Conflict and Negotiation

Individual Reflection

- Write the word conflict in the center of a blank piece of paper and draw a circle around it. Quickly jot down all the words and phrases you associate with the word *conflict* by arranging them around the circle.

Words associated with conflict

Individual Reflexion

- Review your list of associations and categorize them as positive, negative or neutral. Count the total number of positive, negative and neutral associations, and calculate the percentage that are positive.

Conflict: negative and positive?

Individual Reflexion

- Did you have more than 90% positive?

Do you know what percentage of people normally has higher than 90% positive associations?

- Less than 5%!
- Most people get lower than 50%
- Many have lower than 10%

What should we do with regard to conflict?

How I act in conflict

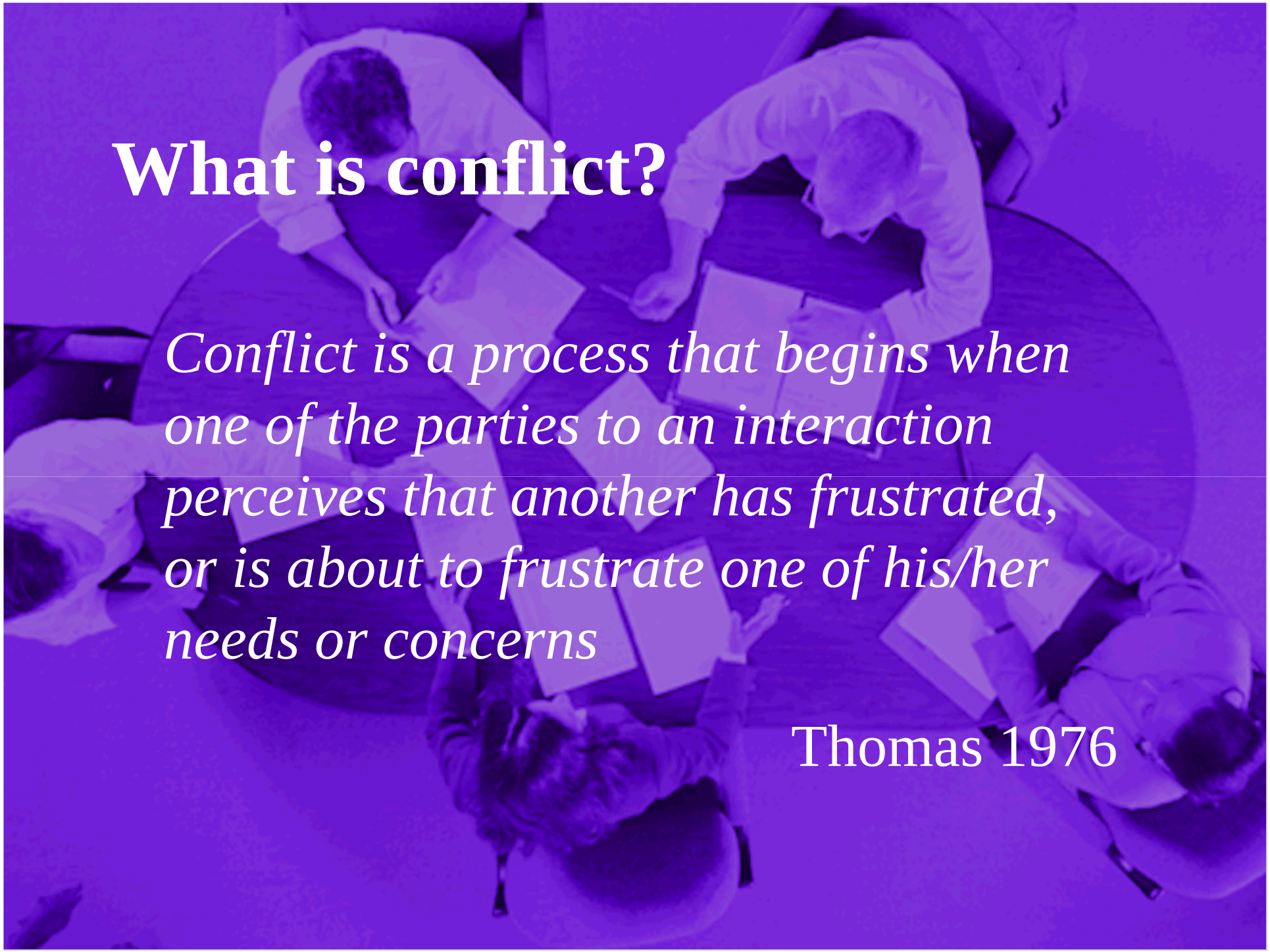
- Self evaluation exercise

Contents

- What is Conflict?
- Conflict Management
- Conflict resolution
- Negotiation

What is conflict?

- Natural occurring process that occurs when people come together and
  - perceive differences
  - invasion among them
- People live in a state of negotiation



What is conflict?

Conflict is a process that begins when one of the parties to an interaction perceives that another has frustrated, or is about to frustrate one of his/her needs or concerns

Thomas 1976

The five conflict-handling modes

Assertive

Assertiveness

Unassertive

Forcing
Competing

Collaborating

Compromising

Withdrawal
Avoiding

Smoothing
Accommodating

Uncooperative

Cooperative

Cooperativeness

Teamwork challenges and Problems

- What are some of the most common challenges and problems you've had working in teams? Reflect for a moment. Make a list.
- What is in your list?

List of some of the challenges and problems working in teams

- Members who don’t show up for meetings or who show up unprepared
- Members who dominate the conversation
- Members who don’t participate in the conversation
- Time wasted by off-task talk
- Members who want to do the entire project themselves because they don’t trust others

List of some of the challenges and problems working in teams

- Group meeting scheduling difficulties
- No clear focus or goal
- Lack of clear agenda, or hidden agendas
- Subgroups excluding or ganging up on one or more members
- Ineffective or inappropriate decisions and decision-making processes

List of some of the challenges and problems working in teams

- Suppression of conflict or unpleasant flare-ups among group members
- Members not doing their fare share of the work
- Lack of commitment to the group's work by some members

Identifying challenges, difficulties and barriers to effective group work

- Reflect individually for a moment and start a list of challenges, barriers, or problems facing your current group. If more than one group is involved, list challenges, barriers, and problems for all groups
- Share the individual list and create a joint list that includes at least one item from each group member
- Be realistic and specific
- Work cooperatively

