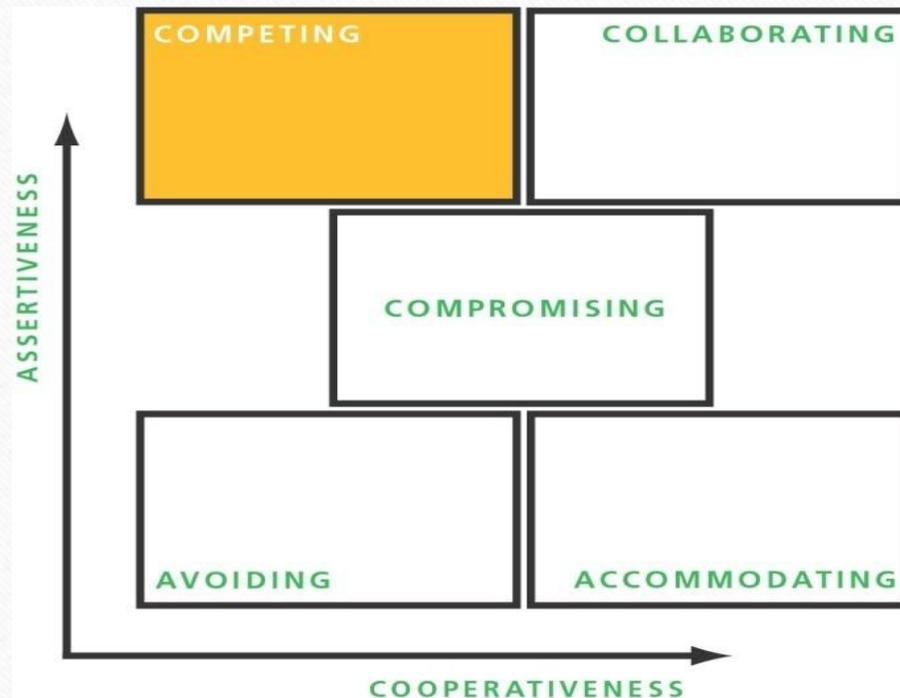
I zig, you zag

I lose, you win



# Competing

“This looks like a win-lose situation, and I want to win.”

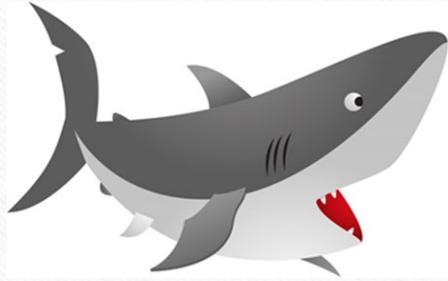


## Known for

- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself

## Good for

- Arguing or debating
- Using rank, position, or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly



# Competing

---

## Over Use

- Lack of feedback, reduced learning
- Low empowerment
- Surrounded by yes people

## Under use

- Restricted influence
- Indecision, delayed action
- Withholding of contributions

# The Shark

---

Sharks try to **overpower opponents** by forcing them to accept their solution to the conflict.

Their goals are highly important to them, and relationships are of minor importance.

They seek to **achieve their goals at all costs**.

They are not concerned with the needs of others and do not care if others like or accept them.

Sharks assume that conflicts are settled by **one person winning** and one person losing.

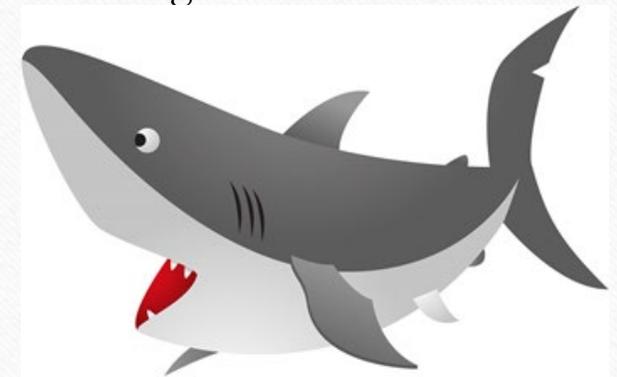
***They want to be a winner.***

Winning gives sharks a sense of pride and achievement.

Losing gives them a **sense of weakness**, inadequacy and failure.

