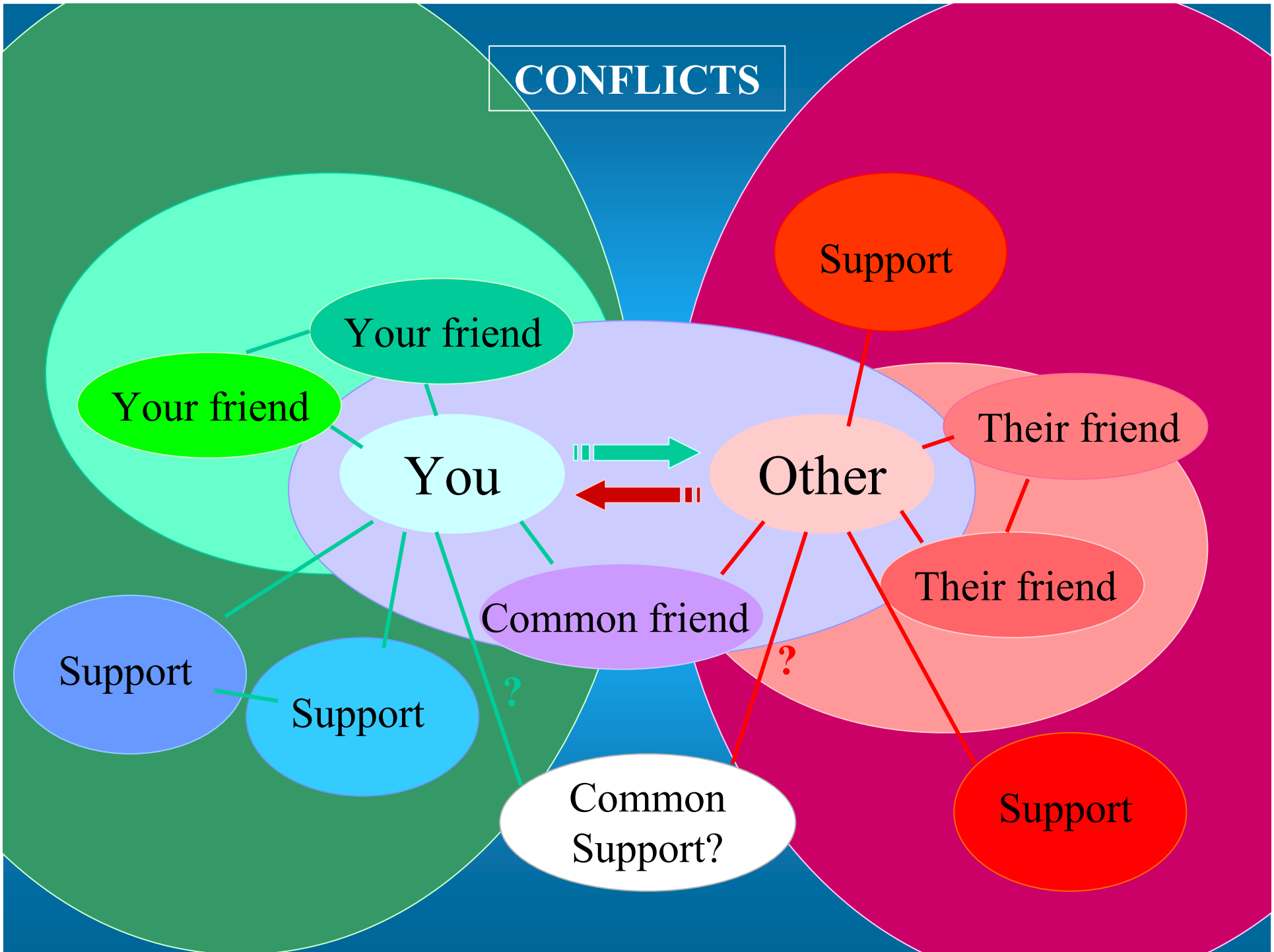


TOOLS FOR A CONFLICT  
MANAGEMENT

CONSOLIDATION SEMINAR  
LTTC DIVERSITY AND  
COHESION

# CONFLICTS



# CONFLICTS

## REASONS FOR CONFLICTS

- Personal

Needs for confidence, trust, appreciation etc.challenged

- Values

Personal, cultural, political values, which are worth dying for

- Interests

How to share ressources (money, space, things, time)