Addressing barriers, challenges and problems

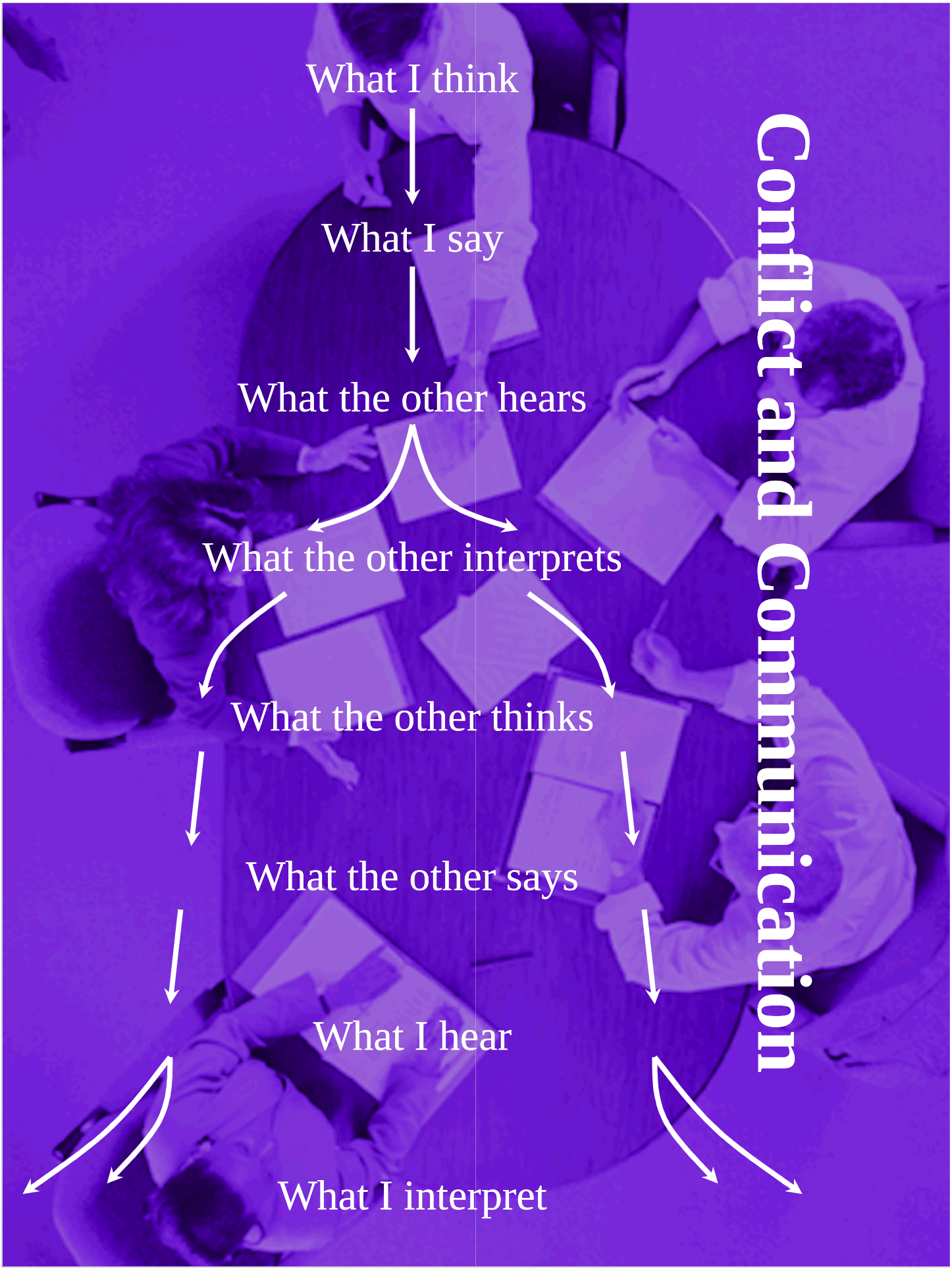
- Each group should select one item from the list
- Clarify and make sure you have a common understanding of what the item means or represents
- Identify three possible actions that will solve or eliminate the barrier
- Prioritize the possible solutions: Plan A, Plan B, Plan C.
- Focus on what will work; be positive and constructive
- Implement the solutions; report back; celebrate and extend the ones that are effective

Conflict

People → Diversity Share Space → Difference Intrusion → Conflict

SOLUTION: Communicate, Confront, Question [expecting answer], tolerate

Conflict and Communication



Conflict Management

To keep conflict productive and at the very least to prevent it from becoming destructive.

Morton Deutsch

Nature of Conflict

- Conflict is a natural process
- Can be positive or negative
- Some conflict is good: it lays issues on the table, which brings more information to deal with the situation

How can conflict be positive?

