

The background features a complex network of thin grey lines connecting various colored dots (blue, orange, yellow, purple, grey) scattered across the page. The dots vary in size and are connected by lines of varying thickness, creating a web-like structure. A central white rectangular box with a thin green border contains the title and author's name. Two dark brown horizontal bars are positioned on the left and right sides of the box, partially overlapping its edges.

# Conflict Resolution and Negotiation Strategies

Dr. Mercy Umeri

# Learning Objectives

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- understand the importance of conflict resolution to strategic human resources management
- understand what conflict resolution is
- importance of emotional intelligence in handling conflicts
- learn new tools to handle conflict in the workplace

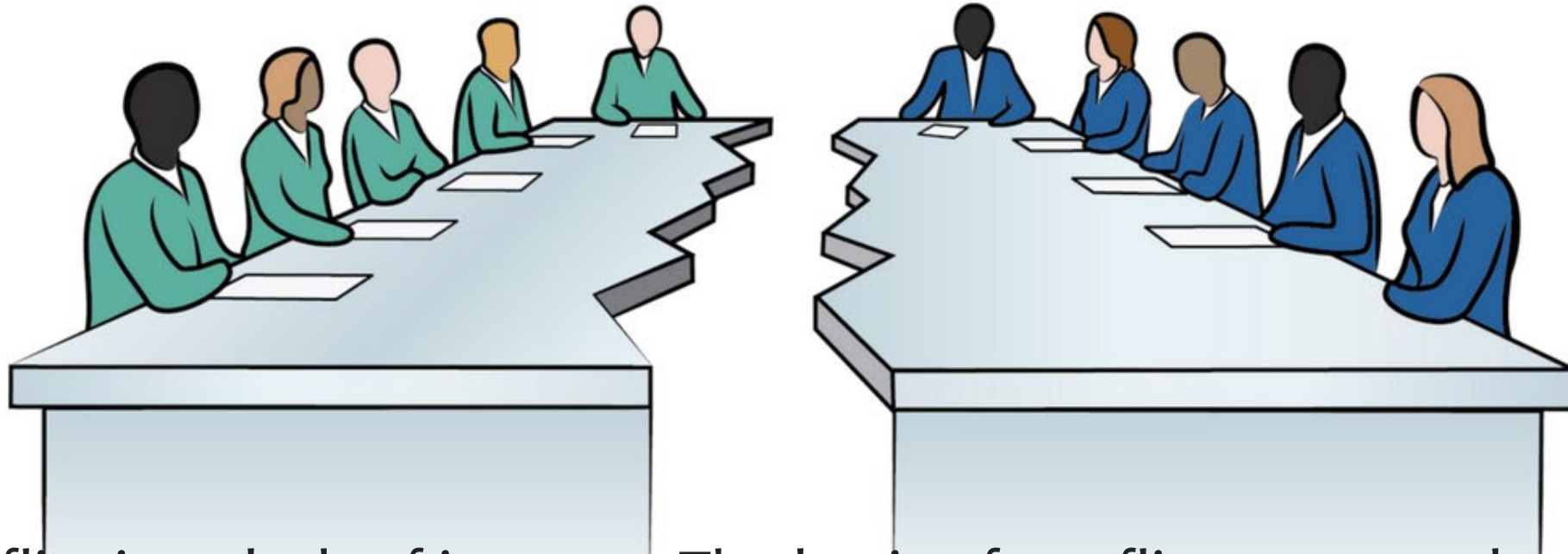


**What is a Conflict?**

# What is Conflict?

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- when people do not agree on the same thing
- when one party is frustrated by the other
- requires interactions



A conflict is a clash of interest. The basis of conflict may vary but, it is always a part of society. Basis of conflict may be personal, racial, class, caste, political and international. Conflict in groups often follows a specific course.



