

# **Conflict, Negotiation**

&

# **Resolution Techniques**

PMI-GTISLIG JULY 17, 2008



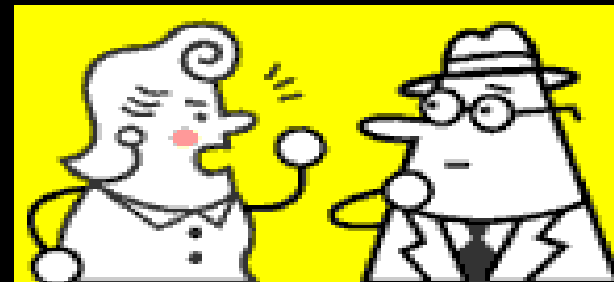
# AGENDA

- What is conflict
- Causes of conflict
- Reactions to conflict
- Conflict resolution styles
- Conflict resolution style vs. outcome
- Reflection
- Group Activities



# What is Conflict ?

“A process that begins when some one thinks that someone else has or is about to negatively affect some thing that they care about -Values, Resources, feelings.”



# What is Conflict ?

“Conflict is a natural disagreement resulting from individual or group differences in attitudes, beliefs values or needs”



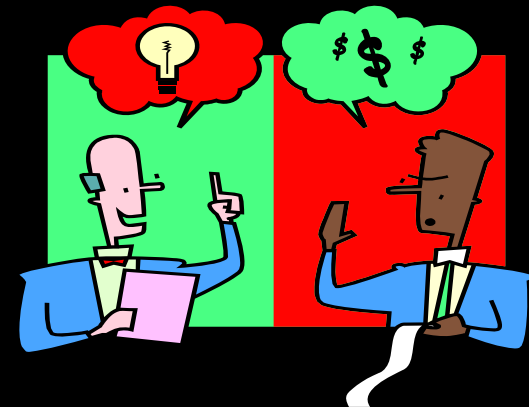
# Causes of Conflict ?

- ✓ Lack of Communication
- ✓ Misperception
- ✓ Personality differences
- ✓ Differing view points and values
- ✓ Lack of trust
- ✓ Lack of respect
- ✓ Lack of empathy
- ✓ Differing schedules
- ✓ Differing behaviour



# Causes of Conflict ?

- ✓ Not meeting expectations
  - ✓ Specified / agreed
  - ✓ Unspecified / perceived
- ✓ Different background
- ✓ Differing levels of authority
- ✓ Difference in temperament



# Causes of Conflict – PM's Version

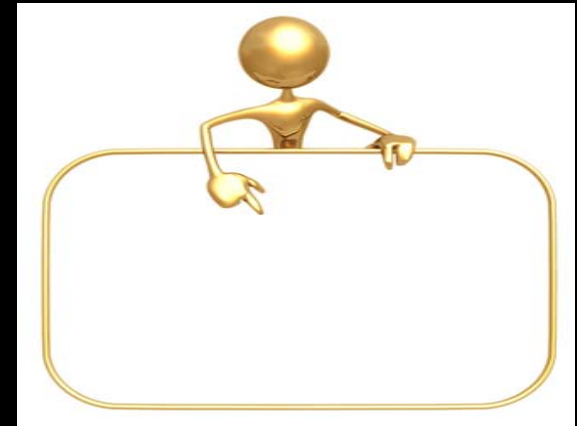
## Differing in

- ✓ Schedules
- ✓ Cost
- ✓ Deliveries
- ✓ Project priorities
- ✓ Resources
- ✓ Technical opinions
- ✓ Levels of authority
- ✓ Temperament
- ✓ Culture (outsourcing or global operations)