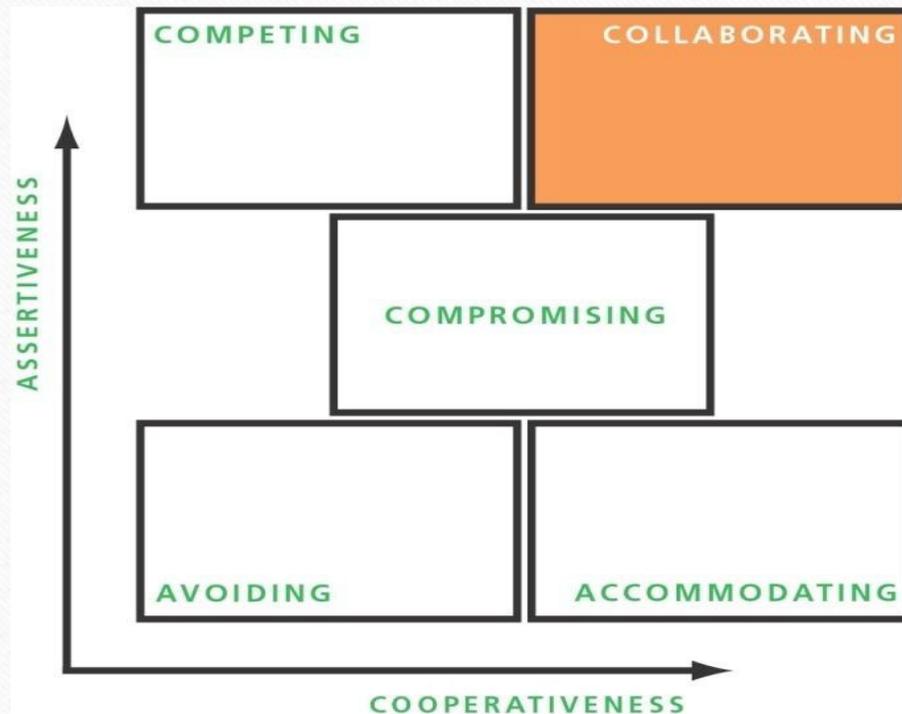
They try to win by attacking, overpowering, overwhelming, and intimidating.

They enjoy the negotiation and see it as a game or sport.



# Collaborating

“Let’s find a way to satisfy both our goals”



Known for

- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships

Good for

- Ability to listen, understand, and empathize
- Nonthreatening confrontation
- Input analysis
- Identifying underlying concerns



# Collaboration

---

## Over Use

- Too much time on trivial matters
- Diffused responsibility
- Work overload

## Under Use

- Lack of commitment
- Low empowerment
- Loss of innovation

# The Owl

---

Owls highly value their own goals and **relationships**.

They view conflict as a **problem to be solved** and to seek solution that achieves both their goals and the goals of the other person.

Owls see conflicts as a means of **improving relationships by reducing tensions** between 2 persons.

They try to begin a discussion that identifies the conflict as a problem.

By seeking solutions that **satisfy both** themselves and the other person, owls maintain the relationship.

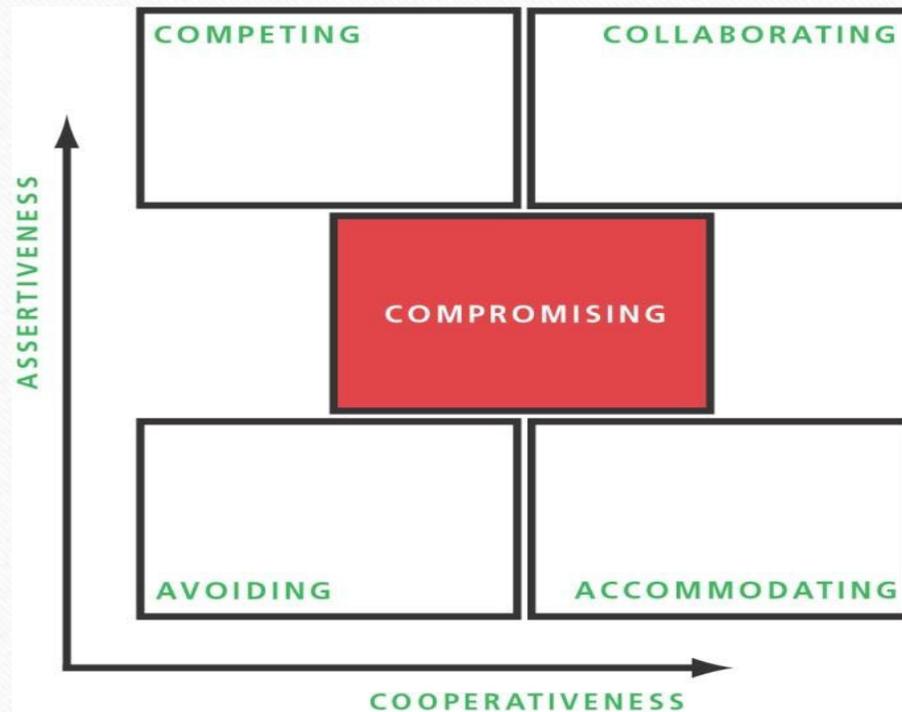
Owls are not satisfied until a solution is found that achieves their goals and the other person's goals.

