

THE EIGHT ESSENTIAL STEPS TO CONFLICT RESOLUTION

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CONFLICT ISN'T BAD...IT JUST IS

- Failure to successfully resolve conflict is what we tend to think of when we say "conflict"
- No conflict = no change.
- Our differences provide opportunities for mutual growth

NEW VIEW OF CONFLICT

FROM PERCEIVING AS ALWAYS BEING:

- Disruption of order, an error or mistake in relationship; a negative experience
- Battle between incompatible desires
- Isolated events that define the relationship
- Struggle between good & evil

TO PERCEIVING AS OFTEN BEING:

- Outgrowth of diversity with possibility for improving relationship
 - One part of a larger relationship
 - Occurrences in a long-term relationship
 - Confrontation between some aspects of a relationship
- 

CONFLICT RESOLUTION MODELS

- Lowest level of conflict resolution: **domination**
 - Strong win
 - Weak either give up or slink away to nurse wounds & plot revenge
- Middle level of conflict resolution: **mediation/compromise**
 - Each side brings list of demands
 - Win some, lose some
 - Both sides go away (generally somewhat unhappy)
- Even “win-win” models focus on the instance, not the larger relationship
- Highest level of conflict resolution: **conflict partnership**
 - Works to build the overall relationship and uses instances of conflict as opportunities to do that
 - Meet some individual and some shared needs
 - Results in mutual benefits

FIVE POPULAR (BUT INEFFECTIVE) APPROACHES TO CONFLICT RESOLUTION

- Conquest
- Avoidance
- Bargaining
- Bandaid
- Role Player

WHY THE CONQUEST APPROACH DOESN'T WORK

- Sets up pattern of using power against each other
- Prevents the subordinate party to contribute to the relationship
- Reduces decisions to binary choices
- Creates desire for revenge
 - "Winner" has to be on guard afterwards

WHY THE AVOIDANCE APPROACH DOESN'T WORK

- Miss out on opportunities to learn & grow
- Merely postpones dealing with it
 - Generally it gets worse with time, not better
- Frustrations are unclarified
- Keeps people from learning about themselves and each other

WHY THE BARGAINING APPROACH DOESN'T WORK

- Focuses on demands (vs. needs, perceptions, values, goals, feelings)
- Power is defined by what one side gets the other to concede
 - Mini-version of conquest
- Spin-off conflicts emerge
 - Starting with unreasonable demands to have something to give away or because they know it's impossible to ask for them to be given away
- Focuses on "arithmetic" vs. why different values are placed on same things

WHY THE BAND-AID APPROACH DOESN'T WORK

- Gives illusion that issues have been addressed
 - Things usually get worse
- Devalues attempts at conflict resolution
- Rewards the quicker fixer
 - Creates mistrust when things that “got fixed” turn out to still be broken
- Short circuits process and ability to actually address problems in the future

