



*Resolving
Conflict*

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COURSE OBJECTIVES

The objectives of this course are to enable participants to:

- Identify common causes of conflict in disaster operations.
- Discuss conflict management styles that a person might employ.
- Identify when each management style is appropriate.

TARGET AUDIENCE

The target audience for this training is all employers who feel they want to better manage and resolve conflict.

APPROXIMATE TIME

2 hours

CONTENTS

This course includes the following:

- Course Overview
- Introductions
- Sources of Conflict
- Conflict Management Styles
- Resolving Differences
- Summary

PREPARING

Use the following checklist to help you prepare for this course:

Supplies and Equipment

- Visuals 1 through 25.
- Overhead projector with screen or laptop computer and projector
- Chart paper, easels, and markers
- Masking tape
- Name cards
- Pens and note paper

Handout Materials

- Resolving Conflict Student Manual
- Resolving Conflicts End-of-Course Evaluation (included in Student Manual)

NUMBER OF INSTRUCTORS

One to three instructors may be used to teach this course.

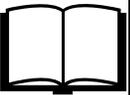
INSTRUCTOR QUALIFICATIONS

Instructors should have training experience, as well as previous experience working in a disaster situation. This course should not be taught by instructors without previous disaster field experience. If you are inexperienced, request an experienced instructor to co-instruct.

COURSE CONTENT

Instructors delivering these course materials should ensure that the course objectives are delivered in their entirety in order to have the course completion recorded in the Automated Deployment Database (ADD). Additional material may be added, based on the need of the audience to enhance the understanding of the subject matter.

ICONS

Overhead Projector 	Projector 	videotape 	Easel 	Key Point 	Instructor Note 	Check List / Evaluation form 	Graduation / Diplomas 
Thank You! / Good Job! 	Activity 	Discussion Question 	Summary Transition 	Participant Manual 	Time Saving Tip 	Participant Handout 	

REFERENCES:

Wisinski, Jerry (1993) *Resolving Conflicts on the Job*. New York, AMACOM

Covey, S. (1989). *Seven Habits of Highly Effective People*. New York: Simon & Schuster

WELCOME



Visual 1

Begin by welcoming class

- Introduce yourself

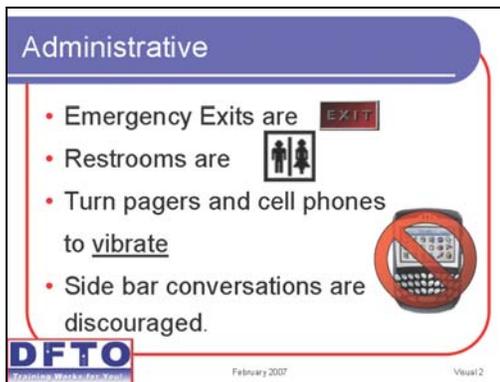


Review class rules and safety items:

- Fire exits
- Restrooms
- Turn pagers and cell phones to vibrate.



Visual 2



COURSE OVERVIEW

Begin this training by reviewing the following objectives



Visual 3

Course Objectives

- Identify common causes of conflict in disaster situations
- Discuss conflict management styles that a person might use.
- Identify when each management style is appropriate


February 2007
Visual3

Review the course objectives with the participants.

- Identify common causes of conflict in disaster situations.
Objective #1, Page 8
- Discuss conflict management styles that a person might use.
Objective #2, Page 15
- Identify when each management style is appropriate.
Objective # 3, Pages 17, 19, 21, 23 and 25

INTRODUCTIONS

Have participants introduce themselves

- Name?
- What position in the organization they hold
- Where they are from?
- Class expectations?



Visual 4

Introductions

- Your name?
- Position in the organization?
- Where you are from?
- Your course expectation is?


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Visual4



Visual 5

Resolution or Management?

Conflict Resolution, reduction in the severity, settlement, agreement on issues, or removal of the underlying causes of the conflict.

Conflict Management, the parties continue the conflict but adopt less extreme tactics.

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Disaster Field Training Operations

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Explain to the participants the difference between conflict resolution and conflict management.

Conflict resolution is any reduction in the severity of a conflict.; such as settlement, in which they reach agreement on enough issues that the conflict stops; or removal of the underlying causes of the conflict.

Learning Check Question #6

Conflict resolution may involve **conflict management**, in which the parties continue the conflict but adopt less extreme tactics.

Learning Check Question #7



ASK the participants if anyone would like to relate any experience that they have had with conflict resolution or conflict management.

SOURCES OF CONFLICT



Visual 6

Resolving Conflicts

- What are the common sources of conflict in any organization?
- What conflict management styles do you use and in what situations?