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## Sources of Conflicts

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- Resource scarcity
- Incompatible goals
- Structural factors (size, routinization, specialization, reward systems)
- Conflicting perceptions, ideas, or beliefs
- Differences between people
- Conflicting thoughts/needs within an individual
- Lack of communication (maybe)

# Why Conflict Resolution?

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**inevitable in dynamic environments**



**can lead to feelings of powerlessness**



**can cause anyone, especially subordinates, to view administrators as adversaries and creates conflict and divided loyalties in the workplace**



**impact morale at the workplace**

# What Is A Group ?

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- Structure

A social system with differentiated roles, norms, values and distinct boundaries.

- Interdependence

A group of individuals who depend on one another to accomplish a task.



# What Do Groups Do?

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- Oversight  
e.g. city council, board of directors
- Problem solving; conflict resolution  
e.g. collective bargaining, task force, commission, board executive and personnel committees
- Get the work done  
e.g. recruitment, performance appraisal, quality circles

## Team Behavior in Conflict

### Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



### Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



### Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



### Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



### Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



The **forming–storming–norming–performing** model of group development was first proposed by Bruce Tuckman in 1965, who said that these phases are all necessary and inevitable for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

# How do Groups Perform?

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- Advantages

- range of skills and perspectives can contribute to high performance
- buy in

- Disadvantages

- pressure to conform
- efficiency, creativity
- groupthink (Janis, 1971)
- conflict