WHY THE ROLE-PLAYER APPROACH DOESN'T WORK

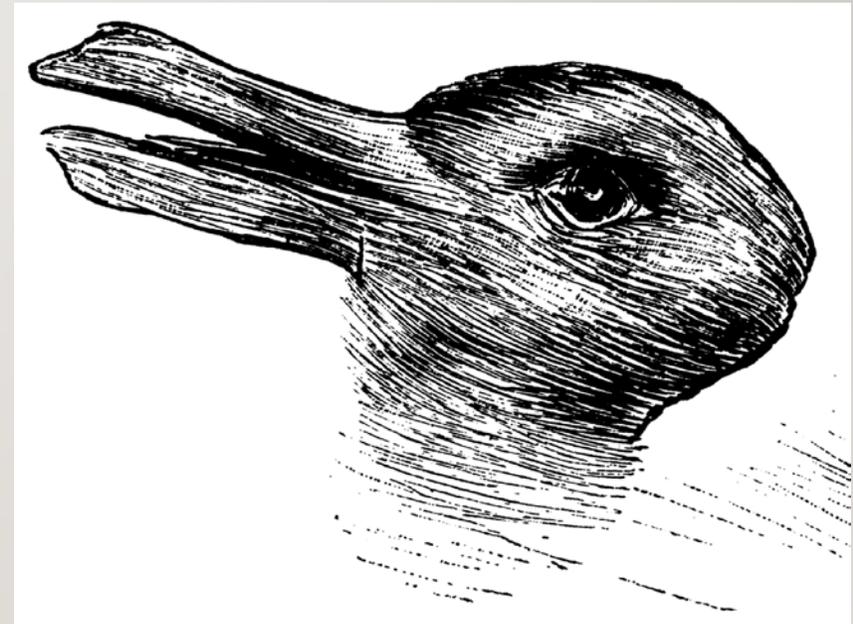
- Makes “it’s beyond my control” the mantra
 - Disempowers all sides; makes them slaves to bureaucracy
- Doesn’t address why roles are instituted in those ways in the first place
 - And whether continuing to play them serves those original purposes
- Limits options to what the “rule book” says
- Creates adversarial role
- Encourages “stupid rules make people think rules are stupid”

INGREDIENTS OF CONFLICT

- Diversity & Differences
 - Unique perceptions
 - Differing specialties and strengths
 - Greater stability (diversification)
- Needs
 - Own needs (martyr syndrome)
 - Other party's needs (as they perceive them)
 - Relationship's needs
 - [example of teenagers & parents]
 - Not to be confused with desires
 - (*I cut you off in traffic because I'm late; you cut me off because you're an a-hole.*)

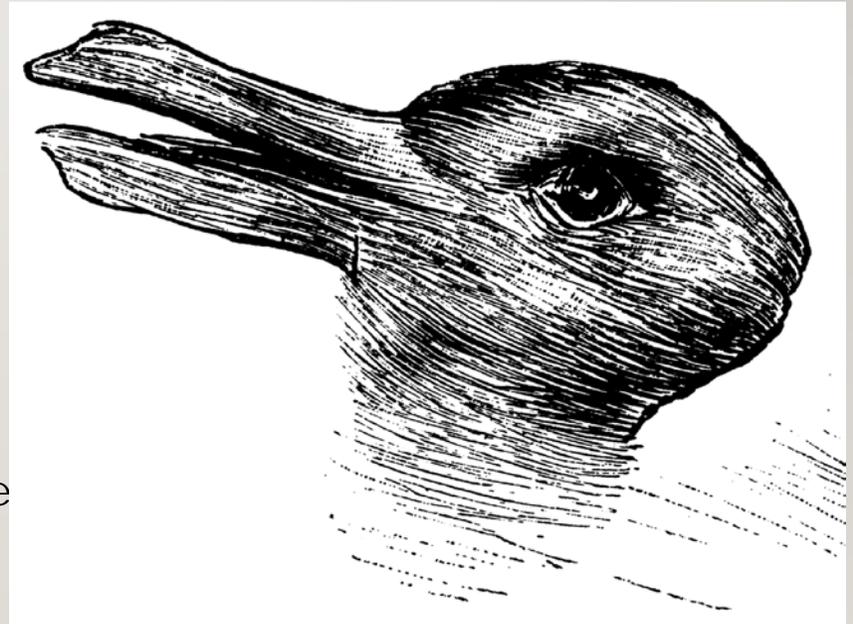
INGREDIENTS OF CONFLICT

- Perceptions
 - Reality is intersubjectively constructed
 - Self-perceptions
 - Internalized oppression
 - Values & behavior conflict (hypocrisy)
 - Perceptions of others
 - Dehumanizing of adversaries
 - Fundamental attribution error (see above)
 - Boxing into roles (or history)



INGREDIENTS OF CONFLICT

- Perceptions
 - Perceptions of situations
 - Stories we come up with as explanations
 - Perceptions of threats
 - Backfire effect
 - If conflict itself is threat
 - If uncertainty = weakness
 - [example: two co-workers applying for same



