

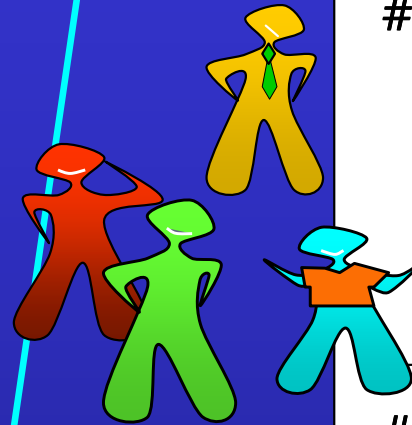


Everyday Collaborative Conflict Resolution A Quick-Study Tutorial

Susan Woods, Henderson Woods, LLC

Hi. I'm going to guide you through a quick tutorial in collaborative conflict resolution with the help of my friends over there.

Let's make it real. Think of a recent dispute. Take out a piece of paper & mark it in quadrants as shown. Write the issue in #1. Click to the next slide when you're ready.



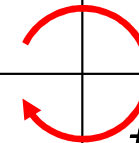
#1 Issue in Dispute

#2 Positions

Write the issue here

#4 Issue Reframed

#3 Concerns

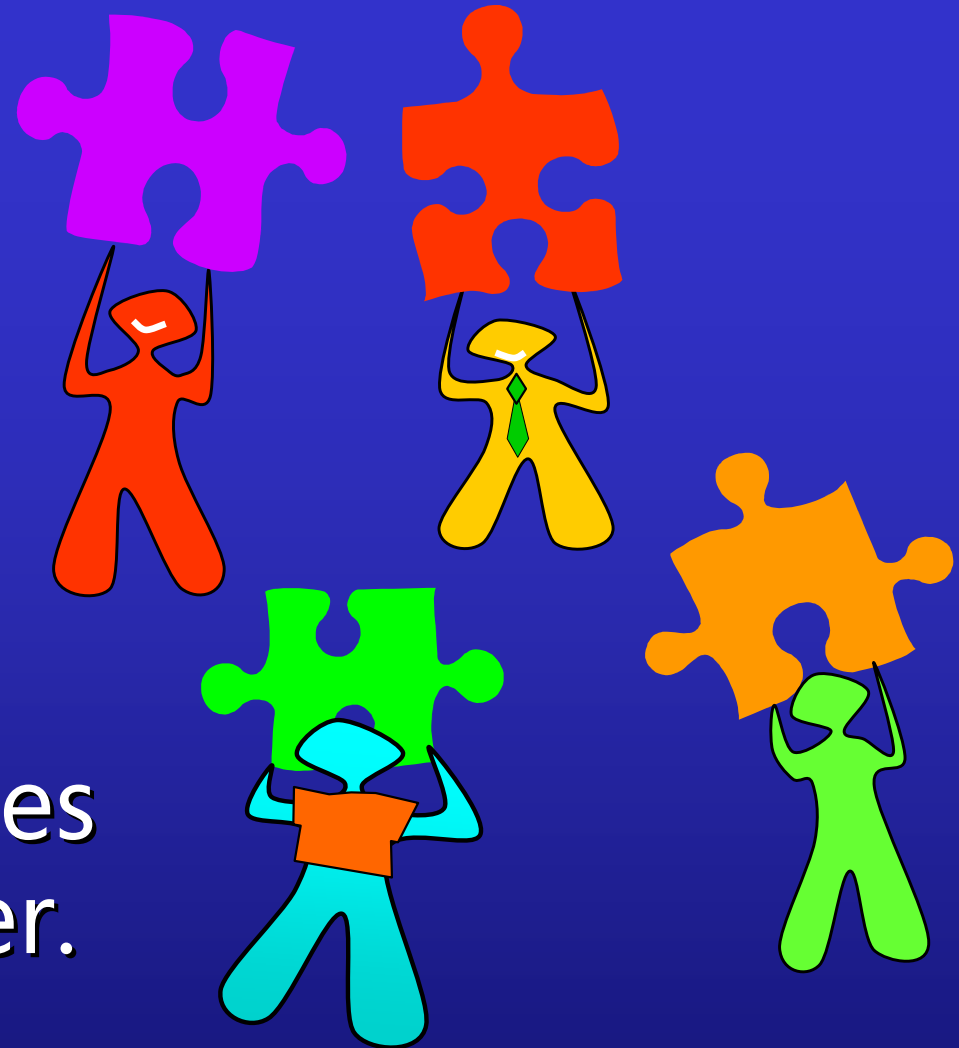


If no immediate conflict comes to mind, think of the last time you decided to go out to eat with a spouse or a friend & could not agree on a place. Tension?

Conflict
is like a puzzle.

Every party
brings a piece.

The key is
discovering the pieces
to put them together.

