“When I am getting ready to reason with a man, I spend one-third of my time thinking about myself and what I am going to say and two-thirds about him and what he is going to say.”

– Abraham Lincoln

16th President of the United States
Introduction

Conflict is a normal part of any healthy relationship. After all, two people can’t be expected to agree on everything, all the time. The key is not to avoid conflict but to learn how to resolve it in a healthy way. When conflict is mismanaged, it can cause great harm to a relationship, but when handled in a respectful, positive way, conflict provides an opportunity to strengthen the bond between two people.
Agenda

• Describe Conflict Resolution
• What Causes Conflict?
• Emotional Awareness
• Recognize Benefits of Emotional Awareness
• Conflict Resolution Strategies
• Summary
Conflict resolution is the process by which two or more parties engaged in a disagreement, dispute, or debate reach an agreement resolving it. Several skills are needed for you to resolve conflicts in the workplace effectively.

https://study.com/.../what-is-conflict-resolution-in-the-workplace-skills-techniques-meth...
What Causes Conflict?

Conflict arises from differences, both large and small. It occurs whenever people disagree over their:

- values
- motivations
- perceptions
- ideas, or desires
Differences may appear trivial, but when a conflict triggers strong feelings, a deep personal need is often at the core of the problem.

- These unmet needs can range from:
  - feeling safe and secure,
  - respected and valued, or
  - lacking greater closeness and intimacy
Too many organizations ignore or avoid addressing internal conflict. A healthy perspective on disagreement can increase resilience and spur needed innovation.
The Four Elements of a “Healthy Conflict Perspective” for Organizations

- Conflict-Competent Leadership
- Open and Inclusive Organizational Culture
- Fair and Efficient Conflict Purposes
- Respectful Relationships Founded on Conversational Competence
Conflict-Competent Leadership

This element is dedicated to constructively address conflict early and collaboratively. If necessary, a conflict-competent leader will drive a process to change the organization’s attitude and approach to conflict.

Leaders are in a unique position to improve their organization’s perspective on conflict, thereby bypassing the avoidance trap.
Open and Inclusive Organizational Culture

The right culture is one in which people feel confident and comfortable being themselves, challenging the status quo, questioning ways of doing things, and suggesting new alternatives. A healthy culture of conflict is crucial for innovation.
Open and Inclusive Organizational Culture (Continued)

The key to success in having an open and inclusive organization is encouraging an organization to make the most of different perspectives, ways of working, experiences, functions, and identities. This requires an organizational culture that encourages people to be themselves and contribute fully.
Conflict Processes

Fair and Effective Conflict Processes

These are methods that establish a coherent, organization-wide response to conflict occurring within the organization. Such processes should be at least somewhat formal and include ways of responding to and learning from intra-organizational conflict, as well as measures to prevent undue escalation, such as training, conflict-resolution approaches, ombuds, and mediation.
Respectful Relationships Founded on Conversational Competence

To build respectful relationships and be conversationally competent, organizations must ensure that discussions and interactions at all levels (from one-on-one encounters, to small groups, to board meetings, to organization-wide communications) be open, direct, respectful, and candid.
Emotional awareness is the ability to remain comfortable enough with your emotions to react in constructive ways, even in the midst of a perceived attack.
Understanding Emotional Awareness

Emotional awareness is the key to understanding yourself and others

• If you don’t know how or why you feel a certain way, you won’t be able to communicate effectively or resolve disagreements.

• Although knowing your own feelings may sound simple, many people ignore or try to sedate strong emotions like anger, sadness, and fear. Your ability to handle conflict, however, depends on being connected to these feelings.

• If you’re afraid of strong emotions or if you insist on finding solutions that are strictly rational, your ability to face and resolve differences will be limited.
Benefits to Emotional Awareness

Emotional awareness helps you to:

• Understand what is really troubling other people
• Understand yourself, including what is really bothering you
• Stay motivated until the conflict is resolved
• Communicate clearly and effectively
• Interest and influence others
Listening Strategies

Listen for what is felt as well as said.

When you really listen, you connect more deeply to your own needs and emotions, and to those of other people. Listening also strengthens, informs, and makes it easier for others to hear you when it’s your turn to speak.
Resolution Priority

Make conflict resolution the priority rather than winning or “being right.”

Maintaining and strengthening the relationship, rather than “winning” the argument, should always be your first priority. Be respectful of the other person and their viewpoint.
Focus on the present

If you’re holding on to grudges based on past conflicts, your ability to see the reality of the current situation will be impaired. Rather than looking to the past and assigning blame, focus on what you can do in the here-and-now to solve the problem.
Conflict Choices

Pick your battles.

Conflicts can be draining, so it’s important to consider whether the issue is really worth your time and energy. Maybe you don’t want to surrender a parking space if you’ve been circling for 15 minutes, but if there are dozens of empty spots, arguing over a single space isn’t worth it.
Forgiveness

Be willing to forgive.

Resolving conflict is impossible if you’re unwilling or unable to forgive others. Resolution lies in releasing the urge to punish, which can serve only to deplete and drain your mental and emotional energy.
Know when to let something go.

If you can’t come to an agreement, agree to disagree. It takes two people to keep an argument going. If a conflict is going nowhere, you can choose to disengage and move on.
The downsides of conflict are diffuse and seldom part of work planning, and incur expenses that are both relatively objective, such as hours spent and consultants hired, and highly subjective, such as damage to relationships and trust. The same holds true for assessing the benefits of investments in conflict competence. The value of having an effective conflict competence system in place and of upside gains—in creativity and effective adaption, for example—is almost impossible to compute. There is enough evidence to establish that the benefits are likely to far outweigh the costs.
References

Notes


Additional References

11 Ibid., 234.
Defense Equal Opportunity Management Institute
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