INGREDIENTS OF CONFLICT

- Power
 - Reward & Coercive
 - Legitimate
 - Personal & Associative
- Internal Conflicts
 - Unvoiced issues transferred to different situations

INGREDIENTS OF CONFLICT

- Values and Principles
 - Misperception as conflicts involving values (invites extremism)
 - Misperception reducing others' principles to preferences
 - Incompatible values
 - Lack of clarity among own values
- Feelings & Emotions
 - Being guided solely by them
 - Trying to suppress them
 - Intellectualizing (and thereby trivializing) them

UNDERSTANDING CONFLICT AFFECTS HOW WE APPROACH ATTEMPTS AT RESOLUTION

- Understanding which components are involved in a particular conflict is essential to resolving the conflict effectively
- Recap:
 - Needs
 - Perceptions
 - Power
 - Values & principles
 - Feelings & emotions
 - Internal conflicts

ELEMENTS OF THE CONFLICT PARTNERSHIP MODEL

- We, not You and I
- Conflicts are dealt with in the context of the overall relationship
- Effective conflict resolution...
 - ...improves the relationship
 - ...results in mutual benefits
- Relationship building & conflict resolution are connected

ELEMENTS OF THE CONFLICT PARTNERSHIP MODEL

Conflict Partner A

Needs
Values
Perceptions
Goals
Feelings
Interests

The Relationship

Conflicts
Commonalities
Differences
Shared Needs

Conflict Partner B

Needs
Values
Perceptions
Goals
Feelings
Interests

THE CONFLICT PARTNERSHIP PATHWAY

- Create an effective atmosphere
- Clarify perceptions
- Focus on individual and shared needs
- Build positive shared power
- Look to the future; learn from the past
- Generate options
- Develop “doables”: stepping stones to action
- Make mutual-benefit agreements

1. CREATING AN EFFECTIVE ATMOSPHERE

- Personal preparation (mindset)
 - Conflict is not negative
 - Need to work as partners
 - Review the steps
 - Go in with an open mind
 - A few possible mutual benefit options in mind, perhaps
 - But let solutions emerge from the process

1. CREATING AN EFFECTIVE ATMOSPHERE

- Timing
 - Do some groundwork: set time aside if possible (so you're not springing it on someone—making them defensive)
 - Choose time that's long enough and free of distractions
 - Choose a time that maximizes concentration & communication of all parties
 - Choose a time that maximizes positive skills of all parties

1. CREATING AN EFFECTIVE ATMOSPHERE

- Place
 - Choose non-threatening location
 - Promote feeling of connection vs. battle
 - Avoid the “man cave,” principal’s office, etc.
 - Avoid the bedroom
 - Temptation to cuddle to gloss over rather than resolve conflicts
 - Emotional associations that can transfer
 - Avoid distractions
 - Busy traffic out the window
 - Circular seating vs. (opposing) tables
 - Be aware of cultural differences



1. CREATING AN EFFECTIVE ATMOSPHERE

- Initial Comments or Opening statement
 - Establish partnership atmosphere
 - Express interest in overall relationship
 - Express belief that options can come through shared effort
 - Without expressing unrealistic magical cure-alls
 - Disagreement in one area doesn't invalidate whole relationship
 - [book contains several examples of general openings and examples for specific types of conflict—pp. 82-86]
- Try to tailor the opening to the situation
- Don't make a speech

2. CLARIFY PERCEPTIONS

- ...of the conflict
 - Isolated incident (i.e., inconsistent with rest of relationship)? Or latest in a series
 - Is this a conflict with another person and not just within myself?
 - What is the conflict about? What is it NOT about?
 - Over values? Or just preferences? Over needs? Or desires?
 - (i.e., how big a deal are we really talking about here?)
 - Over goals or methods?
 - Which elements do I feel most strongly about? Which should be dealt with first?