- Instrumental

Disagreements on goals, methods, structures, and procedures

# CONFLICTS

## DIVERSITY

**Putting differences together creates a potential for conflict**

Bad aspects of conflicts: Conflicts based on

- Prejudice: Personal needs are not met and values not accepted
- Discrimination: No equal access to resources / power

Good aspects of conflicts: Conflicts based on

- Difference in values, knowledge, opinion, points of view, ways of working
- Difference acknowledged and used

**Managed well conflicts has the potential of CREATIVITY**

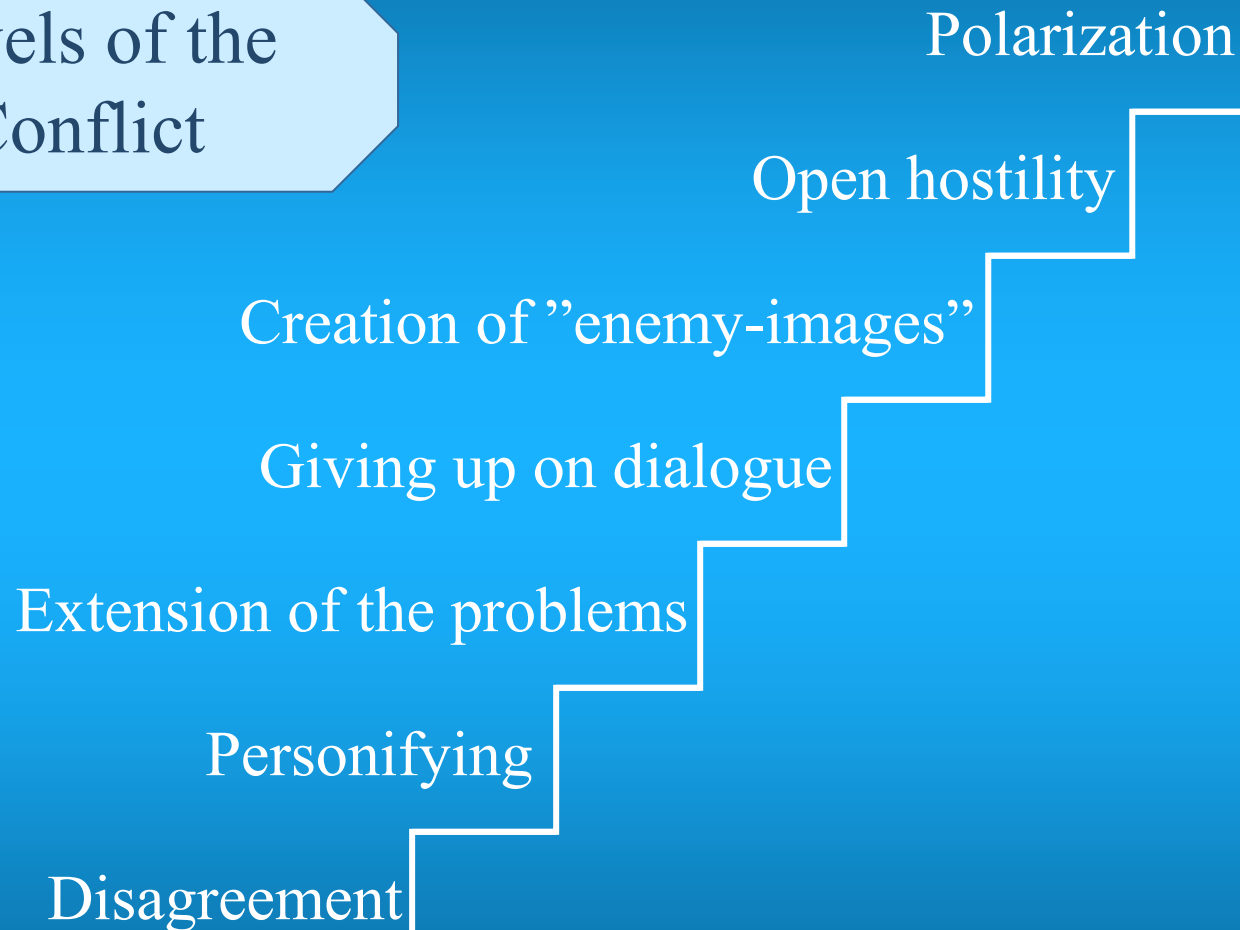
**CONFLICTS**

**POWER**

**What happens  
when one part has  
more power than  
the other?**

## CONFLICTS

### Levels of the Conflict



## CONFLICTS

Manifestation  
of the Conflict

All collaboration stops  
(conflict might continue)

Threats etc. Pendul mediation

Looking for allies:  
"You are with me or against us"

Don't talk with but about each other Involve third party (mediator)

You never give positive feedback  
and you are irresponsible.... Dialogue (Active Listening)

"You are stupid" Dialogue (Active Listening)

Argument about a joke Separate case and person

What to do?

