

Managing Conflict, at Work, at Home and with the Public

with
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**THE
LANGDON
GROUP**

What we'll cover today...

- Common conflicts
- Options for engaging conflict
- Positional negotiation
- Interest-based negotiation
- Interest vs. Position
- **4** skills for engaging in interest-based negotiation
- **4** points of interest-based negotiation



Common Conflicts

What Are Some Common Conflicts?

City/Public

Project Team/Stakeholder

Interdepartmental

Agency

Supervisor/Staff

Interpersonal

What are some others?



Friction



Friction is how wheels propel us on the road.



Friction is how things get polished.



How do you respond to conflict?



Inputs

Activity

Outcome



Conflict



Process/Action



Results



Common responses (activities) to conflict

Activities



Avoid ---- Yield ---- Escalate ---- Negotiate ---- Dominate



Responses (activities)

Avoid: Do nothing, delay, procrastinate.

Yield: Allow the other to have their way.

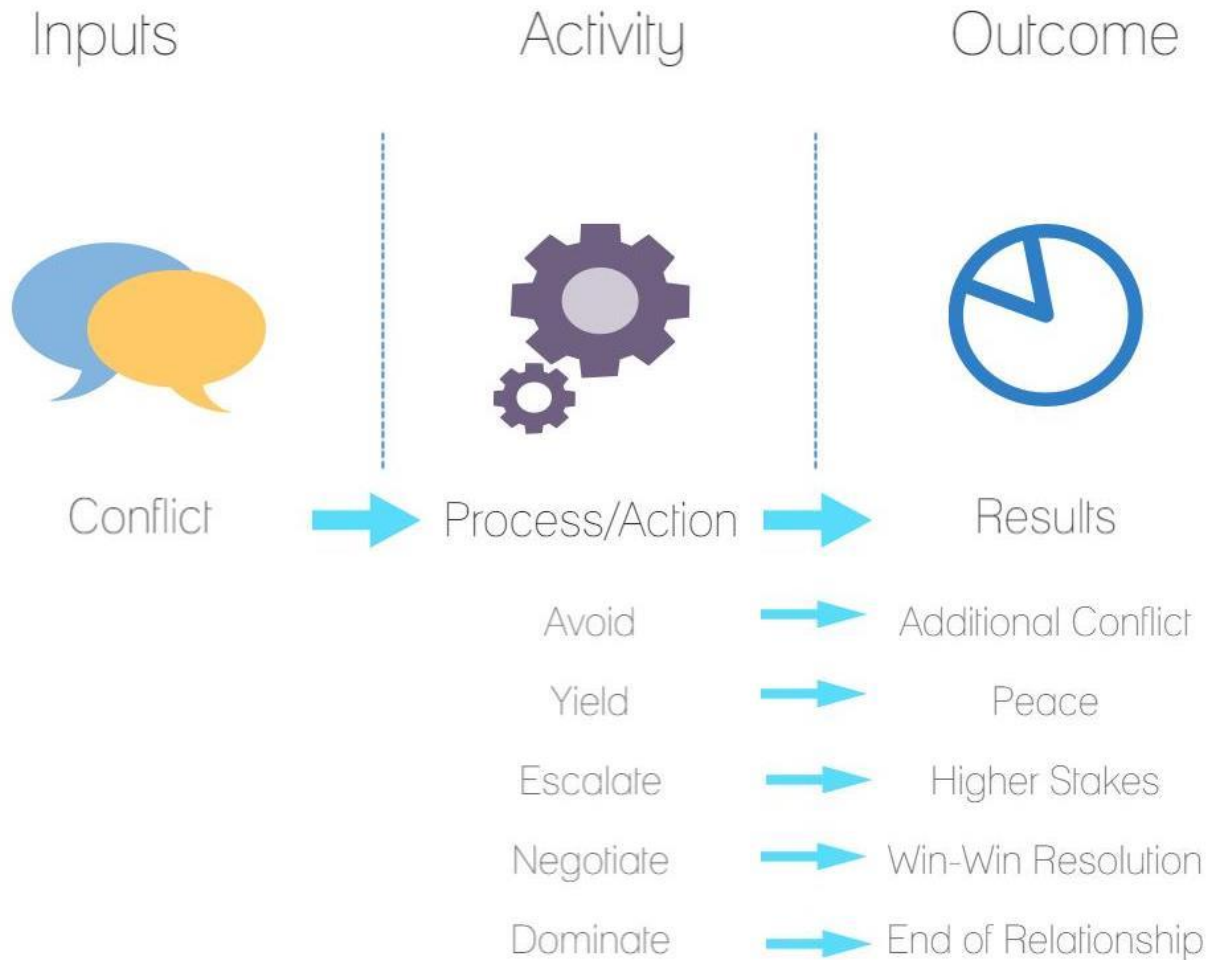


Escalate: Move conflict to the next level up.

Negotiate: Communicate and make exchanges seeking to resolve differences.

Dominate: Use power or force to achieve desired outcome.

Activity Determines Outcome



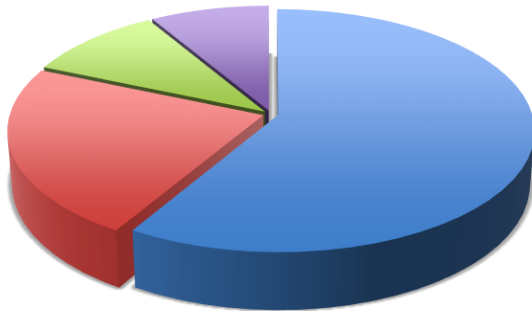
Two Approaches To Negotiation

Distributive vs. Integrative

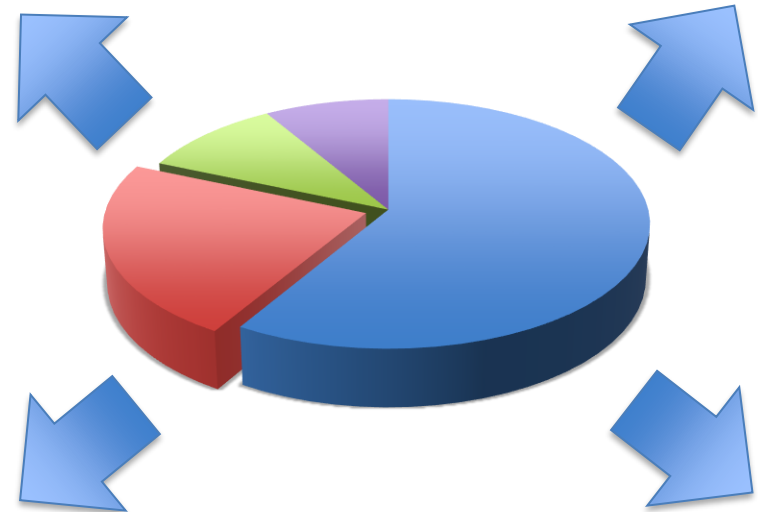
(Positional)

(Interest-based)

Fixed Pie



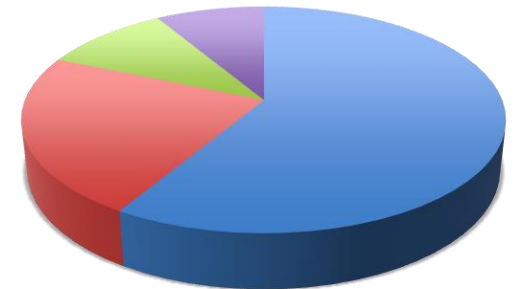
Expandable Pie



Distributive (Positional)

- Assumes a “fixed pie”
- Claim value for yourself while defending against the efforts of an opponent to do the same
- Positional: Positions are presented as the solution to the issue. Positions are generally presented sequentially so that the first position presented is large (shoot for the moon) and subsequent positions require less from the opponent.
- Win-lose

