

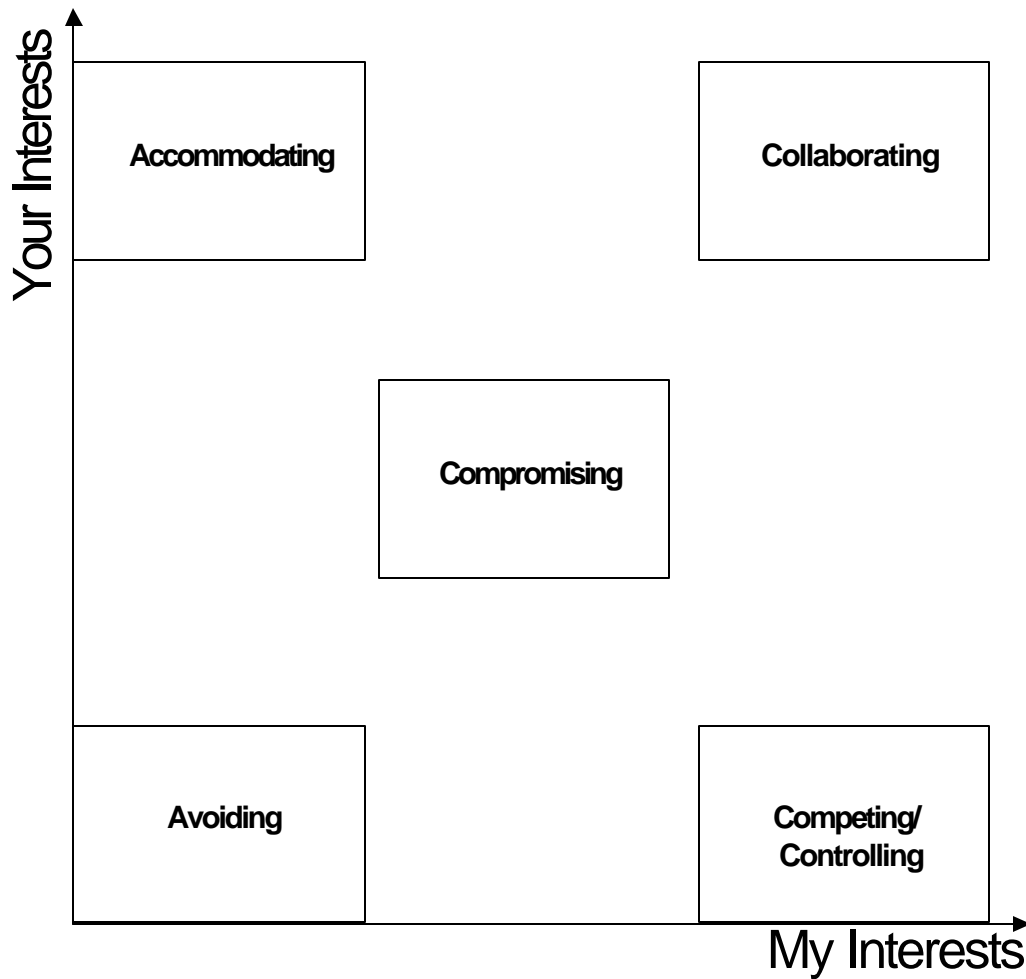
## CONFLICT is...

...a time when people are not getting what they need.

Managing or Resolving Conflict is about meeting needs while respecting boundaries.

*“How can we \_\_\_\_\_ while at the same time \_\_\_\_\_?”  
“\_\_\_\_\_ is important to both of us – what can we do to  
achieve it?”*

## Responses to Conflict



Response	Uses	Limits
<b>Avoiding</b>  Not addressing the conflict, either by withdrawing from the situation or postponing the issues.	<ul style="list-style-type: none"> <li>When confronting is too dangerous or damaging</li> <li>When a situation requires "cooling off"</li> <li>When you need more time to prepare</li> <li>When an issue is</li> </ul>	<ul style="list-style-type: none"> <li>Issues may never get addressed</li> <li>May lead to explosions of pent-up anger</li> <li>Slow death of relationships through stagnation and dullness</li> </ul>

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Adapted from The Thomas -Killmann Conflict Mode Instrument and  
 Ron Kraybill's Personal Style Inventory.

	unimportant	<ul style="list-style-type: none"> <li>▪ Loss of accountability</li> <li>▪ Your views might make a difference in the resolution</li> </ul>
<b>Accommodating</b>  Yielding to another person's point of view; paying attention to their concerns and neglecting your own.	<ul style="list-style-type: none"> <li>▪ When you see that you are wrong</li> <li>▪ When the issue is of little importance to you</li> <li>▪ When you want harmony to build the relationship or credits toward a more important issue</li> <li>▪ Demonstrates self discipline of ego</li> </ul>	<ul style="list-style-type: none"> <li>▪ You may never get your concerns addressed</li> <li>▪ Resentments may build</li> <li>▪ Stunted growth of personal gifts</li> <li>▪ Denies others benefit of healthy confrontation</li> </ul>
<b>Competing/Controlling</b>  Pursuing personal concerns at another's expense. Can mean standing up for your own or others' rights, defending a position that you believe is correct, or simply trying to win.	<ul style="list-style-type: none"> <li>▪ When immediate action is needed</li> <li>▪ When principles or rights are at stake</li> <li>▪ When rules must be enforced or challenged</li> <li>▪ To maintain stability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intimidates people so they are afraid to admit problems and give you important information</li> <li>▪ May harm relationship when others' needs are not considered</li> <li>▪ Atrophy of gifts in others</li> <li>▪ Stagnation</li> </ul>
<b>Compromising</b>  Seeking a middle ground by "splitting the difference." The solution partially satisfies (and partially dissatisfies) both parties.	<ul style="list-style-type: none"> <li>▪ For fast decision making on minor disagreements</li> <li>▪ When all else fails</li> <li>▪ When finding some solution is better than stalemate</li> <li>▪ When two parties of equal strength are committed to mutually exclusive goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Losing sight of larger issues and values and possibly not pleasing anyone</li> <li>▪ A more creative solution may be missed by a rush to give in</li> <li>▪ May lead to mediocrity and blandness</li> <li>▪ Possibly unprincipled agreements</li> <li>▪ Not appropriate if important principles are at stake</li> <li>▪ Likelihood of patching symptoms and ignoring root causes</li> </ul>
<b>Collaborating</b>  Working with someone by exploring your disagreement, generating alternatives, and finding a solution that mutually satisfies the concerns of both parties.	<ul style="list-style-type: none"> <li>▪ Can result in creative decisions that are legitimate, as well as stronger relationships</li> <li>▪ Helpful when you need a decision that addresses the concerns of both parties to achieve long-term stability</li> <li>▪ Others blossom and develop new gifts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not as helpful for minor decisions or when time is limited</li> <li>▪ Cannot happen when there is an imbalance of power or when resources do not allow a true collaborative effort</li> <li>▪ May not work when questions of right and wrong need to be resolved</li> <li>▪ Analysis paralysis</li> </ul>