

Testing on Examples

- *In a workshop on the Florida panthers genetists with expertise documented evidence for inbreeding depression. This is hotly denied by a field ecologist present. You view the parameters in dispute as a critical determinant of population dynamics. How do you handle this conflict?*

• **FORCING**

- *In a workshop on the Florida key deer, the key agency head opens with a statement that the cbsg must be interested in the taxon because it wishes to acquire animals for zoos. How do you handle this conflict?*

• **AVOIDING**

- *In the Kenya rhino workshop non-Kenyan participants mention that one plausible catastrophe for the rhino reserves would be a collapse of the government with ensuing lack of authority. Kenyan representatives quickly cut off this discussion. How do you handle this conflict?*

• **ACCOMODATING**

- *In the modelling exercise two biologists with opposing data, using legitimate methods and who have equal expertise disagree on the value of a parameter of the modelling. Neither feels that the difference in this value would cause a major shift in results. The group is getting restless and wants to complete the modelling. How do you handle this conflict?*

• **COMPROMISING**

- *You are a biologist who is trying to facilitate a workshop on panthers. Another biologist present contends that disease epidemics could not spread through the population, and can safely be eliminated from consideration. Although you and others present are sceptical, no one else can claim to have contrary evidence nor particular expertise in this field. How do you handle this conflict?*

ACCOMODATING

- *In a workshop on tana river primates two field biologists present very different estimates of population size. One is a black kenyan male, the other a white american female. This is a critical dimension of the modelling process. How do you handle this conflict?*

- **COLLABORATING**

More advanced techniques

Reframe tactics - stonewalling

- Go around stone walls
- Ignore the stone wall
- Reinterpret the stone wall as an inspiration
- Take the stone wall seriously, but test it

Reframe tactics - attacks

- Ignore the attack
- Reframe an attack on you as an attack on the problem
- Reframe a personal attack as friendly
- Reframe from past wrongs to future remedies
- Reframe from "you" and "me" to "we"

Reframe tactics - tricks

- Expose tricks
- Ask clarifying questions
- Make a reasonable request
- Turn the trick to your advantage

Conflict Mode Instrument

Conflict is defined as any situation in which your concerns or desires differ from another person's

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Objectives

- Become aware of own conflict style
- Recognize the conflict styles of others
- Assess conflict situations
- Practices using different types

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5 Modes for Handling Conflict

Two basic aspects of all conflict handling modes

Your Conflict Mode = Skills + Situation

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5 Modes for Handling Conflict

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Competing

- “My way or the highway”
- Quick action
- Unpopular decisions
- Vital Issues
- Protection

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Competing Skills

- Ability to argue or debate
- Ability to use rank or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly

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Overuse of Competing

- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by “Yes Men”

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Underuse of Competing

- Restricted influence
- Indecision
- Slow to Act
- Contributions withheld

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Collaborating

- “Two heads are better than one”
- Integrating solutions
- Learning
- Merging Perspectives
- Gaining Commitment
- Improving Relations




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Collaborating Skills

- The ability to learn
- Non-threatening confrontation
- Analyzing Input
- Identifying concerns

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Overuse of Collaborating

- Too much time on trivial matters
- Diffused responsibility
- Others may take advantage
- Work overload

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Underuse of Collaborating

- Deprived of mutual gains
- Lack of commitment
- Low empowerment
- Loss of innovation

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Compromising

- “Let’s make a deal”
- Moderate Importance
- Equal power – strong commitment
- Temporary solutions
- Time constraints



Assertiveness

Cooperativeness

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Compromising Skills

- Negotiating
- Finding a “Middle Ground”
- Making concessions
- Assessing value

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Overuse of Compromise

- Lose the big picture / long-term goals
- Lack of values / trust
- Cynical climate


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Underuse of Compromising

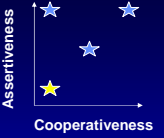
- Unnecessary confrontations
- Frequent power struggles
- Unable to negotiate effectively

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Avoiding


- “I’ll think about it tomorrow”
- Issues of low importance
- Reducing tensions
- Buying Time
- Low Power
- Symptomatic problems



Assertiveness

Cooperativeness


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Avoiding Skills

- Ability to withdraw
- Sidestepping
- Sense of timing
- Able to issues unresolved


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Overuse of Avoiding

- Lack of input from you
- Decisions are made by default
- Issues fester
- Cautious climate

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Underuse of Avoiding

- Hostility and hurt feelings
- Too many causes
- Lack of prioritization/delegation

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Accommodating

- "I'd be happy to help"
- Showing reasonableness
- Developing performance
- Creating good will
- Keeping peace
- Retreating
- Low importance




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Accommodating Skills

- Foregoing desires
- Selflessness
- Obeying orders
- Ability to yield


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Overuse of Accommodating

- Ideas get little attention
- Restriction of influence
- Loss of contribution
- Anarchy