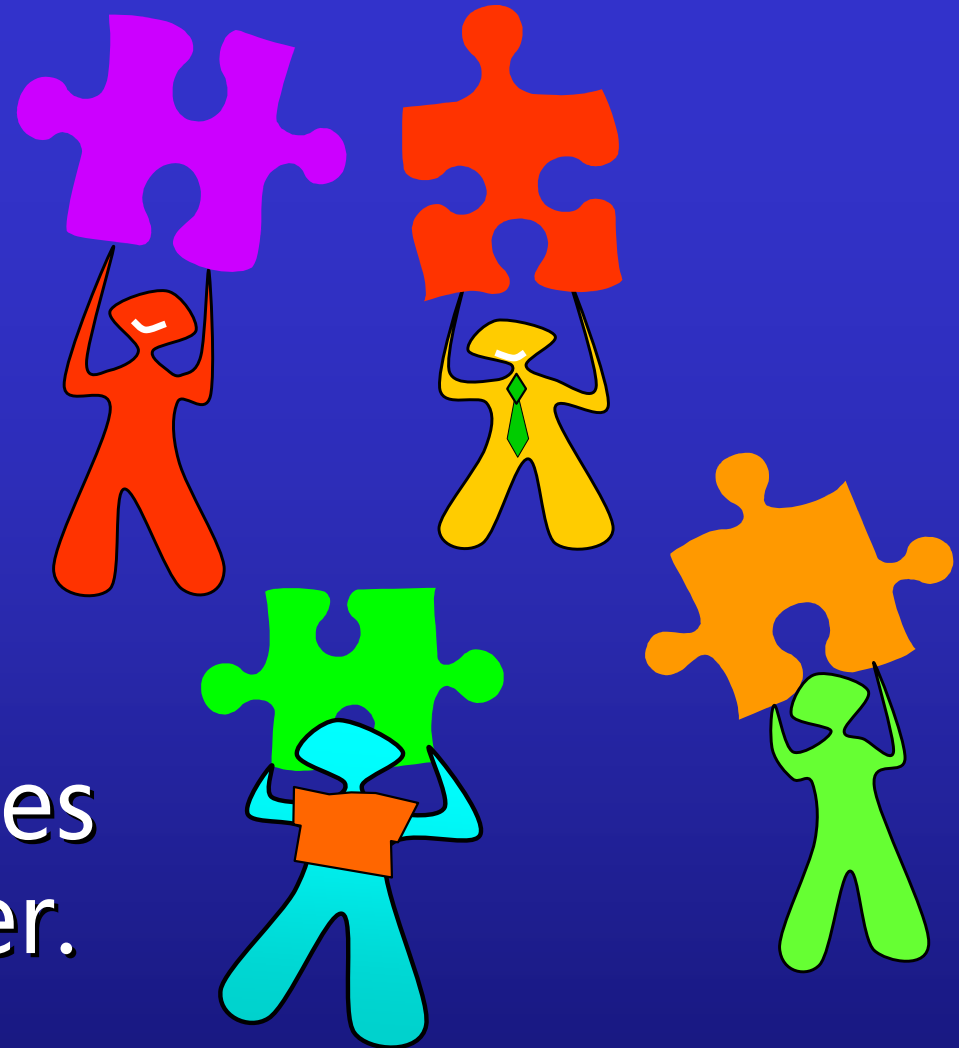


Success is in the conversation!
Opportunity is nowhere!

Conflict
is like a puzzle.

Every party
brings a piece.

The key is
discovering the pieces
to put them together.



Success is in the conversation!
Opportunity is now here! ✓

Many conflicts can be resolved in a way that works for everyone.



Because people block progress...

Caught up in
the Argument

Sidetracked
By Hostility

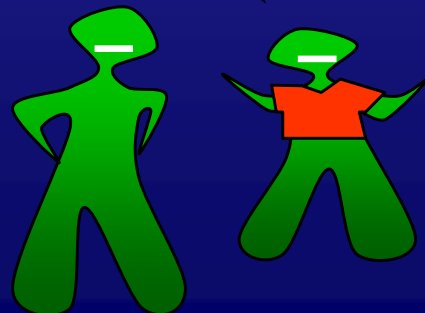
Overlooking
Key Information



People argue from Positions

Position

This is what
should happen.



Position

*Are you crazy?!!
No, we should do
this. . .*



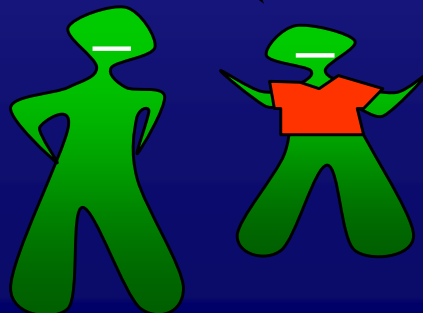
Positions Clash

Position

This is what
should happen.

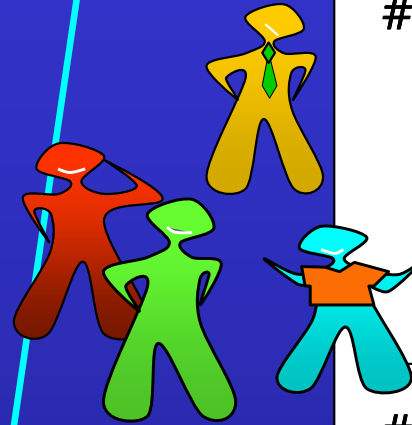
Position

*you crazy?!!
do, we should do
this...*



In #2, write the positions - yours and theirs - for the conflict you selected.

Now think back. When they assert their position, what are you likely doing? Paying attention to their point of view or waiting for your turn to counter what they just said, to explain why you're right and they're wrong? Uhmmm?



#1 Issue in Dispute

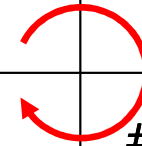
Write the issue here

#2 Positions

Write what you think should happen; what they think should happen.

