



# Teamwork, conflict & Negotiation

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# Purpose and Objectives

- ❑ To reflect on teamwork experiences and how teams are formed
- ❑ To define types of teams
- ❑ To practice some basic skills in networking
- ❑ To define conflict
- ❑ To reflect on how conflict arises
- ❑ To identify our conflict handling mode
- ❑ To define conflict handling modes
- ❑ To define some terms in negotiation
- ❑ To practice some basic skills in negotiation

# Contents

- Teamwork reflection and how teams are formed
- Types of teams
- Exercise on networking
- What is conflict
- Exercise: how I act in conflict
- Conflict handling modes
- Conflict and negotiation
- Negotiating styles
- Negotiation exercise (homework assignment)

# Reflection about teams

- Have you been a member of a team that got the job done (wrote the report, finished the project, completed the assignment) but that ended up with the members hating one another so intensely they never wanted to see each other again?
- What characteristics made the team fail?

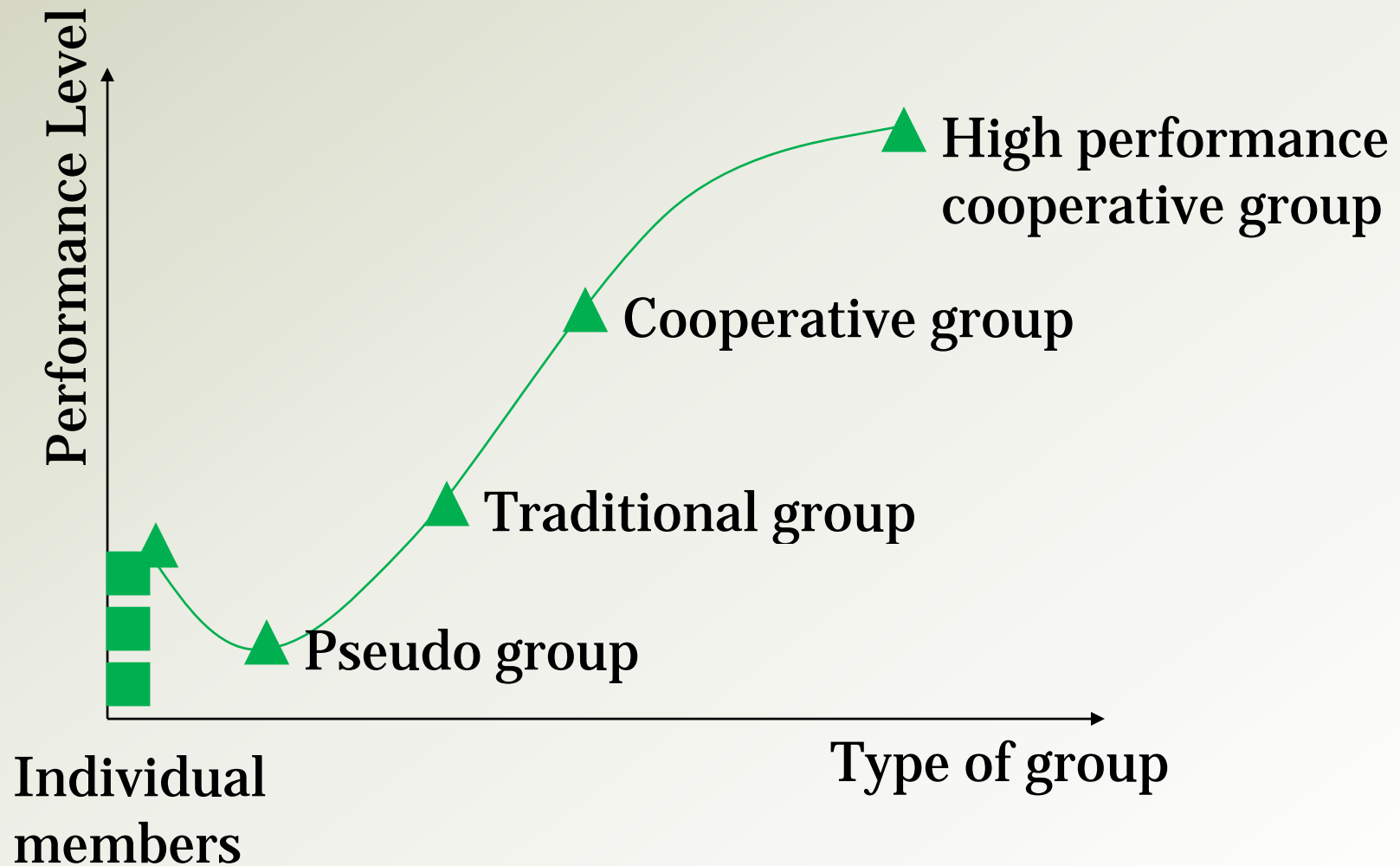
# Reflections about other types of groups

