

# CONFLICT MANAGEMENT TRAINING



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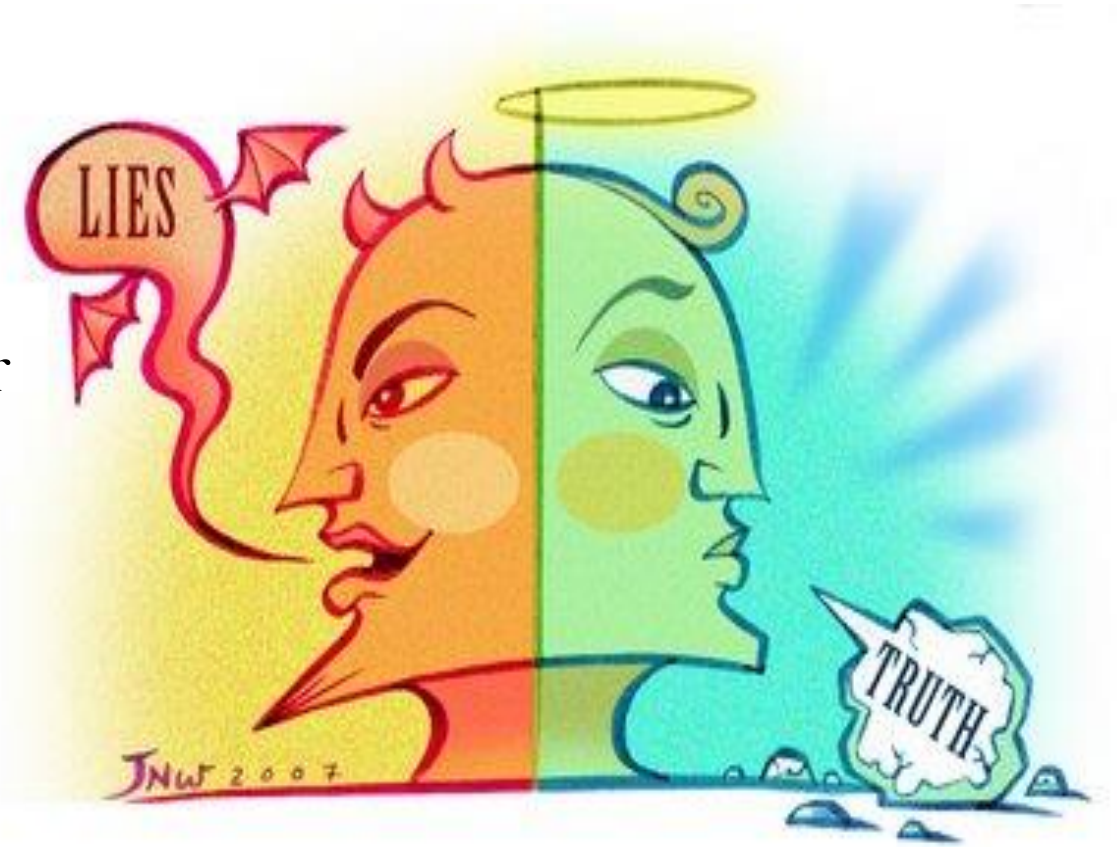
NYS Dispute Resolution Association