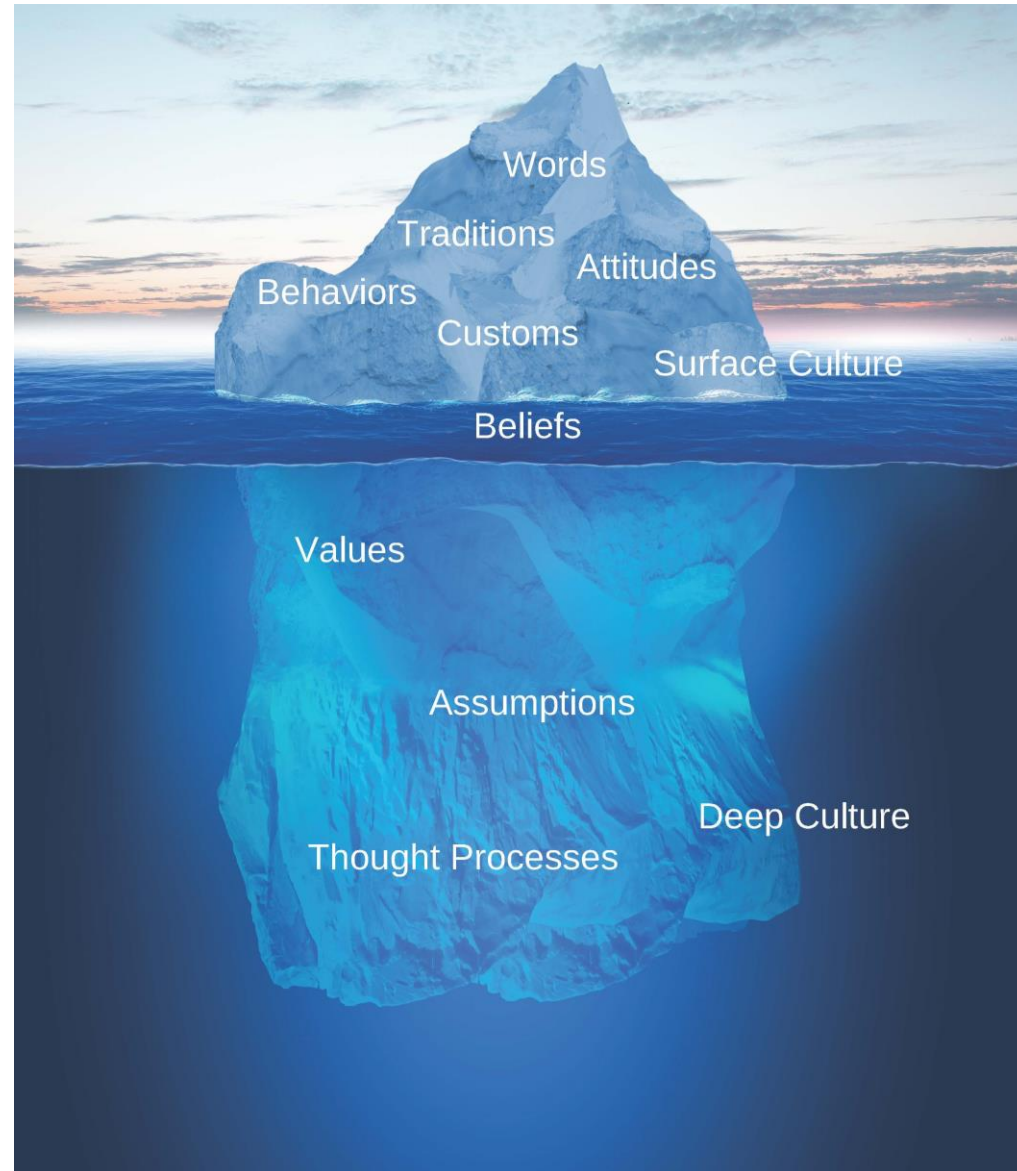
Fixed Pie



Responses to Conflict: Distributive Negotiation



Response to Conflict: Negotiate From Positions to Interests



Interest Based Negotiation

Process of creating value & opportunity

- Joint problem-solving
- Uncovering interests
- Generating options
- Searching for commonalities
- Win-win potential



