

Conflict
Management
RESOURCE GUIDE

Dispute Settlement Center of Orange County
MEDIATION . FACILITATION . TRAINING
302 Weaver Street Carrboro, NC 27510
phone: 919.929.8800 fax 919.942.6931
website: www.disputesettlement.org

Dispute Settlement Center of Orange County

OUR MISSION:

Founded in 1978, DSC's mission is *"to promote and bring about the peaceful settlement of disputes and to prevent the escalation of conflict through mediation, conciliation, facilitation, and training."*

. TRAINING PROGRAM

- **Conflict Resolutions Skills:** *Get beyond behavior problems (personality conflicts, gossip, blame placing) to the real, solvable issues*
- **Negotiation Skills :** *Be an effective listener, make skillful assertions, create win/win solutions*
- **Mediation Skills:** *Be a third-party, neutral mediator to help people in your work or community resolve conflicts*
- **Meeting Facilitation Skills:** *Hold productive meetings*

. MEDIATION SERVICES

DSC can provide impartial third parties to assist people in addressing problems and brainstorming solutions.

. CONSULTATION

DSC provides technical assistance on how to deal with a difficult situation or how to implement effective conflict resolution and mediation programs.

. FACILITATION

The Center helps groups to stay focused on the issues at hand, create solutions, and implement them effectively. We assist groups to come together around a particular issue and provide impartiality to increase effectiveness.

. RESTORATIVE JUSTICE FOR YOUTH PROGRAM (RJYP)

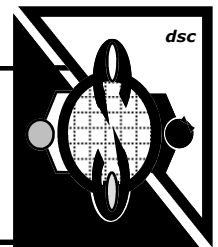
This program uses mediation and training to repair the harm done by juvenile crime and to restore affected communities.

. ADVOCACY, EDUCATION, AND COMMUNITY INVOLVEMENT

We educate the public about the benefits of conflict management through our involvement in training, advocacy at the government and community level, collaboration with local non-profits, schools, and health/human service providers.

THE DISPUTE SETTLEMENT CENTER OF ORANGE COUNTY is a non-profit, community agency and a member of the Mediation Network of North Carolina.