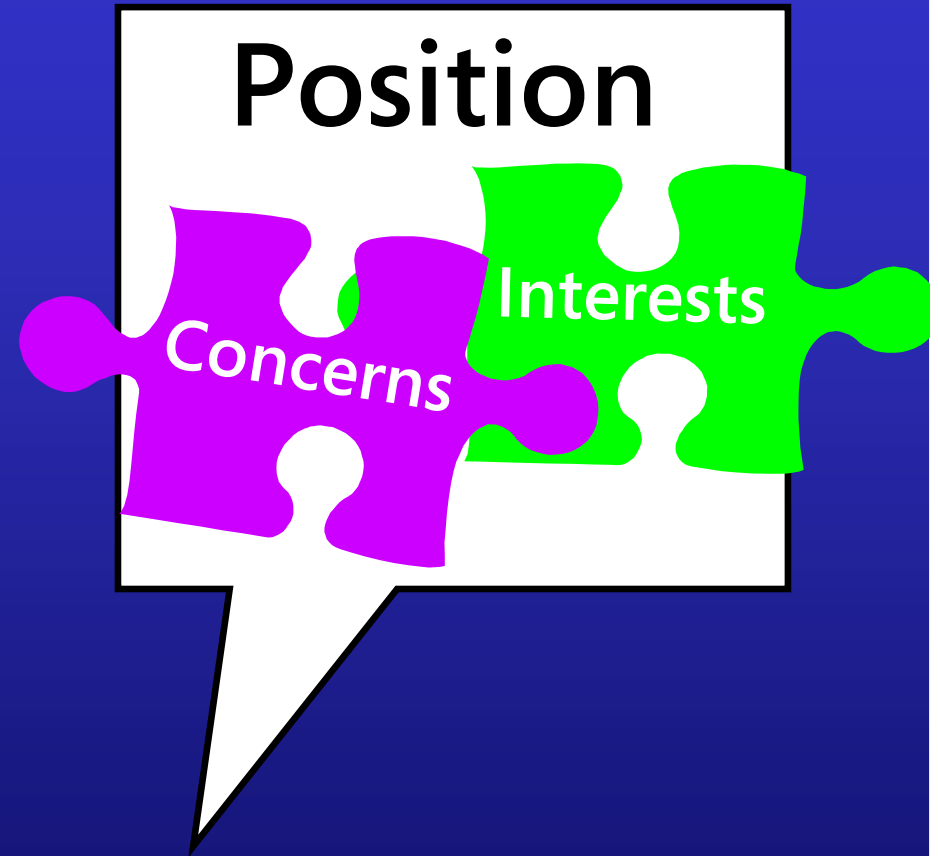
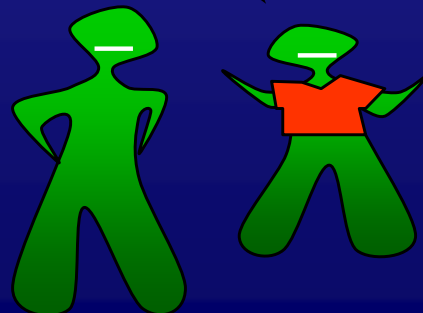
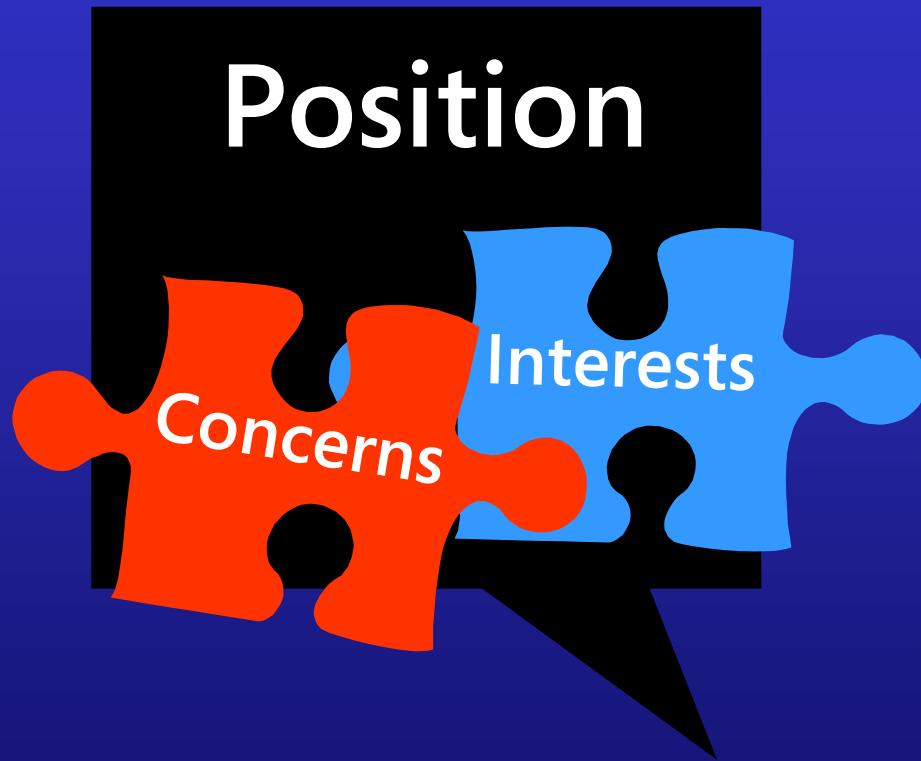
#4 Issue Reframed