Interest Based Negotiation

Separate the people from the problem

Focus on interests -- not positions

Generate options for mutual gain

Use objective criteria

Know your BATNA



Positional vs. Interest

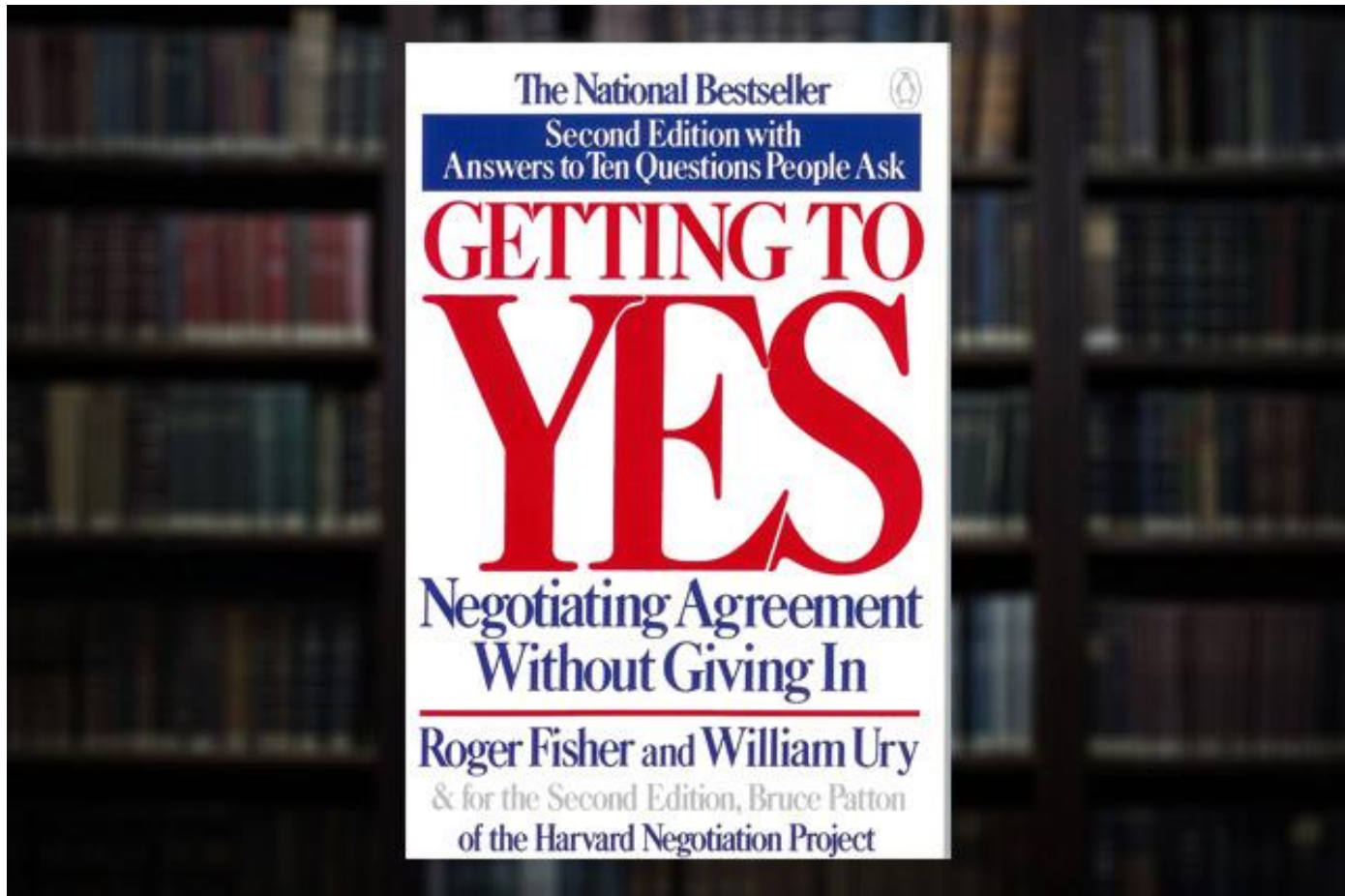
Positional	Interest
Behavior Change	Attitude Change
Does not address underlying issues	Addresses underlying issues
Settles Issues	Resolves Issues
Does not address relationships	Builds relationships
Focus on positions	Focus on interests