- Have you been a member of a team whose members really enjoyed one another's company and had a great time socially but in the end didn't finish the project?
- What characteristics made the group fail or what were the reasons for failure taking into account that it was fun.

# Reflections about effective teams

- Have you been a member of a team whose members really enjoyed one another's company and had a great time socially but this time finished the project?
- What characteristics made this team effective and successful?

# Group Performance



# On building professional relations

- ❑ Organize people in room
- ❑ Pick up your business cards
- ❑ You have one minute to prepare for a 30 second elevator pitch about your project
- ❑ Deliver your speech (and your business card)
- ❑ Exchange roles (shift roles)
- ❑ You have to describe what your peer described to you



# Individual Reflection

- Write all the words and phrases you associate with *conflict*.
- Classify your words as positive, negative or neutral
- Count the total number of positive, negative and neutral associations, and calculate the percentage that are positive.

# People that normally has higher than 90% positive associations?

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

# 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

# How I act in conflict

- **Self evaluation exercise**

# The five conflict-handling modes



# Challenges to effective teamwork

- ❑ 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

# Challenges to effective teamwork

- ❑ 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

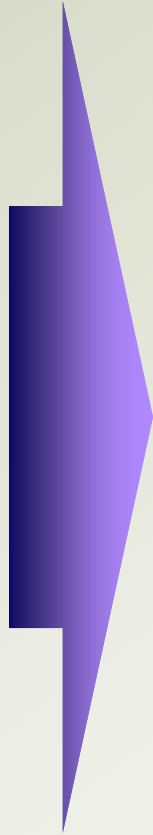
# Challenges to effective teamwork

- ❑ **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**



# Conflict

People



Diversity  
Share Space



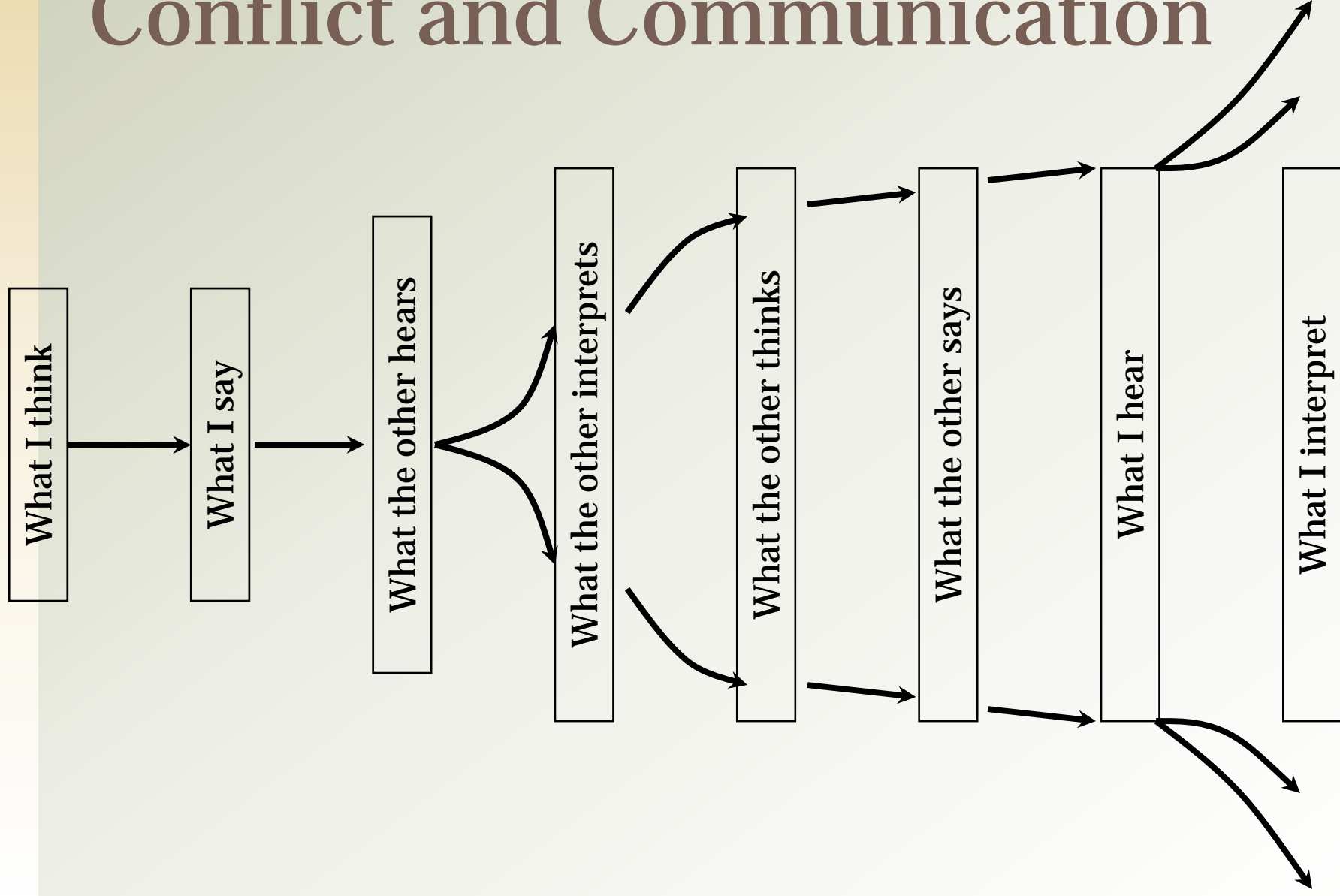
Difference  
Intrusion



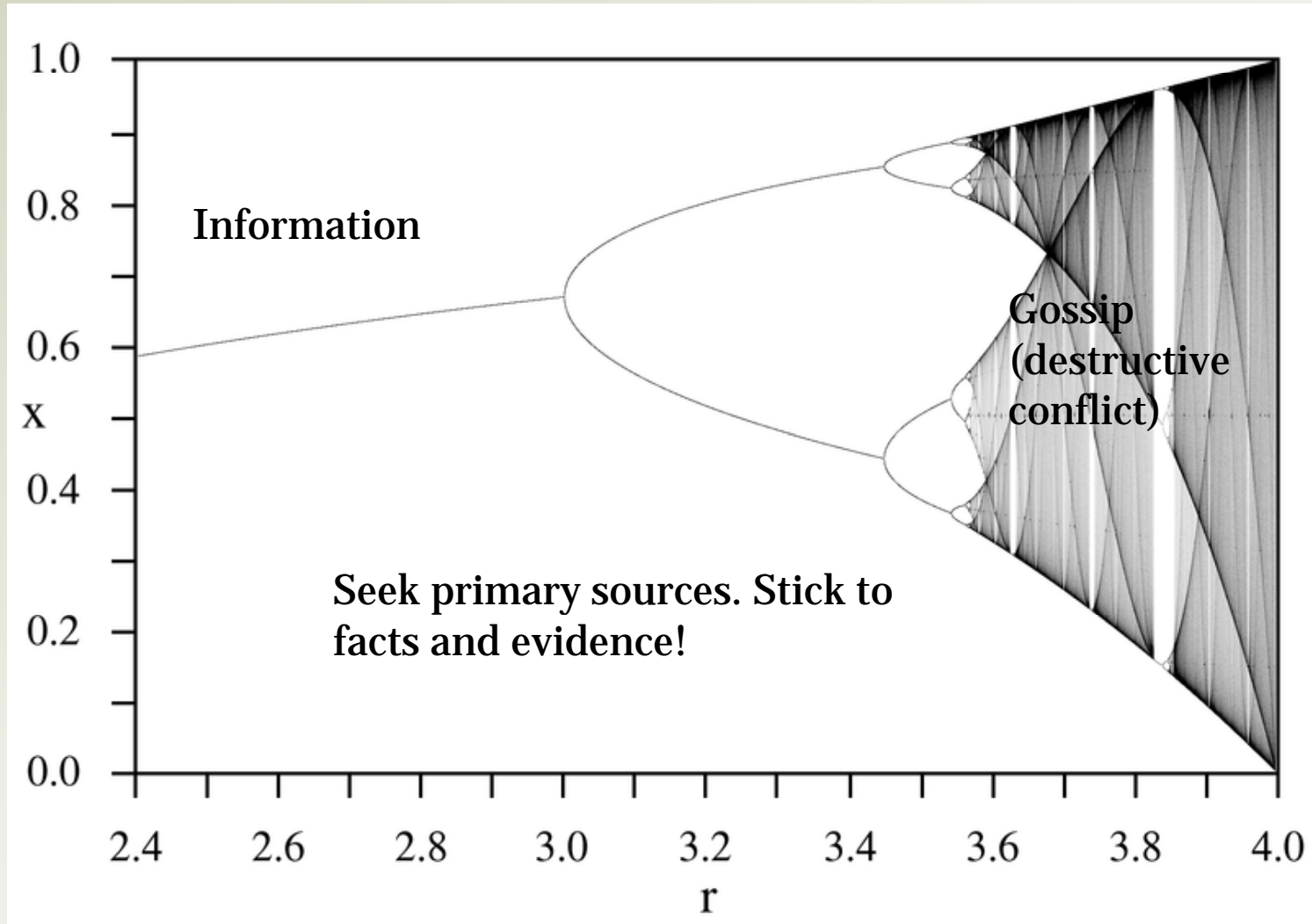
Conflict

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

# Conflict and Communication



# Bifurcation diagram



# 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

# 5-Step Conflict Resolution

- Assessment
