



Boston Massachusetts  
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## Agenda

- Conflict Resolution
- Negotiations



# CONFLICT RESOLUTION







What would you do ?

Did you think when looking at this picture - “ I would let up on the gas pedal”

Look down at your dashboard to see how fast you are going ?

Try to remember the posted speed limit ?

Then convince yourself you are ok and relax and continue your driving without any sudden changes to the speed of your vehicle and look into the rear view mirror to make sure the police car is still parked



What just happened to you ?

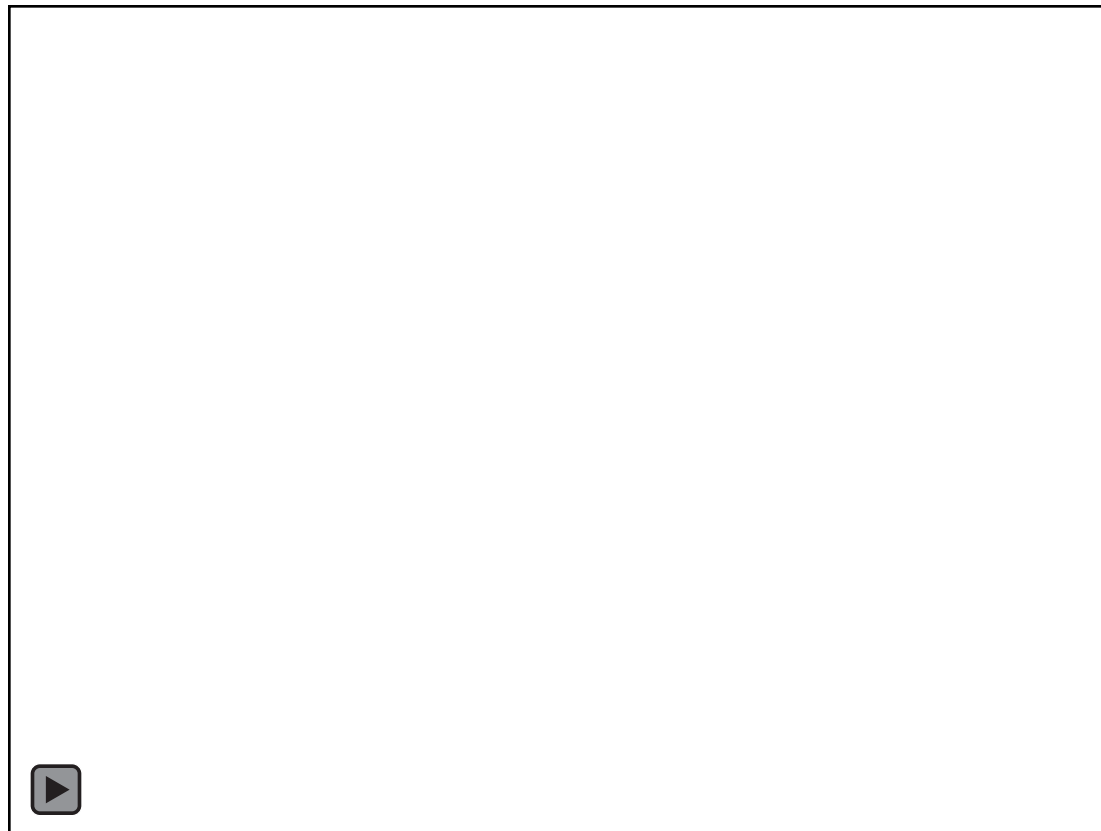
You experienced a conflict.

Although not a serious one , it was still a conflict !

In this example you experienced the conflict within your self

The Conflict was between your conscious mind and your subconscious mind.

Simply Stated your subconscious mind played a joke on your conscious mind-. Or as I like to say your conscious mind cannot take a joke.



# Conflict

- What is it ?
- Simple Definition- “Struggle between at least two independent parties who perceive incompatible goals, scarce resources, and interference from other the other party in achieving their goals”

# Conflict

Conflict Types in the Workplace –

Conflict over Resources

Workplace Conflict

Conflict Resulting from Workplace Perceptions

# Conflict Resolution

- Conflict over Resources
- Employees feel they have to compete for the same property. Simply stated it is a clash between the “the haves” and “the have nots”

For example – Companies using shared equipment like a computer. Employees argue over the times they have been assigned.

# Conflict

- Workplace Conflict – A.K.A the “Personality Conflict”  
( In many work situations that are labeled a “Personality Conflict” creates a belief that people are incapable of a changing their personality)

Usually occurs when two or more employees disagree regarding an approach to a work place goal or task.

For example when employees work in close- proximity environment and unable to properly communicate



# Conflict

- Workplace Perceptions

This one particular type of conflict may grow out of the first two , but nonetheless is an area deserving of a comment.

For example rumors about an employees performance.

