



Conflict Management Training
for
Pennsylvania Parks
and Forests Foundation

Module 3

Conflict Handling Styles

How much do I want to look after
my own interests?

Competitor
Stirrer of
the
Pot

Mediator
Working together
to resolve it

Compromiser
Let's make
a deal

Conflict Avider
What conflict?

Accommodator
Too nice for
own good

How much do I want to look after the interests of others?

Your conflict handling style

Which style do you feel you settle into most often?

Would you consider changing your style; what specific steps would you take?

Is it possible to change styles?

Behavioral style – who you are -- *probably* not

Conflict handling – what you do – *probably* yes

Awareness of what you are doing

Awareness of how your actions affect interpersonal relationships and teamwork

Changing habits – try something new

The skill of mediation

1. Talk to both people together to gain their solid commitment to solving the problem
2. Talk to each to separately
3. Move into talking with each about their interests not their demands, or complaints
4. Have each generate as many alternatives as possible for mutual gain
5. Bring people together to discuss the most promising alternatives and to select one that both can get behind
6. Ask both to implement and get a date to follow up and without fail follow up
7. See where you are -- you may have to engage in further mediation and problem solving

The skill of mediation – short-cut version

When you don't have time to have people air things out completely

And you have to get people working on a solution to an immediate problem now...

- Talk to both people together to gain their commitment to solving the problem
- Move them into generating alternatives to solve the problem
- Get **them** to select the best alternative (if they can't or won't do this, you can select the best alternative)
- Get **them** to implement the alternative they chose

Mediation suggestions

How well mediation goes depends on the people involved; you're a facilitator

Rely on your listening skills (coming up)

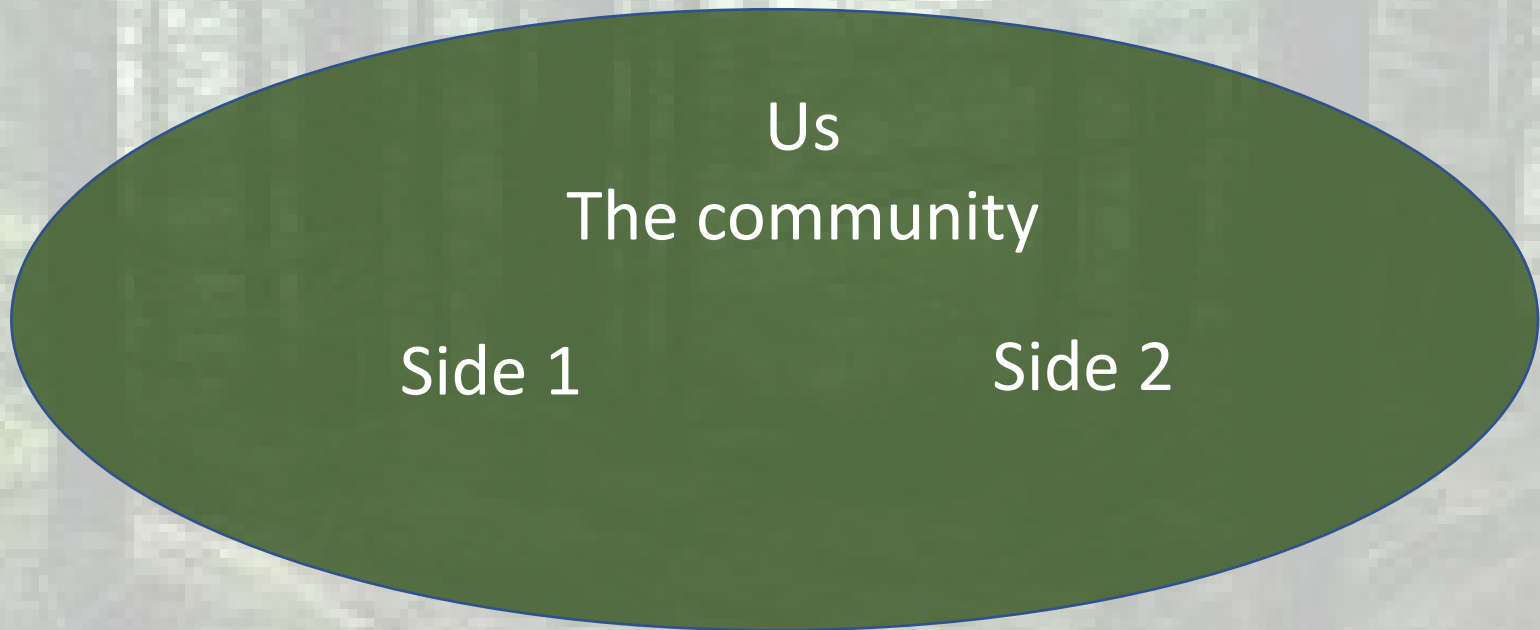
Focus as narrowly as you can on one dispute

Question

- Think about a time when you could have used the quick mediation skill
- How might quick mediation have changed the outcome?

The Third Side

William Ury, "The Walk from No to Yes." 2010



The third side reminds us to “go to the balcony”
Are there any “third sides” you need to keep in mind in your own work?

Skill of active listening

Most people want to be listened to – full attention

- “I can’t get this work done by Friday.”
 - “There, there you always find a way.” (sympathy)
 - “You better get it done.” (smackdown)
 - “That’s nothing, let me tell you about my day.” (asking for sympathy)
- Empathy is different
 - “Sounds like you’re concerned about getting everything done this week.”
 - “I’m hearing that you’re feeling swamped by work this week.”
- One statement; quiet/listen; no shifting; mirror; try it at home

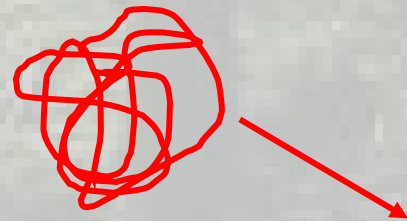
Example: Active listening

You are dealing with a person who is very disappointed

- “I want what I said I wanted, right now!”
- “I hear that you are getting frustrated with not getting the result you want.”
- “You sound upset with (our organization) because you’re not getting (what you wanted.)”



Empathy
Content + Feeling



How can you use the third side and active listening to de-escalate a conflict?

- Remember that you can only control you
- First, be safe
 - Seek immediate help if needed; do not put yourself in danger
 - Remain calm in your posture
 - Lower your voice in pitch and intensity
- Remember that there is more than one side to a conflict
 - Don't commit too early to any version of a story
 - Remain open and ask open ended questions
- Engage in active listening; content + feeling; so that others feel they have been heard

Active listening tips

- Practice listening for the “feeling” words
- Anger is often a mask for another feeling
- Value of silence
- Minimal responses
- Questions are ok, but...
- More than words – you have visuals
- Culture matters

Short scenario discussion

- Scenario study and discussion is a good way to think about concepts as they relate to your work
- Read the scenario and discuss the questions at the end
- You may want to ask/assign one group member to facilitate your discussion (ask questions; keep on track; what did you learn)

One thing to take back this week

- What one idea or concept will you take back this week to practice?



Thank you!