

Ulisse
Soft Skills for Employability

CONFLICT MANAGEMENT

LEARNING OUTCOMES

1. **identify different types of conflict**, their causes and possible consequences;
2. use empathic and assertive communication skills to **resolve the conflict**;
3. **select the most appropriate styles** in the resolution of a conflict;
4. **apply negotiation skills**;
5. **understand the intercultural dimension** of conflicts and ways to mitigate it

GOALS

1. Provide practical **knowledge** on conflict prevention and management
2. Raise awareness of the **creation of positive and collaborative environments**
3. **Train** conflict prevention/management skills

PROGRAM

1. **Conflicts** and conflict management concepts
2. **Diversity** and conflict management
3. **Individual** strategies in conflict management: empathy and assertiveness
4. **Team** strategies in conflict management
5. **Organizational** strategies in prevention and management of conflicts

Concepts

CONFLICTS AND CONFLICT MANAGEMENT

A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the 1st party cares about
(Robbins, 1978)

A process in which one party perceives that another party has taken or will take actions that are incompatible with one's own interests
(Greenberg & Baron, 2008)

THE OPPOSITION THAT ARISES WHEN THERE IS A DISAGREEMENT WITHIN OR BETWEEN INDIVIDUALS, TEAMS, DEPARTMENTS OR ORGANIZATIONS

CONFLICT TYPES

Intrapersonal



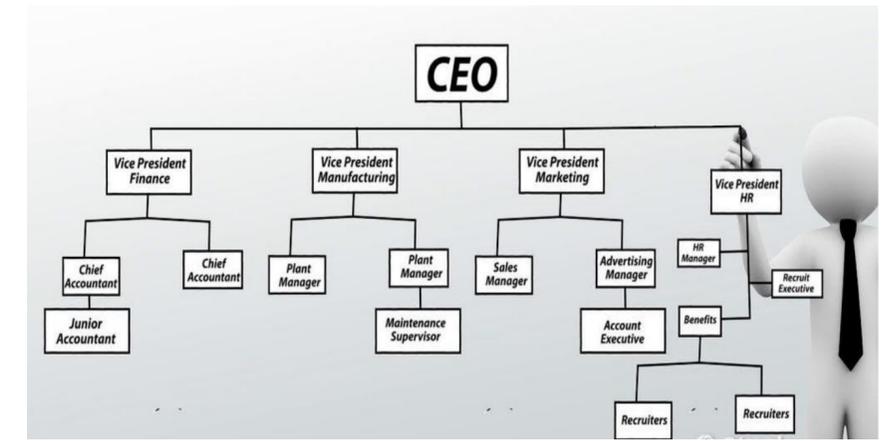
Intrapersonal-pic.jpg (262x240) (texasconflictcoach.com)

Intragroup



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Organizational



Interpersonal



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Intergroup



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Social



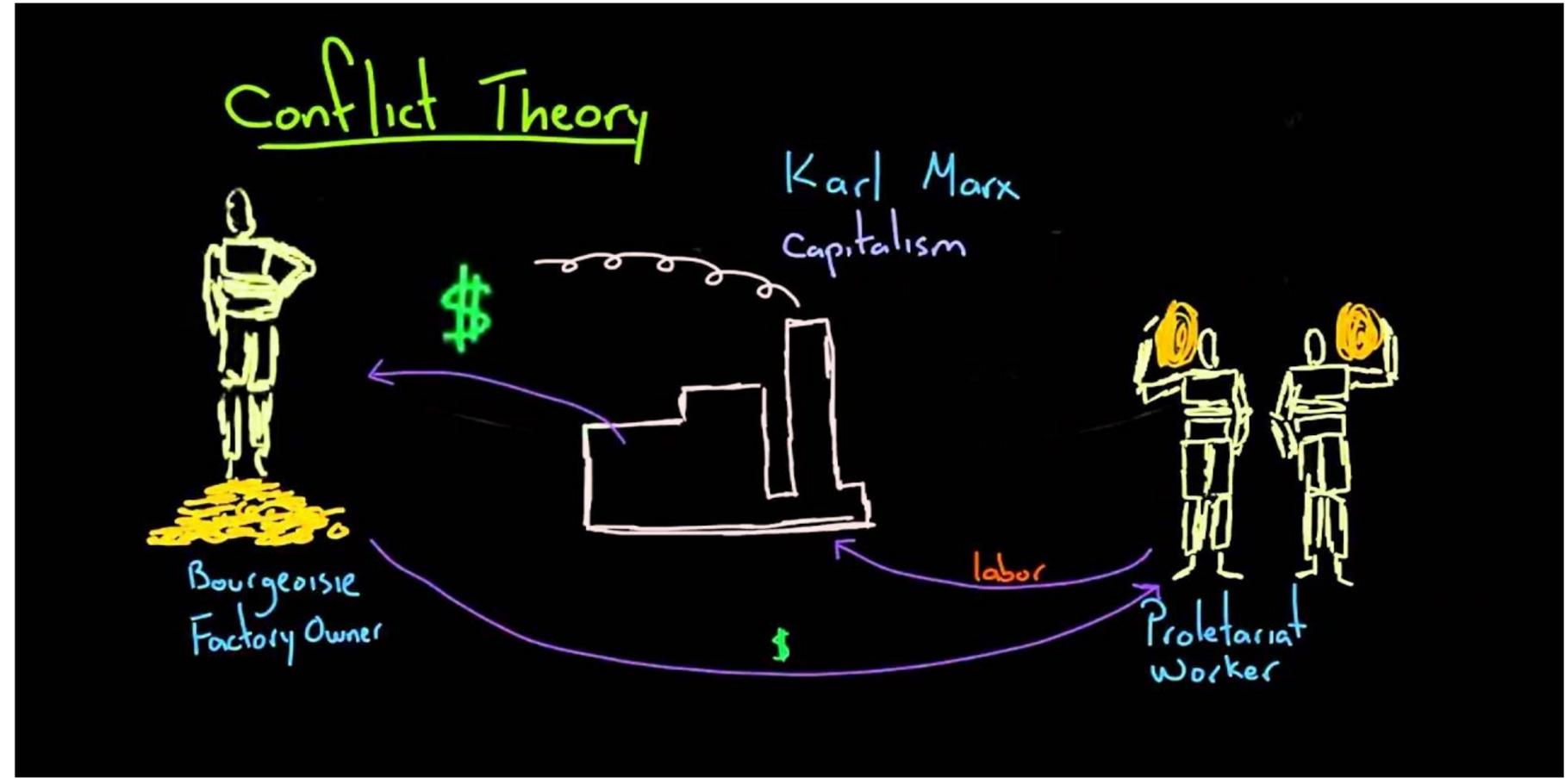
CONFLICT **ESCALATION** (Glasl Model)

- 1 - Attempts to Cooperation
- 2 - Polarization and Style of Debates
- 3 - Wordless Interaction
- 4 - Concern About Reputation and Alliances
- 5 - Loss of Face
- 6 - Domain or Threat Strategies
- 7 - Systematic Campaigns of Destruction
- 8 - Attacks Against the Psychological System of the Other
- 9 - Total Destruction and /or Suicide

Nine Levels of Conflict Escalation - Glasl

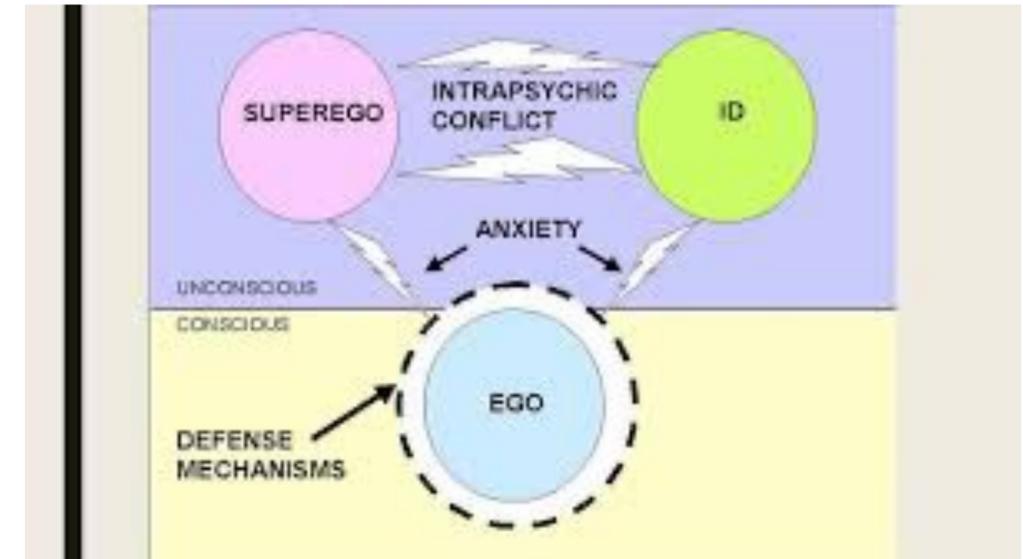
The Nine Levels of Conflict Escalation - Friedrich Glasl



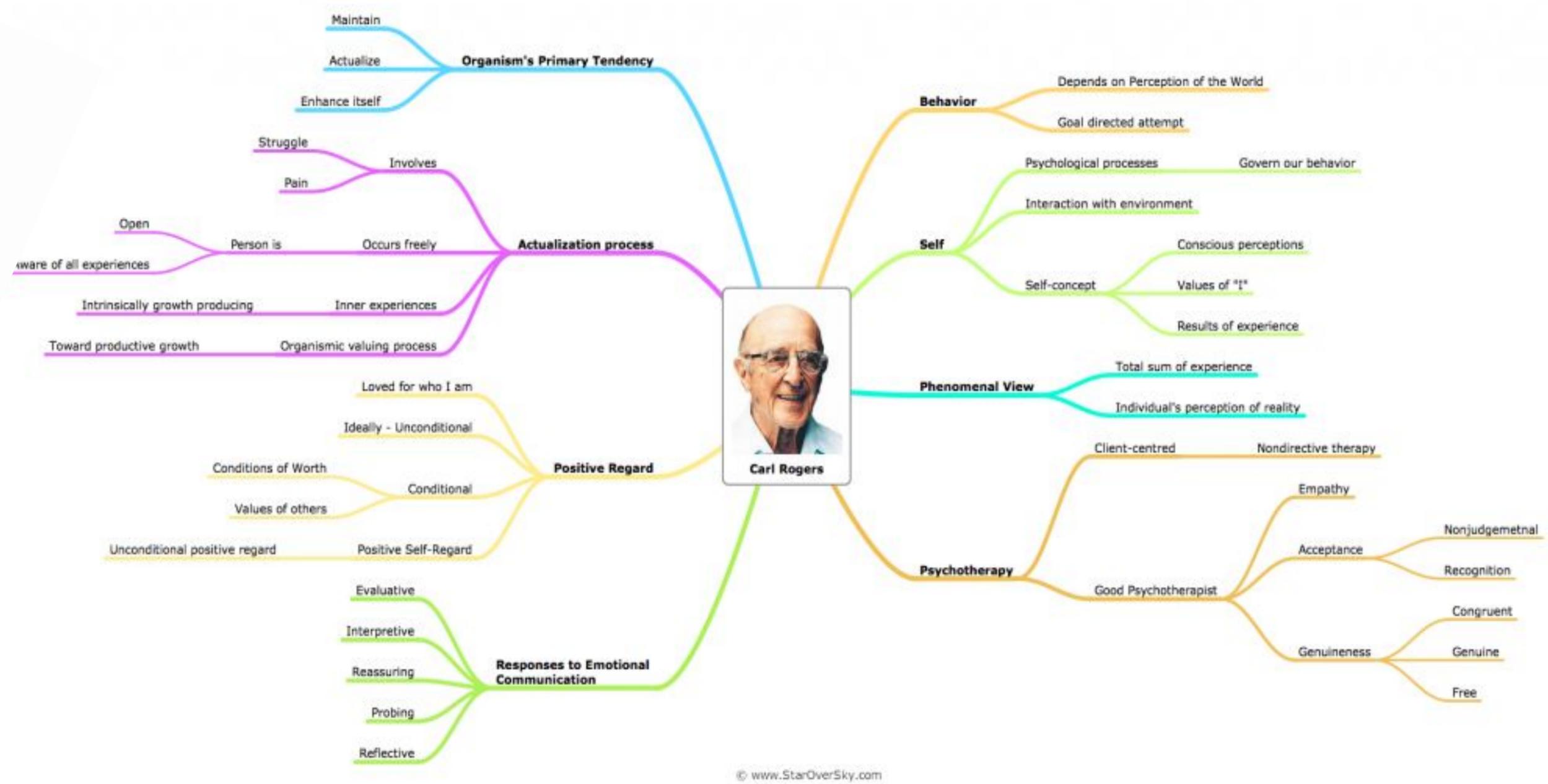
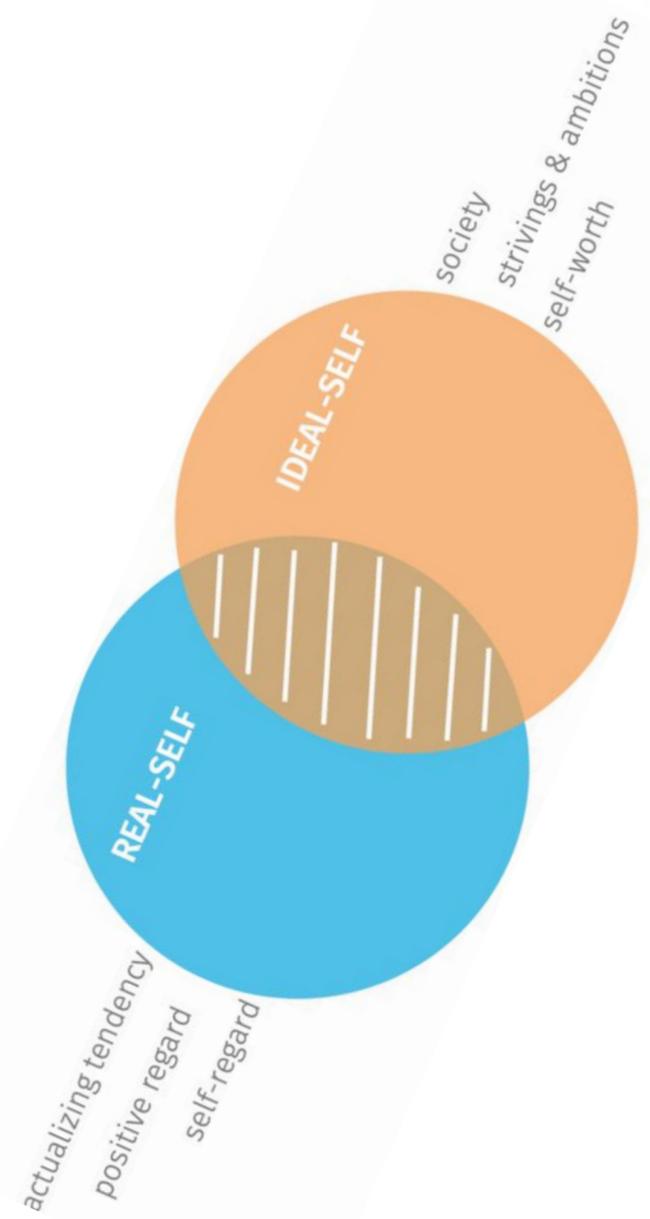