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Starting Points

1. Conflict is **NATURAL** and **INEVITABLE**.

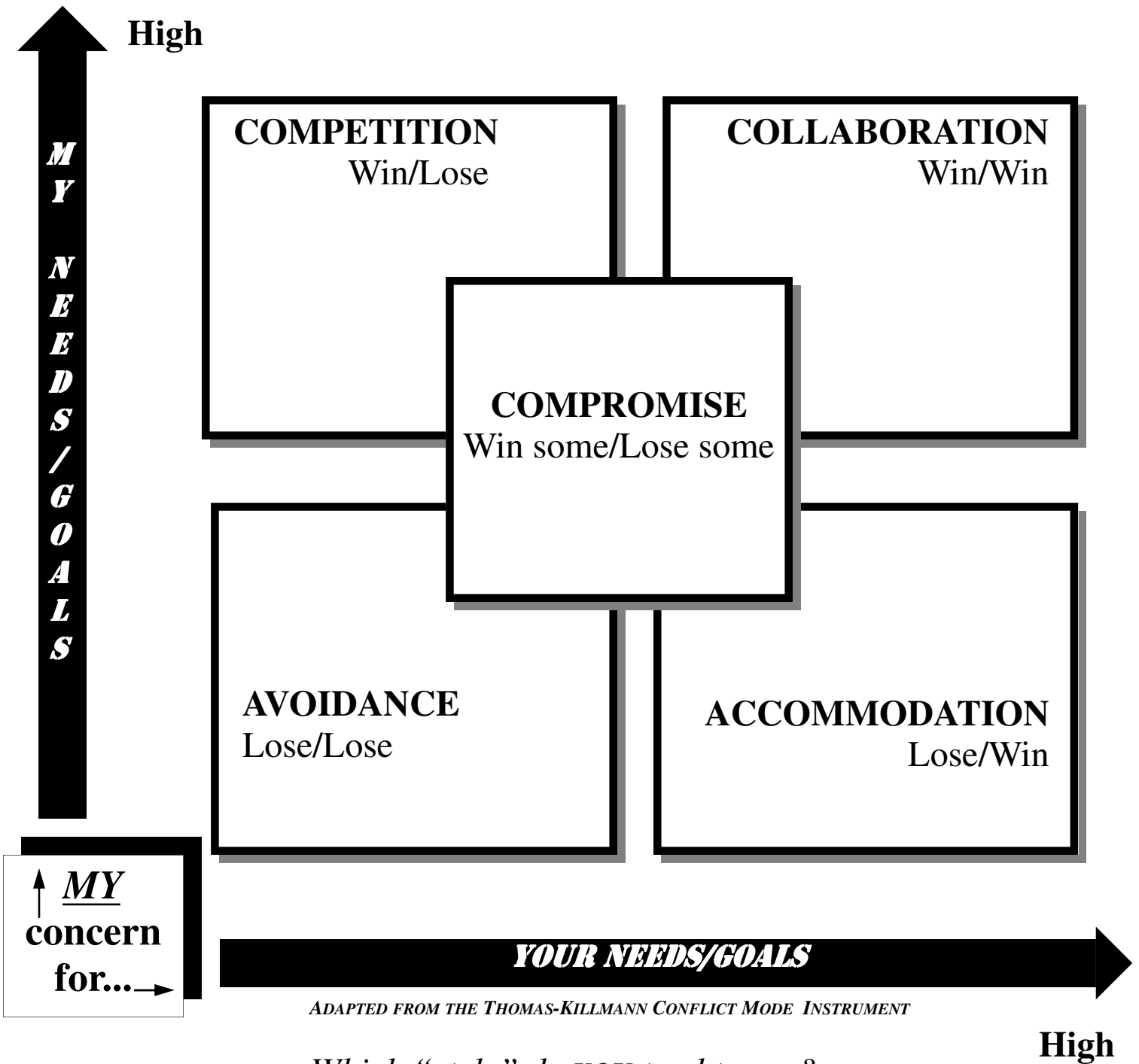
2. Conflict itself is neither good nor bad. It can be an **OPPORTUNITY** if dealt with productively.

3. Most people **NEED CONTROL, RESPECT, FAIRNESS, GROWTH, and SPACE**. Conflict occurs when ones' needs are not being met.

4. **Perspectives** are not right or wrong. They may be different. We can always ask "*Why?*".

6. We do not have the ability to **CONTROL** others, but we usually have the ability to **INFLUENCE** others.

“STYLES” FOR HANDLING CONFLICT



ADAPTED FROM THE THOMAS-KILLMANN CONFLICT MODE INSTRUMENT

Which “style” do YOU tend to use?

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WHICH Style DO YOU CHOOSE?

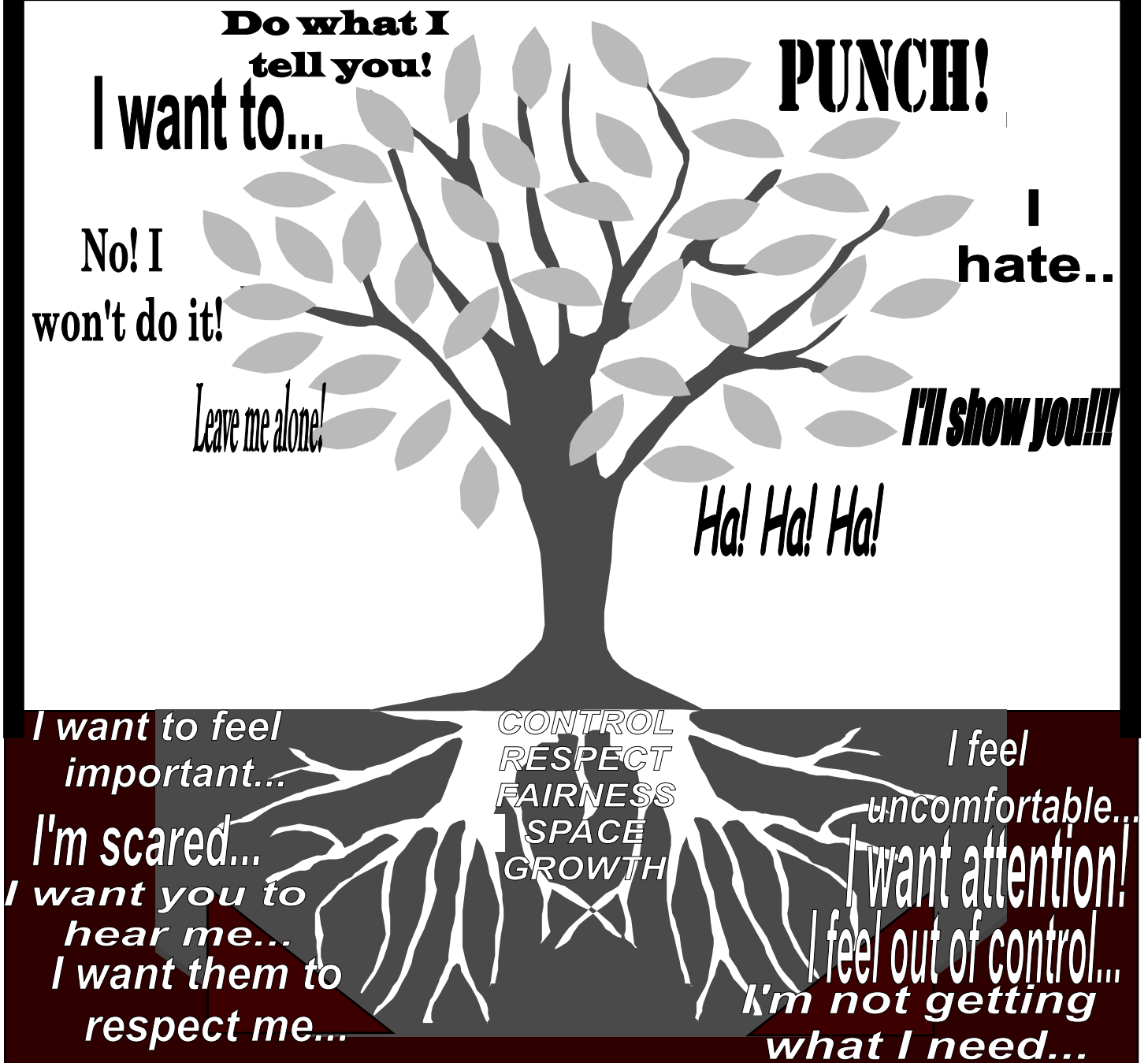
| Conflict Management Style | Definition | Potential Uses | Potential Limitations |
|---|--|---|--|
| Avoid <i>“Leave well enough alone”</i> | Not addressing the conflict, either by withdrawing from the situation or postponing the issues. | the situation: - is too dangerous -is not important -needs to ‘cool down’ -is premature: you need more time to prepare. | issues may never get addressed |
| Accommodate <i>“Soft bargaining.”</i> <i>“Kill ‘em with kindness.”</i> | Yielding to another person’s point of view; paying attention to their concerns and neglecting your own. | when: -you see that you are wrong -you want harmony -you want to build the relationship | your concerns may never get addressed; resentment may build |
| Compete <i>“Hard bargaining.”</i> <i>“My way or the highway”</i> | Pursuing personal concerns at another’s expense. “Standing up for your rights.” defending a position you believe to be correct; simply trying to win | When: -immediate action is needed -you believe you are correct -unpopular rules or policies need to be enforced | -intimidates people so they are afraid to admit problems and give you important information -may harm relationship when other’s needs are not considered. |
| Compromise <i>“Split the difference”</i> | -seeking a middle ground -the solution PARTIALLY satisfies both parties. | -when all else fails -for fast decision-making on minor disagreements | -losing sight of larger issues and values -possibly not pleasing anyone |
| Collaborate <i>“negotiate”</i> <i>“Win/win”</i> | working with someone by exploring your disagreement, generating alternatives, and finding a solution that works for both parties | -learn from other’s perspective -addresses concerns of both parties -most stable in long term | -not as helpful for minor decisions OR when time is limited -takes a lot of time, energy, and communication skills |