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Underuse of Accommodating

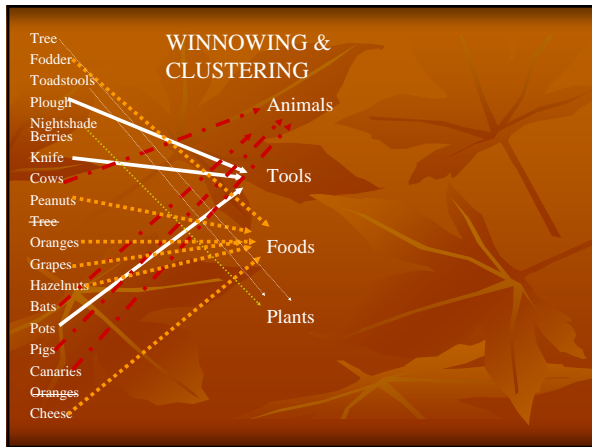
- Lack of Rapport
- Low morale
- Exceptions not recognized
- Unable to yield

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What's the best alternative?

Generating and evaluating distinct courses of action

Thinking Tools for Unstructured Problem Solving



Pair ranking of sports activities

Exercise	Most like to do?			
Running				
Walking				
Tennis				
Football				
Swimming				
Gardening				
Cycling				
Fishing				
Skiing				
Surfing				

Pair ranking of sports activities

Exercise	Instinctive rank	Paired rank		
Running	5	1		
Walking	8			
Tennis	4			
Football	3			
Swimming	7			
Gardening	6			
Cycling	10			
Fishing	2			
Skiing	1			
Surfing	9			

Pair ranking of sports activities

Exercise	Instinctive rank	Paired rank		
Running	5	1		
Walking	8			
Tennis	4	1		
Football	3			
Swimming	7			
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Pair ranking of sports activities

Exercise	Instinctive rank	Paired rank		
Running	5	111		
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Tennis	4	1		
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Swimming	7			
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Pair ranking of sports activities

Exercise	Instinctive rank	Paired rank		
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Skiing	1	1		
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Pair ranking of sports activities

Exercise	Instinctive rank	Paired rank	Criteria??	
Running	5	111		
Walking	8			
Tennis	4	11		
Football	3	1		
Swimming	7			
Gardening	6	1		
Cycling	10	1		
Fishing	2	1		
Skiing	1	1		
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Value of criteria

Criteria	Ease of eating	Sweetness	Most pleasant texture
Fruit			
Kiwi			
Orange			
Mango			
Apple			
Strawberry			

PROs-CONs-FIXes

- List all of the PROs
- List all of the CONs
- Review and consolidate the CONs
- Neutralize as many CONs as possible by seeing if you can fix them
- Compare the PROs and unalterable CONs for all options



Managing Conflict

Conflict styles and conflict management in a PHVA process

Conflict is critical in order to:

1. Produce high quality products
2. Keep groups from becoming complacent
3. Utilizing the resources of all group members
4. Sparking creativity, stimulating innovation, encouraging personal change and improvement

Conflict can:

- * Destroy group process if it is poorly understood and managed
- * Sap members of energy and vitality
- * Particularly when.....
- * Personality conflicts over things which can't be changed
- * Conflict stimulated for self-serving processes
- * e.g. divide and conquer

Causes Of Ambivalence

- * Lack of understanding the causes of conflict
- * Lack of understanding of the variety of methods for handling it
- * Lack of confidence in one's personal skills for handling the tense, emotionally charged atmosphere typical of most conflicts

Objective of Conflict Management

To learn to maintain the optimal level of conflict while keeping conflicts focus on productive purposes.

Sources of interpersonal conflict

1. personal differences

In values, expectations, perceptions, culture

Are difficult to resolve because there is no right value or perception, all are equally valid and rarely subject to rational analysis.

E.g: use of animal parts for medicinal purposes

Sources of interpersonal conflict

2. Informational deficiency

Missing information, misunderstanding is easy to resolve once the FACTS are uncovered

E.g. when facts of how long dehydration takes at certain temperature levels.

Sources of interpersonal conflict

3. Interdependent tasks with role incompatibility

Different roles/expertise (e.g. biologists, ecologists) place different emphases on goals (species, habitat) resolution often requires the mediation (through resolution processes or higher authority)

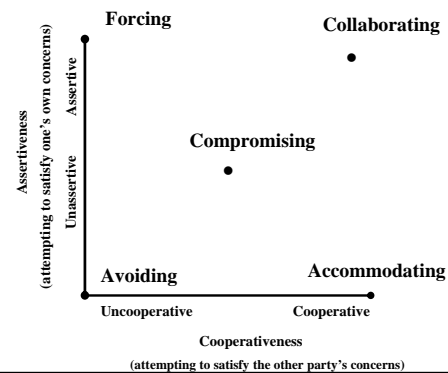
Sources of interpersonal conflict

4. Environmentally induced stress

Resource scarcity, uncertainty, (= information scarcity)

Conflicts are resolved IF stress goes away

Two-dimensional Model of Conflict Behavior



A. Competing/Forcing

Uses:

1. When quick, decisive action is vital- e.g. emergencies.
2. On important issues where unpopular courses of action need implementing - e.g., cost cutting, enforcing unpopular rules, discipline.
3. On issues vital to company welfare when you know you're right.
4. To protect yourself against people who take advantage of non-competitive behavior.