2. CLARIFY PERCEPTIONS

- Sorting components of the conflict
 - Find a point of entry
 - Easily resolved point
 - Helps build trust
 - Figure out what can/should be deal with later
 - Identify which parts all parties feel are priorities
 - e.g., is it about childcare or about who makes more money or whose career is more important?
 - Identify which parts need clarification
 - e.g., If work quality is slipping, is it the fault of the worker or other factors?
 - Identify which elements are internal vs. external
 - Dealing with ghosts

2. CLARIFY PERCEPTIONS

- Dealing with value conflicts
 - Some of the most difficult to resolve
 - Clarify how important the value is (to you, to them, compared to the value of the relationship)
- Three options
 - Battle until one changes value
 - Most common perception, but doesn't have to lead to endless yelling
 - Joy of spirited debate
 - Regularly challenging self/other(s)
 - Agree to disagree (and not speak of it again)
 - "Southern strategy"
 - Agree to disagree and end the relationship
 - Block them from your feed

2. CLARIFY PERCEPTIONS

- ...of the self
 - How am I perceiving the conflict and its resolution?
 - What are my needs? Which are most vital and immediate?
 - What does relationship need to be improved?
 - What do I need as an outcome?
 - What will happen if I don't get that outcome? (How will I be damaged?)
 - Do any of *my* needs conflict with the needs *of the relationship*?
 - What are my goals? How do my goals for this conflict affect them?

2. CLARIFY PERCEPTIONS

- ...of the self
 - Are my expectations positive yet realistic?
 - Not based on conquest
 - Not too rigid (let process work)
 - Achievable in the timeframe
 - Influenced by factors outside the conflict?
 - Taking into account other party's needs, history, etc.?
 - Am I projecting how I expect them to behave?
 - If they don't behave that way, does that make them "untrustworthy"?

2. CLARIFY PERCEPTIONS

- ...of the self
 - Are my values or principles involved?
 - If this value is unfulfilled or violated, will my self-respect be damaged? Will I feel shame?
 - What have I done to contribute to the conflict?
 - Cause? Perpetuation?
 - What are my "hot buttons"? How can I recognize them and respond effectively?
 - Deep breaths
 - Rechanneling energy into something positive
 - How do I need the other party?
 - How might they misperceive me? What have I done to contribute to that?

2. CLARIFY PERCEPTIONS

- ...of the self
 - Am I just playing a role?
 - How would I deal with this if we were in different roles?
 - What do I know about them as a person?
 - Can sharing feelings help break down roles?
 - What commonalities do we share?
 - Does the location accentuate the roles?
 - Am I afraid to deal with this person-to-person (vs. role-to-role)?

2. CLARIFY PERCEPTIONS

- ...of the other party
 - Stereotyping
 - Why?
 - Defining them as irrational makes them beatable by your rationality
 - Defining them by their worst behavior
 - Defining them as you want them to be
 - Damages ability of other party to contribute
 - Lose ability to clarify own perceptions
 - Ineffective communication skills
 - Listening
 - Sensing
 - Asking clarifying questions

2. CLARIFY PERCEPTIONS

- ...of the other party
 - Questions to ask first:
 - Do they see the conflict negatively?
 - What are their needs?
 - What's led them to think/ behave this way?
 - Am I understanding what they're saying/what they mean?
 - Am I defining them by their worst behavior?
 - "He NEVER helps out around the house"
 - Is my image of them fixed?
 - What part does their role play (in their behavior? In mine?)
 - What are their "hot buttons"? How can I avoid exploiting them?