Adapted from the Thomas-Killmann Conflict Model Instrument

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POSITIONS

FEELINGS/THOUGHTS/ACTIONS



INTERESTS

NEEDS/IMPORTANT WANTS

Conflict Management Steps

1. *Calm down.* It's harder to think clearly when angry

2. *Listen and Tell.*
Use *reflection* and
I-statements.

3. What are the main
issues or *needs*?

4. *Brainstorm* solutions—
no evaluating.

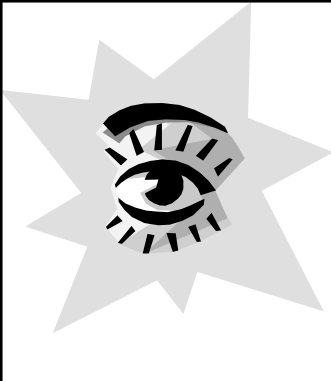
5. *Evaluate* solutions.
Pick the best ones.

6. *Plan* how solutions
will become *reality.*

Talk Out the Conflict = Negotiate

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The Art of Active

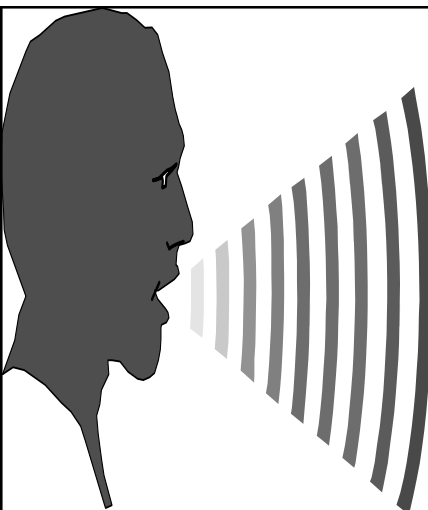
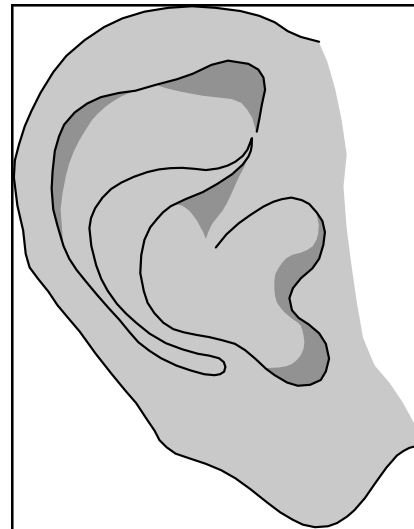


BODY LANGUAGE

- ⇒ LOOK at the person.
- ⇒ LEAN in to show interest.
- ⇒ LISTEN with your whole body.