DFTO February 2007 Visual 6

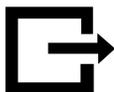


In any organization, it is inevitable that conflicts will arise.

As an employee or a supervisor, you may find yourself in conflict situations with:

Objective #1

- Personnel who report to you
- Your supervisor
- Other supervisors or managers
- Other personnel within the organization
- State or local officials
- Disaster victims
- You also may be a witness to conflicts between individuals from one or more of these groups.



This course will address:

- Some of the common causes of conflict in an organization.
- Conflict management styles and how they can be used to resolve various types of conflict situations



Visual 7

Workplace Conflicts

- **Interpersonal** most common, most difficult to handle, usually based on value system.
- **Organizational** based on changing dynamics within the organization.

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Visual7



There are two types of conflict in the workplace, Interpersonal and Organizational.

Learning Check Question #2

Interpersonal conflict occurs when your perception or values differ from someone else.

Organizational conflict is based on change, conflicting goals or objectives, limited resources or a breakdown in communications or planning.

Learning Check Question #3



Visual 8

Interpersonal Value System

- Early childhood
- Early school
- Teen years
- Early Adult
- Professional

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Visual8



Explain a person’s values develop throughout stages in their life. These values affect the way we work and the way we perceive events.

Learning Check Question #4



Ask the participants: Do you see the glass as half full or half empty?



Visual 9

Activity - Values

As a group discuss the values of Bob and Judy.




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Visual9



Divide the class into two groups. One group will discuss Bob's values, the other will discuss Judy's values. Allow 10 minutes for the discussion then have one member of each group present their ideas.

Scenario:

Bob is a mid level manager, he gives 110% and believes in climbing the corporate ladder. Judy is his employee and has a lot of potential for advancing, if she would only apply herself a little more. Judy's performance is acceptable, but Bob believes she can do better.

Bob is also frustrated because Judy is president of her daughter's school PTA, volunteers with the Red Cross and the local hospital. Bob sees this outside initiative and doesn't understand why Judy is not interested in advancing at work.

Answer the questions on the next visual



Visual 10

Activity - Values

Answer the following questions:

- What is the potential conflict?
- How does Bob view success?
- How does Judy view success?
- How should Bob handle the situation?
- How should Judy handle the situation?



DFTO February 2007 Visual 10

Answer the following questions:

What is the potential conflict?

How does Bob view success?

How does Judy view success?

How should Bob handle the situation?

How should Judy handle the situation?

Record the answers on chart paper.





Visual 11



Review the following key points:

Change can lead to conflict, particularly if the change is unwelcome.

You may encounter resistance if you ask someone to try new ways of working or thinking.



Ask the participants to list why people are resistant to change:



Record their answers on chart paper.

If not covered by participants, list the following reasons.

Fear of Failure People do not like to fail.

Habit People are creatures of habit.

No need People only see the change from their point of view and do not see the reason for the change.

Loss of Control People may feel that they have lost control of their environment.

Closed Mind “Don’t confuse me with facts”

Unwilling to learn People are resistant to try new routines.

Unknown Something unfamiliar.

Concern People may fear that the new change will not result in any improvement.



Visual 12

**Review the following key points:**

Divergent goals can be a source of conflict.

Conflict can result when you are trying to achieve one set of outcomes and another person wants something entirely different to happen.



Ask the participants if they have any examples of divergent goals in a disaster setting.

Possible answer:

A local official wants a bridge to be rebuilt quickly so that people can get back to work.

The Mitigation Officer wants to evaluate alternative approaches to the reconstruction so that the bridge will be better able to withstand future disasters.



Visual 13



Limited Resources can mean practically anything, not enough employees, lack of space, lack of equipment, inadequate equipment.



Ask the participants if they have ever experienced limited resources when they arrived at their work place?

What measures did they take to complete their assignments?



Visual 14



Communications breakdown can occur in any organization or group. They can also occur between groups, where one group promises something and it is up to another group to deliver, but the second group is never told of the promise.



Two ideas that have contributed greatly to the productive handling of conflicts. "Seek first to understand, then to be understood," was introduced by Steven Covey, in *Seven Habits of Highly Effective People*.

If we encourage others to explain their side first, they will be more willing to listen to ours.

CONFLICT MANAGEMENT



Visual 15



Every individual has his or her own preferred styles, or patterns of behavior, for managing conflict.

There is no “right” style; they are each appropriate in certain situations. However, each of the styles can have negative consequences when overused, or when its use is inappropriate to the situation. The appropriateness of a particular conflict management style depends, in part, on the nature of the conflict situation.