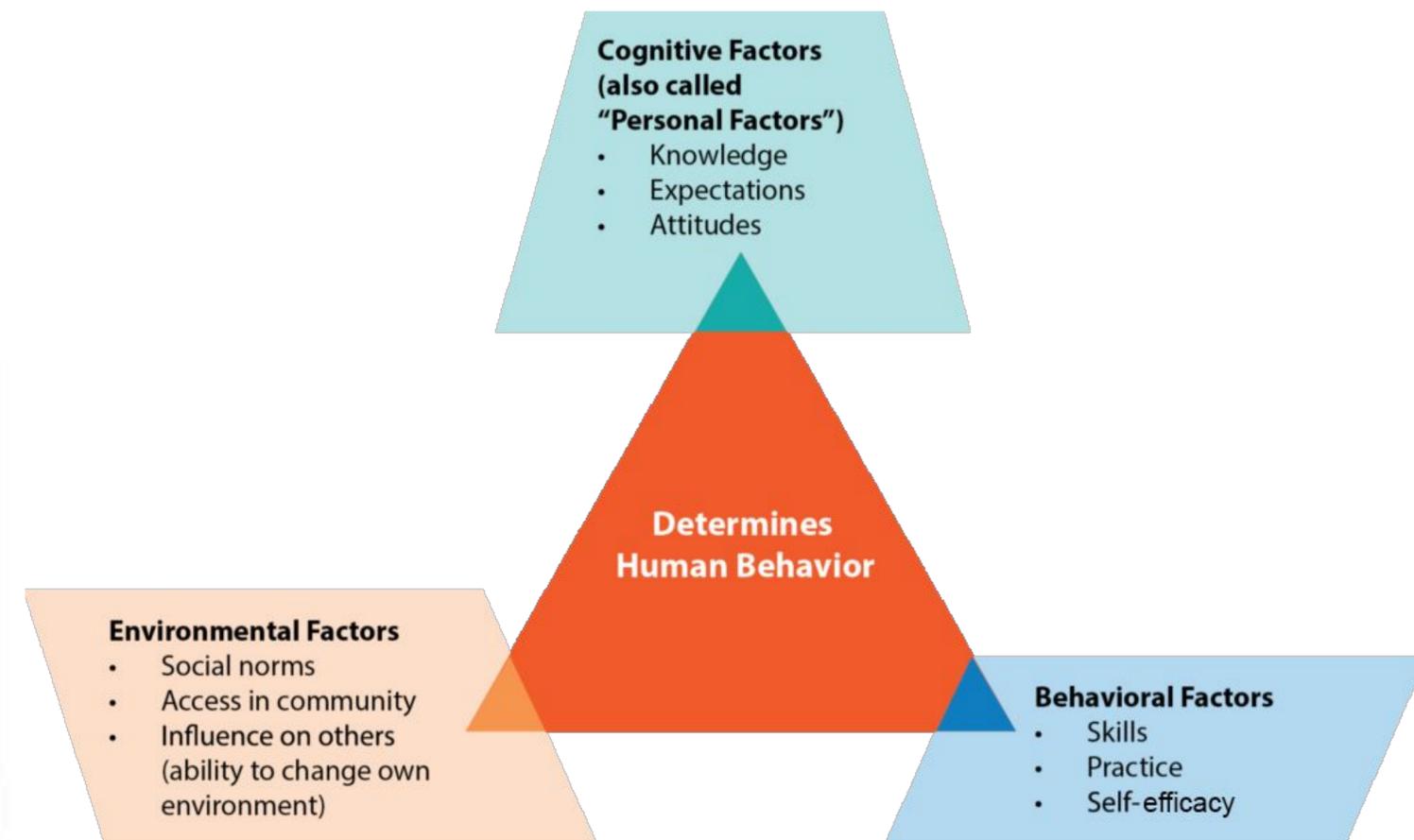
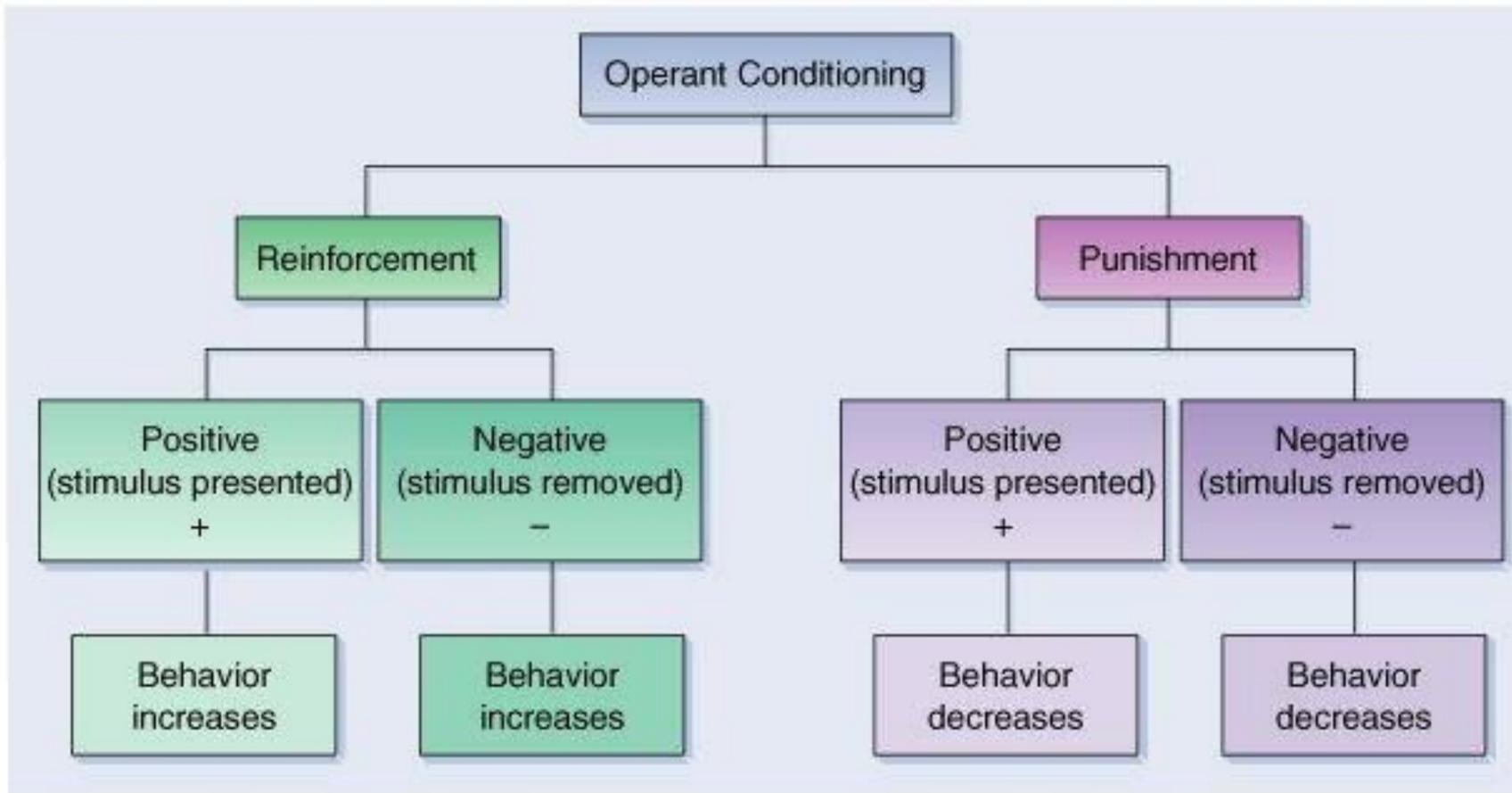
[Conflict Theory - YouTube](#)

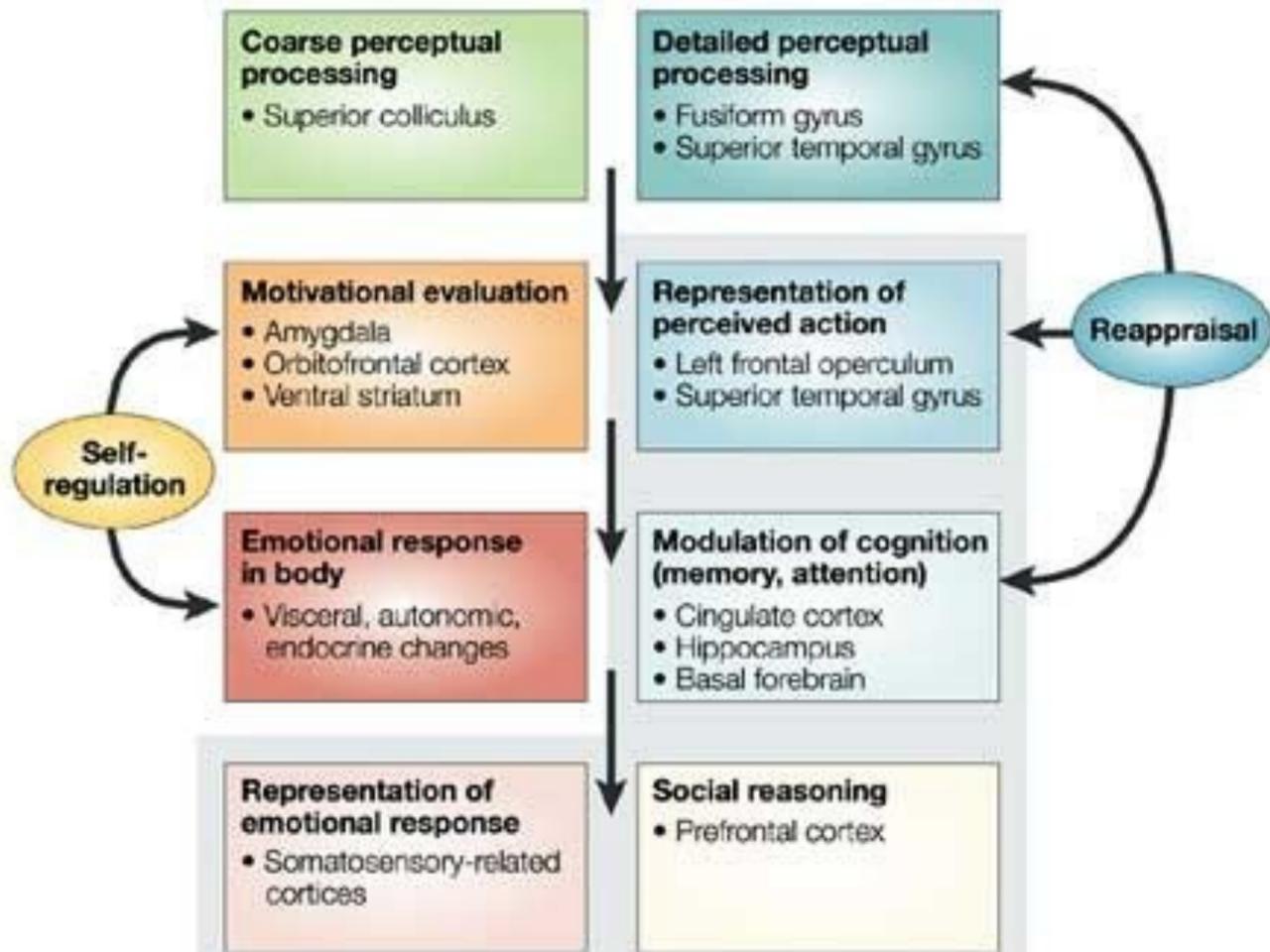




CONFLICT THEORY (Carl Rogers)