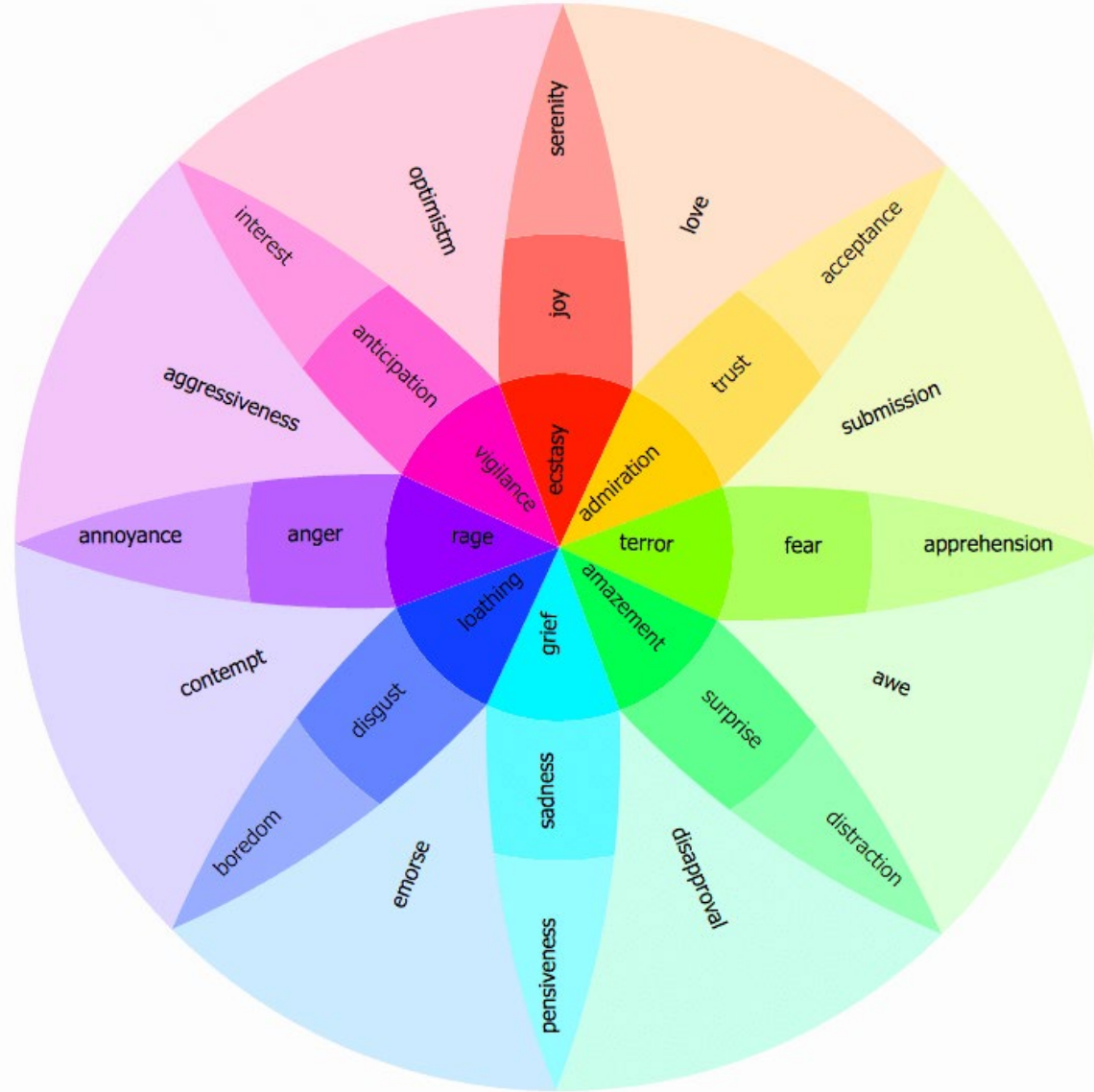
# Challenges

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Groups don't work well when there is:

- no clear purpose
- no leader
- meetings are unproductive
- no one follows through
- no way to resolve differences
- hidden agenda(s)

# EMOTIONS.



# How we React/Respond to Conflicts!

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- fight
- flight
- freeze
- fawn
- emotional Intelligence

How we react/respond to Conflicts!

**FIGHT**



**FLIGHT** oohlala!



**FREEZE**





To **fight** is to confront the threat aggressively.

**Flight** means you run from the danger or avoid the situation or avoid discussing the event.

When you **freeze**, you find yourself unable to move or act against the threat. You are stuck.

You may find yourself hiding from the danger. **Fawn (or Flow)** is the response of complying with the attacker to save yourself.

# Emotional Intelligence

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Emotional intelligence (AKA EI or EQ for "emotional quotient") is the ability to perceive, interpret, demonstrate, control, evaluate, and use emotions to communicate with and relate to others effectively and constructively. This ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others.

([www.verywellmind.com](http://www.verywellmind.com))

# Approaches To Managing Conflict

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avoid

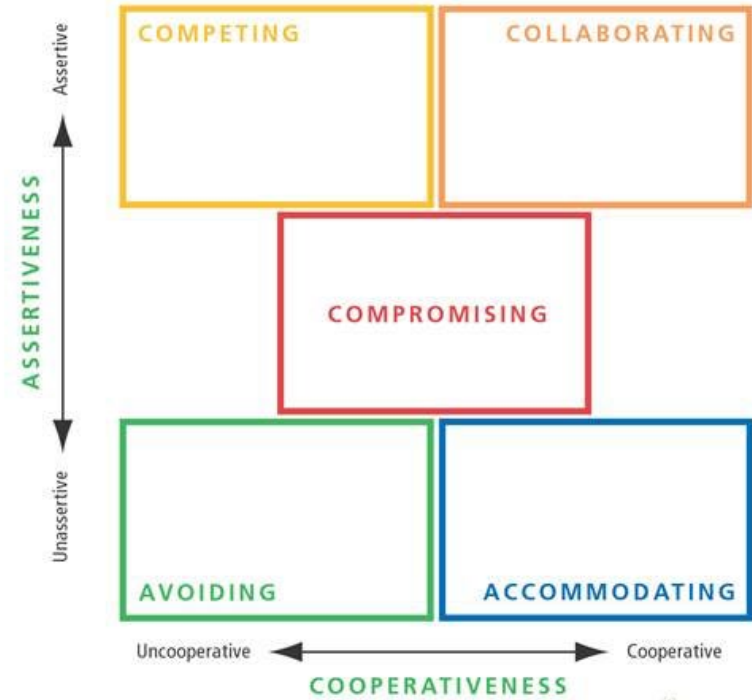
compete

accommodate

compromise

collaborate

# The Five Conflict-Handling Modes



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LEEN- A  
Model for  
Conflict  
Resolution

L- Listen

E- Empathize

E- Explain

N- Negotiate



# Questions