# CONFLICTS

## REASONS FOR CONFLICTS

### WORKSHEET

Discuss the conflicts you have encountered during the phase of your project

-Which reasons do they have.

-Note that conflicts often have a mix of reasons

- Personal
- Values
- Interests
- Instrumental
- Power



Choose a real life conflict in your organization involving yourself,  
anything from small discomfort to a big crises

WORKSHEET

### Disagreements

What was the specific incident / problem? (How did it start?)

What were the feelings you had in the situation?

What were your thoughts about it?

Did you feel misunderstood? (feelings, motives or responsibilities misinterpreted)

### Personifying

Which other persons were involved in the incident?

How did you feel about this / these person(s)

### Extension of the problems

Which other things confirmed your negative attitude about this person?

Did an escalation happen – a major argument / fight?

### Giving up on dialogue

Did you stop talking to each other / start avoiding each other?

What did you say about this / these person(s) to others?

### Creating enemy-images

Who did you try to get as your allies

Did conflicts with others occur because they did not agree with you on this issue

### Open hostility / Polarization

Were extreme actions taken?

# CONFLICTS

## How to intervene in Conflicts

# CONFLICTS

high

legislation

Authority of third party

mediation

negotiation

low

In the hands of the parties

high

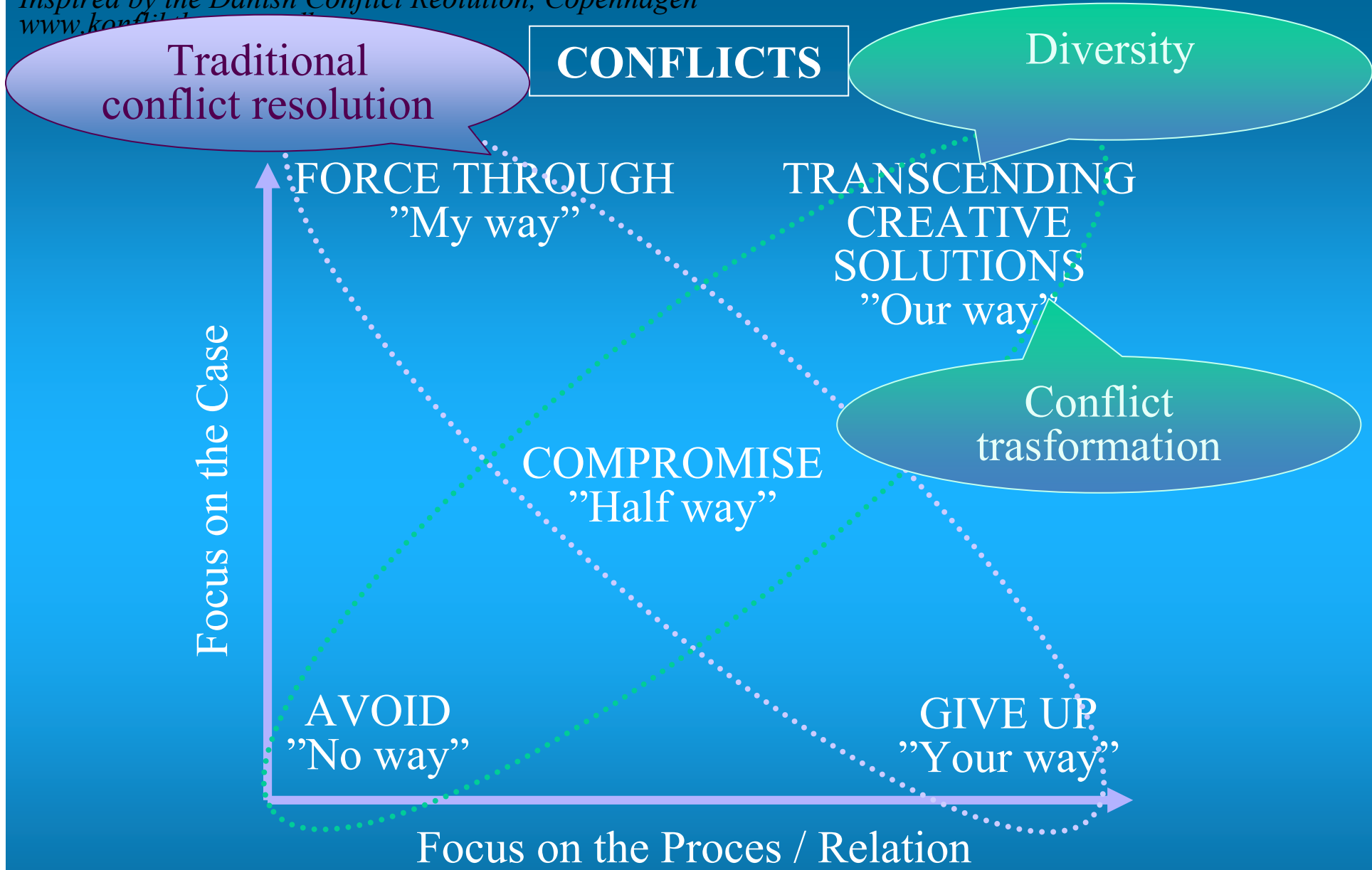
# CONFLICTS

Focus on the product

Legislation  
Negotiation

Mediation

Focus on the process



## CONFLICTS

### CLARYFYING THE CONFLICT

Using communication strategies which make the parts

- Open up the factual issues as well as
- The emotional issues

# CONFLICTS

## LANGUAGE AND BEHAVIOUR THAT....

### Escalate the conflict

- Interrupting
- Asking closed questions
- Ignoring
- Rejecting body language

### De-escalate the conflict

- Listening
- Asking open questions
- Show interest
- Open body language

## CONFLICTS

### ACTIVE LISTENING

- Silence

Using nonverbal signs of interest

- Show acknowledgement

I understand that you...

- Encourage to tell more

Can you tell more about....

- Repeat words or phrases

Angry!  
He was shouting!

- Summing up

Let me see if I understood you correctly...



# CONFLICTS

**So  
now  
what?**

## CONFLICTS

### LANGUAGE AND BEHAVIOUR THAT....

#### Escalate the conflict

- Focusing on the person (blaming)
- Generalise
- Focusing on the past
- *Making "you"-statements*