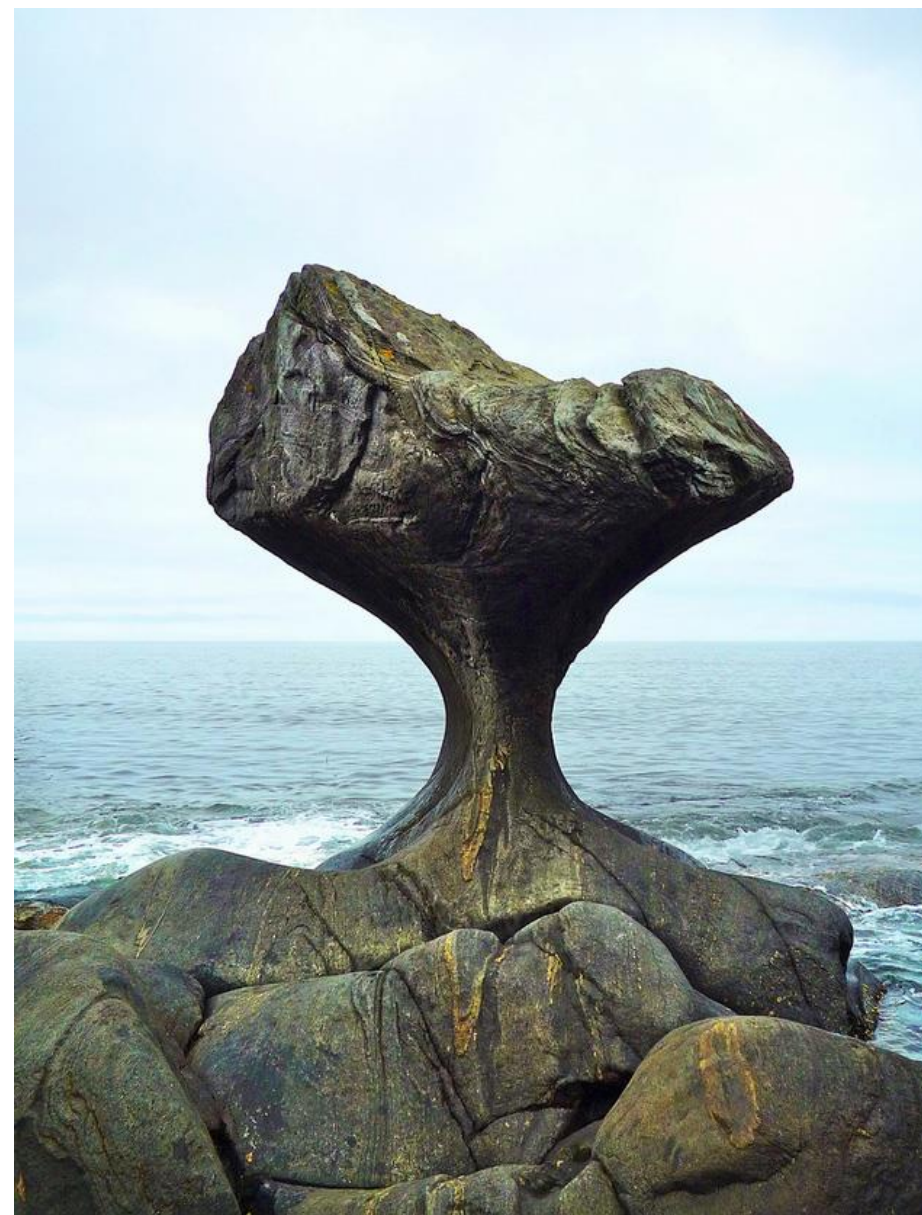
# The Truth

- Absolute truth often does not exist
- People with different experiences and perspectives may have different truths
- Truth is often not the most important factor in a dispute
- Fact-finding will often not resolve the problem between the parties
- Are you trained for fact-finding?