They are not satisfied until the tensions and **negative feelings have fully resolved**.



# Compromising

“Let’s meet halfway on this issue.”



## Known for

- Resolving issues of moderate importance
- Reaching resolution with equal power and strong commitment
- Creating temporary solutions
- Dealing with time constraints
- Backing up competing/ collaborating

## Good for

- Negotiating
- Finding a —middle ground
- Making concessions
- Assessing value



# Compromising

---

## Over Use

- Loss of big-picture perspective
- Lack of trust
- Cynical climate

## Under Use

- Unnecessary confrontations
- Frequent power struggles
- Inability to negotiate effectively

# The Fox

---

Foxes are moderately concerned with their own goals and their relationship with others.

Foxes seek a compromise.

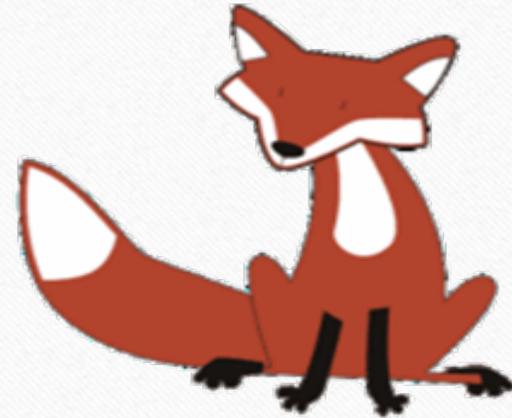
They **give up part** of their goals and persuade the other person in a conflict to give up part of their goals.

They seek a conflict solution in which **both sides gain** something;

Foxes see the **middle ground** between two extreme positions.

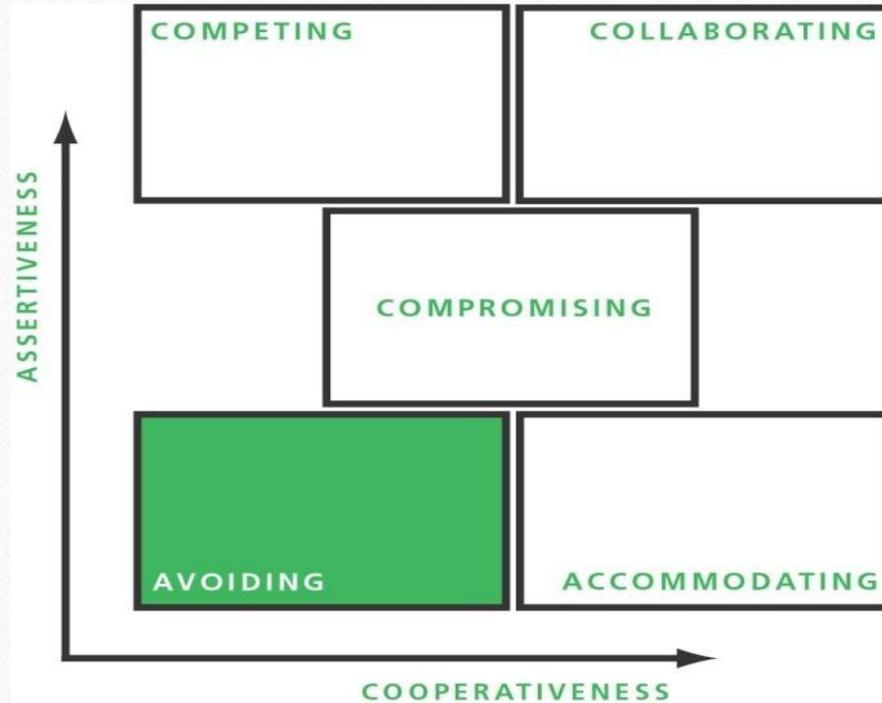
They are **willing to sacrifice** part of their goals and relationships in order to find agreement for the common good.

They **value fairness** and expect to engage in some give and take when bargaining



# Avoiding

“I don’t want to give in, but I don’t want to talk about it either.”



## Known for

- Leaving unimportant issues alone
- Reducing tensions
- Buying time
- Knowing your limitations
- Allowing others ownership
- Recognizing issues as symptoms

## Good for

- Withdrawing
- Sidestepping
- Sense of timing
- Ability to leave things unresolved



# Avoiding

---

## Over Use

- Lack your input
- Decisions by default
- Festering issues, climate of caution

## Under Use

- Hostility/hurt feelings
- Work overload—too many causes
- Lack of prioritization/delegation

# The Turtle

---

Turtles **withdraw** into their shells to avoid conflicts.

