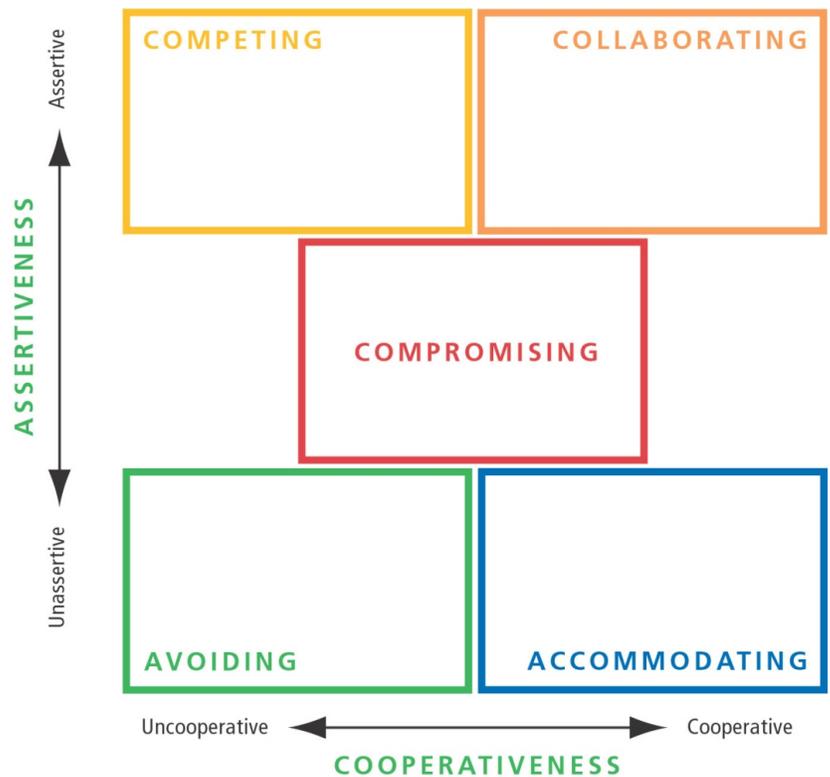


Find Time, Recharge Your Energy & Resolve Conflict

Conflict is any situation in which your concerns or desires differ from those of another person, the demands of the job / project, or the needs of a situation. It can cause a giant time-drain and abundant stress. Many try to avoid situations of conflict and others want to ram their way through it. Understanding your default conflict style can show you how to make the most of each situation and use these times of conflict as learning and success opportunities. Resolving conflict is an opportunity to transform a situation into something better, gaining energy, stopping the drainage of time, and maybe even promoting better internal / external relationships.

Thomas-Kilmann Conflict Modes describe a person's behavior along two basic dimensions: (1) assertiveness, the extent to which the individual attempts to satisfy his or her own concerns, and (2) cooperativeness, the extent to which the individual attempts to satisfy the other person's concerns. These two dimensions of behavior can be used to define five methods of dealing with conflict. These five conflict-handling modes are shown below:



Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win.

Collaborating is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

7-Step Model Conflict Resolution

1. Consciously move to a non-defensive position with the intent to learn, not defend.
2. Define the issues by listening to each other's positions, each person putting themselves in the other person's shoes and restating that position.
3. State the problem in terms of underlying "interests" (needs of concerns).
4. Identify areas of *commonality* in the two sets of needs.
5. Identify areas of *differences* in the two sets of needs.
6. Generate as many potential solutions as possible which will accommodate both sets of needs. Discuss and prioritize options.
7. Plan implementation (write it down!) and evaluation (set a follow-up date/time)

What is ONE thing you have learned about conflict modes?

How does conflict affect your TIME? ENERGY?

What is ONE specific action can you take to improve your effectiveness at handling conflict?

About Rozzi and Associates

Rozzi and Associates is a leadership and organizational development organization helping good leaders become great! Every one of our programs starts with the premise that great leadership skills are a product of time, practice, and focused development. Our leadership development, emotional intelligence insight, career management and development programs can be customized to meet your desired outcomes and needs.

At Rozzi and Associates, our signature leadership development programs use **one-on-one coaching** in a systematic process where the participant and coach work in collaboration to achieve a results-oriented, solutions-focused goal. We offer individual and cohort programs that address professional growth and development as well as work performance. The values of our program include:

- Tailored to individual needs while aligning to organizational goals
- Capstone project provides an activities-based learning assignment
- Return on investment or impact on business is easily measured
- Develops leadership pipeline within organization
- Individual professional development aids in associate engagement and retention
- Continual development of associates is key to innovation

Some additional trainings we provide:

- Working as a Team Starts with Understanding Ourselves and Each Other
- Emotional Intelligence Overview
- Emotional Intelligence in Leadership
- Maximizing Your Influence
- Holding Yourself and Others Accountable

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