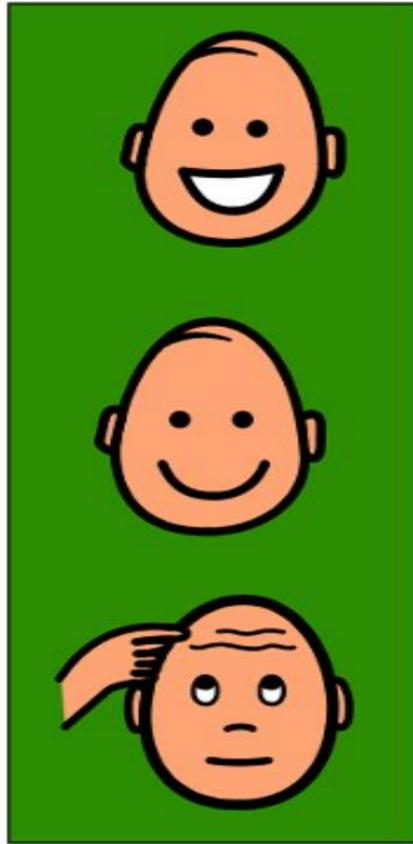
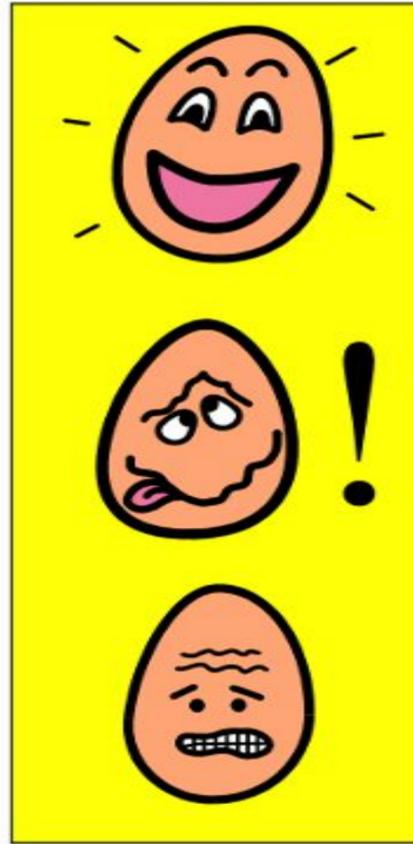
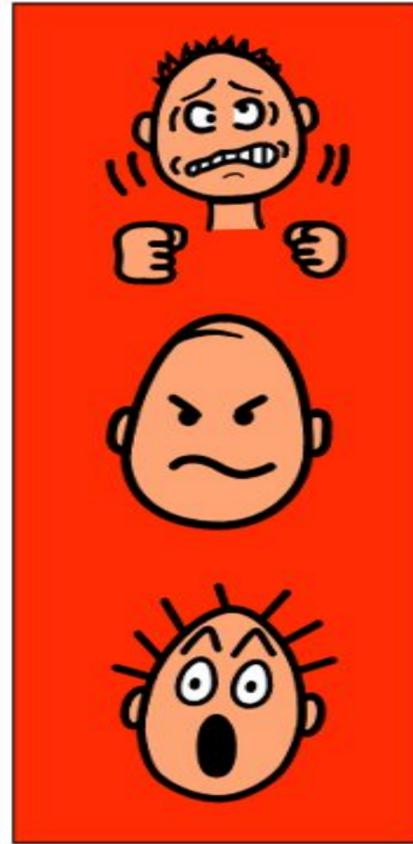


SCARF

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

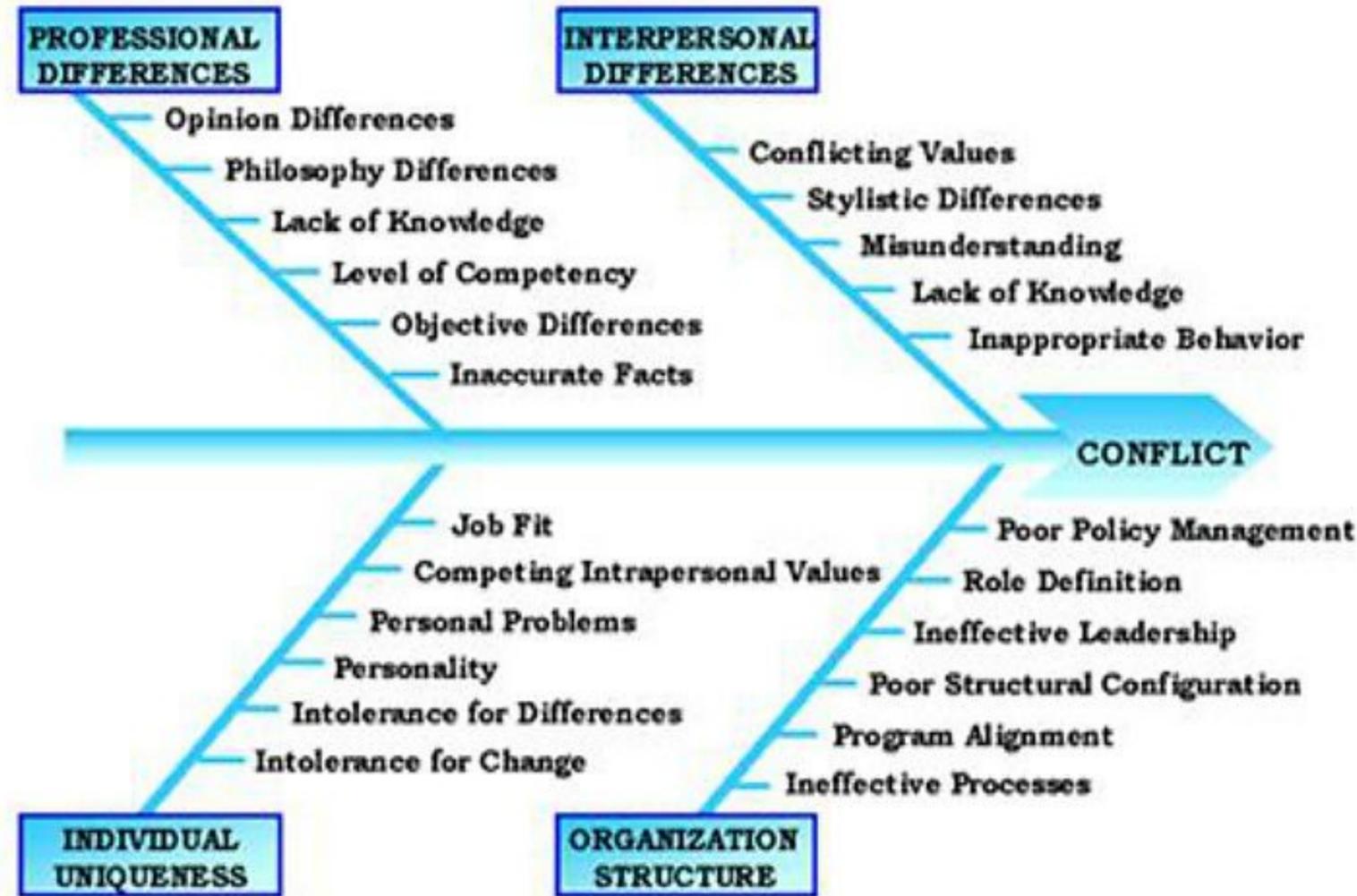
David Rock

The Zones of Regulation

			
<p>Blue Zone</p> <p>sad tired sick moving tired slowly</p>	<p>Green Zone</p> <p>happy calm feeling ok focused ready to learn</p>	<p>Yellow Zone</p> <p>frustrated worried silly/wiggly excited loss of some control</p>	<p>Red Zone</p> <p>mad/angry terrified yelling/hitting elated out of control</p>

CAUSES OF CONFLICT

There is **no single cause** of conflict.
Conflict is **context-specific, multi-causal** and **multi-dimensional**.

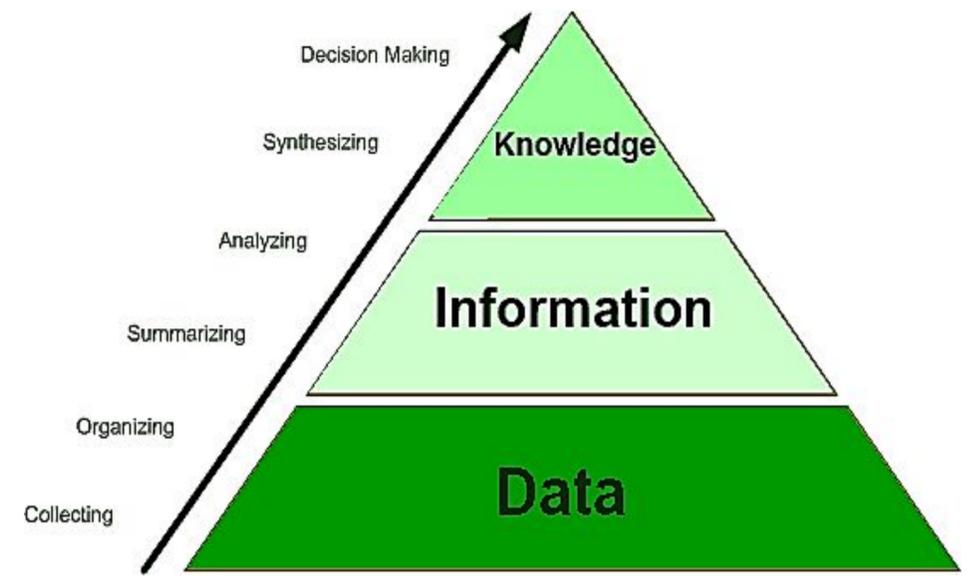


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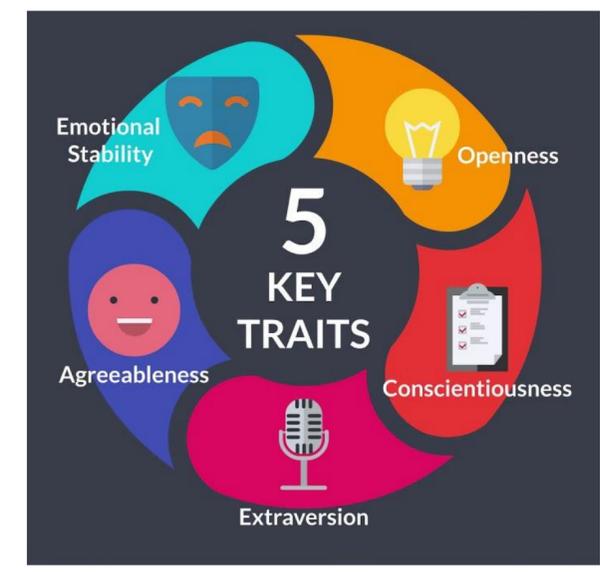
4 CAUSES OF CONFLICT (general)



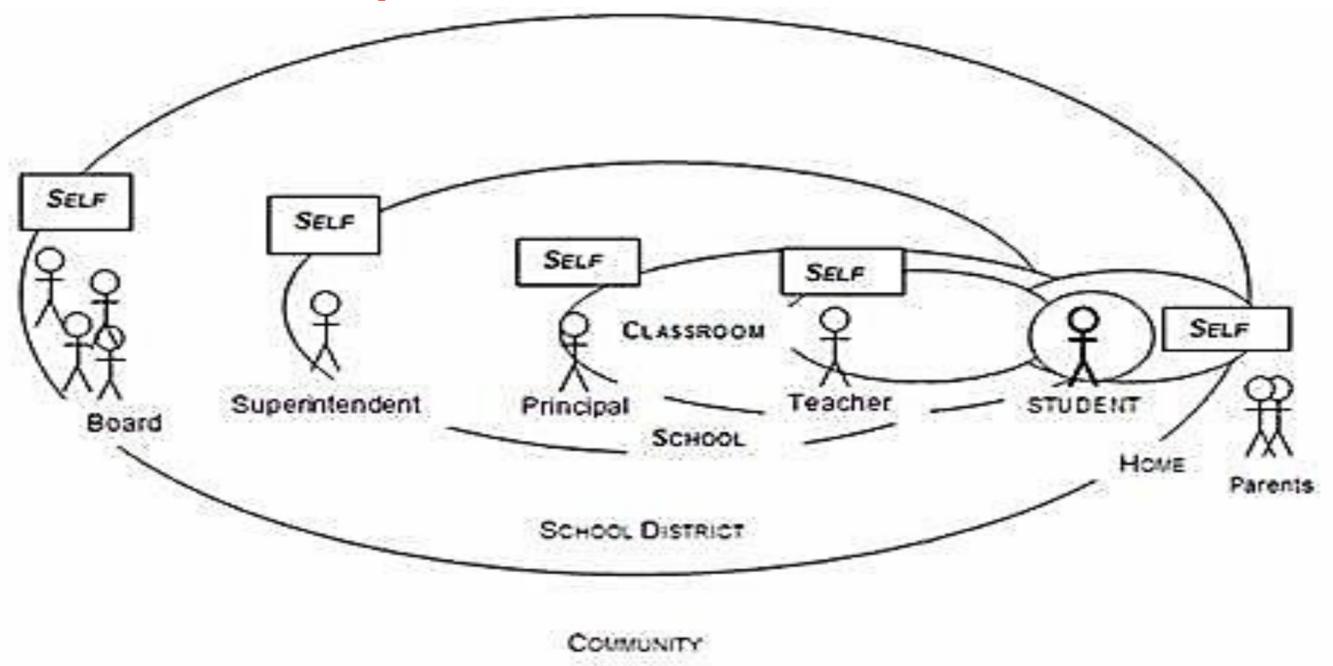
Perception



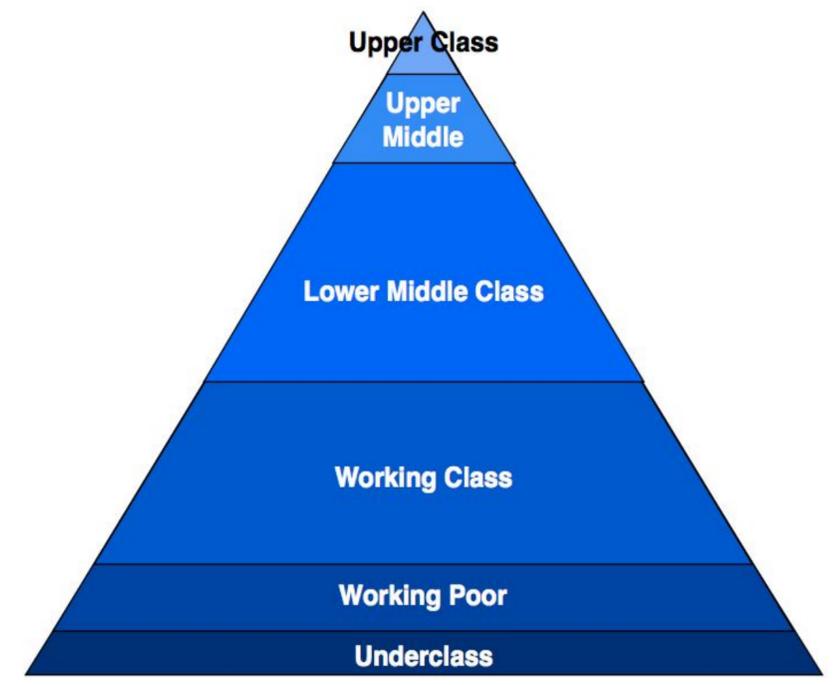
Knowledge

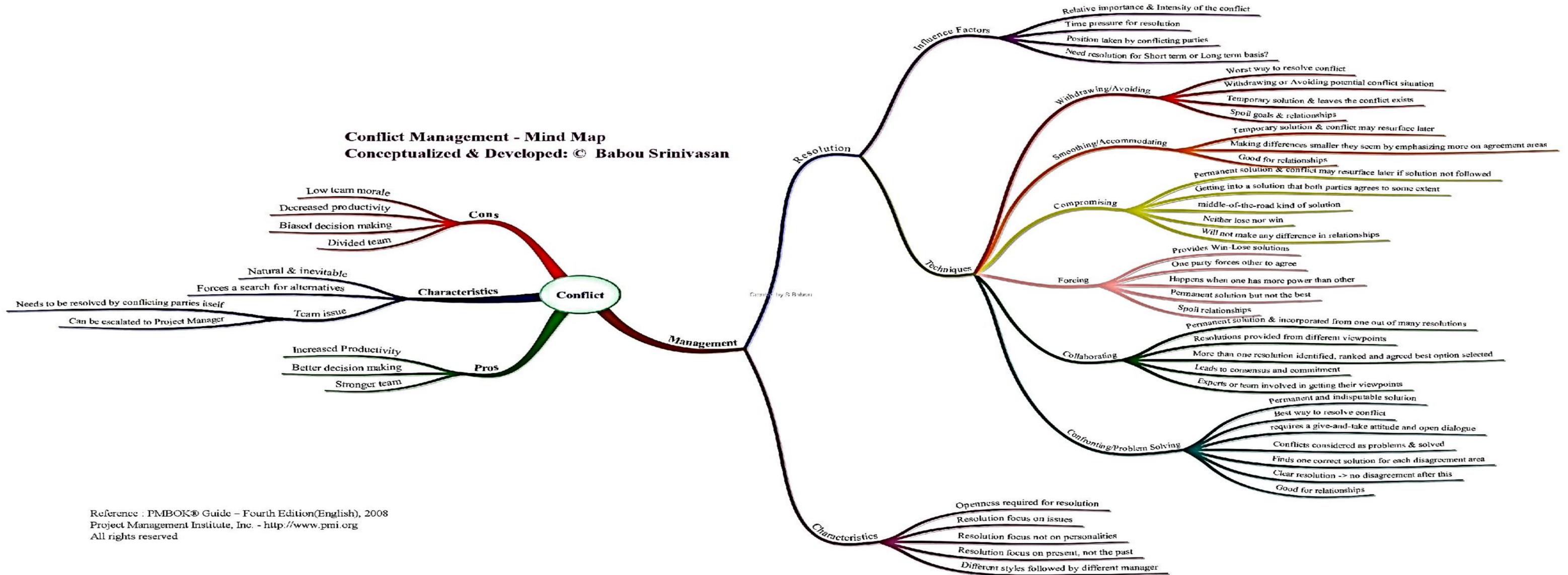


Personality



Status

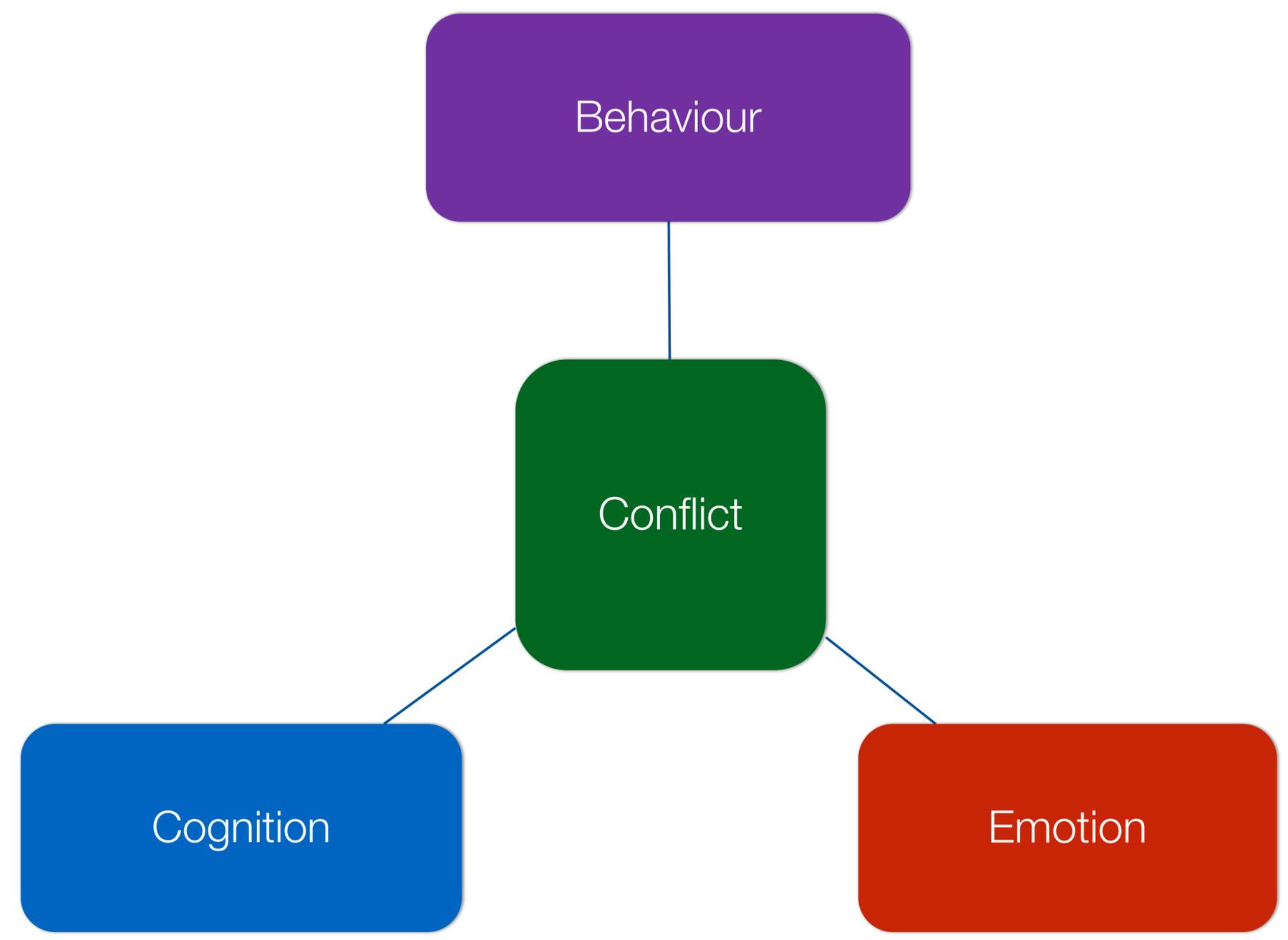




Reference : PMBOK® Guide – Fourth Edition(English), 2008
Project Management Institute, Inc. - <http://www.pmi.org>
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CONFLICT CONSEQUENCES



COPING WITH CONFLICT (Ego Defense Mechanisms)

Aggression

Rationalization

Projection

Regression

Resignation

Escape

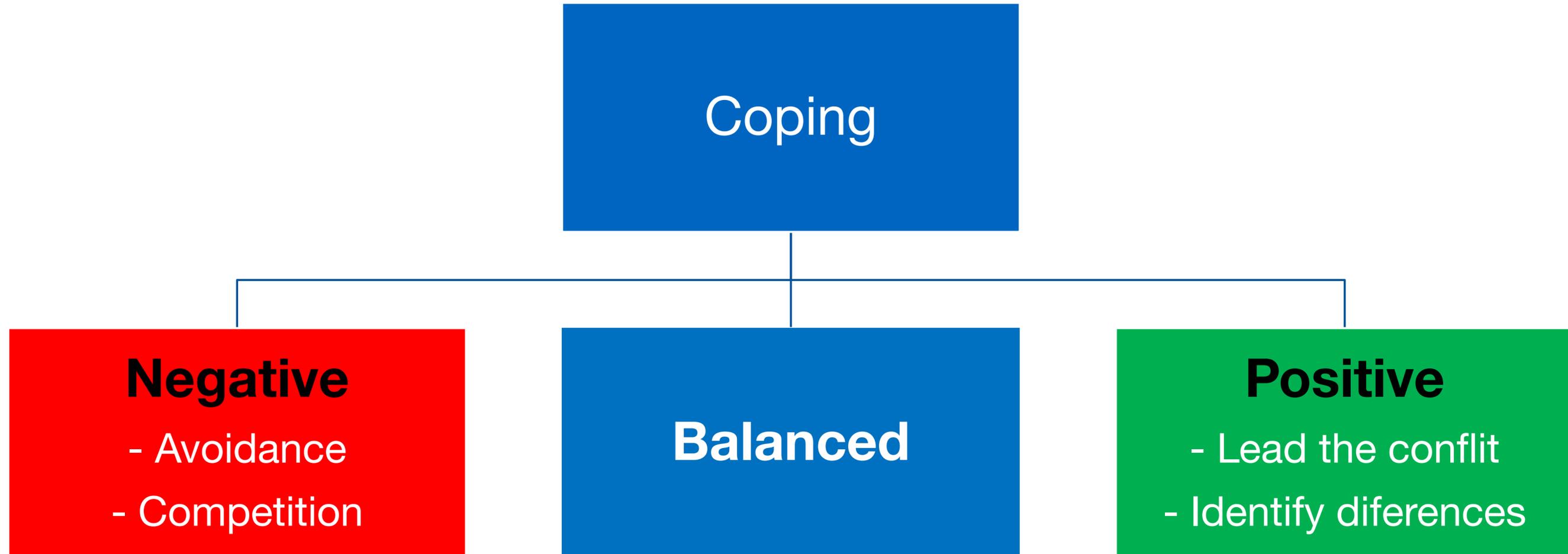
Transfer

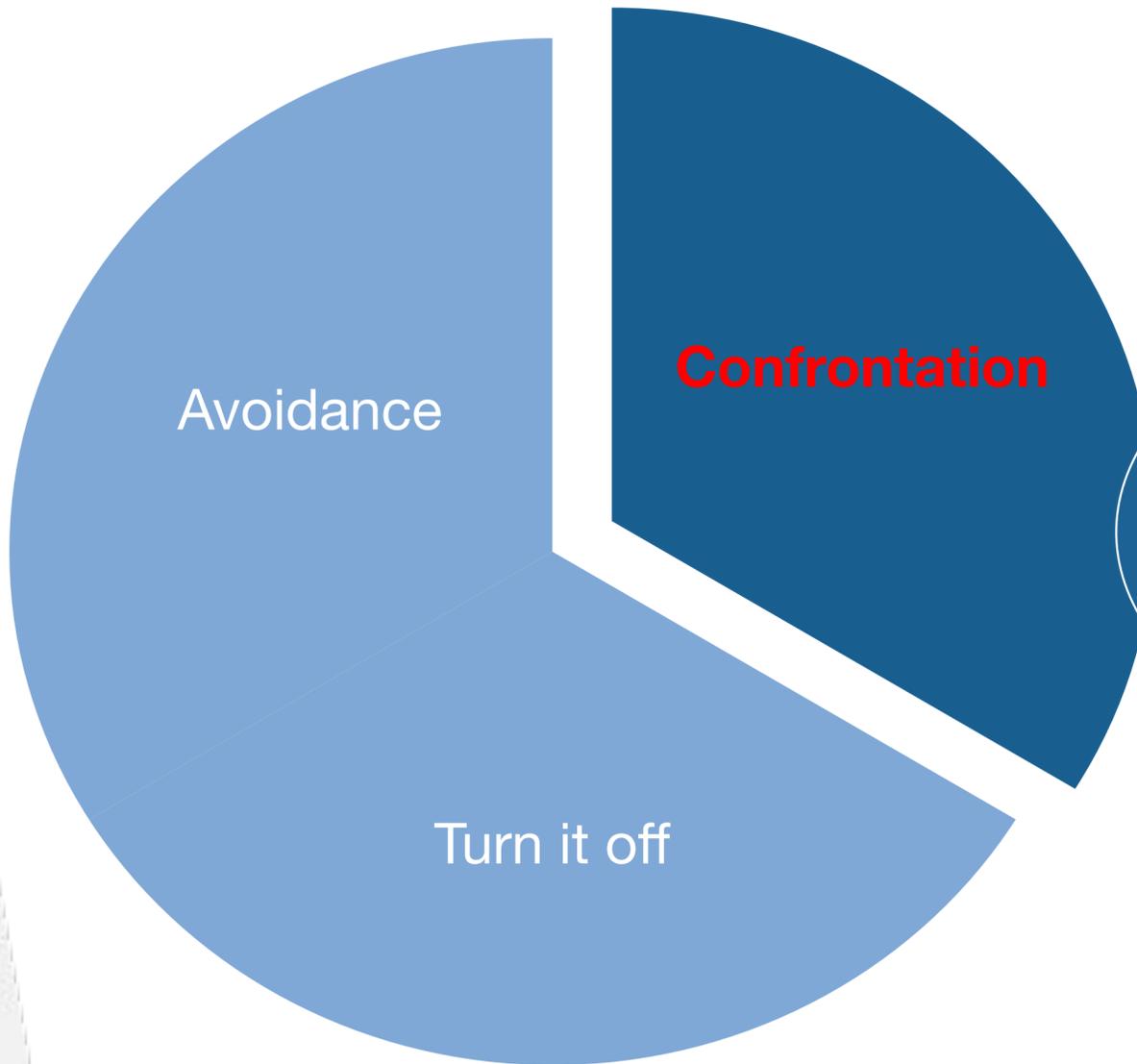
Compensation

Integration

...