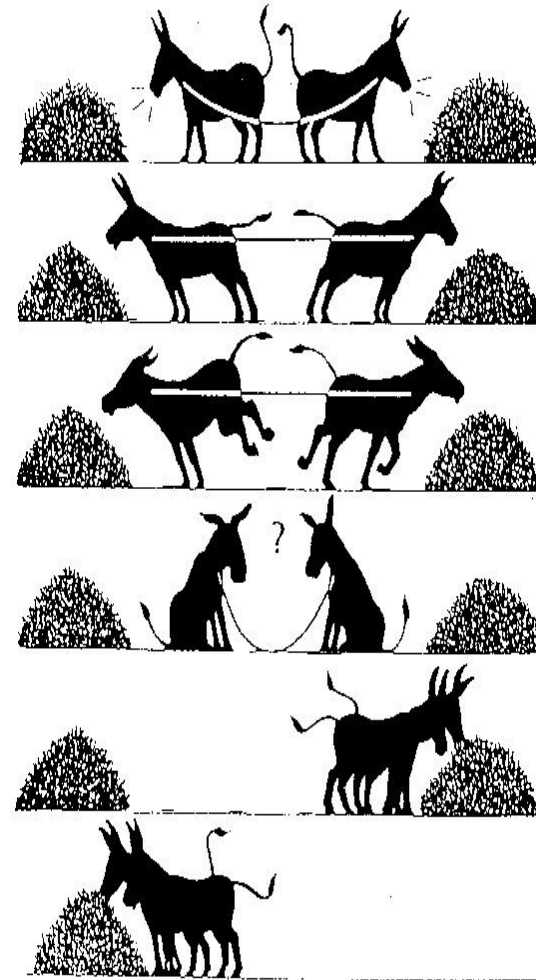






# The Nature of Conflict

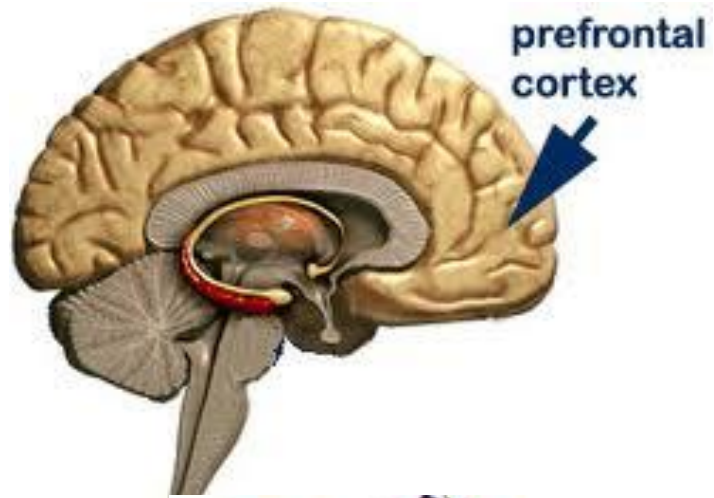
- Conflict is an inevitable part of life.
- Conflict signals a need for change.
- Conflict can result in a learning experience.
- Conflict can be positive and productive. If people express their feelings and needs in a positive and constructive way it reduces anxiety and prevents the escalation of conflict.
- Conflict can lead to positive growth in working and personal relationships.





**Amygdala**





I am experiencing a flood of sensation in my thumb. How very interesting.

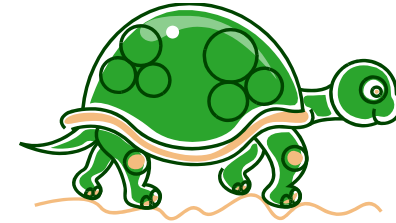


# The Third Side

- Fight
- Flight
- The Third Side



# Conflict Resolution Styles

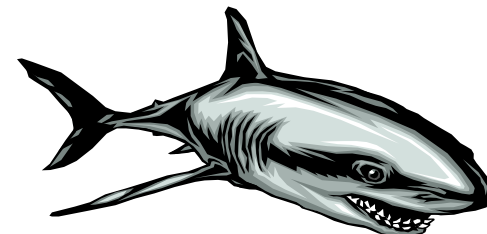
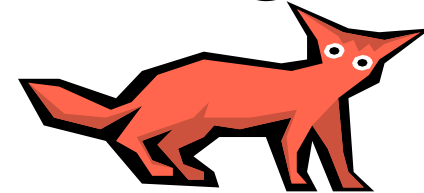


Every person has their own style or way of handling themselves in a conflict. Some use a variety of styles while others depend solely on one.

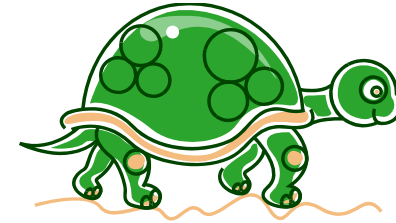
There are five distinct conflict resolution styles:

**Avoidance (turtle)** “Not now, maybe later” It is easier to withdraw than to face difficult issues.

**Accommodation (teddy bear)**. “Let’s try it your way”. Values relationships over goals and will give up on goals in order to be liked.



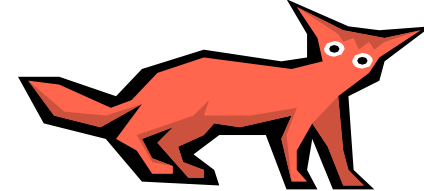
# Conflict Resolution Styles



**Compromise (fox)** “Let's make a deal” Looks for a solution where each gives up something



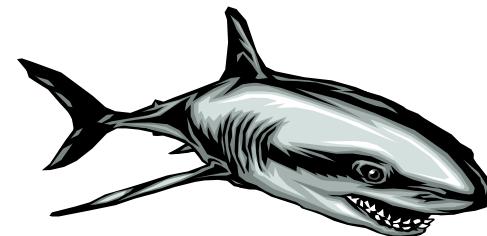
**Problem Solving (owl)** “Let's work it out together”. Values both goals and relationships