#### De-escalate the conflict

- Focusing on the problem (show understanding)
- Give specific/concrete examples
- Focusing on the future
- *Making "I"-statements*

## CONFLICTS

### I-Message

When You *told the joke about minorities this morning*  
(describe the other persons behaviour objectively)

then *I felt dis-respected.*  
(describe what you feel)

Because *I need to feel acknowledged and appreciated  
for my competences regardless of my ethnicity*  
(describe which needs you have for...)

therefore I would like to ask you to *give me specific feed-back  
on my performance and take care of how your jokes  
may be perceived of others in the future.*

(forward your request)

## CONFLICTS

### ASKING QUESTIONS

- Exploring the other person's situation and needs and how the parties' behaviour is related to each other

Examples:

- ”How would you feel if it was you?”
- ”How do you think she understands the conflict?”
- ”What do you think his needs are?”
- ”Which impressions do you think he gets, when you.....”

- Asking about wishes and possibilities for the future

Examples:

- ”What would you like to happen?”
- ”What do you think he would like to happen?”
- ”What would happen if.....?”

# CONFLICTS

## Learning Points:

- The parts of a conflict can be individuals or groups
- There are different elements behind conflicts (e.g. personal needs, resources)
- There are different levels of conflicts and different suitable interventions for each level
- A conflict is neither positive nor negative
- Conflicts can escalate and conflict can be transformed into CREATIVITY

# CONFLICTS

## Learning Points:

- Good communication skills are essential both for parts of the conflict and third parties
- Active listening helps clarifying the situation, needs and wishes of the other part / the parties
- I-statements works against misunderstandings and blaming
- Asking about relations and the future further explores and starts transforming the conflict through finding a common understanding

# CONFLICTS

## Learning Points:

- Diversity increases the potential of conflicts
- Diversity increases the potential of creativity  
... if the conflicts are managed well and transformed into new ideas
- Stereotyping & prejudice should be dealt with
- Discrimination based on certain groups low power position should be eliminated
- It's important to work on how to release the creativity through democratic and participatory team work

# CONFLICTS

## Learning Points:

- Can you think of any other learning points??