- Acknowledgement
- Attitude
- Action - Negotiation
- 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

# 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

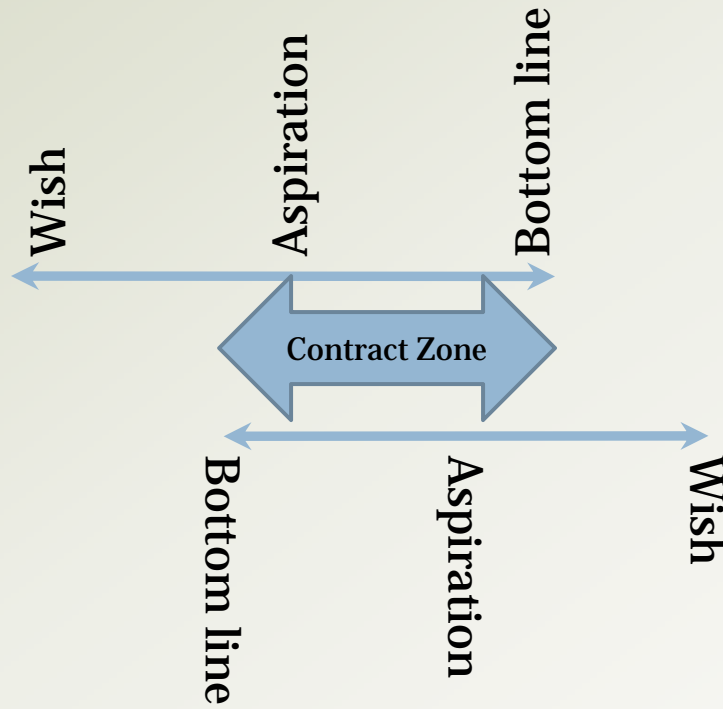
- **Worst Alternative To a Negotiated Agreement:** It is the standard by which to measure the worst possible outcome. Ask: “So what if your bottom line isn’t met?”  
Project the worst possible scenario. It will help you be realistic about your aspiration

# Phases of negotiation

- Preparation
- Discussion
- Proposal
- Bargain
- Evaluation

# Negotiation

Negotiator  
A (buyer)



Negotiator  
A (seller)

# Negotiation

Negotiator  
A (buyer)



Where is the contract zone?

No contract zone. No  
negotiation possible

Negotiator  
A (seller)



# Negotiation exercise

- With your first peer of elevator pitch
- Odd numbers: will play role of Humongous Superstore
- Even numbers: will play role of CSI
- You have one week to submit homework