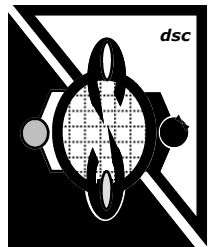
UNDERSTANDING

- ⇒ LISTEN for content AND feeling
- ⇒ ASK OPEN-ENDED QUESTIONS to gain information or clarify confusion.
- ⇒ OBSERVE speaker's BODY LANGUAGE



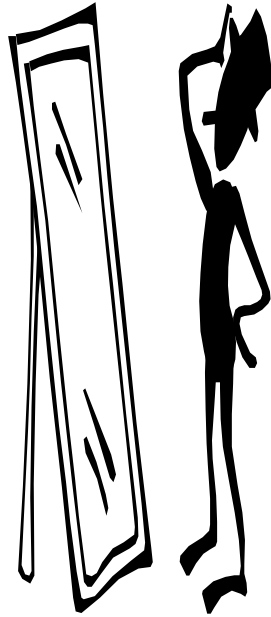
REFLECTION

- ⇒ SUMMARIZE CONTENT and FEELINGS *in your own words* to make sure you heard correctly.
- ⇒ “Here’s what I heard... Is that right?”
- ⇒ KEEP TRYING until you get a “yes”.



Reflecting:

paraphrasing, repeating in your own words



Reflection or “paraphrasing” is a good way to:

- make sure we are hearing the other person correctly.
- establish trust and connection with someone by showing that we are listening to what they are saying.

Helpful information to include when reflecting...

- . the *situation* or action:
 - . *emotions* related to the situation
 - . the *effect(s)* of the situation
 - . any resulting *goal* (what she/he wants)

Sample Reflection: *When I forgot to call home (situation), you were really angry (emotion), and when I didn't call, you got worried. (effect). You want me to call by a certain time from now on, is that right? (goal)*

If the person says “No”, keep trying until you get a “Yes”.

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ACTIVE LISTENING

Avoid Communication Blockers such as:

ordering- “Sit down and talk with me” “You need to listen to me now”

threatening- “If you don’t do this I’ll find someone who can” “If you don’t shape up, everything will be ruined”

moralizing- “Think about what your saying...”

advising- “Maybe you need to look at selling that money-pit” “Maybe you need to sit down and talk to your teacher like an adult”

logical argument- “The fact is” “Your not making sense right now”

questioning- “Are you sure that will help?” “How do you know that will help?”

judging- “You are always imagining things” “You don’t really care about this do you”

praising- “But you’re so good at that” “You have so much going for you.”

name-calling- “Don’t be such a quitter” “Your really being pessimistic right now”

diagnosing- “You know what the problem is here, it’s your low self-esteem”

reassuring- “It’s not really that bad is it?” “Don’t worry so much, everything will be just fine”

diverting- “That reminds me of a time that the same thing happened to me.” “So a guy walks into a bar...”

Communication Blockers (a.k.a. High Risk Responses)

Part I. Pat comes into the office of a coworker, Chris, needing to unload after a rough week.

Chris: Good morning, Pat! How's it going?

Pat: Terrible. I'm having one of the worst weeks of my life.

Chris: (Ordering) Well, Pat, you've got to put the week behind you. The boss called about some problems with the report we did for the Johnson account. You need to call her office pronto.

Pat: I can't even think of that right now. I've got too much going on.

Chris: (Threatening) Well, if you don't think about it, we might lose the account!

Pat: At this point, I don't really care.

Chris: (Moralizing) Don't care? You know how important that report is. We've all worked really hard. You can't just give up.

Pat: Chris, I'm telling you, I can't get over the morning I've had.

Chris: (Advise) Pat, you just need to relax. Have you considered that yoga class I was telling you about? You know, a little yoga first thing really helps me get focused and centered.

Pat: Look, Chris, I'm not a morning person. If I tried to do yoga first thing, I'd probably fall asleep.

Chris: (Logical argument) Yoga can be really vigorous. There's not much chance of falling asleep when you are stretching and bending.

Pat: Chris, you're not listening to me.

Chris: (questioning) Of course, I'm listening. What is it? Trouble at home? Problems with our boss? Or are you upset about the game the other night?

Pat: No, it's none of that. It's more about the constant overflow of projects, always being busy, not having time to think straight.