2. CLARIFY PERCEPTIONS

- Cleaning the lenses and mirrors of our mind (recap)
 - Perceive conflict as one element of relationship
 - Work *with* them to define the conflict (don't impose conflict on them)
 - Sort the components
 - Measure importance of values & overall relationship
 - Look honestly at yourself
 - Identify misperceptions
 - Understand how you need each other
 - Avoid stereotyping
 - Use good communication skills
 - Recognize hot buttons and roles

3. FOCUS ON INDIVIDUAL AND SHARED NEEDS

- Unless both (all) parties' needs are met, relationship can't meet full potential
- Personal needs have to allow for needs of the relationship
- Conflicts arise when needs are ignored or obstructed, or appear incompatible

3. FOCUS ON INDIVIDUAL AND SHARED NEEDS

- Dealing with personal needs
 - What needs are being ignored/obstructed?
 - If they were met, would there still be a conflict?
 - If I don't get what I need, (how) will I be damaged?
 - What do I need to feel positive in this relationship? Does the current conflict involve that? Does meeting this need help promote the goals for the relationship?
 - Is my partner aware of my needs?
 - What can be done *specifically* to meet those needs?
 - What will life be like next week/month/year if this need isn't met?

3. FOCUS ON INDIVIDUAL AND SHARED NEEDS

- Dealing with conflict partner's needs
 - Ask them:
 - What do you need out of this relationship?
 - What outcome will make you feel enriched and the relationship strengthened?
 - Ask yourself:
 - If I were in their place, what would I need (in relationship/to resolve this)?
 - If they secure this need, will I be damaged?
 - If they get this need, will it promote their "positive power" (and hence the relationship)?

3. FOCUS ON INDIVIDUAL AND SHARED NEEDS

- Dealing with relationship's needs
 - Sometimes individual needs seem less important when overall needs of the relationship are considered
 - Some lesser personal needs have to be toned down/postponed because they harm the relationship
- Dealing with shared needs
 - What is a shared need?
 - How do you need each other in order to strengthen the relationship?
 - Needs are building blocks for effective conflict resolution



4. BUILD SHARED POSITIVE POWER

- Definition of power: attitudes, perceptions, beliefs, and behaviors that give people and groups ability to act or perform effectively
- Negative Power vs. Positive Power

4. BUILD SHARED POSITIVE POWER

- Negative Power
 - Attempts to disempower other party
 - Focuses on ways to gain advantage while ignoring effect on overall relationship
 - Emphasizes 'power over' instead of 'power with'
 - Seesaw power (zero sum)
- Positive Power
 - 'Power With' orientation

4. BUILD SHARED POSITIVE POWER

- Building Positive Power
 - Having a clear self-image
 - Involves knowing who you are (not who others want you to be), and how you want to be treated
 - Having consistency between our values & our behavior
 - If people can't trust you to do what you say you will, they don't want to share power
 - Being in charge of yourself
 - Not taking the bait of others' negative power against you
 - Requires learning and applying effective relationship skills



4. BUILD SHARED POSITIVE POWER

- Positive Power of the Conflict Partner
 - Energize the power of your partner
 - Keep reaching for their potential
 - Don't define them by their negative behavior
 - Recognize you *need* the other party to be positively empowered (and for them to use that power)
 - Help create a process that leaves options for the partner to make use of positive power

5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- If you view the conflict in the context of a relationship, then you see it has a past, present, and future.
- How the past can impede resolution
 - Poor resolution of previous conflicts can hold hostage present (and future) conflicts
 - Essentializing the other person (poor behavior in the past = they are bad people and can't change)
 - Causes you to miss present growth and future potential
 - Blaming self for past mistakes
 - Believe deserve to suffer; strike out against those who remind them of those past mistakes



5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- How the past can impede resolution (cont.)
 - Being unwilling to let go of an old, now irrelevant, demand
 - Sunk costs, fear of the unknown
 - “It’s always been done this way”
 - Wisdom of the ages isn’t always wise
 - Romanticizing or glorifying the past
 - No future could ever meet it



5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- Learning from the past
 - Focus *first* on the present and future
 - That's the only thing that can change
 - Understand the part the past played in getting you here
 - Go back before the conflict emerged. What gave the relationship strength and meaning?
 - Which acts helped to create the current conflict?
 - How do you perceive those acts? How does your partner?
 - Focus on their *reasons for*, not just the *effects of* their behavior
 - Helps to make the conflict of manageable size
 - Gives you an "it" to focus on
 - Determine what each of you needs to do to move beyond the past
 - Don't let the desire for an apology turn into a seesaw power battle
 - Work cooperatively to move beyond it

5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- Learning from the past
 - Three helpful skills
 - Ask 'if we had used [x part of the conflict partnership model] then, what different steps could we have taken?'
 - Remind each other of moments of solid partnership in the past.
 - Remind each other of specific past conflicts that made you consider giving up, but you persevered.