#3 Concerns

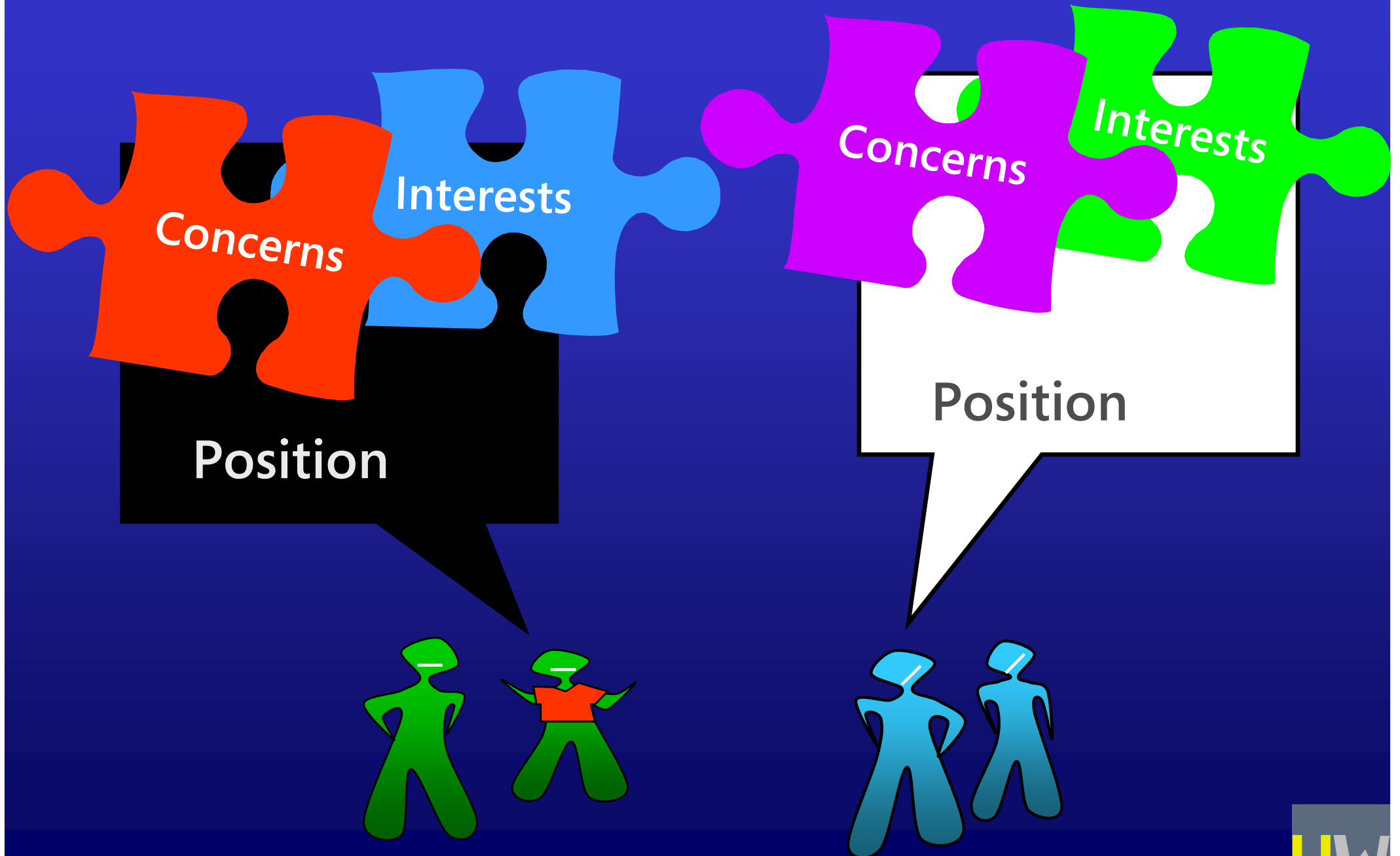


When the discourse collapses to position trading, point - counterpoint, the resolution process has stalled. This happens when the parties too quickly focus on solution and fail to work the issue. Tension escalates.

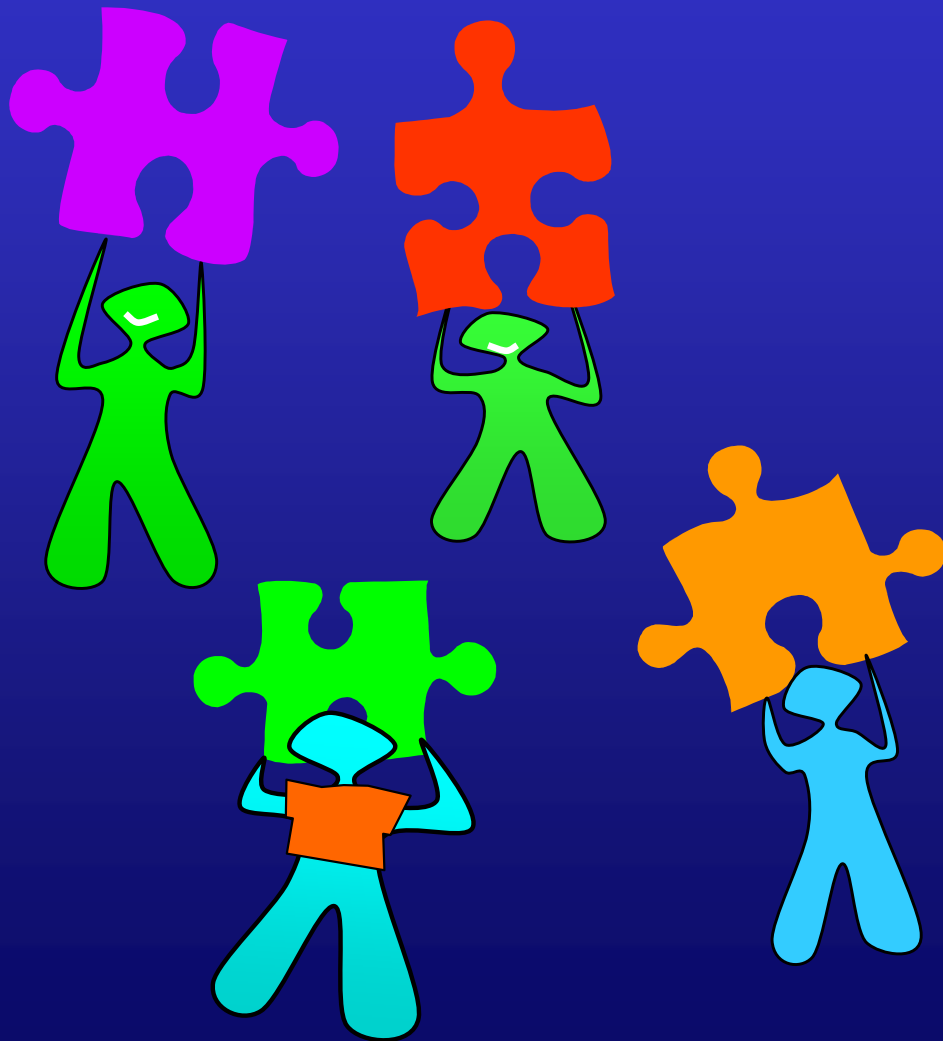
Positions are driven by underlying concerns, needs & interests.



So, Surface Concerns



Concerns inform the reasons WHY the parties assert the positions they do.

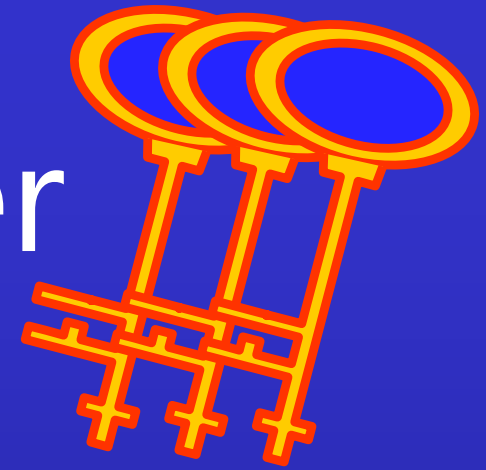


Positions are a single solution.