They **give up** their goals and relationships to avoid the stress that conflict causes them.

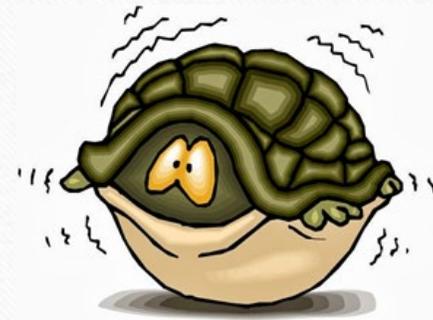
They stay away from the issues over which the conflict is taking place  
and from the persons they are in conflict with.

Turtles believe it is **easier to withdraw** from a conflict than to face it.

They can be adept at sidestepping pointless conflict.

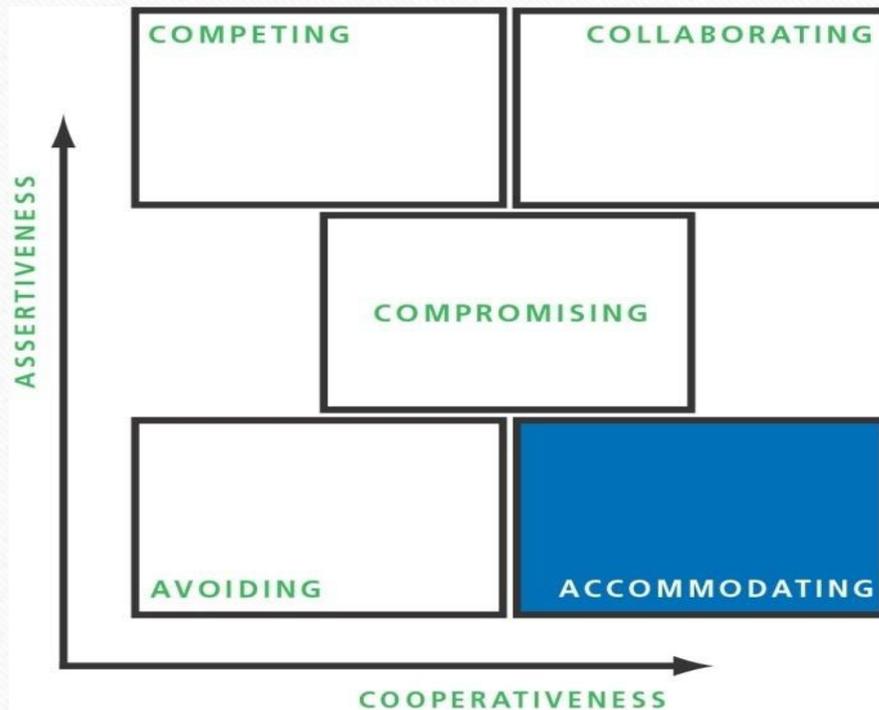
They may neglect relationships and allow problems to **fester by ignoring** them

Turtles sometimes increase their leverage by waiting for others  
to make the first concession



# Accommodating

“Being agreeable may be more important than winning.”



## Known for

- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping “peace”
- Retreating
- Maintaining perspective

## Good for

- Forgoing your desires
- Selflessness
- Obedience
- Ability to yield



# Accommodating

---

## Over Use

- Overlooked ideas
- Restricted influence
- Loss of contribution
- Anarchy

## Under use

- Lack of rapport
- Low morale
- By-the-book reputation
- Inability to yield

# The Teddy Bear

---

To Teddy Bears, the relationship is of great importance while their own goals are of little importance.

Teddy Bears **want to be accepted and liked** by others.

They think that conflict should be avoided in favor of harmony and that people cannot discuss conflicts without damaging relationships.

They are afraid that if the conflict continues, someone will get hurt and that would **ruin the relationship**.

Teddy Bears say

“I’ll give up my goals and let you have what you want, in order for you to like me.”

Teddy Bears try to **smooth over the conflict** out of fear of harming the relationship.





“If the only tool you have is a hammer,  
you tend to see each problem as a nail.”

---

Abraham Maslow

# Working in Styles

- For the teddy bear, the goal is not really important, but the stability of the relationship is very important.
- Maybe the conflict is with someone you care for deeply or with a coworker that you depend on daily



- For the turtle, the goal is not really that important, but neither is the relationship
- The turtle would rather retreat to his shell than deal with a conflict.