Learning Check Question #5

Although labels may differ, most students of human conflict agree on the following five styles of conflict management:

- Dominating
- Accommodating
- Avoiding
- Compromising
- Collaborating

Objective #2, Learning Check Question #1

The behaviors that make up each style are based on the degree to which one is concerned with the attainment of personal goals (assertiveness) and with the preservation of the relationship (cooperative).

Our choice of behavior (conscious or unconscious) in a particular situation is based on assumptions (values and attitudes) about others, about the nature of relationships, and about how we should go about getting what we want.



Visual 16



A dominating style indicates a high degree of concern for attaining individual goals and low concern for the relationship. “Winning” is a primary consideration.

Behaviors typical of a dominating style:

- Employs assertive to aggressive behavior.
- Uses power associated with status rank, expertise, etc.
- May force compliance through open or implied threats.
- Uses persuasive, “airtight” arguments.
- May impugn other’s integrity, intelligence, common sense, or motives.
- Listens to the other for the purpose of finding “holes” in the other’s argument and for preparing rebuttal.
- In the extreme, is dogmatic, inflexible, and intimidating

Rationale/assumptions in using a dominating style:

- Some people are right and others are wrong!
- One should do whatever is necessary to win or prevail.
- Persuasion, power, and force are acceptable to achieve goals.
- There is a single right answer!
- Losing means weakness, incompetence, and loss of power/control.

Appropriate uses of the Dominating style:

Objective # 3

- In emergencies when quick, decisive action is needed
- In situations where unpopular changes need to be implemented.
- When other methods have been tried and failed.
- In working relationships where there is an atmosphere of low trust.
- When a strong personality is trying to steamroller you.
- When you need to stand up for your rights or the rights of others.

Disadvantages to the Dominating style:

- Can escalate to conflict
- Your input may not be requested in the future.
- Others are intimidated and may be less than candid in interactions.
- Losers in confrontations expend energy finding ways to “get even.”
- Your decisions elicit surface compliance but little or no commitment.



Ask the participants if they have any examples of this conflict management style.



Visual 17



An accommodating style indicates a high concern for the relationship with a relatively low concern for achievement of individual goals. Pleasing the other and protecting one's self from attack or negative consequences are primary considerations.

Behaviors typical of an accommodating style:

- Denies or smooths over differences.
- Is passive and unassertive.
- Is cooperative to the point of sacrificing personal objectives.
- Suppresses anger or strong negative emotions.
- In the extreme, enters into false agreements or insincere cooperation to restore harmony.

Rationale/assumptions in using an accommodating style:

- Differences/conflict only serve to drive people apart.
- To differ is to reject or be rejected.
- It is better to ignore differences than to confront them.
- Some relationships are so fragile that they cannot endure the trauma of working through differences.

Appropriate uses of the Accommodating style

Objective # 3

- When an issue is not as important to you as it is to the other person.
- When you know you can't win or it is not the right time.
- When harmony is more important.
- When what the parties have in common is a more important than their differences.

Disadvantages of the Accommodating style

- The relationship is dishonest, therefore both lose.
- The accommodating person can be exploited.
- Unexpressed feelings and thwarted personal goals may cause resentment.
- One's own ideas do not get attention.



Ask the participants if they have any examples of this conflict management style.



Visual 18



An avoiding style indicates a low concern for the relationship and a low concern for personal goals. Avoidance of threatening situations and maintaining self-control are primary considerations.

Behaviors typical of an avoiding style:

- Withdraws physically or psychologically from the situation.
- Ignores problems or differences.
- Refuses to engage in either “fighting” or problem solving. Takes a detached observer stance.

Rationale/assumptions in using an avoiding style:

- Conflict is uncomfortable and I will probably lose anyway.
- Being rational and in control of emotions is more important than achieving personal goals.
- I do not have the power to influence the other person; it is hopeless.

Appropriate use of an Avoiding style

Objective # 3

- When the conflict is small and relationships are at stake.
- When other issues are more important and you don't have time to deal with this issue.
- When you see no chance of getting your concerns addressed.
- When you are emotionally involved and others around you can solve the conflict.
- When more information is needed.