But there is always more than one way to satisfy a concern.

Conflict resolution is the search for these alternatives.

3 Keys to Remember



Surfacing Concerns



reveals

Missing Information

that
enables



Mutual Solution-Finding

In your example, what concerns are met by the position you favor?

Positions are merely an initial preferred solution, i.e. just one option for what might happen. Moving from positions to concerns opens possibility.

In #3, write all the concerns that need to be addressed in this issue- yours & theirs.



#1 Issue in Dispute

Write the issue here

#2 Positions

Write what you think should happen; what they think should happen.



#4 Issue Reframed

#3 Concerns

Write all the concerns that either side is seeking to address.



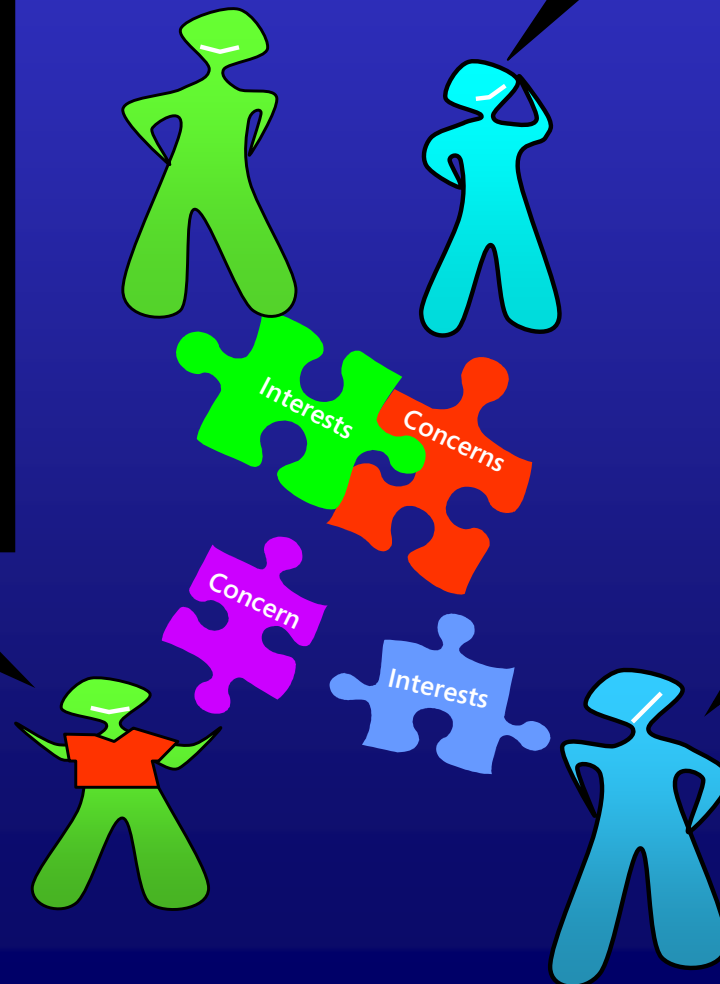
Collaborative conflict resolution uses concerns to redraft the issue as a mutual problem-solving question.

Redraft the Issue using Concerns

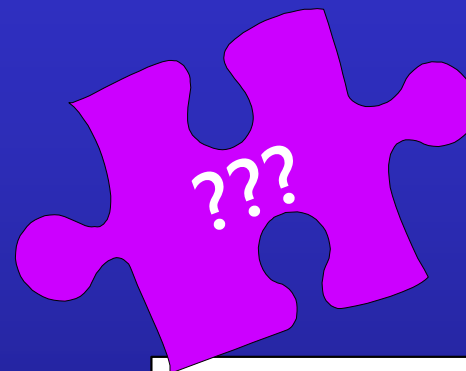
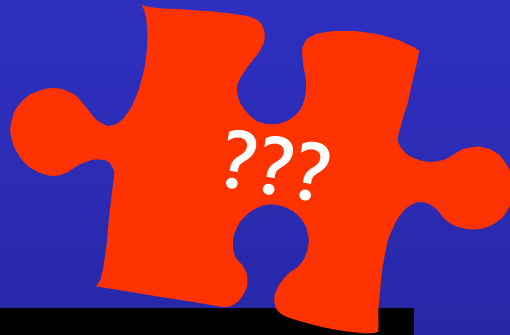
What can we do that satisfies our concerns and addresses their interests?

So, what are we really talking about here?

How can we help them in a way that works for us?

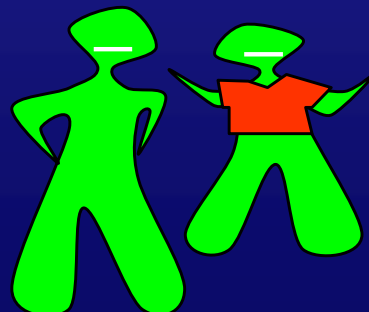


For example, what concerns do you see in the exchange below?



Our way is fast.
We need to
save time!

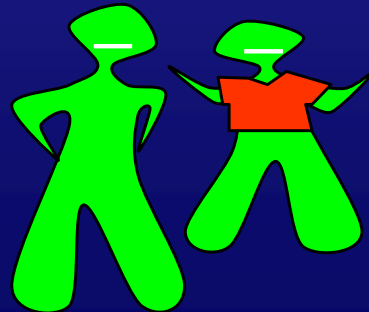
And our way
will get noticed!



Did you catch these concerns?