COPING WITH CONFLICT





CONFRONTATION
(Negotiation)

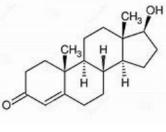
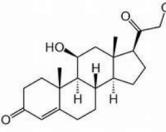
WIN - LOSE

LOSE - LOSE

WIN - WIN

WIN – LOSE

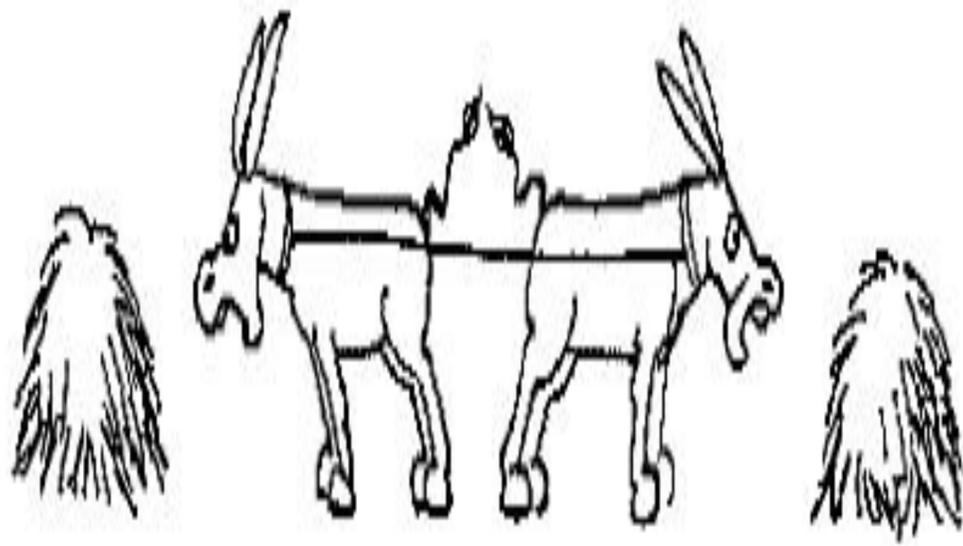


WIN CONSEQUENCES	LOSE CONSEQUENCES
<p>Increase Testosterone</p> <p>▲ Memory, mood and confidence</p> 	<p>Increase Corticosterone</p> <p>▲ Stress ▼ Learning and memory</p> 
<p>Increased bad image next to the loser</p>	<p>Use of inadequate defense mechanisms</p>
<p>Belief that the winner is always right</p>	<p>Poor intra and intergroup relationship</p>
<p>Low productivity (warrior rest)</p>	<p>Improving their performance</p>
<p>Sometimes it can be arrogant and humiliating to the loser</p>	<p>Resentment, feeding revenge</p>

NEGOTIATION TECHNIQUES

LOSE - LOSE

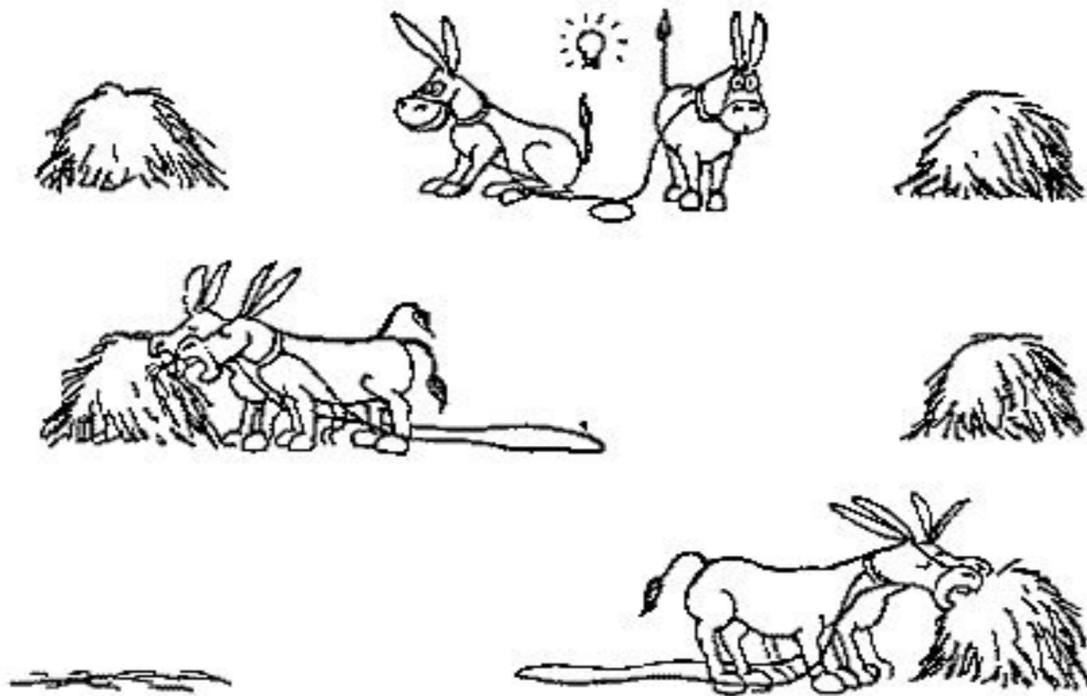
It turns out that **the result achieved is not wanted by any of the parties.** In this case it is likely that the effects are similar to those who lose in the **Win-Lose situation**

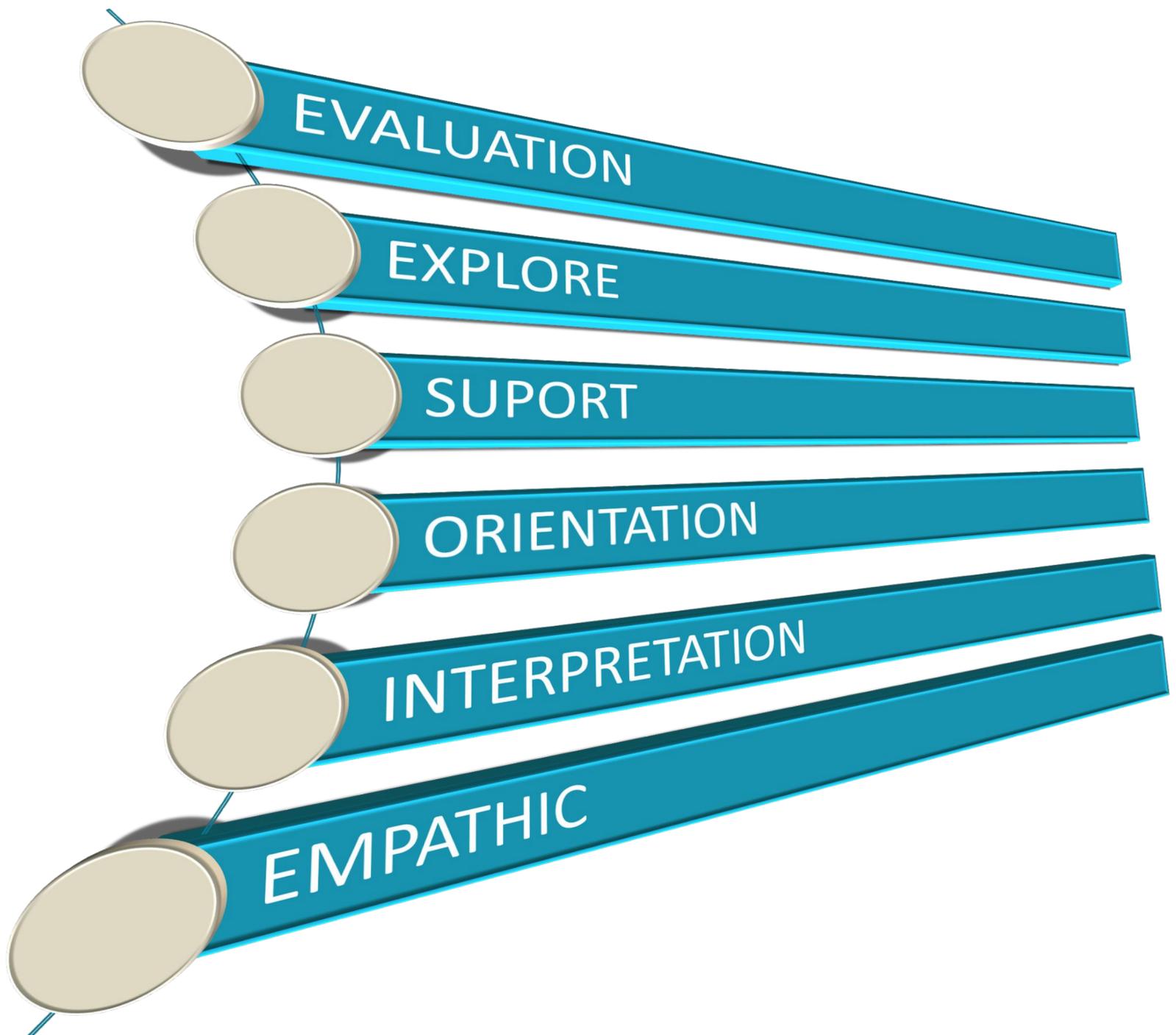


NEGOTIATION TECHNIQUES

WIN - WIN

This is the most desirable result,
when both parties meet their goals,
neither of them feeling they have lost.



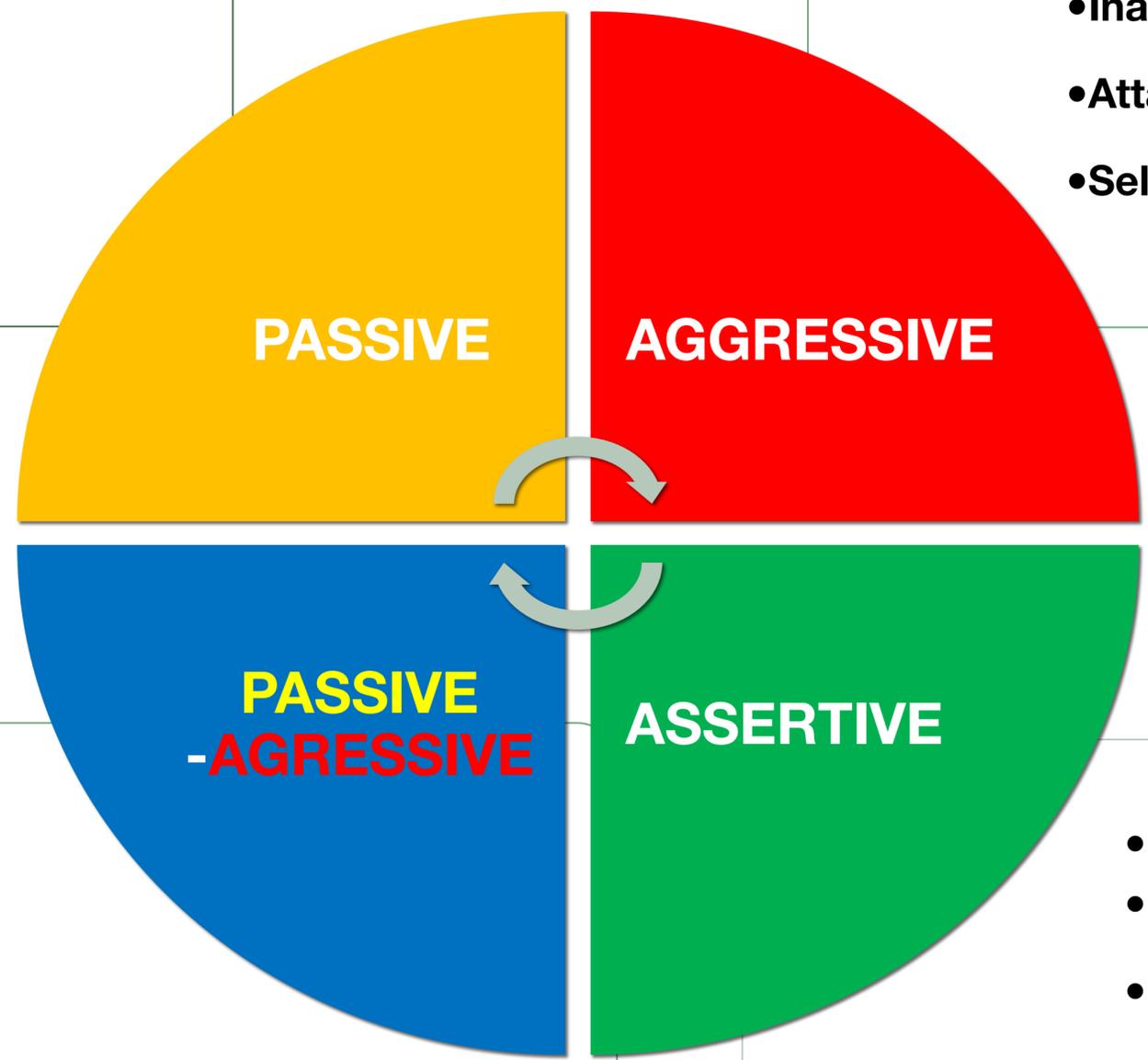




Communicational Styles

- Emotionally dishonest
- Indirect, inhibited
- Self-denying
- Blaming apologetic

- Inappropriately honest, direct, expressive
- Attacking, blaming, controlling
- Self-enhancing at expense of others



- Emotionally dishonest
- Indirect, inhibited
- Self-denying at firts
- Self-enhancing at expense of others later

- Appopriately honest, direct
- Self-enhancing, expressive
- Self-confident
- Empathic to emoticons of all involved

1 - **Describe**

Describe the behavior/situation as completely and objectively as possible. Just the facts!