5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- Focus on the Present-Future
 - Present and future are linked
 - Acts now shape the future

- Power of forgiveness
 - Acknowledges we all fall short; all are still growing
 - Communicates not being defined solely by negative behavior
 - Reaches for positive power of the partner to learn from the past
 - Creates an atmosphere to move beyond the past
 - Increases positive power of one doing forgiving

5. LOOK TO THE FUTURE, THEN LEARN FROM THE PAST

- Focus on the Present-Future
 - Encourages process
 - Makes resolution of the conflict not (just) an *event*
 - Builds blocks to strengthen relationship in the future
 - Picture the improved relationship
 - “Imagine what it will be like after we resolve this conflict”



6. GENERATE OPTIONS

- Preparation Phase
 - Trace the evolution of the conflict; what options were left unexplored (as the conflict escalated)
 - Spend some time envisioning new possibilities
 - Come prepared with several specific options
 - Make sure they:
 - Meet some shared needs
 - Require shared power
 - Can become steps toward improving the relationship
 - Remind yourself that these are starting points for the work you're going to do together

6. GENERATE OPTIONS

- Preparation Phase
 - Beware preconceived answers
 - Look more deeply for commonalities within seemingly incompatible options
 - Clarify where disagreements are and then set aside those options to generate other options around other parts of the relationship or the conflict
 - Put these ideas in your back pocket (don't lead with them)
 - Generally starting with preconceived answers (especially controversial ones) are less effective than generating shared options. Having them helps to move the conversation forward after you get stuck

6. GENERATE OPTIONS

- Imaging Options
 - Focus on the best parts of the relationship
 - As specifically as possible, create in your mind what your interactions will be like after you resolve this conflict
 - Imagine yourself being your best self
 - Imagine implementing some of the options

6. GENERATE OPTIONS

- Learning your conflict partner's options
 - Before we expound on our own options
 - Spend some time learning about theirs
 - Helps to empower them
 - Helps to keep us from being trapped in our own ideas

6. GENERATE OPTIONS

- Free-flow optioning
 - Brainstorm ideas + imagining some of the possible effects
 - Set aside all previous ideas
 - Make some new ideas
 - Record ideas
 - Get four or five new ideas before starting to analyzing the pros and cons
 - Don't let the list get too long or people lose sight of the need to narrow the list
 - Look for commonalities
 - Imagine outcomes for those common threads
 - Outcomes where shared needs are met are first priorities; if either side is uncomfortable, save for later

6. GENERATE OPTIONS

- Free-flow optioning
 - Creates hope (can see possibilities)
 - Empowered by making suggestions
 - Reduces tension by focusing on creativity (instead of past grudges)
 - Reinforces strengthening of relationship
 - Focuses on present-future instead of past
 - Helps to discover “doables”
- Allow funny suggestions to emerge...helps to break tension, even if not adding to solutions

6. GENERATE OPTIONS

- Identifying key options...these meet:
 - Meets one or more shared needs
 - (note shared, not one of each partner's)
 - Meets one or more individual needs that aren't incompatible with other party's needs
 - Requires mutual positive power
 - Either shared positive power (preferred)
 - Or individual positive power
 - Has potential of improving future relationship patterns
 - Is itself doable or contains doables
 - Can be (at least accepted, if not enthusiastically) supported by all parties

6. GENERATE OPTIONS

- Viable options and past experience
 - Often perfectly good options get thrown out because
 - the way they were dealt with in the past kept them from working
- Remind partners of skills built through process that can reframe possibilities