*Problem solving process is the only conflict resolution style that allows for the potential of a win-win outcome.*



**Confrontation (shark)** “Hit head on” Tries to overpower opponents. Goals are important, relationships aren't.





# Low to High Concern for Other

Low to High  
Concern for Self

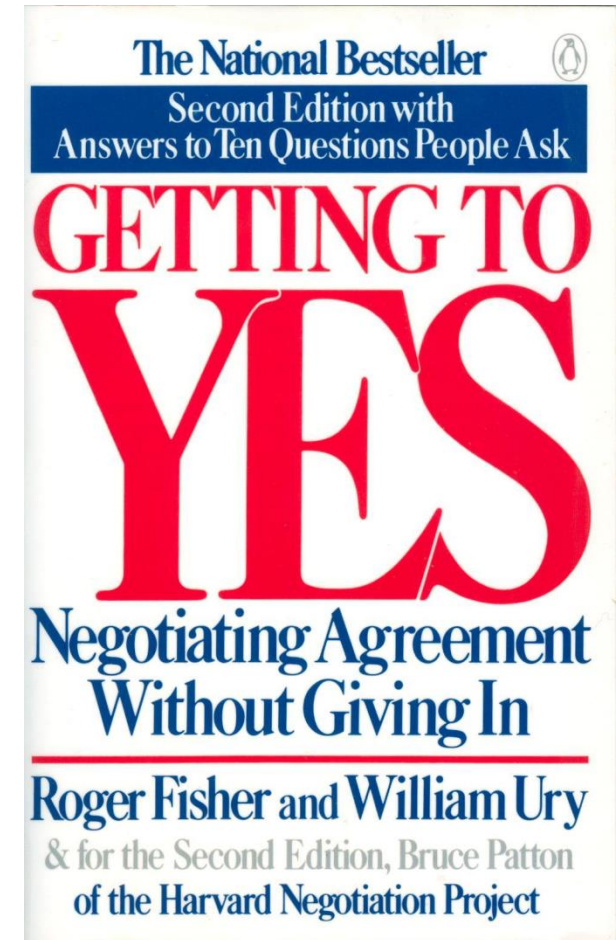


“Seek first to understand,  
then to be understood”

Steven Covey/St Francis of Assisi

# Fisher & Ury: Interest-Based Negotiation

- Separate the People from the Problems
- Go to the Balcony
- Know Everyone's BATNA (Best Alternative to a Negotiated Agreement)
- Focus on interests, not positions or values
- Explore options for mutual gain
- Use objective criteria





# WIN-WIN OUTCOMES

- Housemates each want/need 1 orange
- Only one orange remains
- Shark result?
- Fox result?
- Owl result?
- Zest?



# VALUES

- **Ethics** (good - bad, virtue - vice, moral - immoral - amoral, right - wrong)
- **Aesthetics** (beautiful, ugly, unbalanced, pleasing)
- **Doctrinal** (political, ideological, religious or social beliefs and values)



# Positions

A proposed outcome that represents one way among many that issues might be resolved and interests met.

Explicit demands made during a negotiation, although the underlying interests may be broader and quite different.

The declared stance which will be strongly defended by a negotiator.



# Interests

The reason and motivation behind a negotiating position

Interests are considered to be the motivating factor(s) and underlying reasons behind the 'position' adopted by a negotiating party. They often entail some combination of economic, security, recognition, and control issues, or the desires, concerns, aims or goals of a negotiating party in a negotiation process.

