

# CONFLICT RESOLUTION FOR HR PROFESSIONALS

(OR NOT)

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## CONFLICT MANAGEMENT



- ☉ Myths about conflict
- ☉ Identify sources of conflict
- ☉ Identify conflict response modes and techniques
- ☉ Understanding interests
- ☉ Develop plan
- ☉ Perspective

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### MYTHS ABOUT CONFLICT



**EIRENE**

- Conflict is negative and destructive
- Conflict will take care of itself
- People who disagree with each other do not like each other
- The source is on the surface
- Conflict must be resolved

**ARES**



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### IDENTIFY SOURCES OF CONFLICT

- Perceptions and Paradigms
- Information
- Strategies
- Goals
- Values



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### PERCEPTIONS AND PARADIGMS

- Perceptions—your reality
- Paradigms—your way of thinking



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**PERCEPTIONS**

- Your perception is how you see and hear things
- Your perception influences what you hear and affects how you respond
- Some factors?...

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**PARADIGMS**

- Paradigm: a framework in which you understand things
- Paradigms include the way organizations and groups believe and how they understand things



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**OTHER SOURCES OF CONFLICT**

- |  |  |
|--|--|
| <p><b>Information:</b><br/>                 Difference in information/facts<br/>                 Easiest to solve: share necessary information</p>                 | <p><b>Goals:</b><br/>                 Differences in basic goals<br/>                 Harder to Solve: negotiation and compromise required</p>         |
| <p><b>Strategies:</b><br/>                 Common goal with different ideas on solution<br/>                 A bit harder to solve: problem-solving techniques</p> | <p><b>Values:</b><br/>                 Ideology differences<br/>                 Hardest to solve: understanding, respect, solution-based thinking</p> |

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**VALUES**



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**BASIC CONFLICT RESPONSE MODES**

- Self-Focused: fight for ones own desires, needs, goals, outcomes
- Cooperative: concern for the desires, needs, goals, outcomes of the other party

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### CONFLICT RESPONSE TECHNIQUES

- Avoidance
- Accommodation
- Compromise
- Asserting Power and Rights



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### FACTORS CONTRIBUTING TO CONFLICT

“There is a lot of human nature in people”  
--Mark Twain



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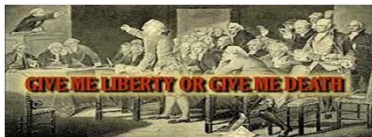
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### WHAT IS A POSITION?



- Proposed solution
- Often a demand: “I want”
- Often mutually exclusive to other positions
- Negotiable

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## WHAT IS AN INTEREST?

- Need not solution
- Answers the question: "Why?"
  - (Don't be fooled!)
- Non-negotiable
- Open to clarification not challenge



Bellingham

March 3, 2006

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## PLAN

- Break down components
- Develop steps
- Science and skill versus emotion

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## PERSPECTIVE

- This is business world
- This is Human Resources
- Not every conflict can be resolved
- Traps
- The "suffering rule"



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