- Prevents stagnation
- Presents divergent views enriching constructive experiences
- Calls attention to systematic problems: bring diversity of opinions; ideal for brainstorming and leading the team to think-out-of-the-box

Graph your Conflict Mode Score

5-Step Conflict Resolution

- Assessment
- Acknowledgement
- Attitude
- Action
- Analysis

Negotiation style –Flexibility index

Negotiating Styles - Doer

- The Doer negotiator is interested in winning and gaining power: His/her concerns are:
  - Assuming that his/her own ideas and approaches are best
  - Influencing through powerful actions
  - Arousing strong positive or negative emotions in others
  - Not considering alternatives unless they are his/hers
  - Acquiring a reputation or position
  - Imposing or hard-selling his/her own point of view
  - Controlling the situation
  - Attaining status
  - Relying heavily on one-way communication

Negotiating Styles - Talker

- The Talker negotiator style is achievement oriented and is concerned about:
  - Outperforming someone else
  - Meeting or surpassing a self-imposed standard of excellence
  - Striving to make a unique contribution
  - Setting long-term goals
  - Planning to overcome personal or environmental obstacles
  - Competing for the sake of competing

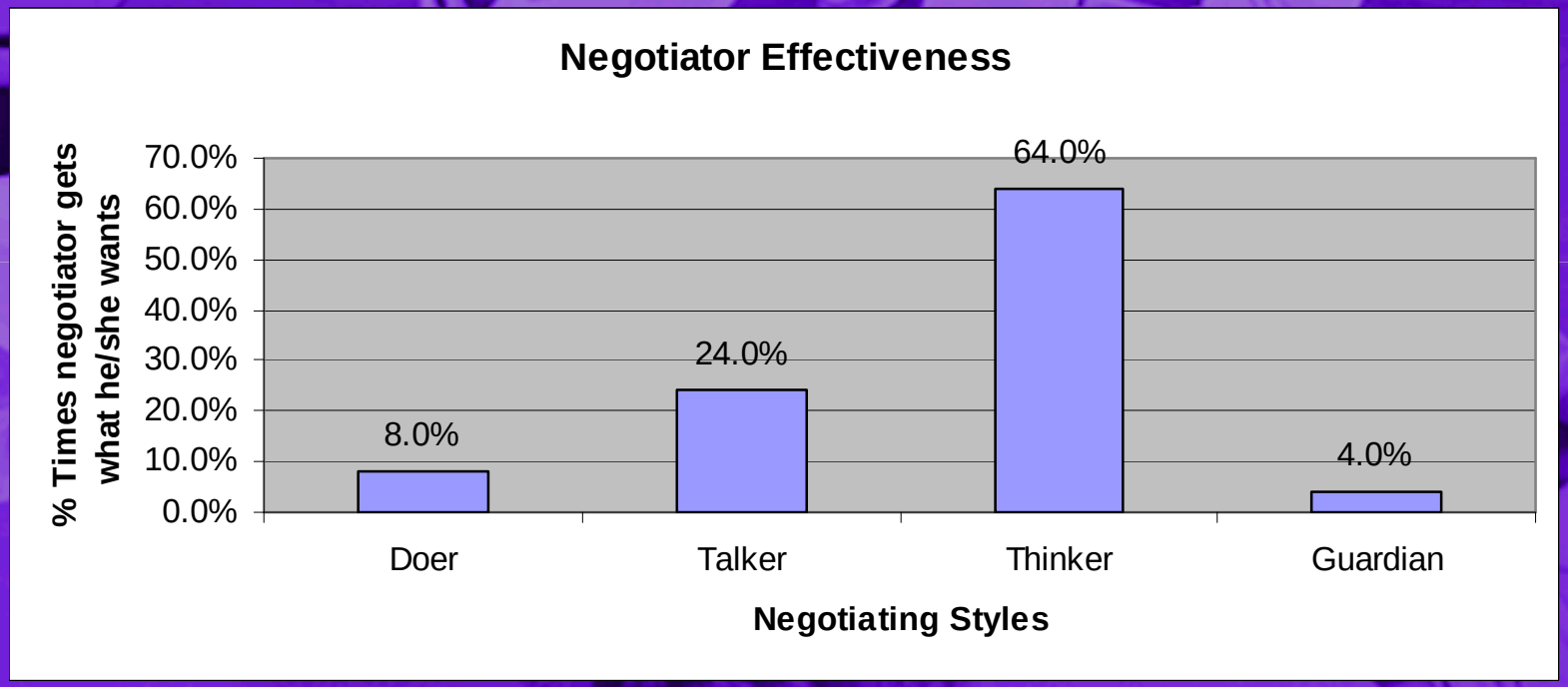
Negotiating Styles - Thinker

- This style is interested in establishing, maintaining, or restoring positive personal relationships. His/her concerns include:
  - Being part of a group or team
  - Striving for joint understanding of problems and goals
  - Being liked and accepted
  - Maintaining positive interpersonal relationships
  - Looking for new approaches
  - Being involved with people in the work situation
  - Encouraging exploration and experimentation
  - Minimizing conflict while maximizing results
  - Coming up with solutions to problems that benefit all parties
  - Encouraging two-way communication

Negotiating Styles - Guardian

- This security-oriented style:
  - Needs preparation/research prior to negotiations
  - Takes calculated risks
  - Maintains stability
  - Is willing to consider alternatives but needs proof of success
  - Doesn’t want problems or surprises
  - Is willing to let others experiment
  - Expects rule of reciprocity
  - Resist change and new ideas
  - Prefers highly structured, predictable systems
  - Needs trust and sincerity

Effectiveness of Negotiating Styles



Some manipulative tactics

- Blanketing: “How can I continue to buy from you? Everybody else is lowering their prices.”
- Flinch: when mentioning provisions of agreement.
  - Party 1: “The report is due tomorrow”
  - Party 2: “Tomorrow????” (flinch)
- Missing person: “I can’t discuss delivery times because our scheduling manager is out for the rest of the week.”
- Deadline (artificial deadline to rush decision). “I have to leave at noon and I need to sign the agreement.”
- Nibbling: asking for additional small concessions, usually at the last minute

Some manipulative tactics

- Moral appeal: “Let’s be fair. You can’t expect a firm price with the problems in the economy”
- Limits: “I like your product better than brand X, but I only have $10.000 to spend on it”
- Competition: “I like your product but ACME down the street sells almost the same thing for $100 less”
- Take it or leave it: “To get that price, you must guarantee a volume of 200.000 gallons. I’m sorry. I’d like to do business with you, but we just can’t justify the business on a smaller volume. This is it. Take it or leave it”
- Apparent withdrawal: give the impression of walking out

Some manipulative tactics

- Legitimacy: “Here is the graph from the lab tests that shows our grease has greater persistence and tackiness than all other major brands.”
- Association: “We’ve been selling surfactants to many of the industry leaders: Colgate, Proctor and Gamble and Lever Brothers.”
- Krunch: “you’ve got to do better than that.”
- If/Then: “If you’ll give us two cents a pound off the price, then we’ll double the order”
- Limited authority: “I can make all decisions up to $50.000”

Negotiation

- Principled negotiation
  - Separate people from problem
  - Focus on interests, not positions
  - Invent options for mutual gain
  - Insist on using objective criteria

Negotiation

- Interests (Why)
- Issues (What)
  - Tangible items that a person believes must be distributed or dealt with to resolve a conflict
- Positions (How)
  - Specific actions and agreements desired by each party and explained at the beginning of each negotiation.

Negotiation

- Degrees of desire
  - Wish: the best result you can imagine
  - Aspiration: Level you expect to achieve in a negotiation
  - Bottom line: the very least you can live with, the point where you're willing to walk away

Negotiation

- Best Alternative To a Negotiated Agreement: If you don’t reach agreement, it’s your best alternative. To develop your BATNA requires
  1. Inventing a list of actions you can take if no agreement is reached
  2. Improving the possible actions and converting them into practical options
  3. Selecting the one option that seems best

Negotiation

- Worst Alternative To a Negotiated Agreement: It is the standard by which to measure the worst possible outcome. Ask: “So what if your bottom line isn’t met?” Project the worst possible scenario. It will help you be realistic about your aspiration

Phases of negotiation

- Preparation
- Discussion
- Proposal
- Bargain
- Evaluation

Negotiation exercise