Chris: (Judging) Pat, I hate to say it, but it's your own fault. You can never say no to people when they ask you to do something. And, I don't mean to criticize here, but if you organized your office then maybe you wouldn't feel so overwhelmed. I don't know how you find things in there.

Pat: That's what I'm trying to say. I don't have enough time to stop what I'm doing long enough to get organized.

Chris: (Praising) C'mon, Pat. You can do it. You're the most talented hardworking person I know!

Pat: I'm not so sure.

Chris: (Name calling) Oh, don't be such a pessimist.

Pat: I really don't think I can handle too much more of this.

Chris: (Diagnosing) You know it all stems from the fact that you are a perfectionist. If you could just relax a little and not have to be perfect all the time, this wouldn't be so hard.

Pat: Chris, I need to go.

Chris: (Reassuring) Pat, everything will work out, you just gotta relax and have faith.

Pat: I guess so.

Chris: (Diverting) Hey, did I tell you the one about the grasshopper that walks into a bar...

Part II.

Chris uses active and reflective listening.

Chris: Good morning, Pat! How's it going?

Pat: Terrible. I'm having one of the worst weeks of my life.

Chris: Wow, sounds like things are pretty bad.

Pat: Yeah, I don't know how long I can keep this up. I feel further behind each day. I don't think I can ever catch up.

Chris: Sounds like you're overwhelmed. What brought this on?

Pat: Well, you know that proposal that I've been working on...the one that's due tomorrow? Well, my computer got a virus and wiped out all my documents. I have to start from scratch. Plus, I need to redo parts of the report that we did. And on top of everything, I found out that Phil just gave notice. Not only am I going to miss him, but I'm going to have to take up most of his workload until they find a replacement. I just don't think I can handle all this.

Chris: So, you've got a lot on your plate right now and you're feeling stressed about it. Is there any way to ease your load?

Pat: I don't know. It's just too much to even think about.

Chris: So, it's hard to wrap your head around all that you have to do?

Pat: Yeah. I probably just need to sit down and prioritize all the things...maybe it would feel less overwhelming if I wrote it all down.

Chris: That's a great way to get organized.

Pat: I'll give it a try. Thanks for listening, Pat. You've been a big help.

“I” Messages



When _____
(behavior)

I feel _____
(emotion)

because _____
(how their behavior affects/affected me)

and I want _____
(what I need to have happen to be OK)

Don't attack or blame.

- ⇒ “YOU” messages make the other person feel like they have to defend themselves.
- ⇒ Avoid words such as “ALWAYS, NEVER, SHOULD, AND SHOULDN'T”