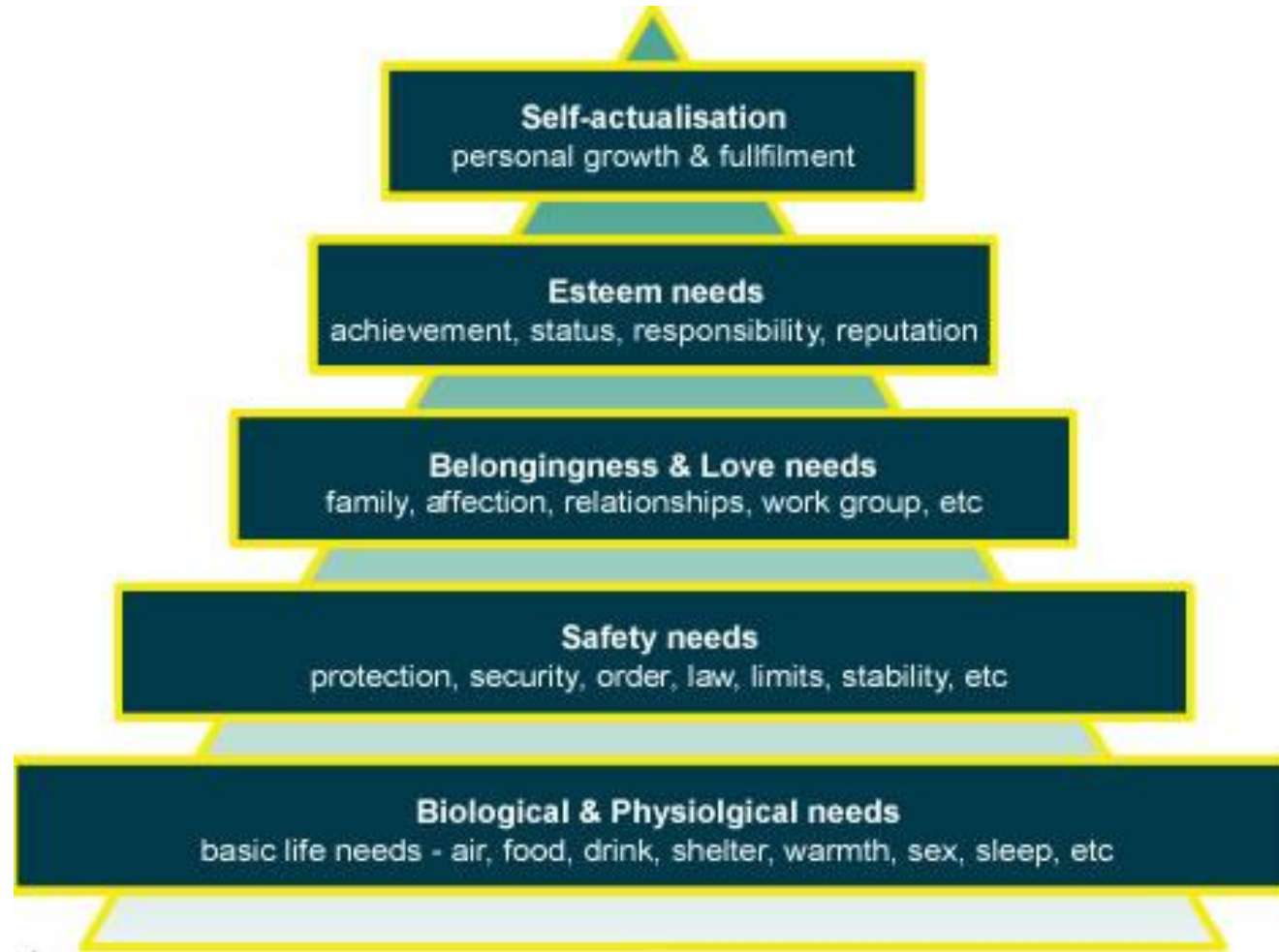


# Cool Down Your Conflict

**Positions**

**Needs**

# MASLOW'S HIERARCHY OF NEEDS



# Examples of Needs/Interests

- Autonomy/ Freedom
- Respect/ Fairness
- Trust/ Reassurance
- Equality/ Justice
- Being heard/  
Appreciation
- Predictability/  
Consistency
- Acknowledgement/  
Recognition
- Understanding/ Clarity
- Growth/ Healing
- Safety/ Shelter
- Self worth/ Respect
- Honesty/ Authenticity
- Independence/ Choice
- Support/ Cooperation
- Friendship/ Sharing
- Community/ Family

# Conflict Ladder



- Needs/interests
- Positions
- Values

# LISTENING SKILLS

## 1. Pay Attention

- Give the speaker your undivided attention,
- Observe non-verbal communication
- Look at the speaker directly.
- Put aside distracting thoughts.
- Don't mentally prepare a rebuttal!
- Avoid being distracted by side conversations.

