

Who changed the game?

Conflict resolution for the work place (and for life)

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Conflict resolution for the work place (and for life)

■ Presentation Outline

- How not to manage conflict
- The Universal nature of conflict
- The structure of conflict
- How we should view conflict
- How we should manage conflict

Conflict resolution for the work place (and for life)

How not to manage conflict



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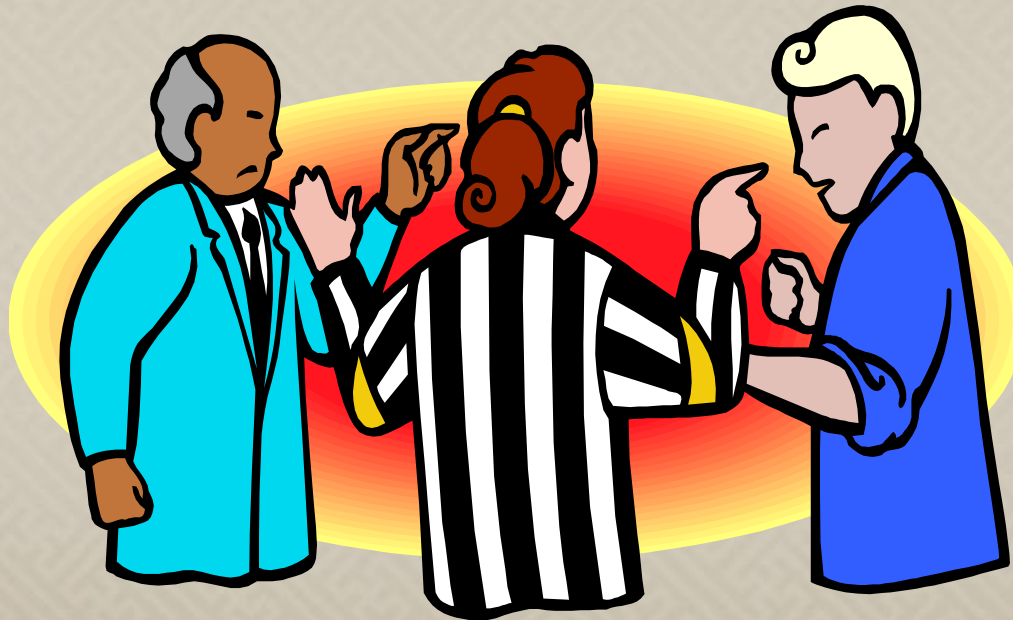
How not to manage conflict

- What lessons should we take from this example?
 - A little bit of (perceived) knowledge can be a dangerous thing...
 - A little bit of (actual) knowledge is probably a good thing...
 - There is real wisdom in conventional wisdom; Intellectual understanding helps offset emotional gaps

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The Universal nature of conflict

- What emotions do you experience in conflict situations at work? At home?



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The Universal nature of conflict

- What feelings/emotions do you experience in conflict situations at work? At home?

Most people experience:

Anger

Fear

Frustration

Anxiety

Hurt

Helplessness

Confusion

Loss

Excitement

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The Universal nature of conflict

- What relationships of value will we experience at work?
At home?

Work:

Co-workers

Supervisors

Supervisees

Clients

Vendors

Customers

Support Staff

Regulators

Management

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The Universal nature of conflict

- What relationships of value will we experience at work?
At home?

Home:

Partner/Spouse

Parents

Children

Other Relatives

Friends

Neighbors

Community

Service Providers

Spiritual

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The Universal nature of conflict

- Please note all of the relationships of value that will never experience conflict...
 - **EVERY** relationship of value experiences conflict
 - The most important relationships in our lives are those that also generate the most conflict
 - What is important is to *develop a better understanding of conflict*, and how it impacts our lives both in the work place and at home

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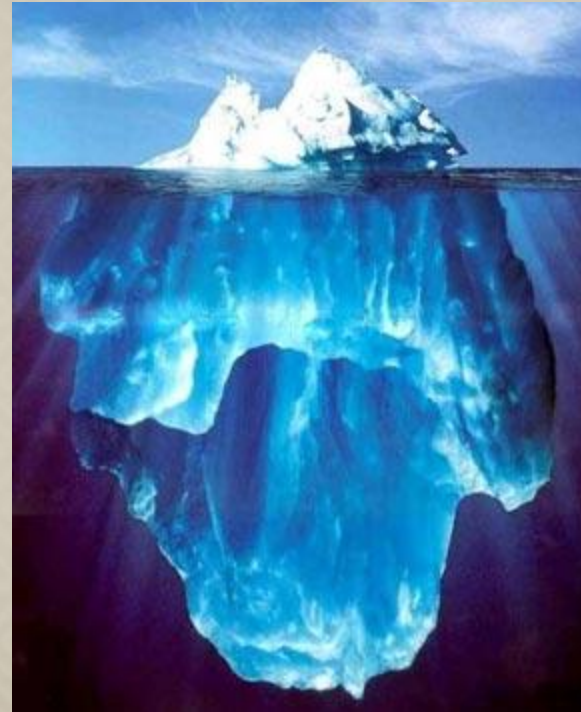
The structure of conflict

- Let's examine three perspectives on the structure of conflict:
 - PIN Model of Conflict
 - PAV Model of Conflict
 - Lens Model of Conflict
- What we will finish this section with is an actual definition of conflict for use at work and at home

Conflict resolution for the work place (and for life)

The structure of conflict

- The PIN Model of Conflict
 - **P**ositions
 - **I**nterests
 - **N**eeds



Conflict resolution for the work place (and for life)

The structure of conflict

- The PIN Model of Conflict



Positions

(what we say we want)

Interests

(what we actually want)

Needs

(what we must have)

Conflict resolution for the work place (and for life)

The structure of conflict

- The PAV Model of Conflict
 - **P**erceptions
 - **A**ssumptions
 - **V**alues

Conflict resolution for the work place (and for life)

The structure of conflict

- The PAV Model of Conflict
 - **P**erceptions
 - How we see the world and how we see the other party (influenced by our lens)

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The structure of conflict

- The PAV Model of Conflict
 - **Assumptions**
 - Judgments we make about people based on our perceptions of them

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The structure of conflict

- The PAV Model of Conflict
 - **Values**
 - Our core beliefs about the world

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The structure of conflict

- The PAV Model of Conflict
 - **P**erceptions
 - **A**ssumptions
 - **V**alues

Which of these is not negotiable?

VALUES

Therefore, we need to...

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The structure of conflict

- The PAV Model of Conflict
 - How good are we at “shelving” our perceptions and assumptions to be able to hear what is being said to us?
 - Let’s try an exercise...

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The structure of conflict



The Cash Register Exercise

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The structure of conflict



The Cash Register Exercise

Statements: (please note True, False, or Unknown)

1. A man appeared after the store owner turned off his store lights.
2. The man who appeared did not demand money.
3. The man who opened the cash register was the owner.
4. Someone opened a cash register.
5. While the cash register contained money, the story does not state how much.

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The structure of conflict



The Cash Register Exercise

Statements: (please note True, False, or Unknown)

6. After the man who demanded money scooped up the contents of the cash register, he ran away.
7. The owner of the store scooped up the contents of the cash register and ran away.
8. The robber was a man.
9. The robber demanded money of the owner.
10. The story concerns a series of events in which only three persons are mentioned: the owner of a store, the man who demanded money, and a member of the police force.

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The structure of conflict



The Cash Register Exercise

1. A man appeared after the store owner turned off his store lights.

Answer: **Unknown**

We do not know the gender of the owner, nor do we know if the owner and the cashier are the same person.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

Conflict resolution for the work place (and for life)

The structure of conflict



The Cash Register Exercise

2. The man who appeared did not demand money.

Answer: **False**

It is clearly stated that the man who appeared demanded money.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

Conflict resolution for the work place (and for life)

The structure of conflict



The Cash Register Exercise

3. The man who opened the cash register was the owner.

Answer: **Unknown**

We do not know the gender of the owner.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

Conflict resolution for the work place (and for life)

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The Cash Register Exercise

4. Someone opened a cash register.

Answer: **True**

This is clearly stated in the story. In fact, we know that the owner opened a cash register.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

Conflict resolution for the work place (and for life)

The structure of conflict



The Cash Register Exercise

5. While the cash register contained money, the story does not state how much.

Answer: **Unknown**

The story does not explicitly state that there is money in the cash register. It could be money, credit card receipts, or pickles!