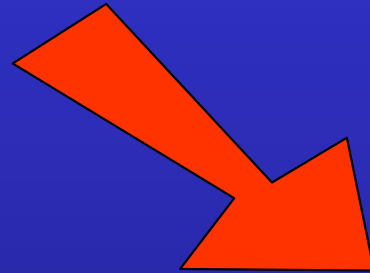
Our way is f
We need to
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our way
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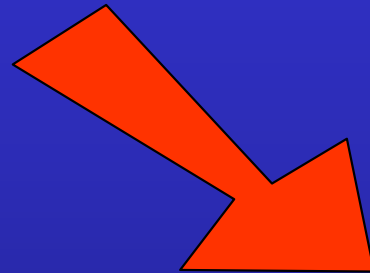
Use concerns to redraft the issue as a problem-solving question.



Redraft the Issue —



Use concerns to redraft the issue as a problem-solving question.



Redraft the Issue —

How can we do this quickly in a way that gets noticed?



In #4, draft a restatement of the issue as a problem-solving question centered around the concerns of both parties.

If you're using a real-time conflict, this redraft will only be a suggestion at this point. You need to work with the other side to confirm their concerns and to share yours with them.



#1 Issue in Dispute

Write the issue here

#2 Positions

Write what you think should happen; what they think should happen.



#4 Issue Reframed

Write problem-solving issue question.

#3 Concerns

Write all the concerns that either side is seeking to address.



Redrafting the issue as a problem-solving question draws the parties into working together and guides them to consider new possibilities for a mutually acceptable solution.

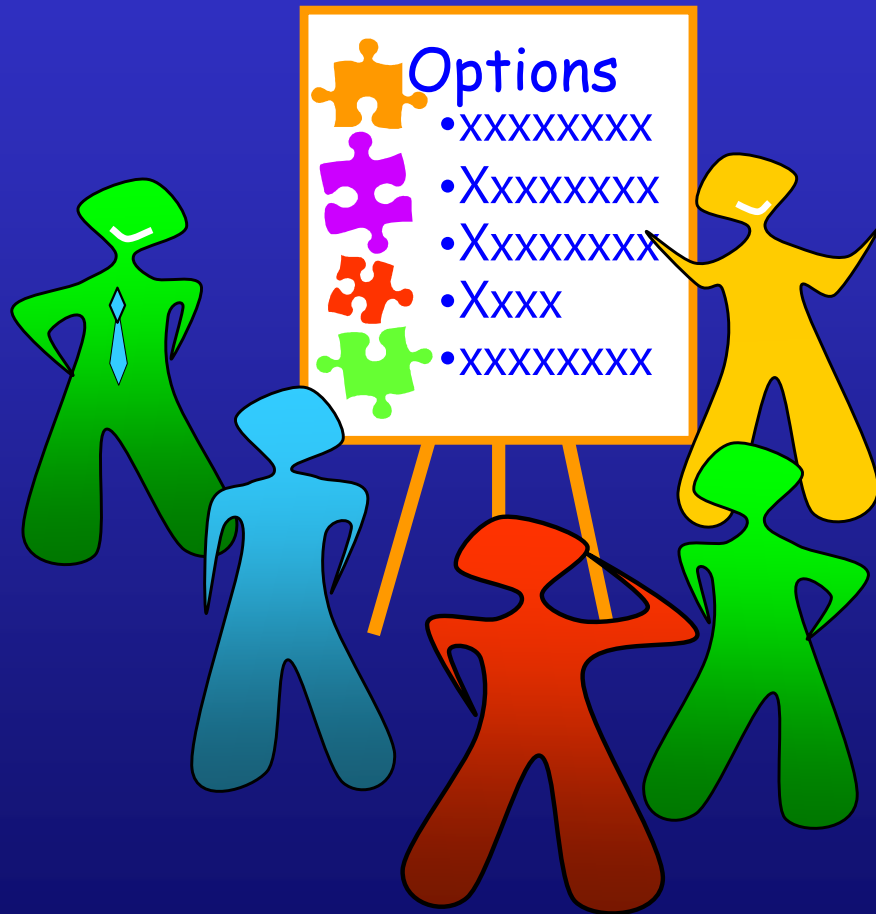
Now, on to Mutual Solution Finding ...

→ Brainstorm Multiple Options before Deciding

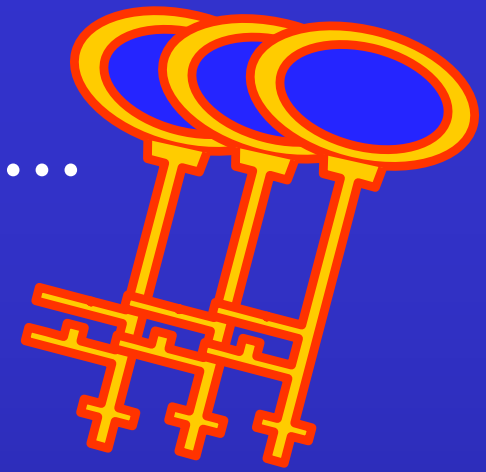
→ Evaluate Options by Concerns & Objective Solution Criteria

→ Select the Best Acceptable to All

→ Check Back to see if it's working



The process works because ...



Surfacing Concerns



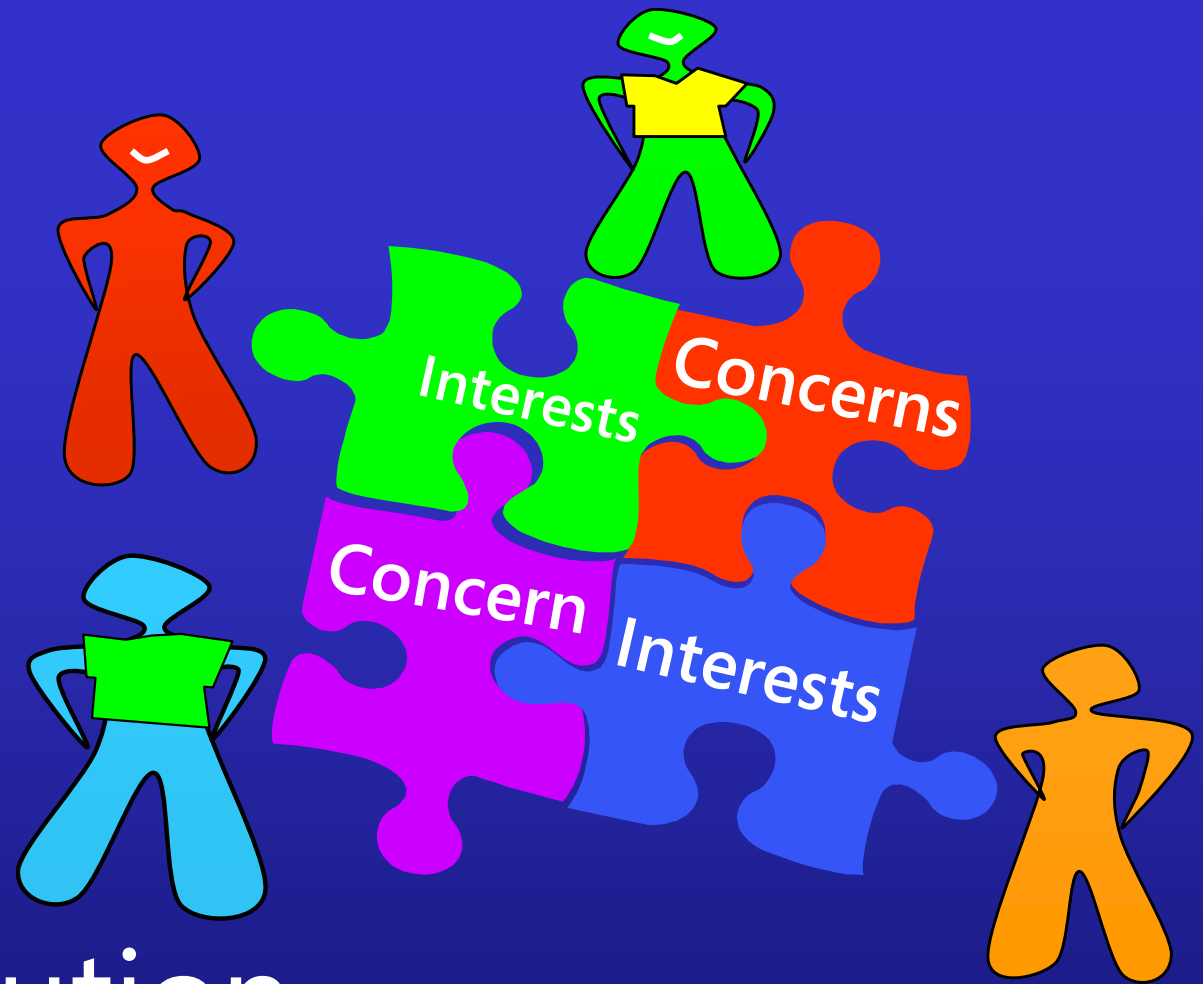
reveals

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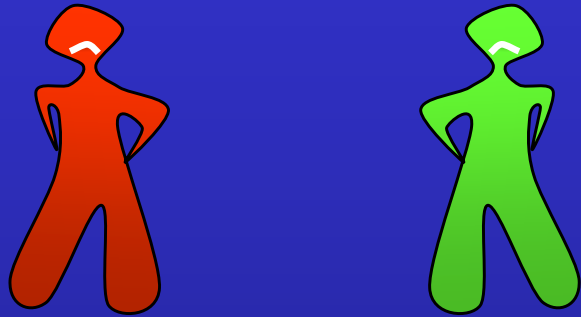


Mutual Solution-Finding



Collaborative
Conflict Resolution
frames conflict as an opportunity
for Mutual Solution-Finding.

Possible Conflict Outcomes



Breakdown



One-sided

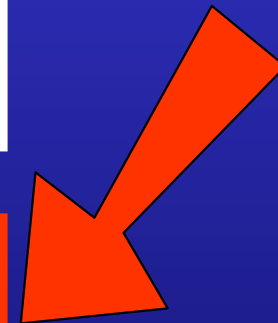


Compromise



Success

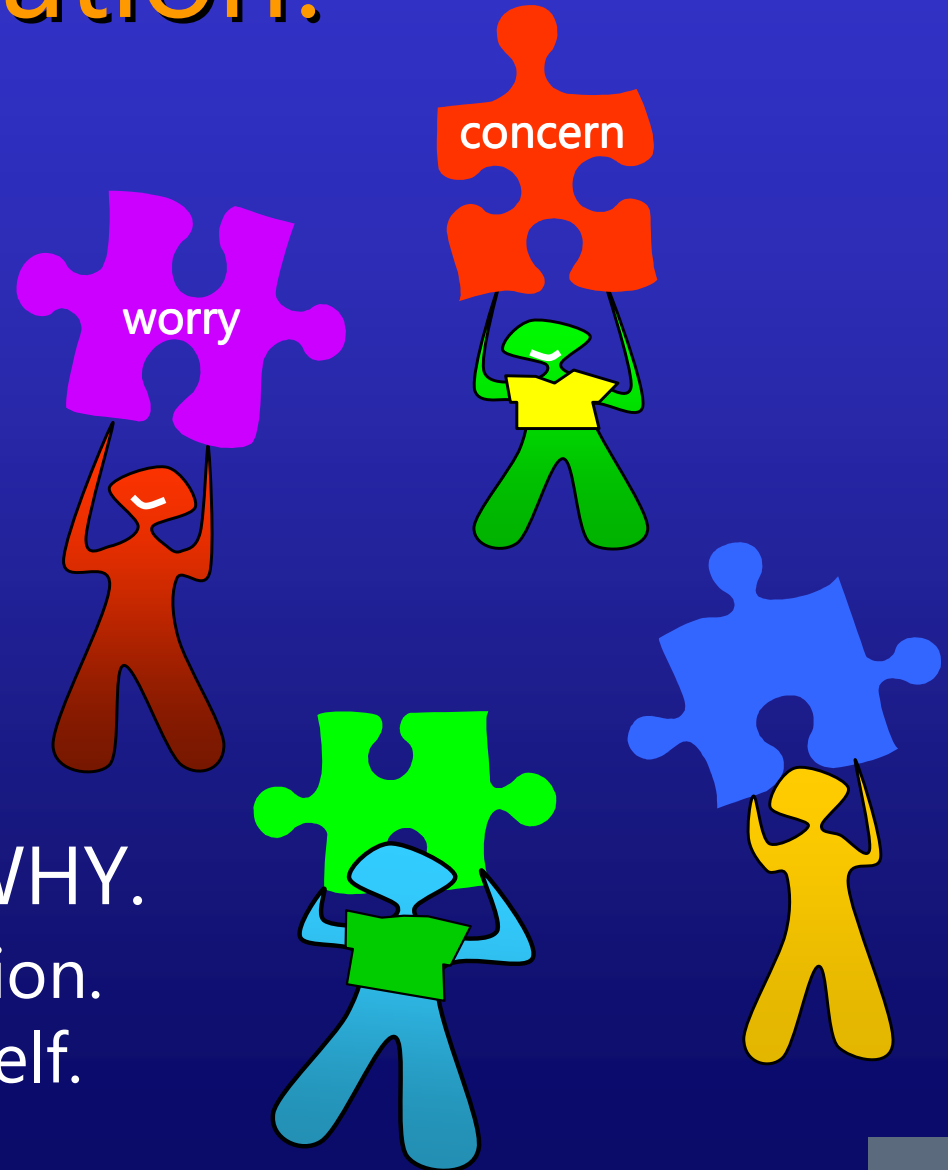
Collaborative
Conflict
Resolution
increases the
likelihood of
Success!



