

While the definition of conflict and our feelings about it tend to be negative, conflict itself does not need to be negative! How we manage our conflict can sway the outcome, our feelings about the way it was handled, and the people involved conflict.

### ***What is CONFLICT MANAGEMENT?***

Conflict management is what we're doing when we identify and deal with conflict in a reasonable manner. We use skills like effective communication, problem solving, and negotiating. When we resolve issues, we need to focus on the things we need or desire as a group, and not things needed or wanted by individuals. This helps us work together instead of against each other.



### **About Conflict Busters:**

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Jacklyn A. Bruce, Ph.D., Assistant  
Professor- Youth Leadership Development.



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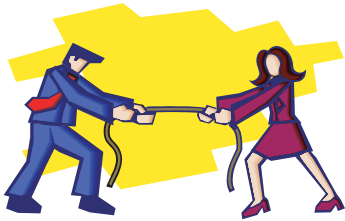
**Conflict BUSTERS**

**A**



**Helping Teams  
Manage Conflict**

Welcome to Conflict Busters! This is the first in a series of bulletins on managing conflict. These bulletins are for youth and adults working with youth. Each bulletin gives ideas and provides activities on how to help manage conflict within groups.



### *What is CONFLICT??*

Webster's Dictionary defines conflict as "a battle, contest of opposing forces, discord, antagonism existing between primitive desires, instincts and moral, religious, or ethical ideals." Conflict occurs when two or more people or organizations disagree because their needs, wants, goals, or values are different. Hurt feelings, anger, bruised egos, and poor communication are all the precursors to conflict. However, conflict is NOT the end of the world, or your team or group. Some tools have been developed that will help us all recognize conflict and deal with it so that our group or team can move on, stronger than before.



### *How does conflict begin?*

Most all of us have been in a conflict at some point in our lives. But did we know that conflict was coming? Could we have seen it, and "headed it off at the pass"?



### *What are red flags of conflict?*

- Body language
- Disagreements, regardless of issue
- Withholding bad news
- Surprises
- Strong public statements
- Airing disagreements through media
- Conflicts in value systems
- Desire for power
- Increasing lack of support
- Open disagreement
- Lack of candor on budget problems or other sensitive issues
- Lack of clear goals
- No discussion of progress, failed goals, and inability to evaluate leaders fairly, thoroughly, or at all.

Conflict almost always causes other feelings including anger, frustration, hurt, anxiety and fear.

### *When is conflict negative?*

- Takes attention away from other activities
- Damages the spirit of the team or an individual
- Divides people and groups, and makes cooperation difficult
- Makes people or group focus on their differences
- Leads to harmful behavior, like fighting or name-calling



### *When is conflict positive?*

- Clears up important problems or issues
- Brings about solutions to problems
- Gets everyone involved in solving issues
- Causes real communication
- Release emotion, anxiety, and stress in a positive way
- Helps people learn more about each other and cooperate
- Develops understanding and skills



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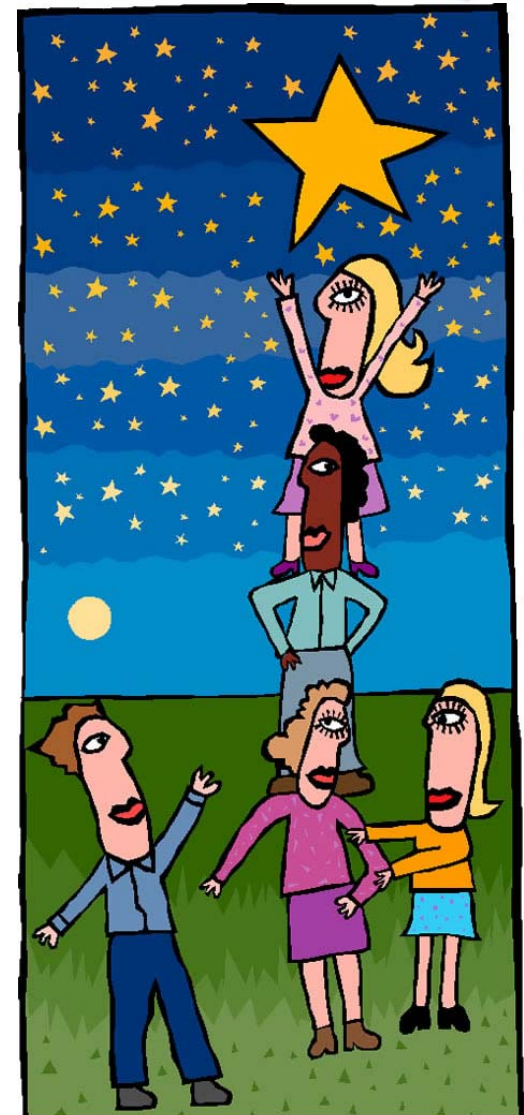


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### **What is CONFLICT??**

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"It were not best that we should all think alike; it is difference of opinion that makes horse races" ~Mark Twain

Some people aren't willing to admit that they don't take the best approach to conflict management. You can't change those people, but you can arm yourself with some tools (From Robert Bramson's book "Coping With Difficult People") to help you deal with them.



**Sherman Tanks-** *These people try to intimidate you with "in your face" arguments, and state opinions as facts.*

- Get their attention by using their first name to begin a sentence
- Maintain eye contact; give them time to wind down
- Stand up to them without fighting; don't worry about being polite
- Suggest you sit down to continue discussions

**Snipers-** *These individuals take potshots in meetings but avoid one-on-one confrontations.*

- Expose the attack; draw them out in public and don't let social convention stop you
- Get other opinions. Don't give in to the sniper's views
- Provide the sniper with alternatives to a direct contest.

**Chronic Complainers-** *These people find faults with everyone- except themselves.*

- Politely interrupt and get control of the situation
- Quickly sum up the facts
- Ask for their complaints in writing

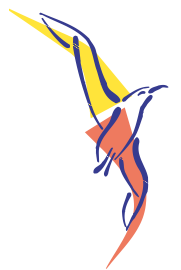


**Negativists-** Know that nothing new will work; they'll toss a wet blanket when you're trying to light a fire in group brainstorming sessions

- Acknowledge their valid points
- Describe past successes
- Avoid "you're wrong, I'm right" arguments

**Exploders-** Throw tantrums that can escalate quickly

- Give them time to regain self control
- If they don't, shout a neutral phrase such as "STOP!"
- Take a time out or have a private meeting with them



## STEP 5- Post-Negotiation

Once negotiation is complete, the group should take the actions they decided upon.

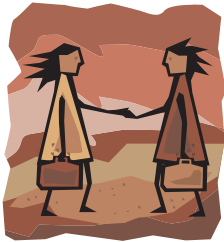
- Individuals should get support from outside parties who may have been involved in some way. Outsiders must be on board with the terms of the agreements reached during Step 4.
- Communication and working together should continue throughout this process.

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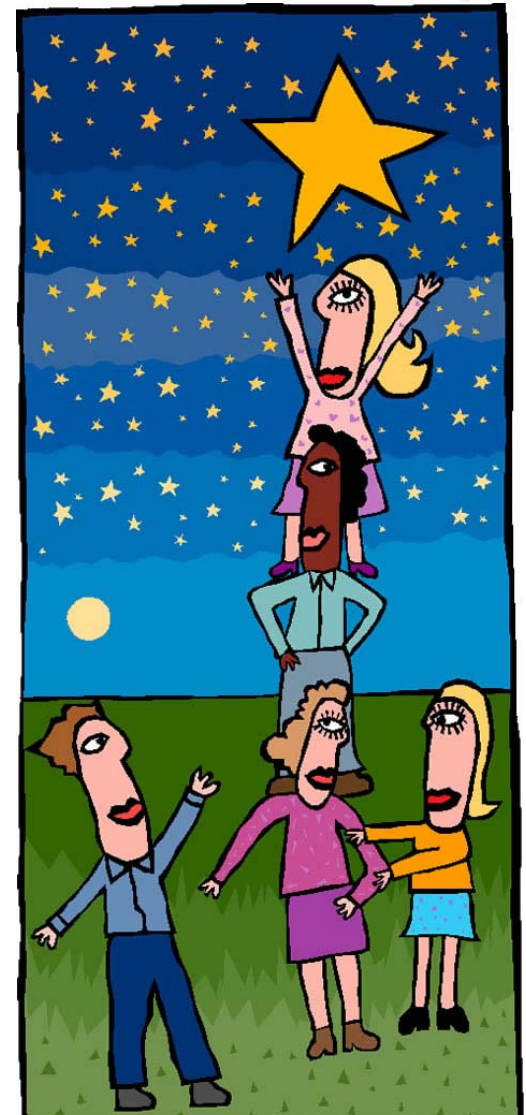


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Helping Teams  
Manage Conflict

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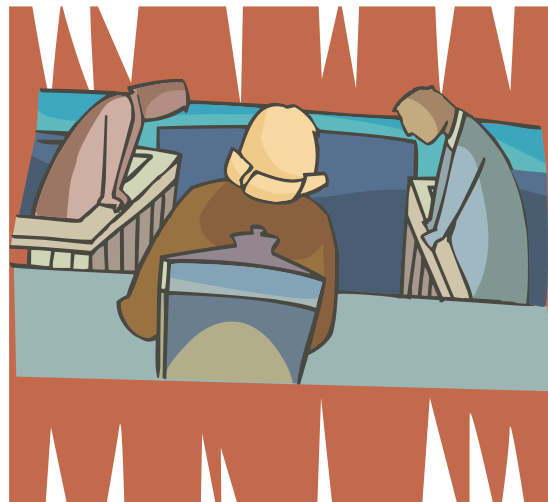
How can you manage conflict and disagreements in ways that strengthen instead of damage personal and professional relationships? These five steps from the Watershed Information Network at Purdue University could help you out...

#### **STEP 1- Analyze the Conflict**

Don't be afraid to ask questions of everyone involved. Take in answers from a variety of sources, and gain as much information as you can.

#### **STEP 2- Determine Your Management Strategy**

When you understand the basis of the conflict and everyone involved, you will need to develop a plan to manage the conflict. There are many plans to choose from, so you can pick the one that is most appropriate for your situation.



#### **STEP 3- Pre-Negotiation**

Steps must be taken for discussion to begin. Things to think about include:

- Someone has to start the conversation! If neither party is willing to do so, bring in an outsider who will remain neutral to begin discussions.
- Everyone must be ready to come to the table, to work together, and resolve the issues.
- The group must agree on rules for the discussion. Some ideas of things to include are: ways we'll communicate and how we'll make the final decision.
- BE ORGANIZED! Location, time, place and materials must all be in order for conflict management to work.
- Everyone at the table must agree on what information is put on the table, relevant to the conflict, and how the group will get answers to questions.

#### **STEP 4- Negotiation**

Negotiations should be discussions that include:

- Reasons, needs, concerns and motivations for differing positions
- Current options
- Evaluation of all the current options
- Written agreement that documents what everyone understands
- Everyone must be confident that all parties will follow through with their parts of the agreement. Make sure everyone is on the same page and understands the expectations.

**When should I choose another method?:**

- Can make conflict worse
- Those on the losing end may attempt to get back at the winners



**STYLE 5- Avoiding**

**Why should I avoid?:** Not the right time or place to address this issue.

**An avoider's attitude:** I avoid conflict by leaving, avoid, or putting off discussions.

**When should I avoid?:**

- Conflict is small and the future of a relationships is at stake
- There is no time to devote to conflict resolution
- Other issues are more important than the conflict
- There is no chance of getting your concerns heard
- One party is too emotionally involved and others can better resolve the conflict
- More information is needed

**When should I choose another method?:**

- Decisions may be made by default
- Putting off or avoiding issues may make matters worse

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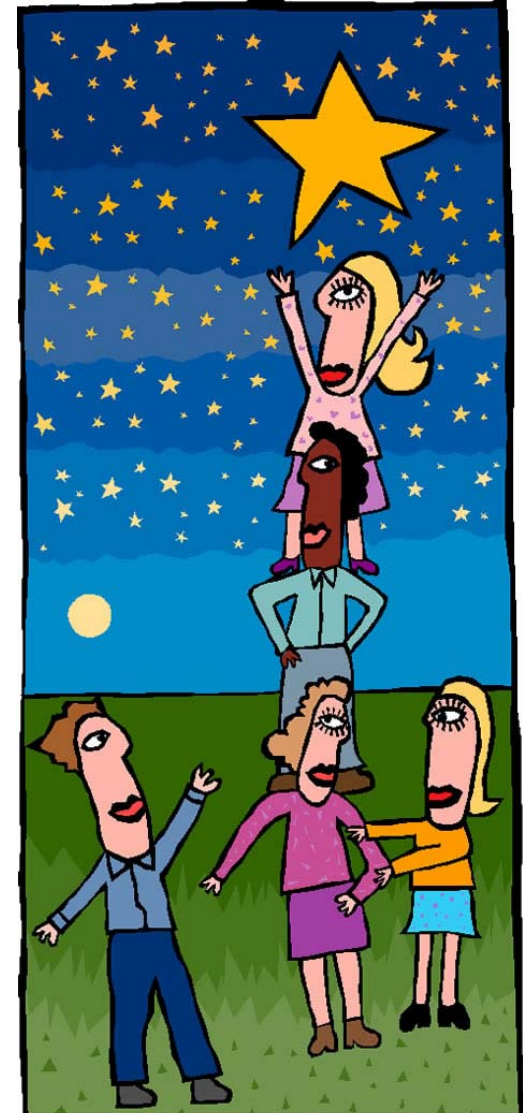
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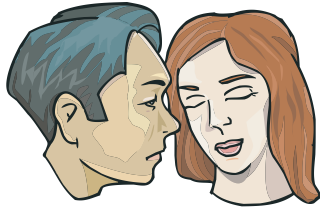
**Conflict BUSTERS**



**Helping Teams Manage Conflict**

Welcome to Conflict Busters! This is the fourth in a series of bulletins on managing conflict. These bulletins are for youth and adults working with youth. Each bulletin gives ideas and provides activities on how to help manage conflict within groups.

Managing conflict is never easy. Conflict involves peoples' needs, their perceptions of reality, power, values, and feelings and emotions. The following are 5 management strategies to use when conflict may arise in your group.



### STYLE 1 - Collaborating

**Why should I collaborate?:**

Cooperation will help everyone achieve their goals and keep relationships healthy.

**A Collaborator's Attitude:** Talking through the conflict will help us find creative ways to solve our problems where everyone is satisfied in the end.

**When should I collaborate?:**

- Everyone trust each other
- No one wants total decision or resolution power
- Everyone needs to have a part in the decision
- Everyone involved will change their thinking as more information is available
- People need to work through personal hurts and disappointments



**When should I choose another method?:**

- When you need a resolution that won't take a lot of time and money
- When some may take advantage of others' trust

### STYLE 2 - Compromising

**Why should I compromise?:** Winning something while losing a little is sometimes okay.

**A Compromiser's Attitude:** We should all meet halfway to do what is best for the group and each of us can still get part of what we want.

**When should I compromise?:**

- No one at the table has more position or power than anyone else and everyone is equally committed to the group's goals.
- Time can be saved by agreeing on a situation that works for everyone "for now"
- Achieving all of your goals are only somewhat important

**When should I choose another method?:**

- Things that are important to you may be lost in the fray
- Someone's demands are too great for the rest of the table

### STYLE 3 - Accommodating

**Why should I accommodate?:** Our commonalities are more important than other issues and facing differences may hurt relationships.

**An accommodator's attitude:** I will please others by playing down how important the issue or conflict is in order to protect relationships.

**When should I accommodate?:**

- Issues not as important to you as it is to others
- You know you can't win
- Everyone agreeing is the most important thing
- The things people have in common are more important than their differences

**When should I choose another method?:**

- Some ideas don't get attention
- Credibility and influence can be lost



### STYLE 4 - Competing

**Why should I compete?:** Resolving a conflict is associated with competition and winning.

**A competitor's attitude:** I must use all of my power to win the conflict.

**When should I compete?:**

- You know you're right
- A quick decision is necessary
- Strong personalities are overshadowing other people
- Defending your rights or position