Or a situation where a quickly drafted memo notifying the employees that the company has received unhappy comments from a client can create workplace perception conflict. Employees usually attempt to blame who they feel is responsible, leading to personal conflict

# Conflict

Generally speaking Conflict is:

- More than a disagreement
- Conflicts can trigger strong emotions
- Conflicts will continue to be an issue if ignored
- We respond to conflicts based on our own perceptions
- Conflicts provide an opportunity for growth

# Conflict

- How do you deal with Conflicts at your Workplace?

Perhaps you can look at a few suggestions to help you and your employees

# Conflict Resolution Suggestions

- **Stay Neutral**

- There is truth to the saying “There is two sides to every story”
- Before you can resolve an issue you make sure you have reviewed the roots of the conflict
- Make a sincere attempt not to jump to conclusions by taking sides.
- If you are having difficulty staying neutral consider getting assistance from a fellow manager or a trained facilitator.
- If you can get both parties to agree each has a valid point of view.

# Conflict Resolution Suggestions

- **Acknowledge there is an Issue**
  - This can be tough if the conflict is over what you may consider a minor issue
  - Maintain a neutral voice and avoid any language on your part that could be considered judgmental or sarcastic and ask those you are working with to do the same
  - Be aware that what appears to be a minor issue to you could be a significant one for the employees you are working with
  - Be aware that your non verbal communication like facial expressions or posture can get a reaction that could be counterproductive to working with the employees having the conflict

# Conflict Resolution Suggestions

- Focus on the problem , not the people
  - Remember every workplace has difficult employees and they may be the source of the conflict with other employees
  - Your role as the Conflict resolution resources is for you to get the employees in conflict to look beyond their personalities and focus on the issue at hand
  - Attempt to have the parties you are working with make statements that indicate how they feel as opposed to terms that describe behavior- “ I feel this way” as opposed to “You always do this”
  - It is important for the employees in conflict to understand the “ Big Picture” and how their actions are affecting other employees

# Conflict Resolution Suggestions

- **Seek Common Ground**

- Have the parties recognize areas of agreement and hopefully use those as a start point for a compromise to a solution.
- If the employees can find a solution there is a strong possibility for the conflict can be resolved.
- Be prepared to if the employees can work out a solution to complement them on their actions
- Not every conflict can be resolved by the employees themselves and in some cases will require a solution mandated by their Manager.

# Conflict Resolution Suggestions

- **Be Patient**

- People in conflict need to tell their stories
- Being patient is a must
- Try not to make a hasty decision as that may leave one party or possibly both with the feeling they have not been heard
- If a solution has been agreed upon by the employees ,the Manager needs to implement it quickly so the parties feel there has been definitive actions taken .





QUESTIONS

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# Negotiations

# Negotiation Process

Negotiation – What is it?

“The use of information and power to effect behavior within a web of tension”

# Negotiations

## Preparation

- What is to be Negotiated ?
- What is the background that led to this opportunity ?
- Who will be with you on this opportunity ?
- What is your strategy ?
- What outcomes are you seeking ?
- Are there any hidden interests ?

# Negotiations

## Plan your Strategy

- Develop your strategy by answering the questions coming out of your Preparation activity
- By doing so you will have established boundaries for your Negotiation activity
- Establish what is expected
- Try to think like a chess player so you can plan your moves

# Negotiations

## Influencers

- Power
- Information
- Time

# Definition of Power

- Power is nothing more than the capacity or ability to get things done.
- To exercise control over people or events.
- The production of intended effects or someone's perception that you can produce those effects.
- Power itself neutral – not good or bad.
- Power is based on perception

# Sources of Power

- A. Competition
  - creating competition for something you possess, i.e. money, product services.
- B. Legitimacy –
  - derived from a perceived or imagined authority, i.e. printed information or document.
- C. Risk Taking
  - Willingness to take risks. Mixture of courage with common sense.
- D. Commitment –
  - Involving others in the process. Persuade others to help, get them involved in the process and they will help shoulder the burden. “Involvement Begets Commitment-  
Commitment Begets Power”



# Sources of Power (cont.)

## E. Investment

- Use of time, energy, and money are significant indicators of investment.

## F. Persistence –

- Use of time and energy to achieve the desired results.

## G. Attitude –

- Strong belief that you can make a difference and you negotiate better for someone else.

# Information

- Getting Information
  - Listen versus talk
  - Question versus answer
  - Read cues versus being a literalist
  - “non-verbal communication”
- Giving
  - Balanced risk taking
  - Recognize acceptance of the time principle

# Time

- Everything happens at or just before the deadline.
- The other side is under stress and pressure but hides that fact.
- Deadlines can be met, but usually involve a shift in positions.

# Negotiation Key Factors

- Power
- Information
- Time

All negotiations use these three factors

# Negotiations

## Types of Outcomes

- Win-Win- Usually find in Business to Business situations
- Win-Lose- Usually found in concession situations or needs by one party to achieve a goal without giving up anything in return
- Compromise- Usually achieved when both parties recognize a settlement can be achieved if both sides are willing to make concessions



QUESTIONS

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