## 2. Show That You're Listening

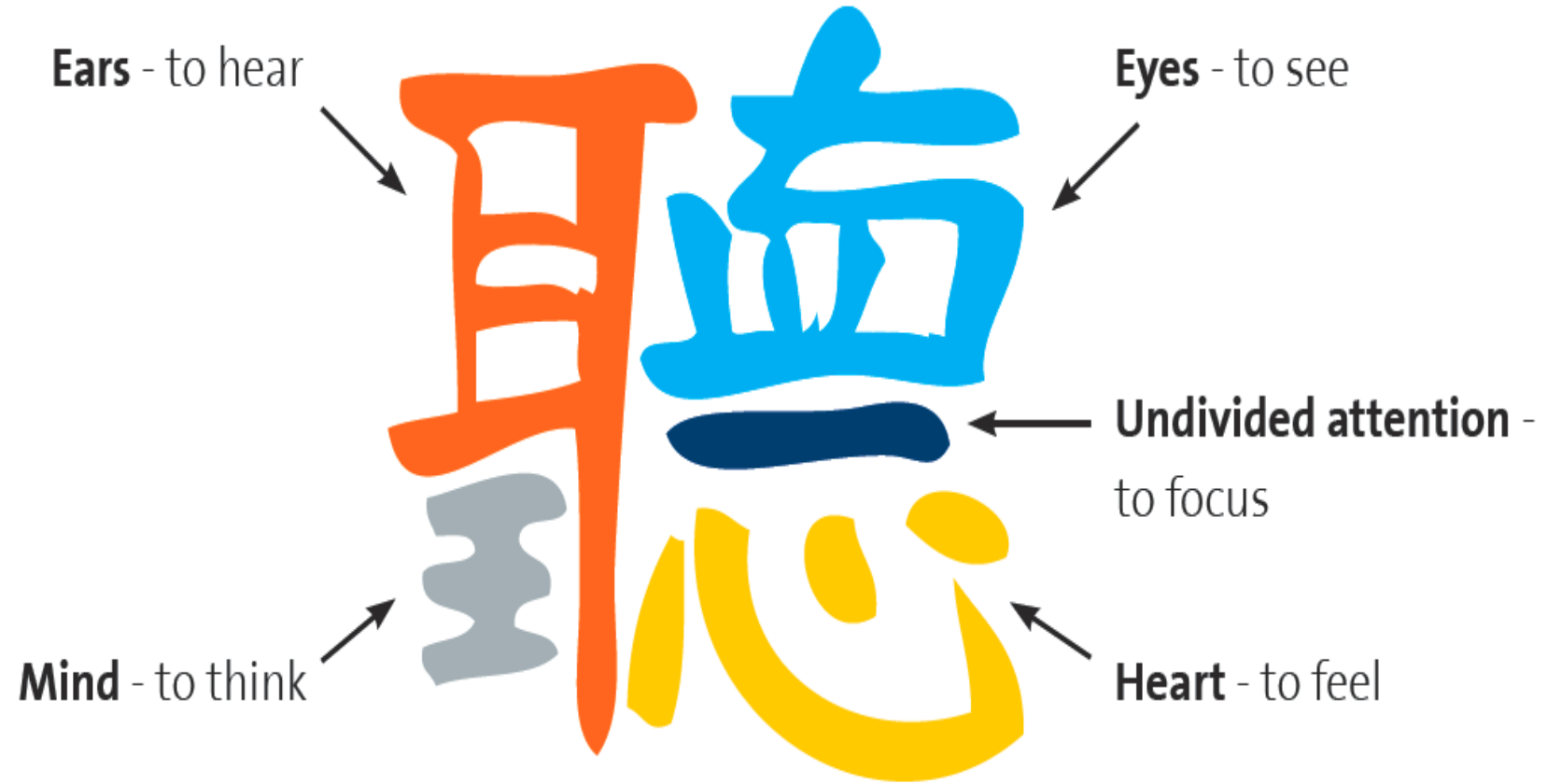
- Use your own body language and gestures to convey your attention.
- Nod occasionally.
- Smile and use other facial expressions.
- Encourage the speaker to continue with small verbal comments like yes, and uh huh.

## 3. Provide Feedback

- Reflect and summarize what is being said and ask questions to be sure you have understood: "What I'm hearing is", and "Sounds like you are saying," "What do you mean when you say." "Is this what you mean?"
- Keep judgments and opinions to yourself.