B. Accommodating

Uses

1. When you realize that you are wrong - to allow a better position to be heard, to learn from others, and to show you are reasonable.
2. When the issue is much more important to the other person than to yourself - to satisfy the needs of others, and as a goodwill gesture to help maintain a cooperative relationship.
3. To build up social credits for later issues which are important to you.
4. When continued competition would only damage your cause - when you are outmatched and losing.
5. When preserving harmony and avoiding disruption are especially important.
6. To aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes.

C. Avoiding

Uses:

1. When an issue is trivial, of only passing importance, or when other more important issues are pressing.
2. When you perceive no chance of satisfying your concerns - e.g., when you have low power or you are frustrated by something which would be very difficult to change (national policies, some one's personality structure, etc.).
3. When the potential damage of confronting a conflict outweighs the benefits of its resolution.
4. To let people cool down - to reduce tensions to a productive level and to regain perspective and composure.
5. When gathering more information outweighs the advantages of an immediate decision.
6. When others can resolve the conflict more effectively.
7. When the issue seems tangential or symptomatic or another more basic issue.

D. Compromising

Uses

1. When goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
2. When two opponents with equal power are strongly committed to mutually exclusive goals - are in labor-management bargaining.
3. To achieve temporary settlements to complex issues.
4. To arrive at expedient solutions under time pressure.
5. As a backup mode when collaboration or competition fails to be successful.

E. Collaborating

Uses:

1. To find an integrative solution when both sets of concerns are too important to be compromised.
2. When your objective is to learn - e.g., testing your own assumptions, understanding the views of others.
3. To merge insights from people with different perspectives on a problem.
4. To gain commitment by incorporating other's concerns into a consensus decision.
5. To work through hard feelings which have been interfering with an interpersonal relationship.

Testing on Examples

IN A WORKSHOP ON THE FLORIDA PANTHERS GENETISTS WITH EXPERTISE DOCUMENTED EVIDENCE FOR INBREEDING DEPRESSION. THIS IS HOTLY DENIED BY A FIELD ECOLOGIST PRESENT. YOU VIEW THE PARAMETERS IN DISPUTE AS A CRITICAL DETERMINANT OF POPULATION DYNAMICS. HOW DO YOU HANDLE THIS CONFLICT?

IN A WORKSHOP ON THE FLORIDA KEY DEER, THE KEY AGENCY HEAD OPENS WITH A STATEMENT THAT THE CBSG MUST BE INTERESTED IN THE TAXON BECAUSE IT WISHES TO ACQUIRE ANIMALS FOR ZOOS. HOW DO YOU HANDLE THIS CONFLICT?

IN THE KENYA RHINO WORKSHOP NON-KENYAN PARTICIPANTS MENTION THAT ONE PLAUSIBLE CATASTROPHE FOR THE RHINO RESERVES WOULD BE A COLLAPSE OF THE GOVERNMENT WITH ENSUING LACK OF AUTHORITY. KENYAN REPRESENTATIVES QUICKLY CUT OFF THIS DISCUSSION. HOW DO YOU HANDLE THIS CONFLICT?

IN THE MODELLING EXERCISE TWO BIOLOGISTS WITH OPPOSING DATA, USING LEGITIMATE METHODS AND WHO HAVE EQUAL EXPERTISE DISAGREE ON THE VALUE OF A PARAMETER OF THE MODELLING. NEITHER FEELS THAT THE DIFFERENCE IN THIS VALUE WOULD CAUSE A MAJOR SHIFT IN RESULTS. THE GROUP IS GETTING RESTLESS AND WANTS TO COMPLETE THE MODELLING. HOW DO YOU HANDLE THIS CONFLICT?

YOU ARE A BIOLOGIST WHO IS TRYING TO FACILITATE A WORKSHOP ON PANTHERS. ANOTHER BIOLOGIST PRESENT CONTENDS THAT DISEASE EPIDEMICS COULD NOT SPREAD THROUGH THE POPULATION, AND CAN SAFELY BE ELIMINATED FROM CONSIDERATION. ALTHOUGH YOU AND OTHERS PRESENT ARE SKEPTICAL, NO ONE ELSE CAN CLAIM TO HAVE CONTRARY EVIDENCE NOR PARTICULAR EXPERTISE IN THIS FIELD. HOW DO YOU HANDLE THIS CONFLICT?

IN A WORKSHOP ON TANA RIVER PRIMATES TWO FIELD BIOLOGISTS PRESENT VERY DIFFERENT ESTIMATES OF POPULATION SIZE. ONE IS A BLACK KENYAN MALE, THE OTHER A WHITE AMERICAN FEMALE. THIS IS A CRITICAL DIMENSION OF THE MODELLING PROCESS. HOW DO YOU HANDLE THIS CONFLICT?

When collaborating is appropriate....

Guidelines for collaborating effectively

- Step 1: Agree on the definition of the conflict
- Step 2: Define the problem in terms of needs, not solutions
- Step 3: Communicate effectively
- Step 4: Explore possible solutions
- Step 5: Choose a solution that will best meet both parties' needs
- Step 6: Agree on who will do what, where, and by when