

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.

Styles of Conflict Management and their Representative Animals

Owls view conflict as a problem to be solved and seek a solution that achieves both their goals and the goals of the other person.



Turtles tend to value avoiding confrontation more than either their goals or relationships. They often find it easier to withdraw from a conflict than to face it.



Sharks typically value their goals over relationships, meaning that if forced to choose, they would seek to achieve their goals even at the cost of the relationship involved.



Teddy Bears typically value relationships over their own goals; and prefer to avoid conflict because they believe addressing it will damage relationships.



Foxes are concerned with both their relationships with others and their goals. They give up part of their goals and persuade the other person in a conflict to give up part of their goals.



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!

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

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.



Collaborating



Competing



Avoiding



Accommodating



Compromising

Collaborating (questions 1, 5, 7): _____

Competing: (questions 4, 9, 12): _____

Avoiding: (questions 6, 10, 15): _____

Accommodating: (questions 3, 11, 14): _____

Compromising: (questions 2, 8, 13) _____

My conflict management style is:
