Conflict Resolution & Communication

OCASI Maximizing Governance Feb. 10, 2021

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Agenda

Introductions

Sources of Conflict

Approaches to Conflict

Interest-Based Approach

Finding the Interests

Aikido

Raising Judgement Free Concerns

Soft, Hard, and Principled Negotiation

Sources of Conflict-Problem Solving

Sources of Conflict

Information
- lack of
- misinformation
- different interpretation
- different views on relevance

Interest
- perceived or actual conflicting needs

Structural
- unequal power
- limited time or resources
- physical or geographic factors that hinder cooperation

Value
- different values and priorities
- different ways of life and beliefs
- views of what matters

Relationship
- poor communication or miscommunication
- misperceptions or stereotypes
- strong emotions

Approaches to Conflict Resolution

Power-based: authority, threats, intimidation, strikes, acts of civil disobedience

Rights-based: laws, policies, contracts

What are the benefits and costs of...
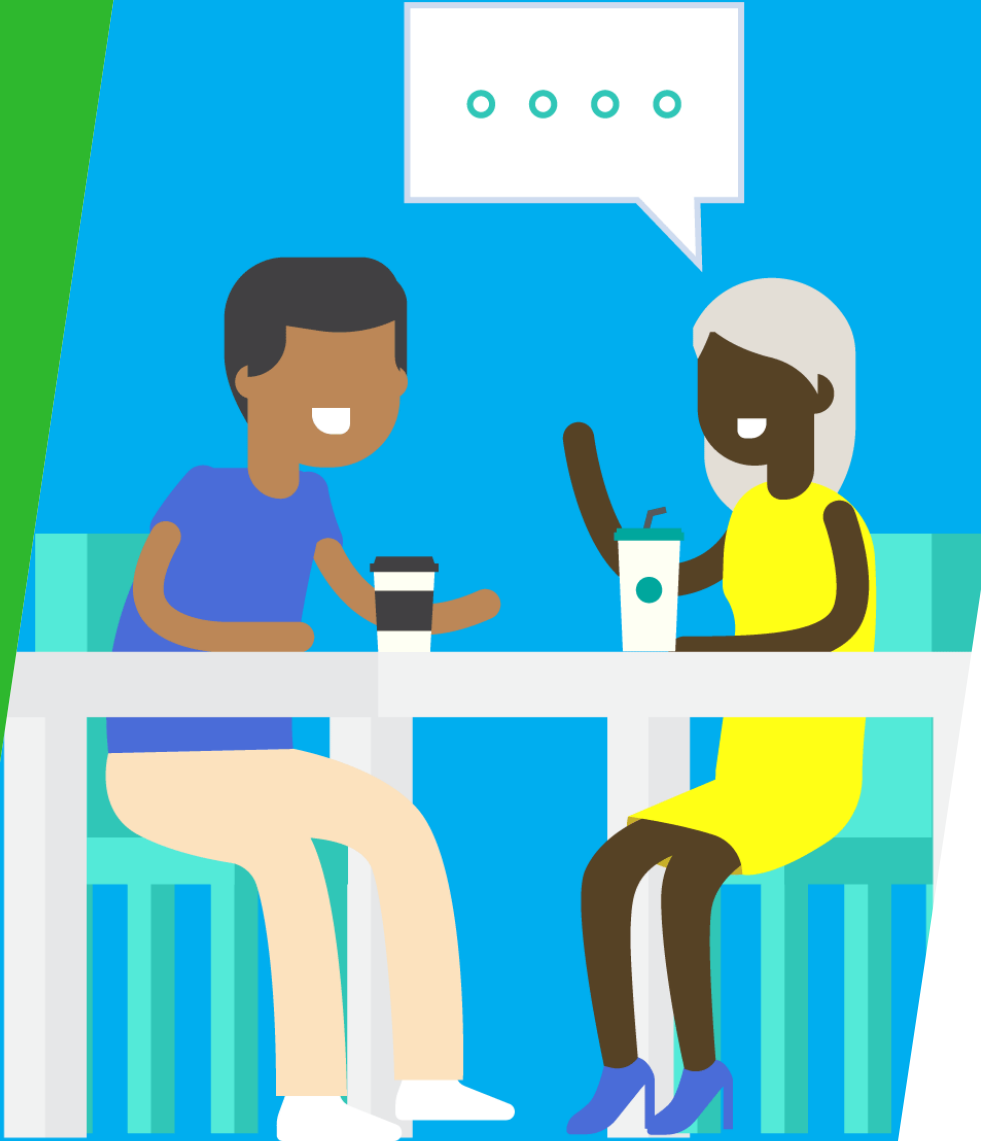
A power-based approach

A rights-based approach

Approaches to Conflict Resolution

Needs/Interest-based: seek to identify the underlying needs of the person(s) and generate new ways to meet as many needs as possible.

Listening for What's Beneath the Surface

Positions

You're useless!

If you don't want my help, leave!

Underlying interests

Concerns
Experiences
Feelings
Needs
Values/Interests

Some Different Types of Interests

Substantive Interests (result) "What"
Things | Resources | Time | Money

Psychological Interests
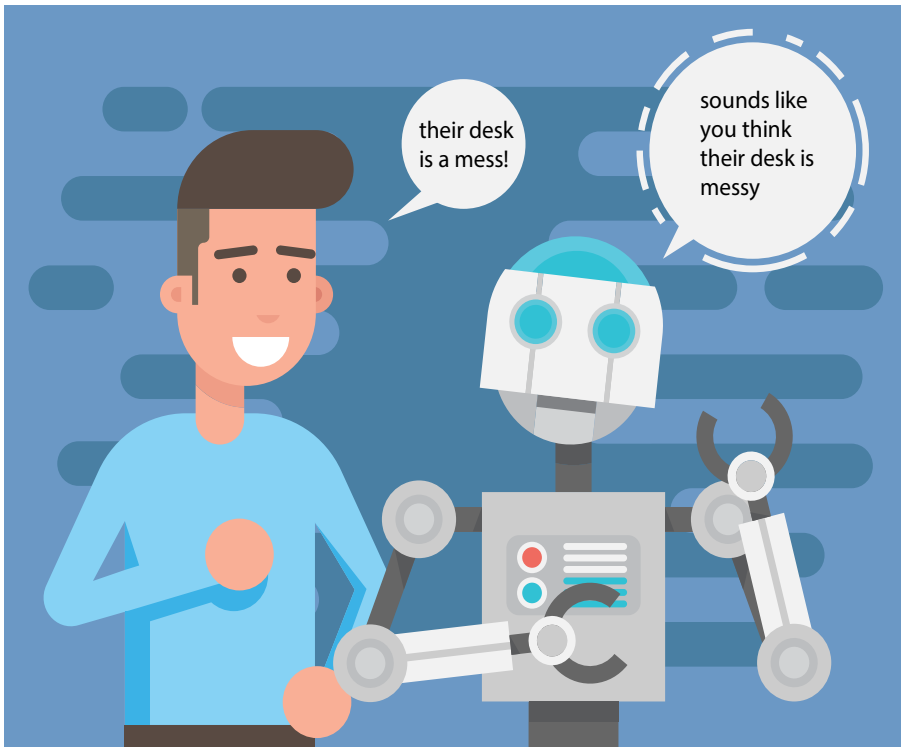(emotional)
Feeling respected | Having a voice | Saving Face

Procedural Interests (process) "How"
Fairness | Transparency | Confidentiality | Consultation

Underlying Needs: SCARF

Status

Certainty

Autonomy

Relationship

Fairness

Active Listening

The three critical steps...

Listen for what's important

Acknowledge what you hear

Invite more information

Respond to…

"I would say something to get him to sharpen up, but he'll just complain to the union. They will back him up and all I'll accomplish is having to write more incident reports"

Respond to…

"With all the uncertainty about re-organization and changing job descriptions I don't know what way is up anymore. Why do we even bother?"

Aikido

▶ Be present and centred

▶ Move towards the incoming energy

▶ Go with rather than resist to stay connected to the other

▶ Stay centred

Aikido Response

"She was the one who keeps messing up. You blame me, as usual, and don't even reprimand her."

Respond to…

"You're only treating me this way. You don't hover over other staff this way."

Respond to…

"It's because of you that we're in this mess."

Raising a Judgement Free Concern

- ▶ Start positively

- ▶ Describe the specific problem behaviour using neutral language

- ▶ Describe the impact on you / your organization

- ▶ Request further discussion or more information

Soft, Hard and Principled Negotiation

SMART and Balanced Agreements

Smart

Measurable

Accountable

Realistic

Timeline

Problem Solving Ideas for Sources of Conflict

Information
- Reach agreement on what information is important
- Agree on process to collect information
- Develop shared criteria to assess information
- Use third-party experts to gain outside opinion or break deadlock
- Know each other's needs

Interest
- Focus on interests not positions
- Look for outside criteria
- Solutions that address needs of people in integrated ways
- Search for ways to expand options or resources

Structural
- Clearly define and change roles
- Reallocate ownership or control of resources
- Focus on interests, not positions
- Change physical and environmental relationships of parties
- Change time constraints

Value
- Identify key values, shared and different
- Avoid defining problem in terms of values
- Designate areas in which one set of values applies, while other values govern other domains
- Search for an overarching goal or value that all parties share

Relationship
- Allow expression of emotions and acknowledge them to defuse them
- Clarify perceptions
- Improve quality and quantity of communication
- Non-judgmentally name sources of irritation and clarify different needs