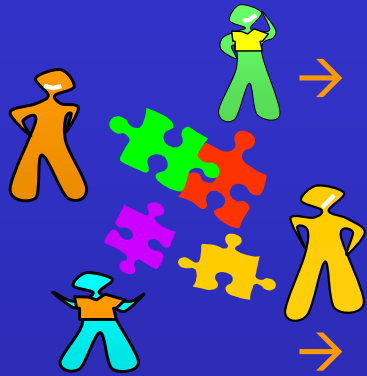
Successful
solutions are
superior to
compromise.

The best way to get there — Open the Conversation!

- ✓ Set positions aside.
Don't rush to solutions.
Surface concerns.
- ✓ Take time to learn
about the other side's
concerns & share yours.
- ✓ Ask questions & listen. Ask WHY.
Discover missing information.
Talk to them, not to yourself.



→ Conflict may be about substance — selecting a restaurant, or relationship — the way people treat one another.



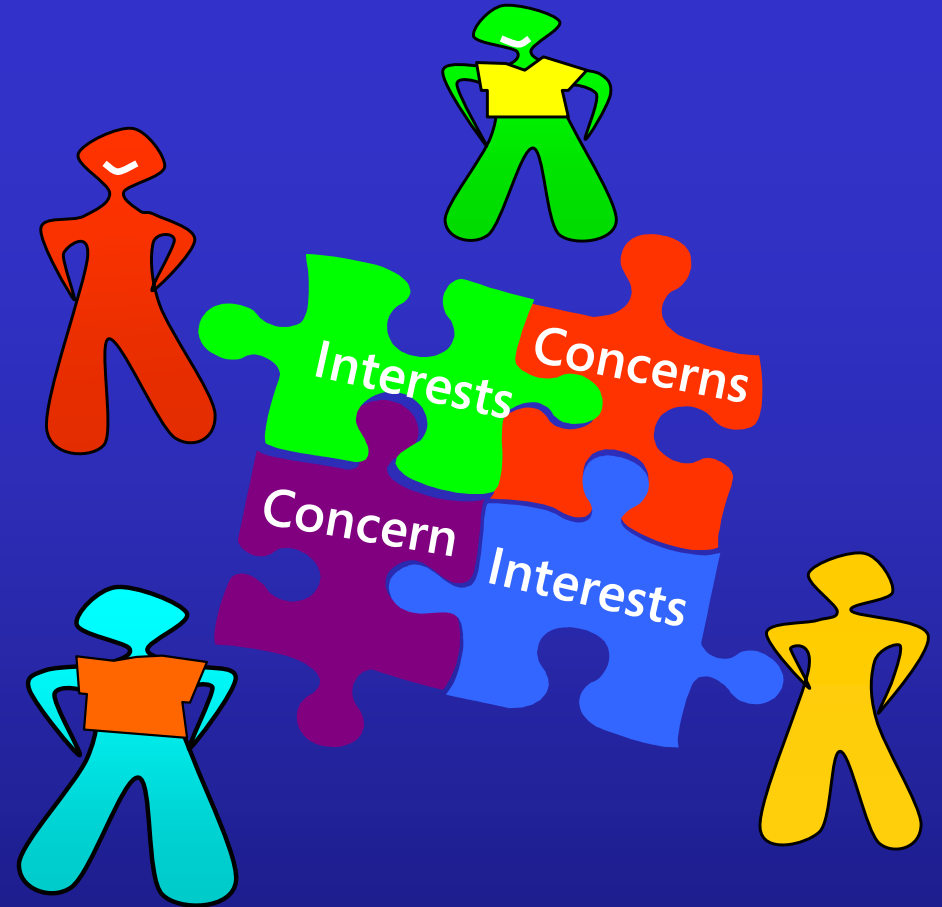
→ With relational conflict, storytelling is important. Learning to engage dialogue, listen with empathy, recognize and acknowledge one another's perspective, even if different, communicates respect.

→ Resolving substantive conflict collaboratively calls for creative problem-solving. Conflict is resolved when the parties engage in working toward an outcome all sides find acceptable because underlying concerns are addressed. A process that transparently works toward this end is likely to be perceived as fair, motivates compliance and strengthens working relationships.

→ Using a collaborative approach to conflict resolution is a strategic choice. The process of surfacing concerns works for everyday interpersonal conflict as well as institutional labor-management negotiations.

→ This tutorial simplifies the process to highlight the basics. When applied to collective bargaining, the process is more complex. The fundamental concept still applies. Surfacing concerns reveals missing information to enable mutual solution-finding.

Thank YOU!



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