2 - **Express**

Express your feelings and thoughts about the situation/behavior. Try to phrase your statements using "I", and not "You".

3 - **Specify**

Specify what behavior/outcome you would prefer to happen.

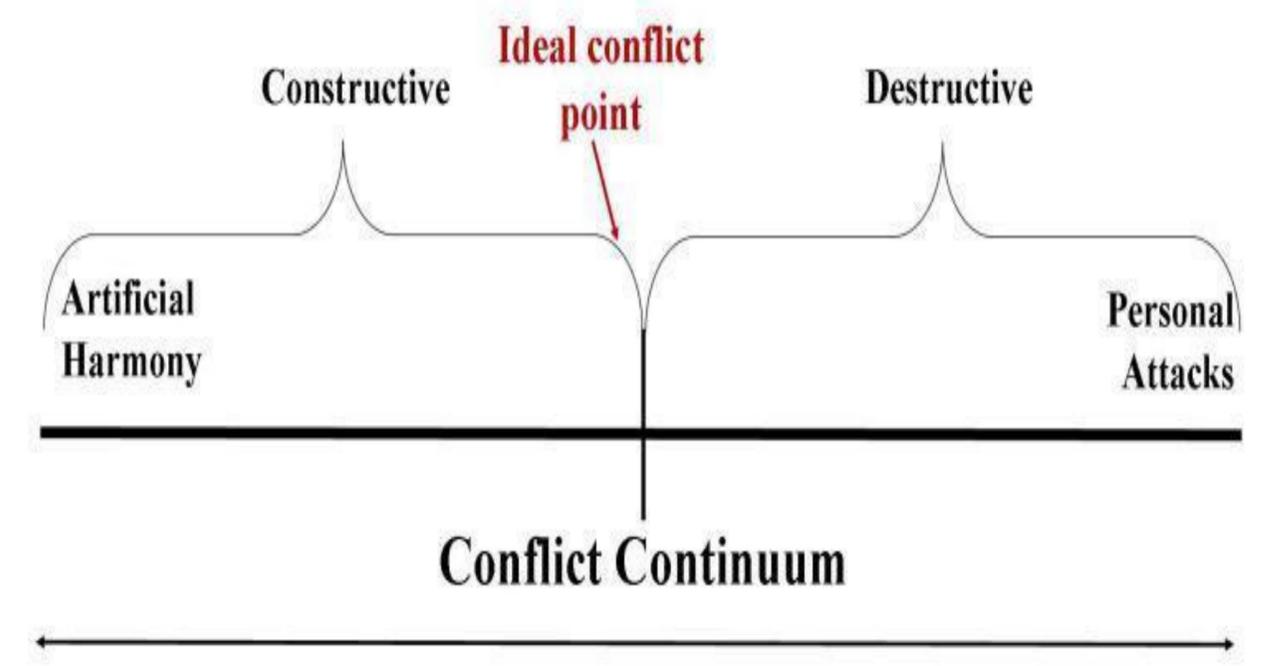
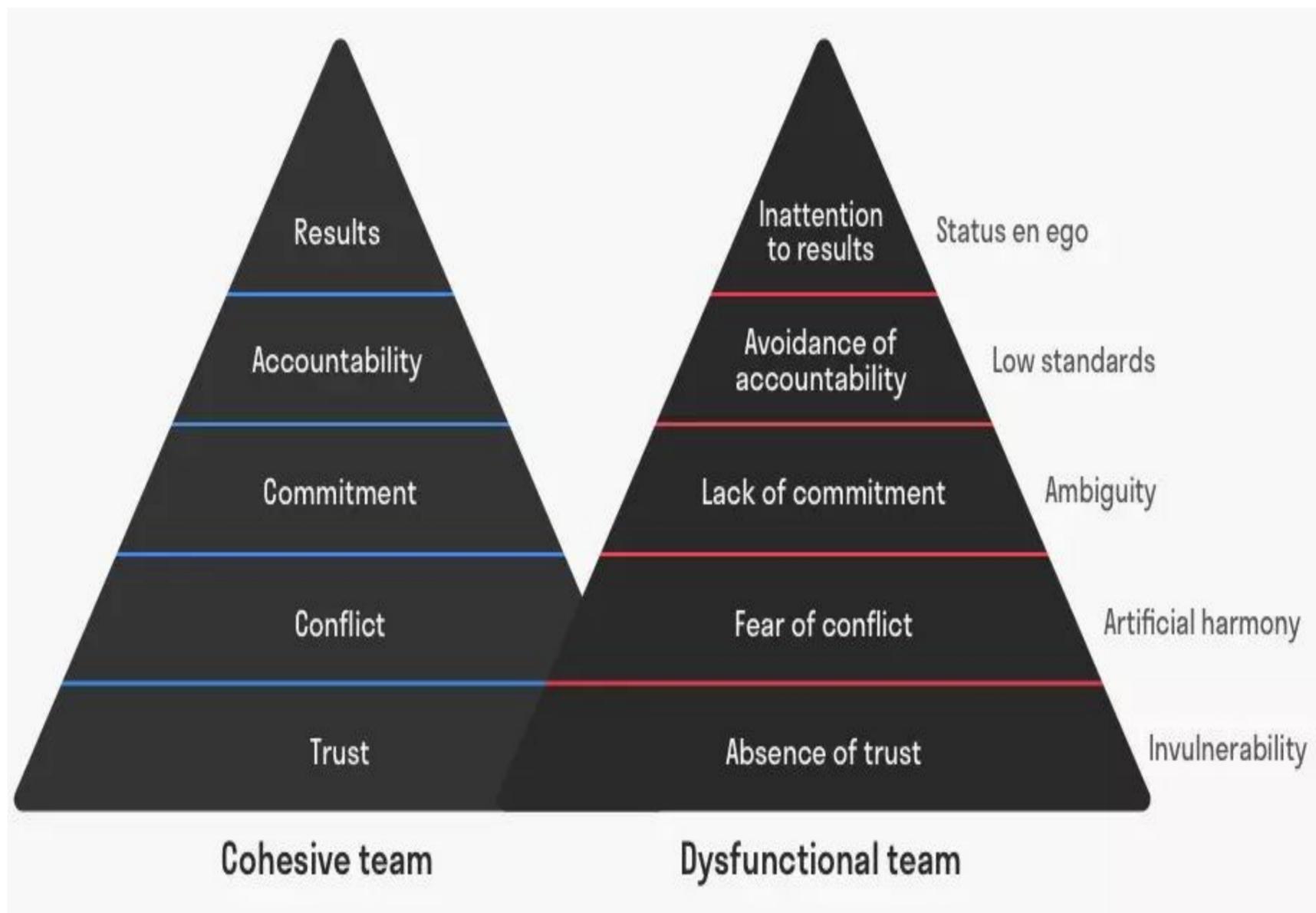
4 - **Consequences**

Specify the consequences (both positive and negative).

ASSERTIVENESS TECHNIQUES

1. **Questioning**
2. **Identify what you want and need** and be prepared to ask for this
3. **Learn to say no** – without feeling guilty
4. **Let go of guilt** in general
5. **Take your time**
6. The **Broken Record** Technique of Assertiveness
7. **Fogging**
8. **Practice**

[Assertiveness Techniques to use in any situation \(infocounselling.com\)](http://infocounselling.com)



Diversity

- Having a seat at the table

Inclusion

- Having a **voice** at the table

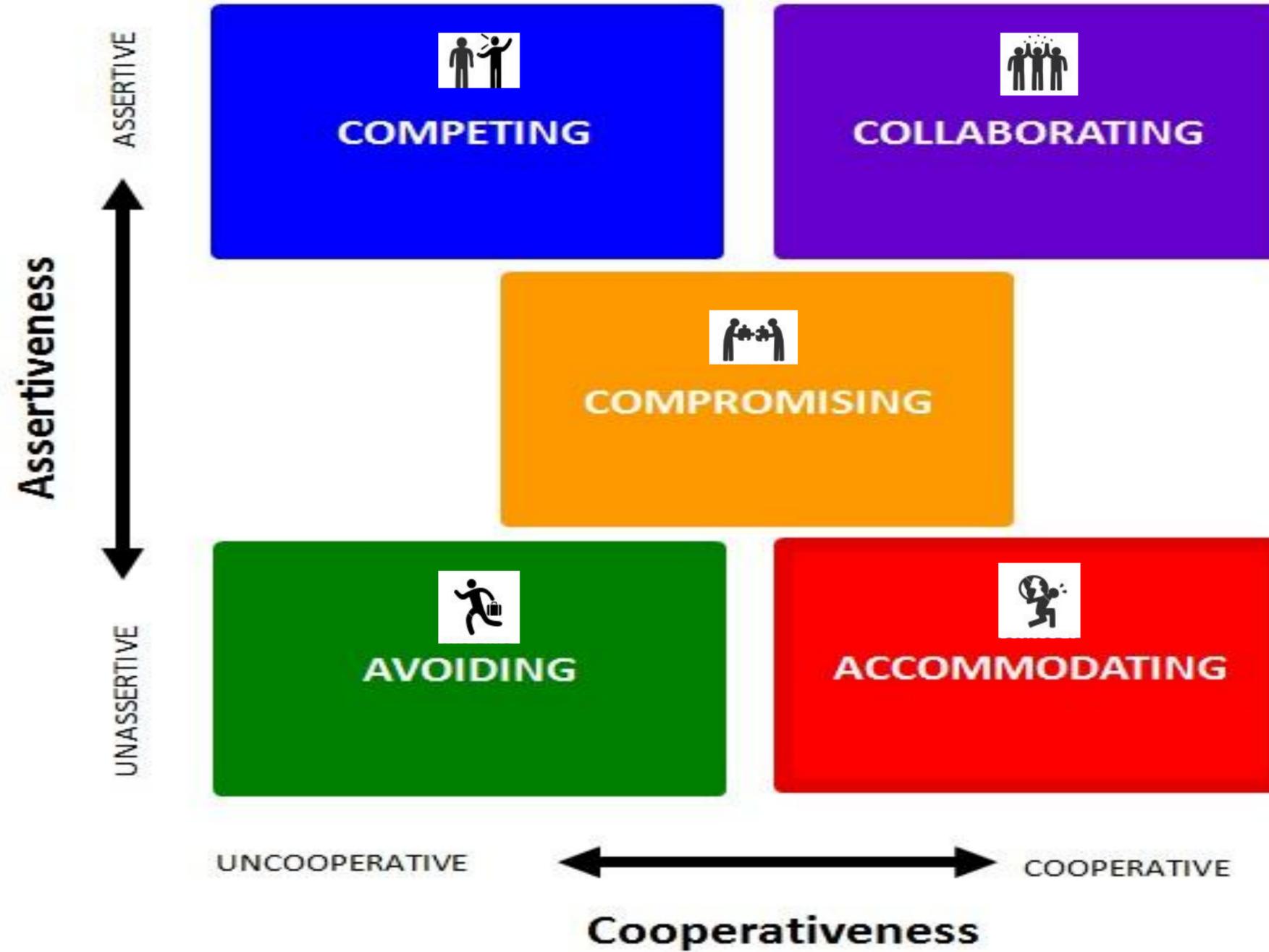
Bias

- Part of why some voices are listened to more than others

Effects of exclusion

- **1 – Reduced intelligent thought**
 - Worse performance in IQ tests
- **2 – Increased self-defeating behavior**
 - More irrational, foolish and risky behavior
- **3 – Impaired self-regulation**
 - Less self-control, more frustrated
- **4 – Reduces meaning and purpose**
- **5 – Decrease well-being**
 - Social anxiety, jealousy, loneliness and depression

Thomas-Kilmann Conflict Mode - Take the Conflict Behavior Test for Free (psycho-tests.com)



