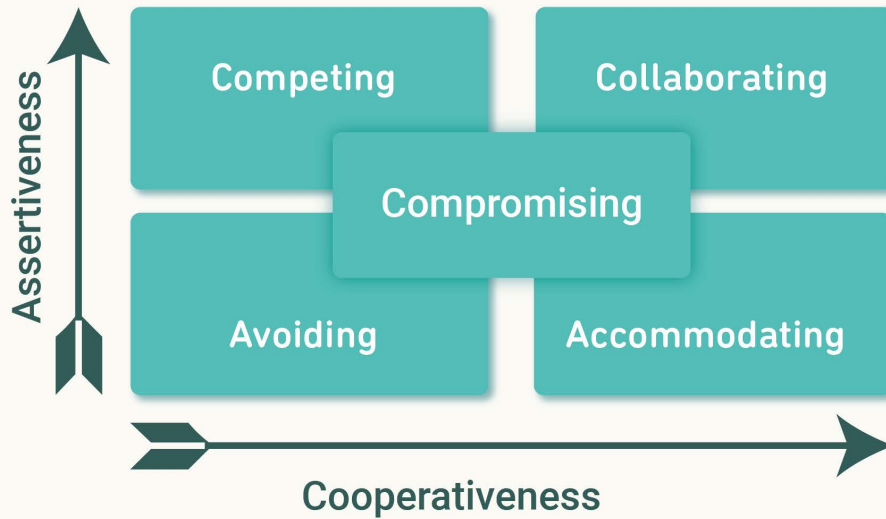


# Managing Conflict

## Styles of Conflict



Thomas - Kilmann Styles of Conflict  
Adapted from The Thomas-Kilmann Mode Instrument. Mountain View, CA: CCP, Inc., 1974

### Why flex your conflict style for different situations?

#### Competing

- » Decisive action is needed, speed
- » Involves rules and regulations
- » Risk of being taken advantage of is too high

#### Avoiding

- » Delaying might serve you well
- » Your power or influence is lower
- » Emotions are high and space is needed

#### Accommodating

- » Harmony is important
- » Issue is secondary to you, but very important to the other party

#### Collaborating

- » Creative solutions are important
- » Learn more
- » Involving everyone is the win

#### Compromising

- » Your ideal outcome is not critical
- » Equal power
- » Fallback options on collaborate or compete



## Quick Tips for Leaders

# Managing Conflict

## Constructive vs Destructive Conflict

### Constructive

- » Focus is on the facts, not feelings
- » Strives to keep relationships in tact
- » Focus is on the goals/outcomes
- » Feedback is direct, not sugar-coated nor emotional
- » Evolves into a cooperative exchange of ideas
- » Clarifies miscommunication or different expectations

VS

### Destructive

- » Focus is on blaming or shaming another
- » Is delivered with emotional tone and word choices
- » Usually not solution-focused
- » Focuses on people, not the problem(s)
- » Escalation and/or acting out of a lack of self-control
- » Can include avoidance and lack of communication

### Interest-Based Relational Approach to Facilitating Conflict Resolution

**STEP 1**  
All points of view are shared

Ask everyone to listen carefully to one another's point of view, and to use active listening skills so everyone feels heard.

**STEP 2**  
Agree on where the conflict lies

Separate facts from feelings. The parties agree on the facts, where the conflict lies, and then agree to work together to find a solution.

**STEP 3**  
Brainstorm resolutions

Each party comes up with several ideas to resolve their conflict. No one judges any ideas during this stage, just get them out there.

**STEP 4**  
Negotiate a resolution

Review possible solutions. Everyone works together to eliminate options that appear unworkable and select a resolution.

**STEP 5**  
Take action

Once an agreement has been reached on the resolution, the parties take action and implement the solution.

The Interest-Based Relational (IBR) Approach to Conflict.  
Adapted from <http://rpmconsultancy.com/ibr-conflict-management-strategy/>



## Quick Tips for Leaders