# Listening Skills





# 3 LEVELS OF LISTENING

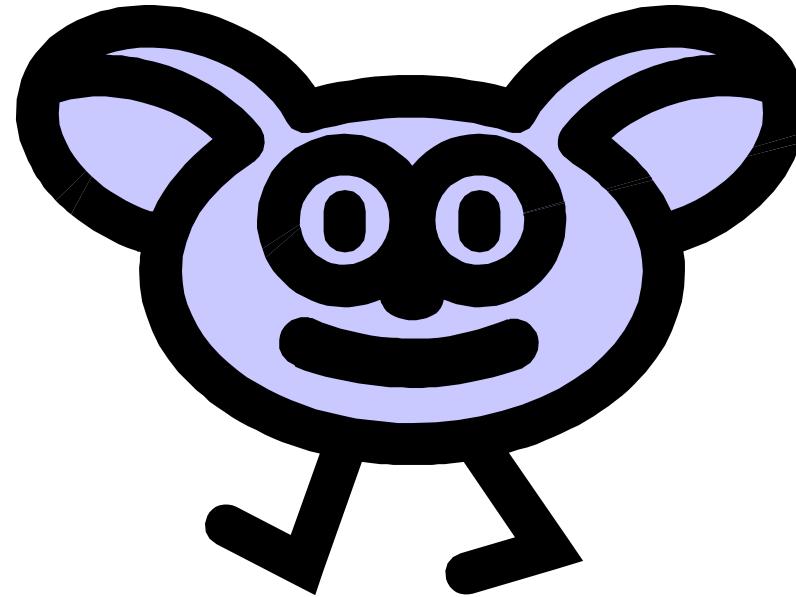
- Facts (what)
- Needs (why)
- Emotions (wtf)





# Eight Ways We Don't Listen

- **Mind Reader**  
Thinking “what is the person really thinking or feeling?”
- **Rehearser** - “Here’s what I’ll say next.”
- **Filterer** - Selective listening
- **Dreamer** - Drifting off
- **Identifier**  
Referring everything to your own experience
- **Derailer**  
Changes the subject quickly
- **Sparrer**  
Belittle or discount
- **Placater**  
Agree with everything to be nice or to avoid conflict



Source: *The Writing Lab*, Purdue University Press

# Breaker Switches/Hot Buttons

- Things that drive you crazy
- Types of people for whom you have limited tolerance
- Character traits that cause you to lose patience and not be a good listener





In groups of 3 - 5, talk about some of your hot buttons.

When your buttons are pushed, how does it affect the outcome of a conflict situation?

Have your hot buttons ever gotten you into trouble?

What strategies do you employ to manage your hot buttons?

# Managing Hot Buttons/Breaker Switches



- Self-awareness
- Go to the balcony
- Count
- Breathe
- Silence
- I'm outta here!
- Others?



# Five Elements of an Apology



- Expressing regret
- Accepting responsibility
- Making restitution
- Expressing future intent
- Requesting forgiveness

*“I am sorry”*

*“I was wrong”*

*“What can I do to  
make it right?”*

*“I’ll try not to do  
that again”*

*“Will you please  
forgive me?”*

from **“The Five Languages of Apology”**, by Jennifer Thomas and Gary Chapman

# APOLOGY STUDY

Percent of victims accepting a settlement offer  
in an accident case:

Full apology w/ 3 R's (Regret;  
Responsibility; Reform) -- 73%

No statement or apology -- 53%

Partial apology ("I'm sorry that you were  
hurt") -- 35%



# USE OF SILENCE



# WHEN IN DOUBT, ASK QUESTIONS!

Scared

On shaky ground

Angry

Don't know how to answer

A question shows caring

Buys you time

Gathers information and  
knowledge





# QUESTIONING TECHNIQUES



## OPEN QUESTION:

*A question with a lengthy answer that usually involves someone's opinion.*

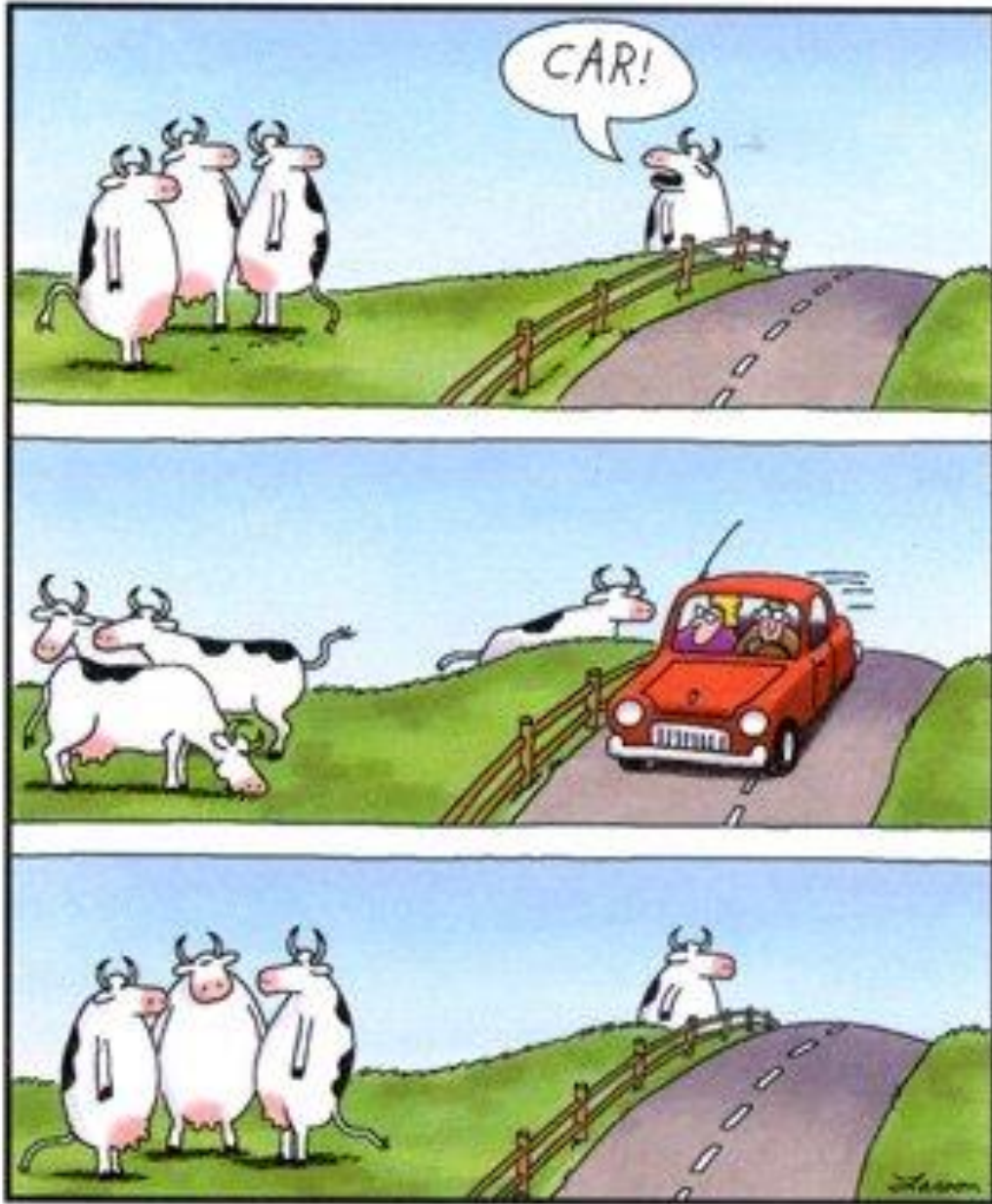
## CLOSED QUESTION:

*A question with one answer, usually yes or no.*

# USE MEDIATION

- Bring in a pro
- Conflict is stuck
- Conflict is damaging the organization/municipality
- Good management decision
- Free or low cost services at Community  
Dispute Resolution Centers
- <http://www.nycourts.gov/ip/adr/cdrc.shtml>





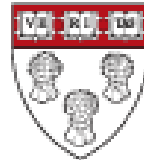


NYS Dispute Resolution Association



# PROGRAM ON NEGOTIATION

H A R V A R D L A W S C H O O L



<http://www.pon.harvard.edu/free-reports/>



In groups of 4-5, discuss the following question:

How good a job does the public hearing process do in promoting constructive public input and conflict management?



## **New York State Dispute Resolution Association, Inc.**

**Ph: (518) 587-2240 Fax: (518) 687-2245**  
**[www.nysdra.org](http://www.nysdra.org)**

*NYSDRA is a membership organization  
committed to the use and promotion of  
peaceful dispute resolution.*

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