7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Relationships are made up of moments
 - Have singular identity AND are connected to larger process
- Need to build resolutions on stepping-stones
- Can't let our predetermined “solution”/outcome we have determined is the (only) measure of success



7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Parable:
 - Hiker injured in the mountains
 - Rescuers start out from other side of mountain
 - See a gap in the mountain range (20 miles away)
 - Start walking
 - As they get closer, see goat paths heading opposite direction...keep going
 - At the gap, realize it's actually a 15-foot-wide, 100-foot-deep chasm
 - Have to head back and look for a new way over the mountain

7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Conflicts also behave the same way:
 - Best plans oft go astray
 - Prematurely believe leaping from A to B is best way
 - If plan was “walk first mile and then reassess” might have been more likely to take goat path
 - Not constrained by “grand plan” as rigid solution
 - At gorge, could have cut down trees to make bridge
 - instead of seeing leaping as only solution

7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Doables:
 - Stand good chance of success
 - Depend on positive power
 - Doesn't favor one party at expense of another (no negative power)
 - Usually shared power
 - Meet shared needs
 - Meet individual needs that aren't incompatible with others' needs
 - Help build trust, momentum, confidence in process and relationship
 - Add further stepping-stones to improve overall relationship

7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Shared needs provide building blocks
- Shared positive power provides energy
- Generating options reveal possibilities
- Identifying key options point to doables

- [Examples: pp. 207-217]

7. DEVELOP “DOABLES”: STEPPING STONES TO ACTION

- Taking care in choosing doables
 - Make sure it's not a quick-fix bandaid
 - Make sure it's not a delaying tactic that favors only one of the parties
 - “right angle reforms”
 - Doables are not ends in themselves
 - Temporary agreement reached is NOT equal to conflict resolved

8. MAKE MUTUAL-BENEFIT AGREEMENTS

- Replace demands
 - Conflicts generally involve unrealistic demands
 - Either impasse or backing down
 - Seeing each other in terms of their demands, not as full people
 - MBAs are built on doables
 - Can consider conflicts resolved when MBAs on major issues are created
 - Successful completion of smaller doables help to get parties to MBAs
 - [example of cheating case]

8. MAKE MUTUAL-BENEFIT AGREEMENTS

- Being a caretaker of the partner's welfare
- MBAs need to consider "givens" (but not lead with them)
 - While there may be some components that cannot be altered, we shouldn't start with identifying them (lest we make our own demands into unalterable givens)
 - E.g., friends disagreeing over particular issue...is there nothing redeemable about someone who holds the opposing belief?
- Clarifying specific responsibilities
 - Take time to clarify who is responsible for doing what
 - Better than having to bring parties back to resolve conflict that emerges from confusion over who should do what

8. MAKE MUTUAL-BENEFIT AGREEMENTS

- MBAs: An end AND a beginning
 - Help to resolve particular conflict
 - Move the relationship forward
 - Differences will emerge
 - Skills from conflict partnership model will help future conflicts

8. MAKE MUTUAL-BENEFIT AGREEMENTS

- Keeping conflict partnership process alive
 - Skills are not for conflict resolution alone
 - Relationship building skills in general
 - Look for which you ignore or violate frequently; work on those first
 - Whenever you use the skills you are empowering yourself & your relationships
 - Clarify perceptions as soon as conflicts emerge
 - Share these skills with others, empowering them to empower others

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Dealing with anger
 - A form of energy
 - Be in charge of one's own anger
 - Be in charge of how we receive anger
 - Express anger constructively
 - Share responsibility for your anger
 - Focus on the behavior that angers you
 - Understand anger as expression of how important the situation is

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- When one party thinks there isn't a conflict
 - Are certain sensitive matters involved?
 - Are there perceptions that need clarification?
 - Is the other person attempting to avoid an I-vs-You situation? Can you turn it into a "we" partnership?
 - How can the other person see shared power?