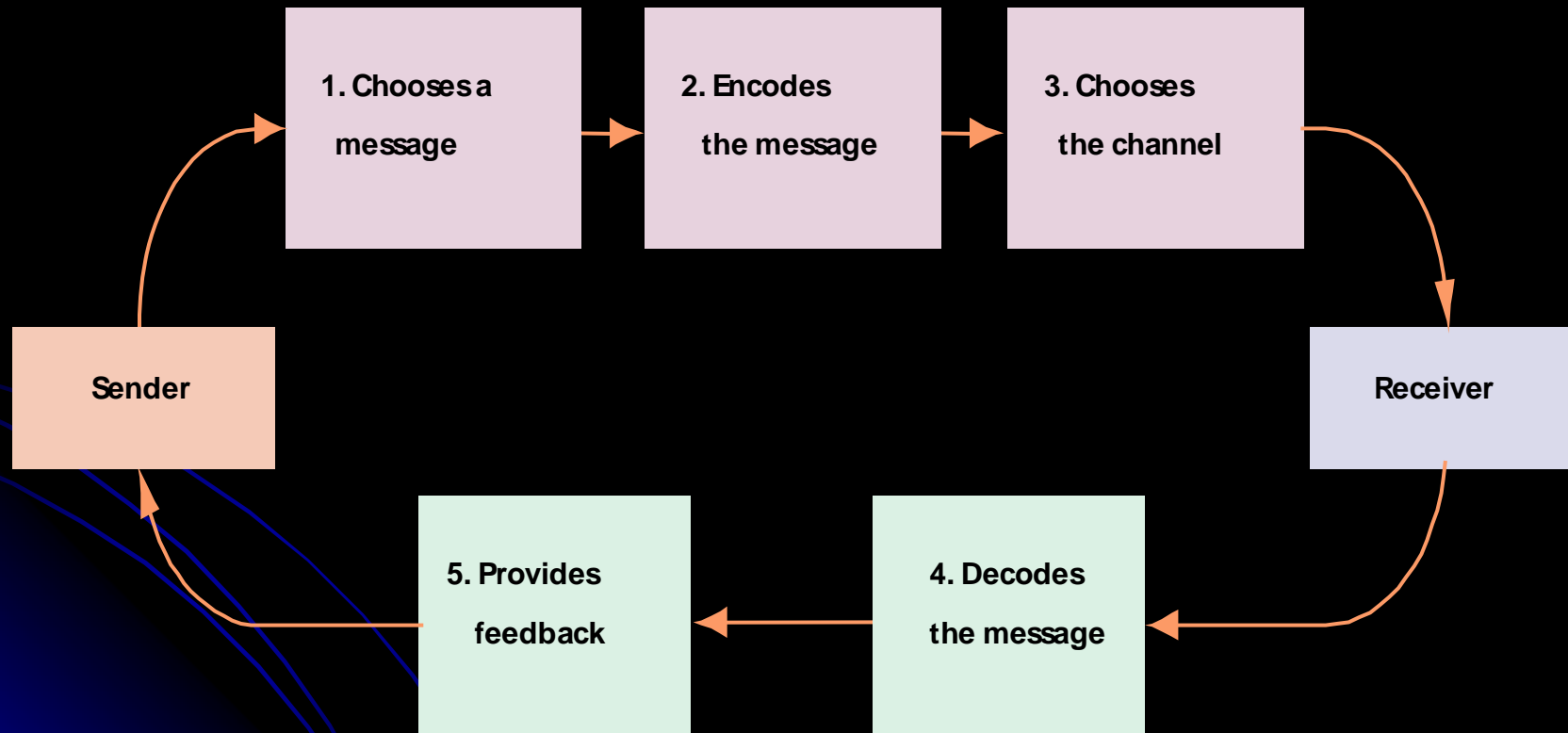
# Root Cause of Conflict ?

- ✓ Miscommunication
- ✓ Misperception



Communication is congruent when:  
What we **Say** and what we **Do** match.

# Communication Process Model



# Reactions to Conflict

➤ F F F

✓ Fight

Argue about it

✓ Flight

Give in and run away

✓ Freeze

Do not know what to say or act



# Common Beliefs about Conflict

✓ **IGNORE**

“If you ignore conflict, it will go away”



✓ **AVOID:**

“One should avoid conflict whenever possible”

✓ **ANGER:**

“Exploring the source of conflict brings out anger ...  
( yourself or team member)”

✓ **LOOSING RELATIONSHIP:**

“Dealing with conflict may result in losing the relationship”