AVOIDING



ACCOMMODATING

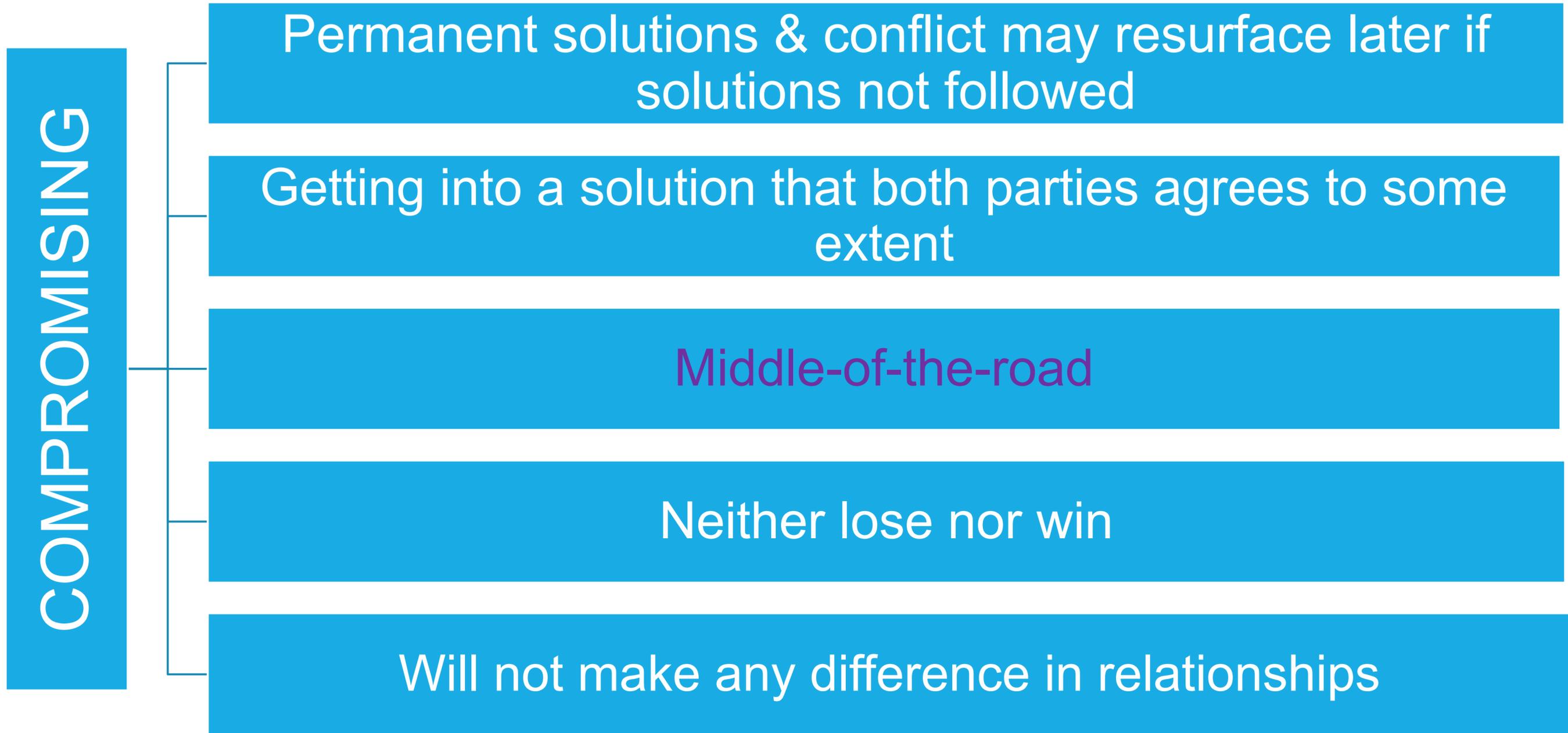
ACCOMMODATING

Temporary solutions

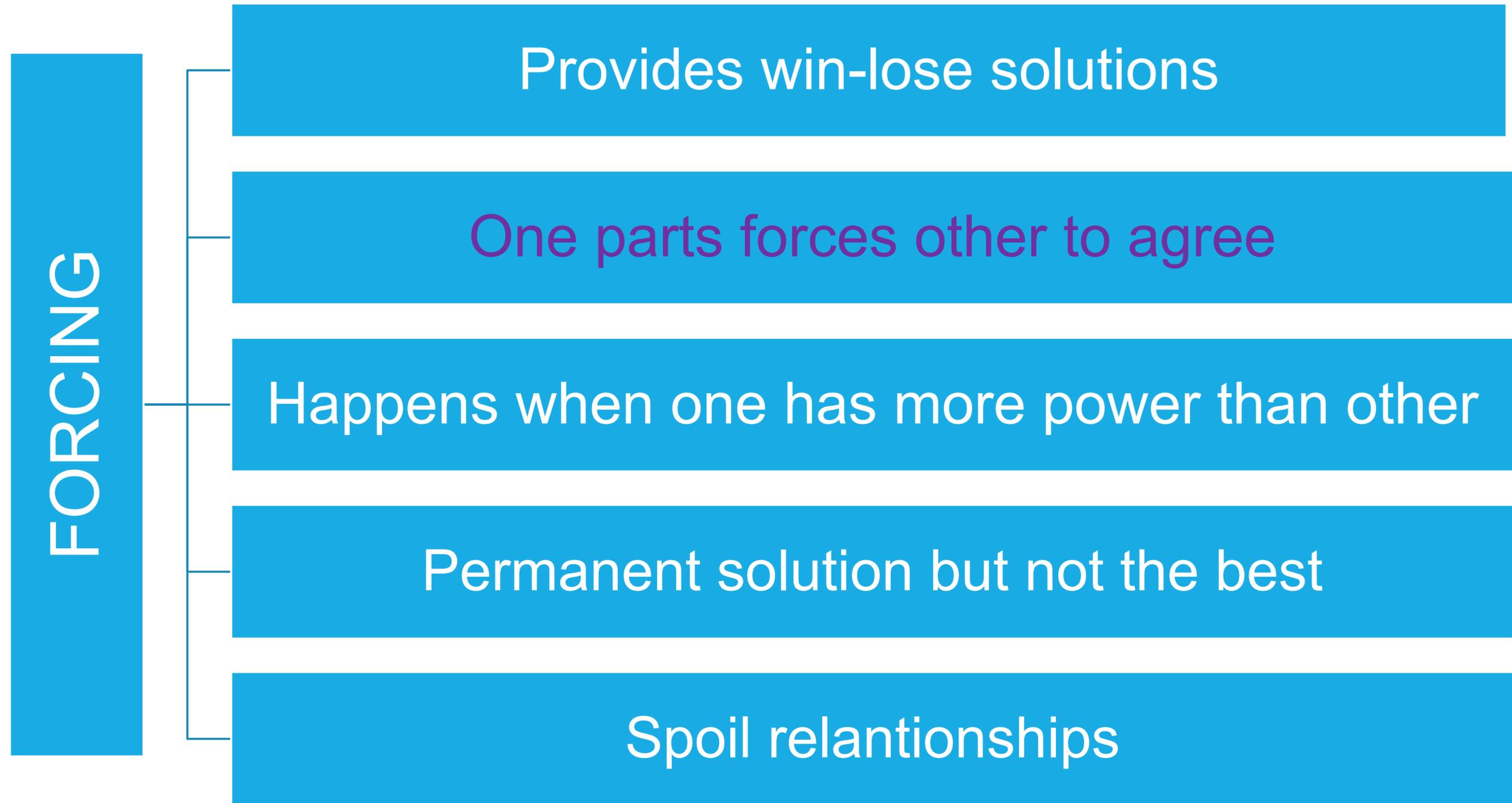
Making differences smaller they seem by emphasizing more on agreement areas

Good for relationships

COMPROMISING



FORCING/COMPETING



COLLABORATING



CONFRONTING/PROBLEM SOLVING





Positivity



- Sense of connectivity and fun
- Camaraderie and companionship
- Lack of sense of urgency
- Resistance to Change
- Tolerance of incompetence
- Low efficacy
- Low results orientation

- Lack of teamwork
- Fear of losing your job
- Seek protection
- Environment of criticism, guilt and cynicism
- No fun
- Struggles and conflicts
- 1 step forward and 2 steps back
- Short-term guidance
- Overwhelmed

- Direct communication and respect
- Synchronization and fluidity
- Success and Fun
- Challenging objectives
- Inspiring vision
- Proactive change
- Teamwork
- What can we do to improve?



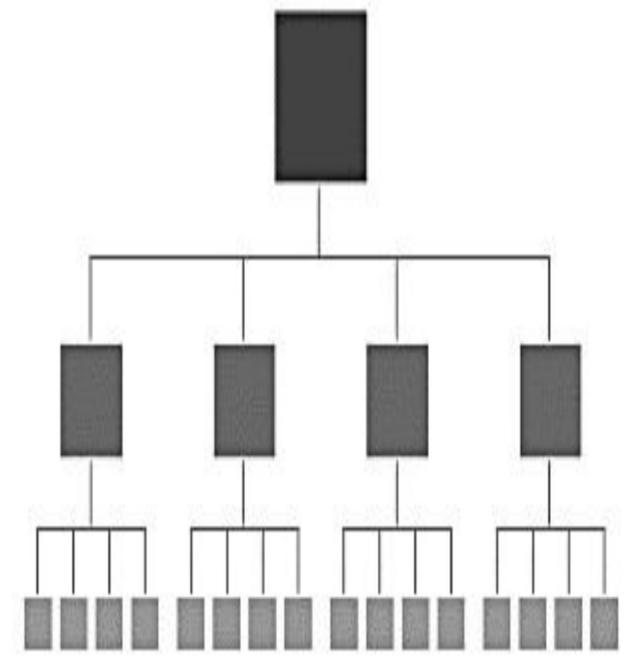
SMART TEAM

- Guidelines
- "Just do it!", Bottom-Line
- Clear objectives
- Results orientation
- Focus on efficiency
- Competitiveness
- Conservative
- Represses problems
- High turnover and burnout

