Conflict Resolution

Learn how to:
• Diagnose your own conflict style.
• Apply a problem-solving approach to conflict.
• Navigate and moderate challenging conversations.

Understanding Conflict
• Conflict is both natural and inevitable.
• Honesty and clear communication play a vital role.
• Acknowledge there are many ways to resolve conflicts.

Learn Your Conflict Style
• Collaborating (The Owl): The goal is to find a win-win solution.
• Competing (The Shark): The goal is to win.
• Avoiding (The Turtle): The goal is to delay.
• Accommodating (The Teddy Bear): The goal is to yield.
• Compromising (The Fox): The goal is to find middle ground.

Determine How Your Style Has Worked for You
• When has your conflict style been effective in a group setting?
• When has your conflict style caused challenges in a group setting?
• What would be a constructive way of handling conflicts in the future, given what you know about your conflict style?
• What would you like others to know about how to work effectively with you, given your style of conflict?

Learn to Reframe
• Reframing is a special form of rephrasing.
• Reframing is restating what a party has said in order to capture the message and remove negative overtones in order to move forward.

Reframing Example
“Frank never lets me have a say in the project. I’ve tried a million times to suggest ideas!”

Options for reframing:
• “How might your team change the way you approach the collaboration in the future?”
• “It sounds like it’s been difficult in the past to have equal voice amongst the team.
• “It sounds like you have a lot of ideas that you’d like to contribute.”

Techniques to use:
• Generalizing to eliminate the personal attack
• Moving from the past to the future
• Finding common ground
• Restating content without value-laded language
• Working from overgeneralized accusations to specific examples
• Changing the context by finding positive
Conflict Management Styles Assessment
Please CIRCLE ONE response that best describes you. Be honest, this survey is designed to help you learn about your conflict management style. There are no right or wrong answers!

Scoring the Conflict Management Styles Assessment
As stated, the 15 statements correspond to the five conflict management styles. To find your most preferred style, total the points for each style. The style with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, all styles have pros and cons, so it’s important that you can use the most appropriate style for each conflict situation.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I discuss issues with others to try to find solutions that meet everyone’s needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. I try to negotiate and use a give-and-take approach to problem situations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>3. I try to meet the expectations of others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>4. I would argue my case and insist on the advantages of my point of view.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>8. I prefer to compromise when solving problems and just move on.</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>9. I find conflicts exhilarating; I enjoy the battle of wits that usually follows.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10. Being in a disagreement with other people makes me feel uncomfortable and anxious.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>11. I try to meet the wishes of my friends and family.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12. I can figure out what needs to be done and I am usually right.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>13. To break deadlocks, I would meet people halfway.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14. I may not get what I want but it’s a small price to pay for keeping the peace.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15. I avoid hard feelings by keeping my disagreements with others to myself.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

My conflict management style is: