



CONFLICT RESOLUTION AND
COLLABORATIVE DECISION
MAKING



INTERNATIONAL
INSTITUTE FOR
**SPIRITUAL
LEADERSHIP**

CONFLICT RESOLUTION AND COLLABORATIVE DECISION MAKING



CONFLICT RESOLUTION

Conflict: is a disagreement between two or more parties (for example, countries, departments, groups, individuals, organizations) who perceive that they have incompatible concerns

- Occurs when people disagree. There will be conflict due to differences yet, effective measures must sometimes be taken to reduce anger.
- Conflict is both positive and negative.
- Conflict may be seen as a learning experience.



CONFLICT RESOLUTION

Constructive and Destructive Conflict

Constructive

- Increases communication
- Improves problem solving
- Creates involvement
- Creates positive relationships

Destructive

- Divert energy from task
- Widens differences
- Reduces productivity and commitment
- Creates irresponsible behavior
- Lowers moral



CONFLICT RESOLUTION

Types of Conflict

- **Relationship Conflicts:** has strong negative emotions, misperceptions or stereotypes, poor communication, or repeated negative behaviors
- **Data Conflicts:** lack of information needed to make wise decisions, misinterpretations, and competing assessment procedures.



CONFLICT RESOLUTION

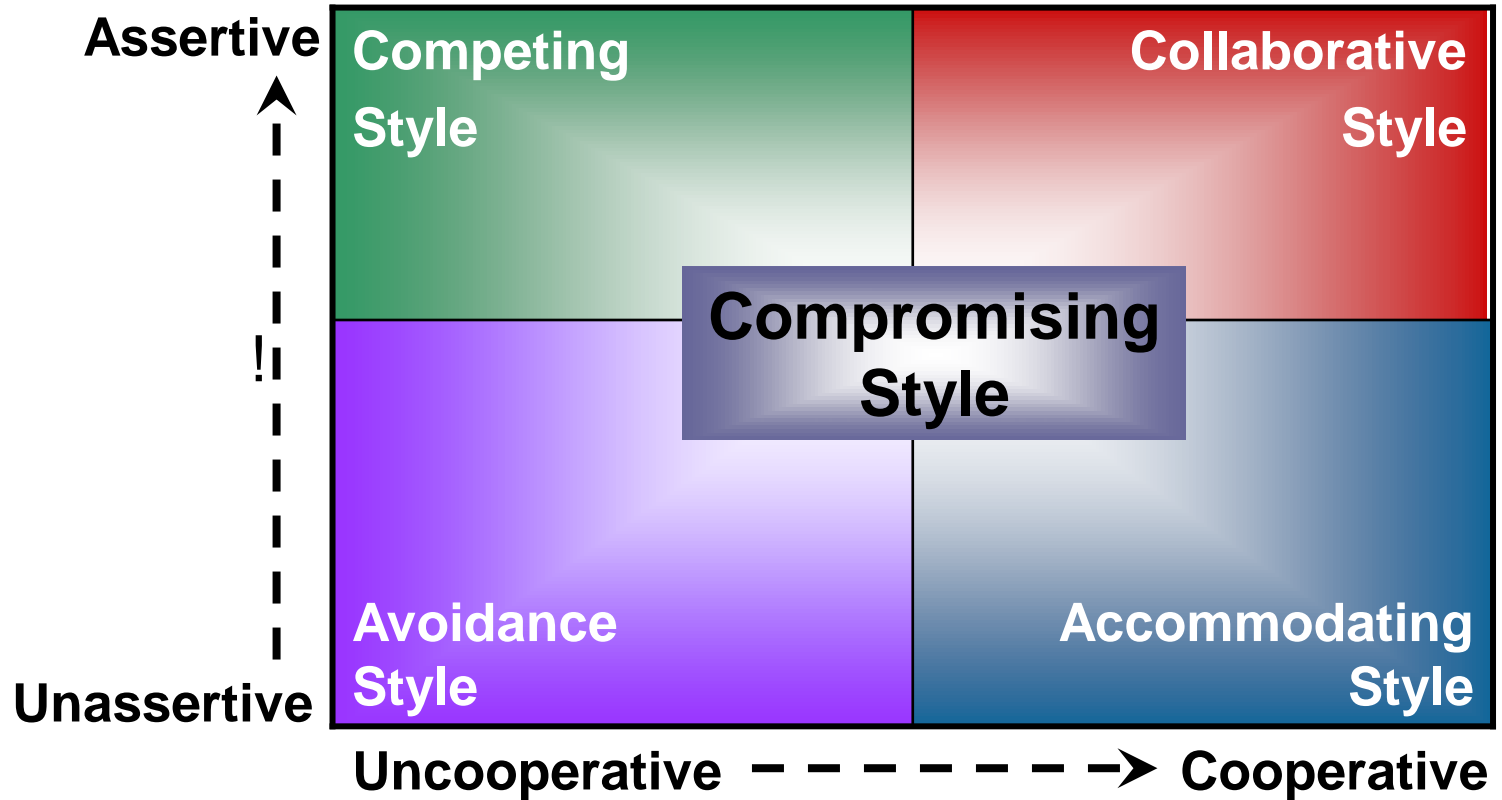
Types of Conflict

- **Interest Conflict:** competition over perceived incompatible needs. Believe that in order to satisfy one's needs, the needs of another must be sacrificed.
- **Structural Conflict:** caused by external forces such as geographic constraints, time, and organizational change
- **Value Conflict:** perceived or incompatible belief systems. Values are the beliefs that one uses to have meaning in the lives.



CONFLICT RESOLUTION

Conflict Management Styles



CONFLICT RESOLUTION

Conflict Management Styles

➤ Accommodate (I Lose, You Win)

Putting aside your needs and desires and acquiescing to the other person's requests/demands.

Appropriate:

- When a high value is placed on your relationship with the other party.
- When outcome is of low importance to you, but is of high importance to the other party.



CONFLICT RESOLUTION

Conflict Management Styles

➤ Avoid (I Lose, You Lose)

Side-stepping or withdrawing from the conflict situation.

Appropriate:

- When you prevent/postpone conflict, it remains unresolved and neither party wins.



CONFLICT RESOLUTION

Conflict Management Styles

➤ **Compromise (We Both Win, We Both Lose)**

Resolving the conflict quickly and efficiently by seeking a fair and equitable split between the two positions.

Each side concedes on some of their issues in order to win others. Both parties must be flexible and willing to settle for a satisfactory resolution of their major issue.



CONFLICT RESOLUTION

Conflict Management Styles

➤ **Compete (I Win, You Lose)**

Seeking to win your position at the expense of the other party losing theirs.

Appropriate:

- When only one party can achieve their desired outcome.
- Best used when outcome is extremely important and relationship is of low importance.



CONFLICT RESOLUTION

Conflict Management Styles

➤ Collaborate (I Win, You Win)

Cooperating with the other party to try to resolve a common problem to a mutually satisfying outcome.

When you join with the other party to compete against the situation, instead of each other.

Each side must feel that the outcomes gained through collaboration are better than they could achieve on their own.



COLLABORATIVE DECISION MAKING

Collaborating Leadership Model



COLLABORATIVE DECISION MAKING

Collaborative Leadership

Vision – Answers three questions:

What is our journey?

Why are we taking it?

Who are we and what do we do?

Altruistic Values – Ethical standards that, when followed, create a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation of BOTH self and others.

Hope/Faith – The assurance of things hoped for, the conviction that your vision/purpose/mission will come to pass.



COLLABORATIVE DECISION MAKING

Universal Personal Needs

Calling – A sense that one's life has meaning and makes a difference.

Membership – A sense that one is understood and appreciated.



COLLABORATIVE DECISION MAKING

Collaborative Leadership - Two Types of Values

EGOISTIC

Selfish (Pride)

Frustration

Resentment

Anger

Stress

Fear

VS

ALTRUISTIC

Selfless Service (Humility)

Happiness

Well-being

Peace of Mind



COLLABORATIVE DECISION MAKING

Collaborative Leadership

Altruistic Values

- Trust/Loyalty
- Integrity
- Honesty
- Humility
- Courage
- Kindness
- Compassion
- Forgiveness
- Patience
- Fun



COLLABORATIVE DECISION MAKING

Altruistic Values

TRUST/LOYALTY- In my chosen relationships, I am faithful and have faith in and rely on the character, ability, strength and truth of others.

INTEGRITY- I walk the walk as well as talk the talk. I say what I do and do what I say. If for some reason I can't and you're affected, I let you know as soon as possible.

HONESTY- I seek truth, rejoice in it and base my actions on it.



COLLABORATIVE DECISION MAKING

Altruistic Values

COURAGE- I have the firmness of mind and will, as well as the mental and moral strength, to maintain my morale and prevail in the face of extreme difficulty, opposition, threat, danger, hardship, and fear.

HUMILITY- I am modest, courteous, and without false pride. I am not jealous, rude nor arrogant. I do not brag.

KINDNESS- I am warm-hearted, considerate, humane and sympathetic to the feelings and needs of others.



COLLABORATIVE DECISION MAKING

Altruistic Values

PATIENCE/ENDURANCE- I bear trials and/or pain calmly and without complaint. I persist in or remain constant to any purpose, idea, or task in the face of obstacles or discouragement. I pursue steadily any project or course I begin. I never quit in spite of counter influences, opposition, discouragement, suffering or misfortune.

EMPATHY/COMPASSION- I read and understand the feelings of others. When others are suffering, I understand and want to do something about it.

EXCELLENCE- I do my best and recognize, rejoice in, and celebrate the noble efforts of my fellows.



COLLABORATIVE DECISION MAKING

Altruistic Values

FORGIVENESS/ACCEPTANCE/GRATITUDE - I suffer not the burden of failed expectations, gossip, jealousy, hatred, or revenge. Instead, I choose the power of forgiveness through acceptance and gratitude. This frees me from the evils of self-will, judging others, resentment, self-pity, and anger and gives me serenity, joy and peace.

FUN - Enjoyment, fun, and playful activity must exist in order to stimulate minds, foster creativity and bring happiness and a sense of well-being to one's family and place of work. I therefore view my daily activities and work as not be dreaded but as reasons for smiling and having a terrific day in serving others.



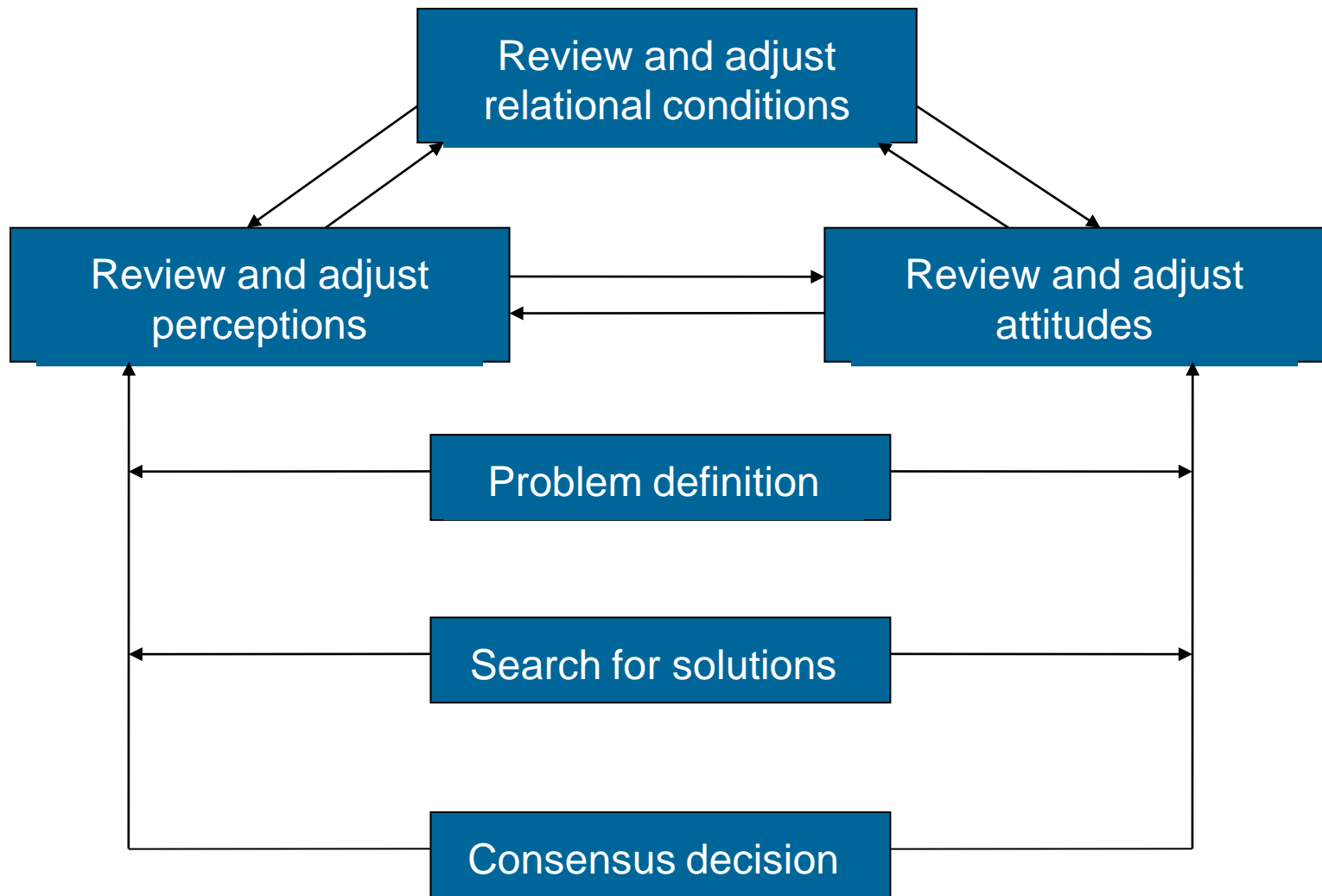


Figure 9-4. **The Collaborative Decision Making Process**



Mirroring Technique for Effective Communication

SENDER: “I would like to have a DIALOGUE. Is now okay?” (If it’s okay, send the message one or two sentences at a time.)

RECEIVER: (Grants the time ASAP and CONTAINS—puts on hold—all reactions or feelings that might come up and just listens to the partner’s point of view.)

1. MIRROR: “What I heard you say is...” (FACTS)

Then ask: “Is there more?” (Keep mirroring until complete.)

2. VALIDATION: “What you’re saying makes sense...” (THINKING)

(This does not necessarily mean you agree.)

3. EMPATHY: “I imagine you might be feeling...” (FEELING)

Now, switch places