Practice turning “YOU” messages into “I” messages

*“You **made** me late, so I missed the meeting!”*

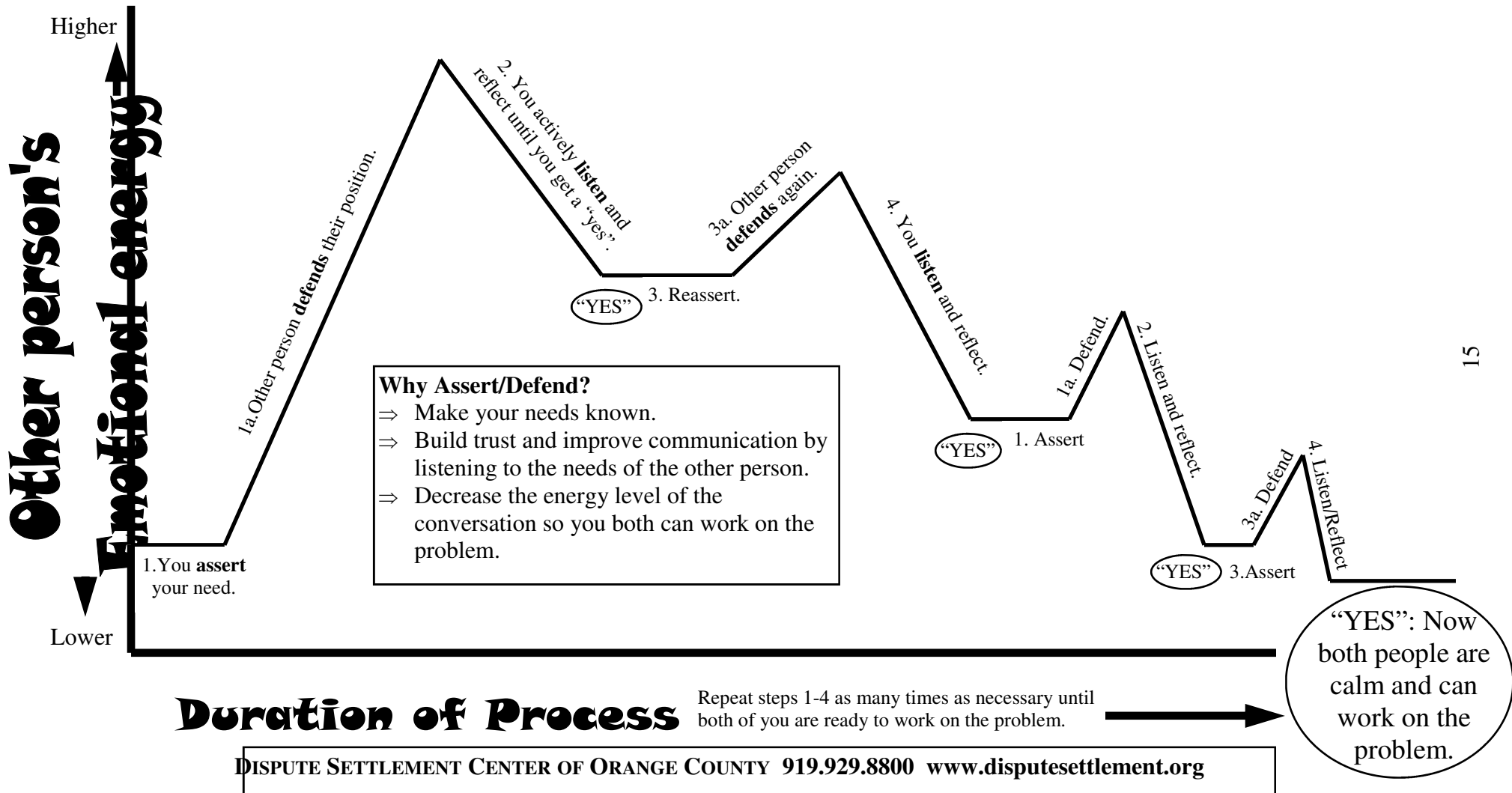


“When you were late picking me up, I was upset, because I missed my meeting. I'd like you to call if you're running late.”

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Assert/Defend Process

Based on work of Neil Katz, Instructor. Interpersonal Conflict Resolution Skills Program in Nonviolent Conflict and Change. Syracuse University, Syracuse, NY.



CONFLICT MANAGEMENT SUGGESTED READINGS

Communication and Negotiation Skills

Crucial Conversations: Tools for Talking with the Stakes are High, Kerry Patterson, Joseph Grenny,

Ron McMillan, Al Sitzler

Getting to Yes, Roger Fisher and William Ury

Getting Past No, William Ury

Getting Together, Roger Fisher and Scott Brown

The Assertive Woman, Stanley Phelps and Nancy Austin

You Just Don't Understand and That's Not What I Meant, Deborah Tannen

People Skills, Robert Bolton

Non-Violent Communication: a language of compassion, Marshall Rosenberg

Conflict Resolution Ideas and Practice

The Magic of Conflict, Thomas Crumm

Aikido in Everyday Life: Giving In to Get Your Way, Terry Dobson and Victor Miller

The Promise of Mediation, Responding to Conflict Through Empowerment and Recognition,

Joseph Folger and Robert Bush

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