Disadvantages of an Avoiding style:

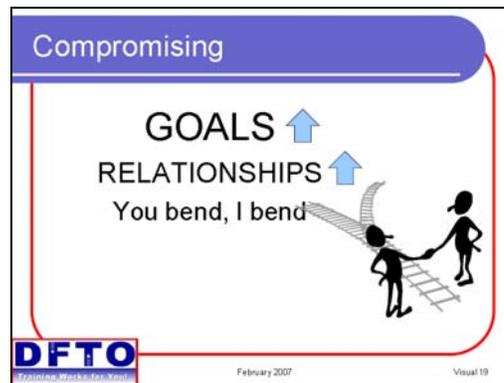
- Important decisions may be made by default.
- Postponing may make issues worse.
- Both parties may end up feeling frustrated because differences are not worked through to the satisfaction of either party. Overusing avoidance may ultimately result in termination of the relationship.



Ask the participants if they have any examples of this conflict management style.



Visual 19



A compromising style is based on an immediate concern for both the relationship and achievement of personal goals. Seeking a middle ground acceptable to both parties is the primary consideration

Behaviors typical of a compromising style:

- Negotiates or bargains to achieve goals.
- Makes concessions to reach agreement.
- Is reasonable and flexible.

Rationale/assumptions in using a compromising style:

- Finding a middle course in which you each give up something is preferable to a deadlock.
- It is better to get half a loaf than none at all!
- Compromising is a “civilized” approach to resolving the inevitable differences between people.

Appropriate uses of a Compromising style:

Objective # 3

- When people of equal status are equally committed to the goals.
- To achieve temporary settlement of complex issues.
- To maintain personal objectives while preserving the relationship.
-

Disadvantages of a Compromising style.

- Compromise solution may ignore real issues.
- Compromise can be manipulative (i.e., to keep the other from “winning”).
- Can cause cynicism, especially if there is no commitment to honor the compromise.



Ask the participants if they have any examples of this conflict management style.



A collaborating style is based on a high degree of concern both for the relationship and for achieving personal goals. Solving the problem in such a way that both parties are committed to the decision is the primary consideration

Behaviors typical of a collaborating style:

- Engages the other in an exploration of their differences (attitudinal and substantive).
- Expresses self openly and candidly.
- Acknowledges legitimacy of own and other's strong feelings.
- Listens with an open mind to the other's feelings, concerns, perceptions, and position.
- Exhibits patience in exploring alternative ways of meeting each party's needs and/or goals

Rationale/assumptions in using a collaborating style

- Differences are natural events in relationships and should be perceived as problems to be resolved rather than fights to be won.
- Conflict can be managed so that no one has to lose.
- If both parties communicate openly and candidly and are committed to understanding the nature of the problem, the problem can be solved.
- Who is at fault is not an important consideration

Appropriate uses of a Collaborating style:

Objective # 3

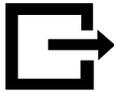
- When there is a high level of trust.
- When you don't want to have full responsibility or want others to have "ownership" of the issues.
- When the people involved are willing to change their thinking as more information is discovered.
- When you need to work through animosity and hard feelings.

Disadvantages of a Collaborating style

- A collaborating style can be perceived as manipulative and self-serving if used inappropriately and/or unskillfully.
- The process takes a lot of time and energy.
- Some may take advantage of other peoples trust.



Ask the participants if they have any examples of this conflict management style.



Reinforce with the participants that every individual has his or her own preferred styles, or patterns of behavior, for managing conflict.

There is no "right" style; they are each appropriate in certain situations. However, each of the styles can have negative consequences when overused, or when its use is inappropriate to the situation. The appropriateness of a particular conflict management style depends, in part, on the nature of the conflict situation.

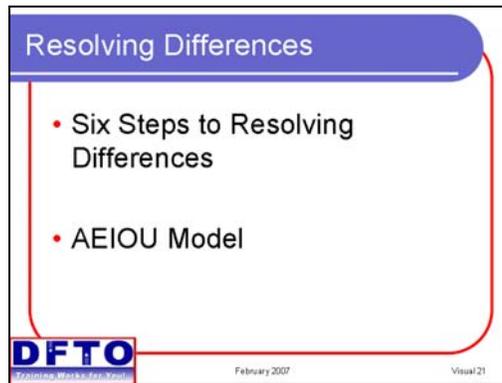
Learning Check Question #5

The next section will focus on two communications methods that can be used in conflict resolution.

RESOLVING DIFFERENCES



Visual 21



Explain to the participants that there are a number of communication models that are useful in helping to resolve issues. We will focus on only two of these models. The Six Step model and the AEIOU model.



Visual 22

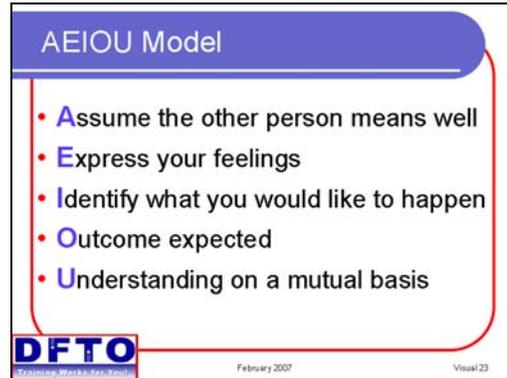


Six Steps to Resolving Differences.

1. Define the conflict
2. Analyze the situation.
 - Who?
 - What?
 - Where?
 - When?
 - Why?
 - How?
3. Generate alternatives
 - Has this happened before, what was done?
 - How will similar situations be affected by the solution?
4. Project the results of each alternative
 - “What if?”
5. Select and agree on the alternative
6. Implement and Evaluate



Visual 23



- **Assume the other person means well**, if you assume that the other person is intentionally trying to cause conflict, the chances for an effective resolution of the issue is reduced.
- **Express your feelings**, after you tell the other person what your perception of the issue is, you can express your concern.
- **Identify what you would like to happen**, you non defensively propose what you would like to happen.
- **Outcome expected** There are both negative and positive outcomes, it is important to emphasis the positive outcome.
- **Understanding on a mutual basis**, the idea is to get the other person to agree to your proposal. You can agree to give a try for a while to see if it works out.

SUMMARY



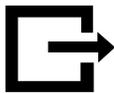
Visual 24

A slide titled "Course Summary" with a blue header. It contains three bullet points: "Identify common causes of conflict in disaster situations", "Discuss conflict management styles that a person might use.", and "Identify when each management style is appropriate". The slide has a red border and a DFTO logo at the bottom left. The text "February 2007" and "Visual 24" are at the bottom right.

Course Summary

- Identify common causes of conflict in disaster situations
- Discuss conflict management styles that a person might use.
- Identify when each management style is appropriate

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Visual 24



Summarize the course by reviewing the objectives and the following key points:

In any organization, it is inevitable that conflicts will arise. As an employee or a JFO supervisor, you may find yourself involved in or witnessing conflict situations among:

- Personnel who report to you
- Your supervisor
- Other JFO supervisors or managers
- Other personnel within the JFO organization
- State or local officials
- Disaster victims

There may be several factors contributing to a conflict situation, including:

There are several different styles or approaches that one can employ to manage conflict:

- Dominating
- Accommodating
- Avoiding
- Compromising
- Collaborating

The appropriateness of each of the conflict management styles depends on the nature of the conflict situation.



Hand out the Learning Check to the participants. When the participants have completed the Learning Check, review the answers as a group activity.



Ask the participants to complete the course evaluation form.

Visual 25



Learning Check



1) Name the five Conflict Management styles?

2) What are the two types of conflict in the workplace?

3) Limited resources is the only source of conflict in an organization?

TRUE

FALSE

4) What affects the way we work and the way we perceive events?

5) There is only one successful conflict management style?

TRUE

FALSE

6) Define conflict resolution:

7) Define Conflict management:

8) What is your style of conflict management?

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**Learning Check
Answer Key**



- 1) Name the five Conflict Management styles?

Dominating, Accommodating, Avoiding, Compromising

Collaborating

Page 15

- 2) What are the two types of conflict in the workplace?

Interpersonal, Organizational

Page 9

- 3) Limited resources is the only source of conflict in an organization?

TRUE

FALSE **Page 9**

- 4) What affects the way we work and the way we perceive events?

Interpersonal Value System **Page 9**

- 5) There is only one successful conflict management style?

TRUE

FALSE **Pages 15 and 25**

- 6) Define conflict resolution:

Conflict resolution is any reduction in the severity of a conflict

Page 7

- 7) Define Conflict management:

conflict management, in which the parties continue the conflict but adopt less

extreme tactics **Page 7**

- 8) What is your style of conflict management?

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*Please take a moment to complete the following items.
Your input may help to improve future training sessions.
Thank you!*



Date of Course _____

Name of Instructor(s) _____ **Disaster Number** _____

1. The instructor was knowledgeable and well-prepared.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

2. The instructor provided time for questions and review and encouraged group participation.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

3. The instructor related the material to disaster work and used FEMA-related examples.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

4. Based on your Requestor/Supervisor/Program Manager's expectations from this course, will you be able to meet or exceed them? Why? Or why not?

5. Overall, how would you rate this course.

___ Excellent ___ Very Good ___ Good ___ Adequate ___ Poor

6. Please list additional training that would benefit your JFO work or benefit the JFO workforce in general.