# Can Conflict be positive?

- Yes
- Results of successfully negotiated conflict
  - Clarification of Issues
  - Re-energized Relationship
  - Creative Problem Solving
  - Improved Communication
  - Enhanced Trust and Cohesiveness among Teams
  - Learn to work together



# Types of Project Conflict

- ✓ Intrapersonal
- ✓ Interpersonal
- ✓ Intra-group
- ✓ Inter-group
- ✓ Intra-organizational
- ✓ Inter-organizational



# Conflict Resolution Styles

- ✓ The Avoider
- ✓ The Competitor
- ✓ The Accommodator
- ✓ The Compromiser
- ✓ The Collaborator



# Avoiding

A Turtle is a symbol for the avoiding style because it can avoid everything by pulling its head and legs into its shell to get away from everyone.



# Competing

A Lion can be a symbol of a **competitive** style. The Lion's roar helps the Lion to satisfy its interests.

For example, if the Lion's family is hungry and needs food, the Lion may use its strength and loud roar to get the food because it is important for the family.



# Accommodating

A Chameleon is a symbol of the accommodating style because it changes its color to match the color of its environment.

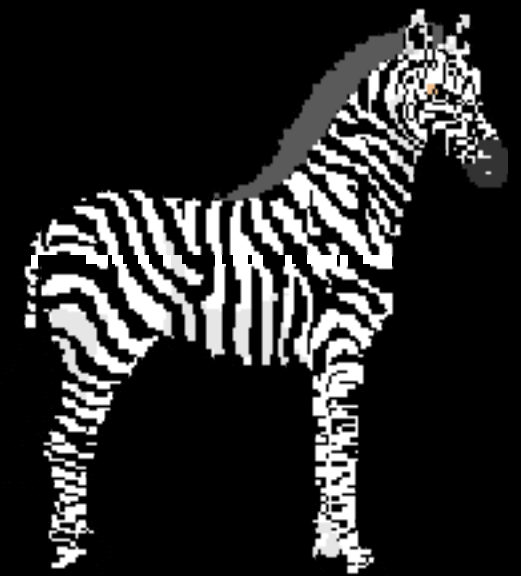
By changing its color to accommodate to its surroundings, the chameleon fits quietly into its environment.



# Compromising

A Zebra can be a symbol for the compromising style.

A Zebra's unique look seems to indicate that it didn't care if it was a black animal or a white animal, so it "split the difference" and chose black and white stripes.



# Collaborating

A Dolphin usually chooses a cooperative problem-solving style.

Dolphins use whistles and clicks to communicate with each other to catch food cooperatively and to summon help.

For example, when a Dolphin is sick or injured, other Dolphins will help it to the surface so it can breathe.



# Conflict Resolution Styles

- ✓ The Accommodator.....**Your way**
- ✓ The Competitor.....**My way**
- ✓ The Avoider.....**No way**
- ✓ The Compromiser.....**Half way**
- ✓ The Collaborator .....**Our way**



# Using Conflict Style Strategically

Ask your self the following two questions:

- How important is the **outcome** to me?
- How important is the **relationship**?

“ You’ve Gotta know when to hold ‘Em,  
Know when to Fold ‘Em.....”

# Conflict Resolution Style vs. Outcome

- ✓ When neither outcome or relationship are important...

**Avoid**

- ✓ When both outcome and relationship are very important...

**Collaborate**

- ✓ When outcome is important and relationship is not...

**Compete**

- ✓ When outcome is not important and relationship is...

**Accommodate**

- ✓ When both are somewhat important..

**Compromise**

# Reflection

- Thumb = **STOP**
- Index Finger = **THINK**
- Middle Finger = **FEEL**
- Ring Finger = **PLAN**
- Baby Finger = **ACT**



If you find yourself in a conflict, big or small, reflect on these five steps, before you talk with the other party.

# Group Activities



# Presentation by Each Group



# Synopsis

## Causes of Conflict

A natural incongruity resulting from individual or group differences in

- ✓ Attitudes
- ✓ Beliefs
- ✓ Values or
- ✓ Needs

## • Reaction to Conflict ... F F F

Fight

Flight

Freeze

## Conflict Resolution Techniques .. AACCC

Avoid Accommodate Compete Compromise Collaborate