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- When you feel unsure confronting someone
 - Generally either because
 - Believe confrontation = conflict = bad
 - Believe have no effective confrontation skills
 - Courage is 'power with' (not 'power over')
 - Realize possible positive outcomes
 - Go over conflict partnership skills and focus on most pertinent
 - Clarify what your goals are in confronting other person

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- When other person doesn't seem to want a resolution
 - Look at the atmosphere you're promoting
 - See if all parties are dealing with the same conflict
 - Make sure you're focusing on realistic and specific parts of conflict
 - Ask the other party
 - Do you want to resolve this?
 - Do you think we'll be better off if we resolve this conflict?
 - Some people may not want to really resolve the conflict
 - Decide whether this conflict is enough to end the relationship
 - Exhaust the conflict partnership model
 - Decide whether relationship can exist by just minimizing the conflict

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Dealing with people who only want things their way
 - Just because they want *their* way doesn't mean you must demand on things being *your* way (don't fight fire with fire)
 - Explore why they behave this way
 - Might view conflict as I-vs-You
 - Might define conflict as seesaw
 - Might be only focusing on their control of situation rather than needs of situation

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Dealing with injustices
 - Understand difference between injustice and simply behaviors you don't like
 - Communicate the injustice
 - Focus on behavior, not person
 - Focus on positive potential in other person
 - Discuss possible alternatives (what if roles were reversed?)
 - Point out when they *have* been fair
 - Focus on doables that build positive power together (not just on the injustice)
 - If you feel apology is essential, wait until other steps have been accomplished

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Dealing with seemingly unresolvable conflicts
 - Top level of resolution: meets indiv. & shared needs, results in MBAs, improves relationship in future
 - Middle level: mutually acceptable agreements achieved, but little improvement in future of relationship (negotiation, mediation, arbitration, etc.)
 - Lower level: Conquering the other party
 - All are types of resolution

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- When to seek a third-party facilitator
 - After parties involved have tried without success
 - Recognize asking for third party isn't failure
 - When few conflict partnership skills have been employed
 - When needs are truly incompatible
 - When one party continues to insist on unrealistic demands
 - When history just keeps getting rehashed
 - When cultural differences obstruct clear communication and understanding
 - When one party refuses to acknowledge role in committing injustice

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Third-party model
 - Phase One
 - Meet with each party individually
 - Learn about conflict
 - Learn about each party
 - Ask critical questions
 - What do you think conflict is about?
 - What are your/their/shared/relationship's needs?
 - What can you do to improve the relationship?
 - What misperceptions could be involved?
 - Introduce conflict partnership process
 - Clarify and get agreement
 - Encourage them to think of mutual-benefit options and doables

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Third-party model
 - Phase Two
 - Choose appropriate time & place
 - Get agreement on your role as facilitator
 - Get initial agreements on process
 - Set partnership atmosphere
 - Choose opening question and who talks first
 - Don't just rehash past; be aware of perceived power of each party
 - Clarify, clarify, clarify
 - Ask them to clarify their partner's saying (not you doing all the clarifying)
 - Nurture shared positive power
 - Remind them they need to empower themselves (so your role becomes unnecessary)

APPENDIX A: HANDLING FREQUENT PROBLEM AREAS

- Third-party model
 - Phase Two
 - Keep listening for shared needs
 - Keep encouraging mutually beneficial options
 - Keep listening for doables
 - Don't be the "answer" person
 - Keep them talking to each other, not to/through you
 - Keep quiet if they're doing well
 - Don't be afraid of feelings being expressed, but keep them constructive
 - Get agreements along the way
 - Keep parties clear on specifics
 - Check back to make sure agreements are working

APPENDIX B: TWO CASES

- Conflict One
 - Jon doesn't want to be an architect
 - Wants to drop out and move to commune in Hawaii with girlfriend
 - Is afraid of telling dad

- Conflict Two
 - Downtown Improvement Commission has to come up with plan for grant
 - Daycare Center vs. Park