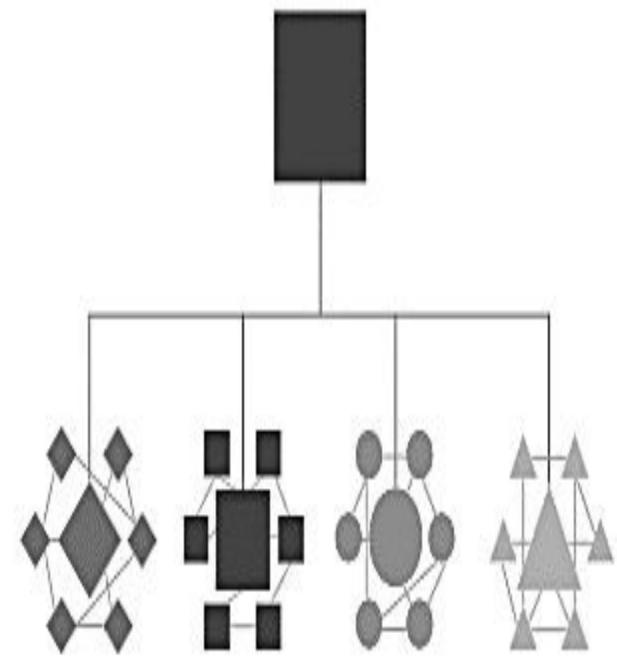


Productivity

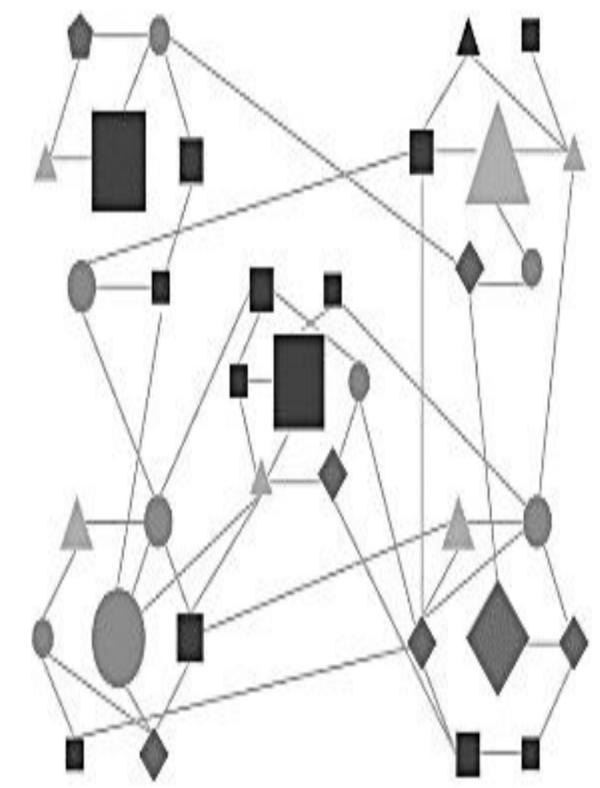




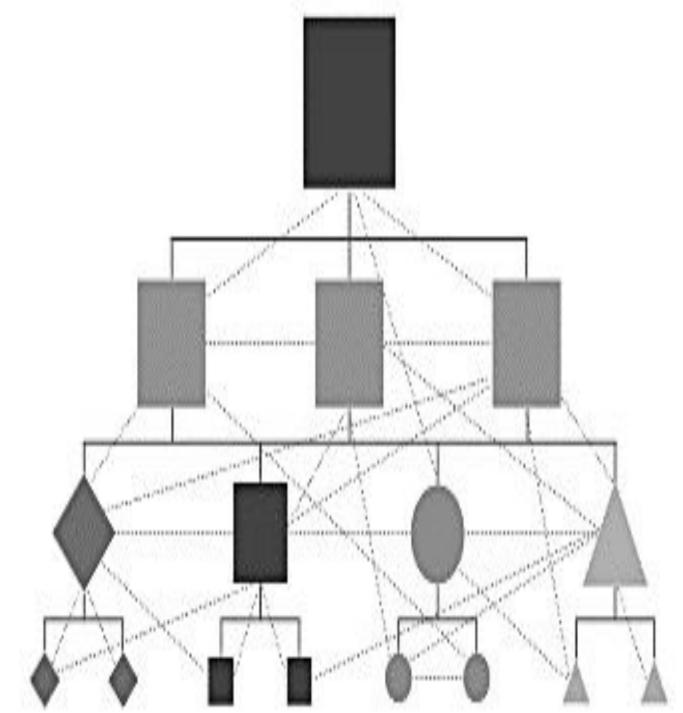
Command



Command of Teams

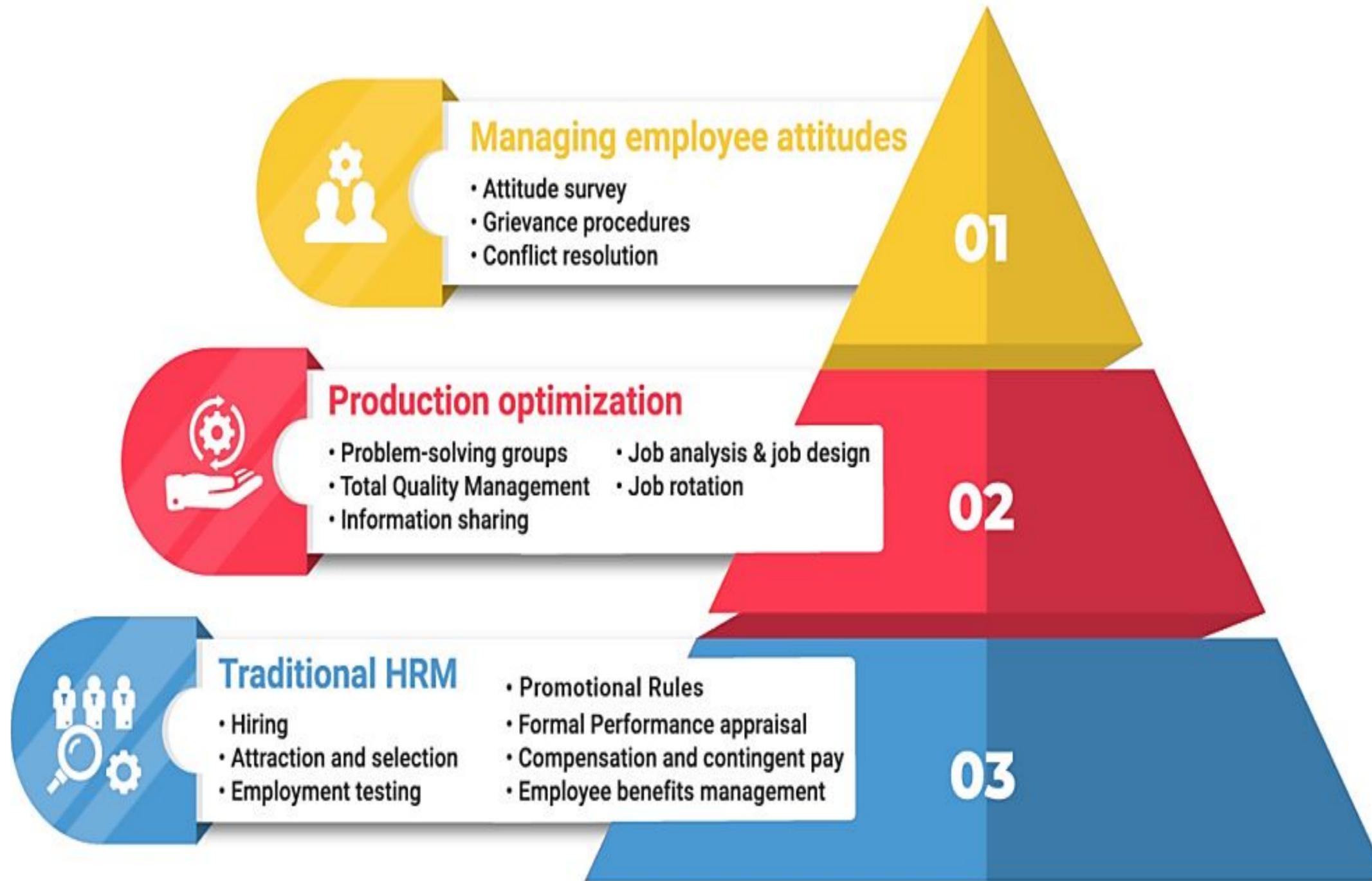


Team of Teams™



Team of Teams™
Organizational
Implementation





18 Key Human Resources Roles | AIHR - Academy to Innovate HR (digitalhrtech.com)

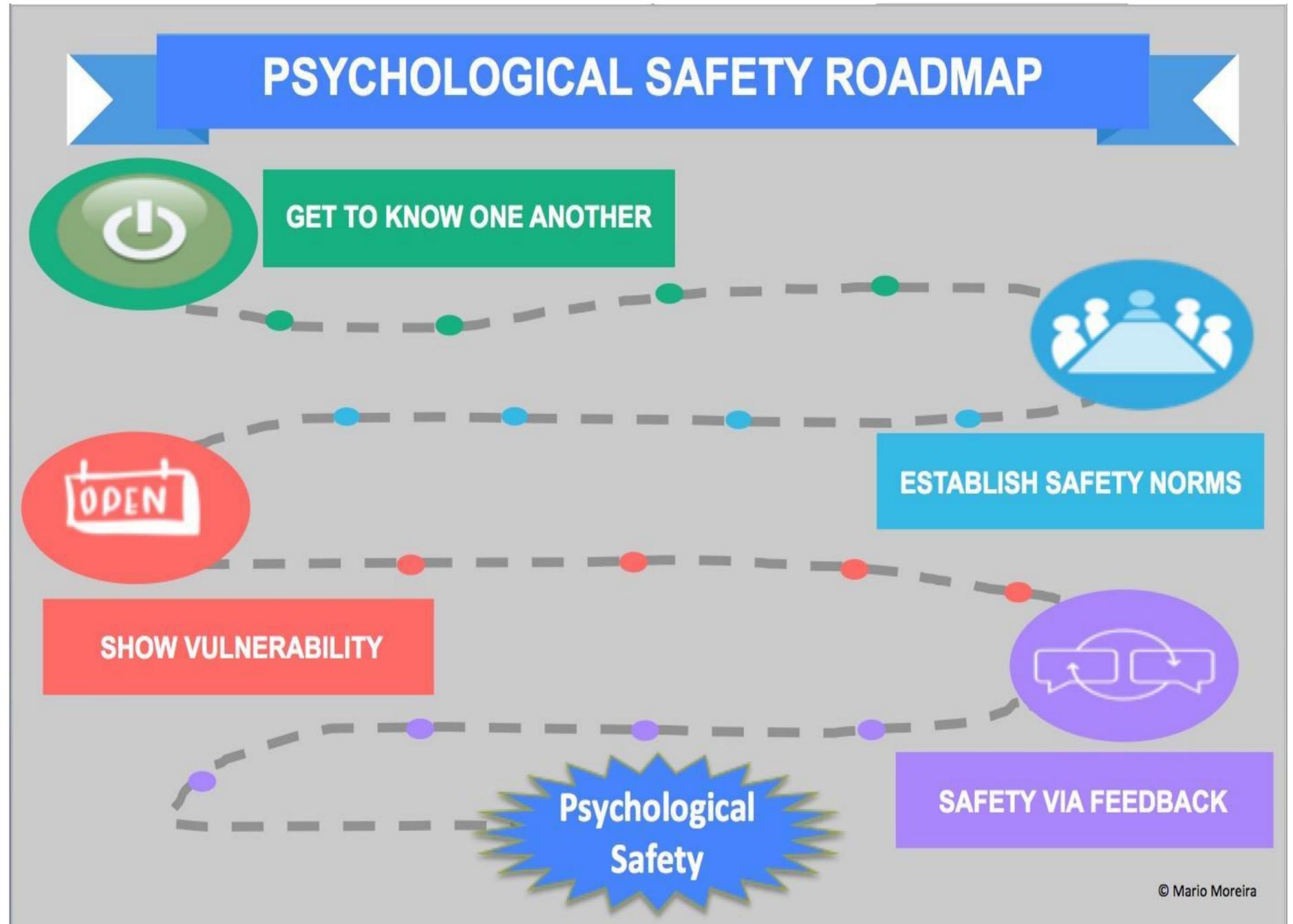
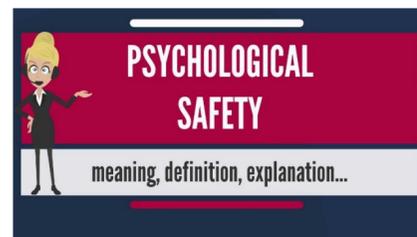
LEADERSHIP COACH STYLE

What can I do, so you can do your job better?



The belief that your **environment is safe** for interpersonal risk-taking.

It's similar, but slightly different from trust.



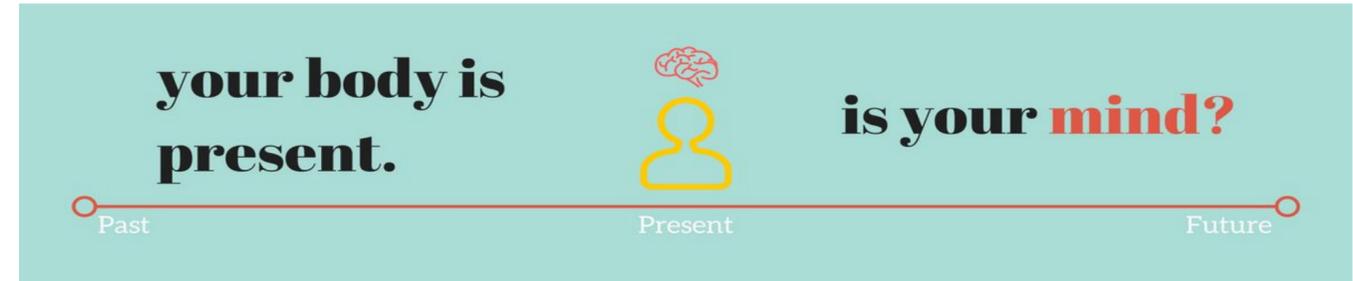
Negotiating is the necessary process that individuals with objectives (common or divergent), use to present and discuss proposals to reach an agreement.

Features

- 1 - Implies **involvement of 2 or more** entities
- 2 - **Divergences** on at least one aspect
- 3 - **Sharing** common aspects
- 4 - It's a sequential **process**
- 5 - Implies a **shared solution**



- Live every moment***
- Don't judge so much***
- Trust yourself***
- Have an open mind***
- Don't just look for results***
- Accepts reality as it is***
- Know your limits***
- Learn to let go***



Mind Full, or Mindful?

Exercise 1 – The old lady and the young black man

An old lady is in a self-service.

She approaches the counter and orders a plate of soup.

She pays for what she ordered and takes her tray to a table.

Then sits down.

She realizes that she did not buy bread.

She gets up and comes back to the counter, buys bread, pays for it and returns to the table.

Then sees, with surprise, that a black man is serenely eating the soup.

?

What would you do if you were the lady?

Exercise 1 – The old lady and the young black man (...)

The old lady said to herself, "I won't let myself be robbed."

She then decides to sit in front of the young man, part the bread into pieces, put them into the plate and start eating quickly. They eat from the plate, alternately, until they are over. Then the man gets up and comes back, shortly after, with an abundant plate of spaghetti and... two forks... They both eat the same plate of spaghetti, each in turn. When they are done, the man gets up and, after wishing the lady a good day, begins to walk to the exit door. The astonished Lady stares at the young man on his way out.

?

What would you do if you were the young man?

Exercise 1 – The old lady and the young black man (...)

When the old woman gets up to shout "Thief", she realizes that two tables in front was a tray with a plate of cold soup.

And in front of the table a chair with her suitcase.

She had made a mistake at the table when she came back from buying the bread.

AFTER ACTION REVIEW

Exercise 2 - The border

Field A



Field B



Exercise 3 - Egg Design Intact Landing



Organizational problem



Build a solution to protect 4 eggs landing



4 teams



Use materials in boxes



20 -30 minutes maximum

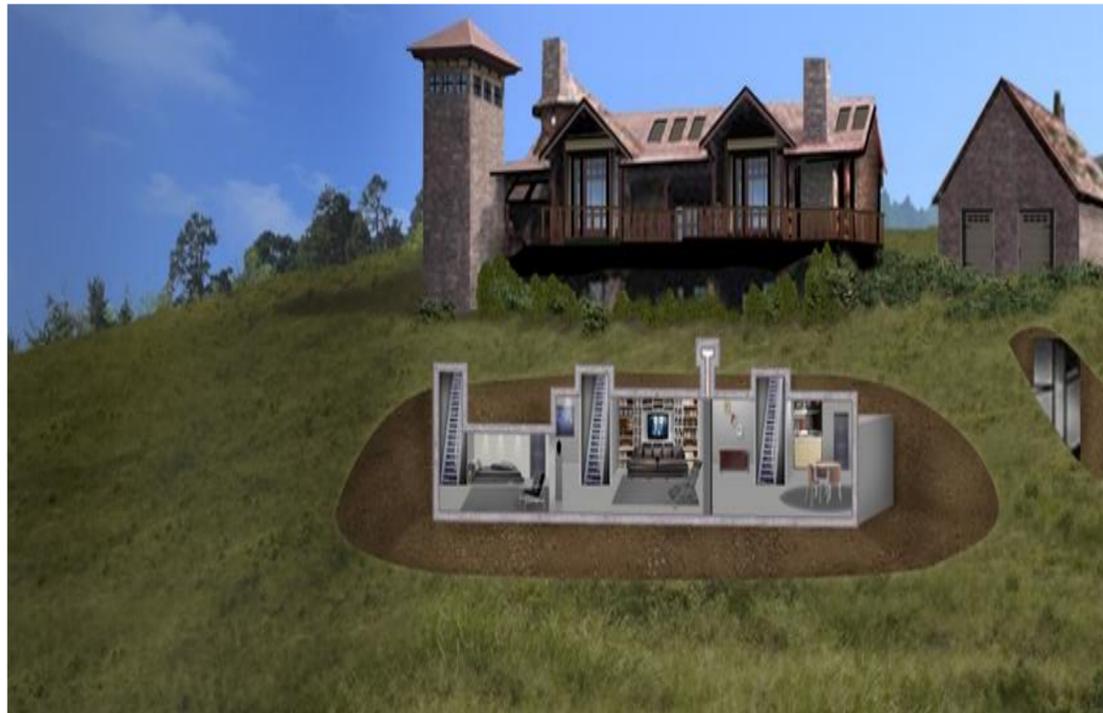


A



B

Exercise 4 – Nuclear War Bunker



Human Society problem



Select 6 person for the future of humanity



13 participants



Assume the social role giving



20-30 minutes maximum



References

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