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

Conflict resolution for the work place (and for life)

The structure of conflict



The Cash Register Exercise

6. After the man who demanded money scooped up the contents of the cash register, he ran away.

Answer: **Unknown**

We do not know who scooped up the contents of the cash register, nor do we know if “ran” and “sped” signify the same thing.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The structure of conflict



The Cash Register Exercise

7. The owner of the store scooped up the contents of the cash register and ran away.

Answer: **Unknown**

The story does not preclude the owner from having done this, nor do we know if “ran” and “sped” signify the same thing.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The structure of conflict



The Cash Register Exercise

8. The robber was a man.

Answer: **Unknown**

We do not know for certain that a robbery has taken place.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The Cash Register Exercise

9. The robber demanded money of the owner.

Answer: **Unknown**

We do not know for certain that a robbery has taken place.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The Cash Register Exercise



10. The story concerns a series of events in which only three persons are mentioned: the owner of a store, the man who demanded money, and a member of the police force.

Answer: **Unknown**

While a cashier is mentioned, we do not know if the owner and the cashier are the same person.

A cashier had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. Everything inside the register was scooped up, and the man then sped away. A member of the police force was notified promptly.

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The Cash Register Exercise



■ Lessons:

- Even when we knew we were doing an exercise that involved making assumptions, we still made them
- Our brains make assumptions in order to simplify our world; there are times that this is harmless and/or productive, but there are times where this reinforces negative perceptions
- The hazards of making assumptions can be avoided by asking questions and seeking information

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The structure of conflict



The Cash Register Exercise - A Possible Alternative

Marco had just turned off the lights in the gift shop when his friend Carl showed up and told Marco that he needed back \$50 that he had lent to Marco last week. Carl wanted to go to a concert that night and needed money to buy a ticket. Marco didn't have any money, but asked Roberta, the store owner, if he could get an advance on his next check. Roberta rolled her eyes, telling Marco that this was the last time she would give him an advance. Roberta then opened the register and took out \$50 (all that was left after cashing out the drawer) and gave it to Marco. Marco handed the money to Carl, who ran out of the store in order to get to the concert on time. Marco thanked Roberta and went home for the evening. Roberta then called her husband Dave, the local sheriff, and told him to come and pick her up, since her car was in the shop.

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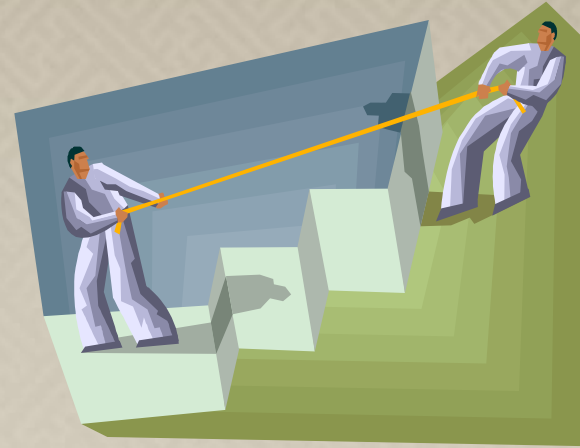
Lens model



Conflict resolution for the work place (and for life)

The structure of conflict

Defining Conflict



CONFLICT is an *expressed struggle* between at least two *interdependent parties* who perceive incompatible goals, scarce resources, and interference from others in achieving their goals. (Wilmot & Hocker)

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How we should view conflict



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How we should view conflict



Conflict resolution for the work place (and for life)

How we should view conflict



Conflict resolution for the work place (and for life)

How we should view conflict

- Conflict is an inevitable part of every relationship of value
- Can be resolved so that both parties feel they have “won” and without the need for someone to “lose.”
- Conflict signals a need for change, evolution, and/or growth in a relationship
- Conflict can strengthen relationships rather than weaken them

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How we should manage conflict

Keys to successful conflict management:

- Managing Conflict is a Choice
- Listen, Listen, Listen (SILENT = LISTEN)
- Show you are listening (Restate)
- Avoid Poisons (name calling, exaggerations, comparisons, etc.)
- Recognize power dynamics and know when to avoid, cool down, and/or involve appropriate third parties

Conflict resolution for the work place (and for life)

How we should manage conflict

Keys to successful conflict management:

- Deal with strong emotions in a constructive way
- Know when each conflict style will be beneficial
- Avoid Passive/Aggressive Behaviors
- Trust in yourself and the other person to resolve the conflict

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Final Reflection / Homework

- One thing that I learned about conflict resolution today (or think differently now about) is...
- I am best at handling conflicts that concern...
- I am least effective at handling conflicts that concern...
- The most helpful skills I bring to conflict resolution are...
- My responses to conflict would be more effective if I...

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For more information on this presentation or on conflict resolution, please contact me at olshak.rick@gmail.com or visit my website at <http://www.olshak.com>

This Power Point presentation is already posted to my website.