- For the fox, both the goal and the relationship are important, but neither is especially important.
- The fox is smart, cunning, and sly, but he would rather be in small family groups or alone than in large packs.



- For the owl, both the goal and the relationship are really, really important. It may even be impossible to decide which one is *more* important
- The owl is wise and approaches situations with keen focus.



- For the shark, the goal is of the utmost importance and the relationship is not, or at least not in comparison.
- The shark has his eye on the prize and will not let anyone or anything stand in his way.





- Your good friend asks you for a small, but inconvenient, favor.
- A colleague doesn't meet the deadline you set together.

The tendency is to accommodate the other person and abandon your goal in order to maintain the relationship.



- The barista gets your latte order wrong.
- Someone cuts in front of you in a line.

If neither the goal nor relationship is of priority, the tendency is to simply do whatever is easiest to avoid the conflict and stress associated with it.



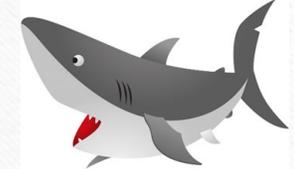
- Working on a group project when every member has a different idea.
- Negotiating a salary when you would be happy with the lesser amount.

In these situations, the parties can negotiate so that they each win a little and lose a little. You might push a little to reach that goal, but not too hard.



- You find out your closest friend is also applying to your dream job.
- Your advisor wants you to focus your dissertation on a topic you have no interest in.

In these situations, the use of a problem-solving approach can help all parties to reach an agreement that satisfies everyone.



- Your paycheck is half of what it should be.
- You are in a group interview for your dream job.
- You are asked to do something unethical by a supervisor.

In these cases, you often do what it takes to achieve your goal, despite the potential impact it may have on the relationship.

# Think of the earlier conflict situations

---

Would you approach the same situations differently now?

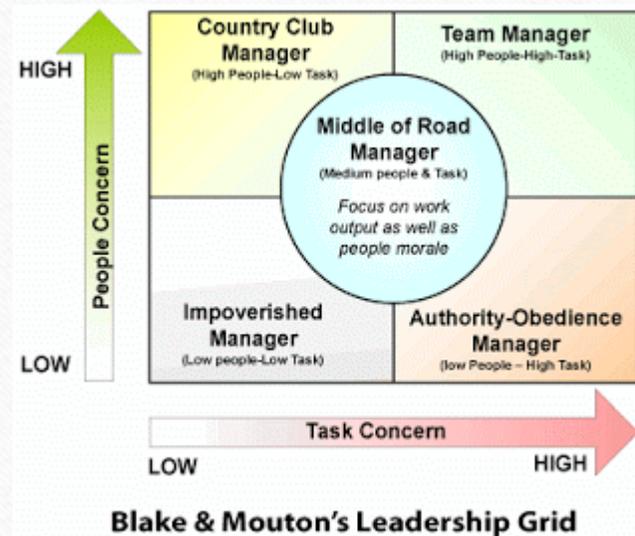
What, if anything, would change?

“Between stimulus and response, there is a space.  
In that space lies our freedom and power  
to choose our response. In our response lies our  
growth and freedom.”

---

Victor Frankl

## Resources



- Thomas, K. W., & Kilmann, R. H. (1974). *Thomas-Kilmann Conflict Mode Instrument*. Mountain View, CA: Xicom, a subsidiary of CPP, Inc.
- Thomas-Kilmann Instrument (TKI)
  - Thomas-Kilmann conflict mode instrument
  - <http://www.kilmanndiagnostics.com/>
- CPP (2009). *History and Validity of the Thomas-Kilmann Conflict Mode Instrument (TKI)*. Retrieved from [https://www.cpp.com/products/tki/tki\\_info.aspx](https://www.cpp.com/products/tki/tki_info.aspx)
- Johnson, David W. (2012) *Reaching Out, Interpersonal Effectiveness and Self Actualization*. New Jersey: Prentice-Hall Inc.
- Johnson, D. W. & Johnson, R. T. (1991) *Teaching students to be peacemakers*. Edina, Minnesota: Interaction Book Company.
- Blake, R.; Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston: Gulf Publishing Co.
- <http://www.theleadershiphub.com/vault/blogs/conflict-styles>
- <http://www.adrtoolbox.com/library/the-dual-concern-model/>
  - From Jeffery H. Goldfien & Jennifer K. Robbennolt, *What if the Lawyers Have Their Way? An Empirical Assessment of Conflict Strategies and Attitudes Toward Mediation Styles*, 22 Ohio St. J. on Disp. Resol. 277 (2006-2007) (citations omitted).