Responses to Conflict and Negotiation Styles



Principled Negotiation



4

Skills for Engaging in Interest Based Negotiation

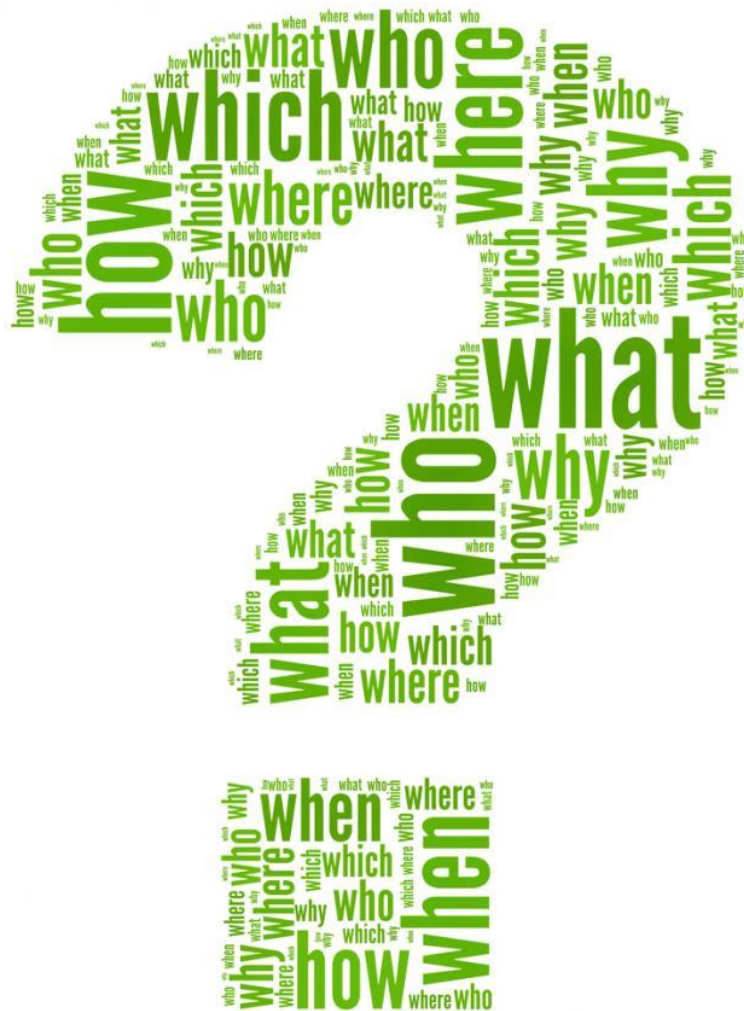
1

Don't Be Afraid To Engage



2

Ask Questions



3

Active Listening



4

V.E.C.S.

Validate

Empathize

Clarify

Summarize



4

Points of Interest Based (Principled) Negotiation

Separate the person from the problem

1

- Negotiators are people
 - Emotions, values, experiences
- Don't let the problem become entangled with the relationship
 - Face the problem – not the person
- Put yourself in their shoes
 - Don't blame them for the problem
- Discuss perceptions



2

Focus on interests not positions.

“Position is what you have decided upon. Interests are what caused you to decide.”

Basic human needs:

- Security
- Economic well-being
- Sense of belonging
- Recognition
- Control over one’s life



3

Options before decisions.

Options

Generate a variety before deciding what to do.



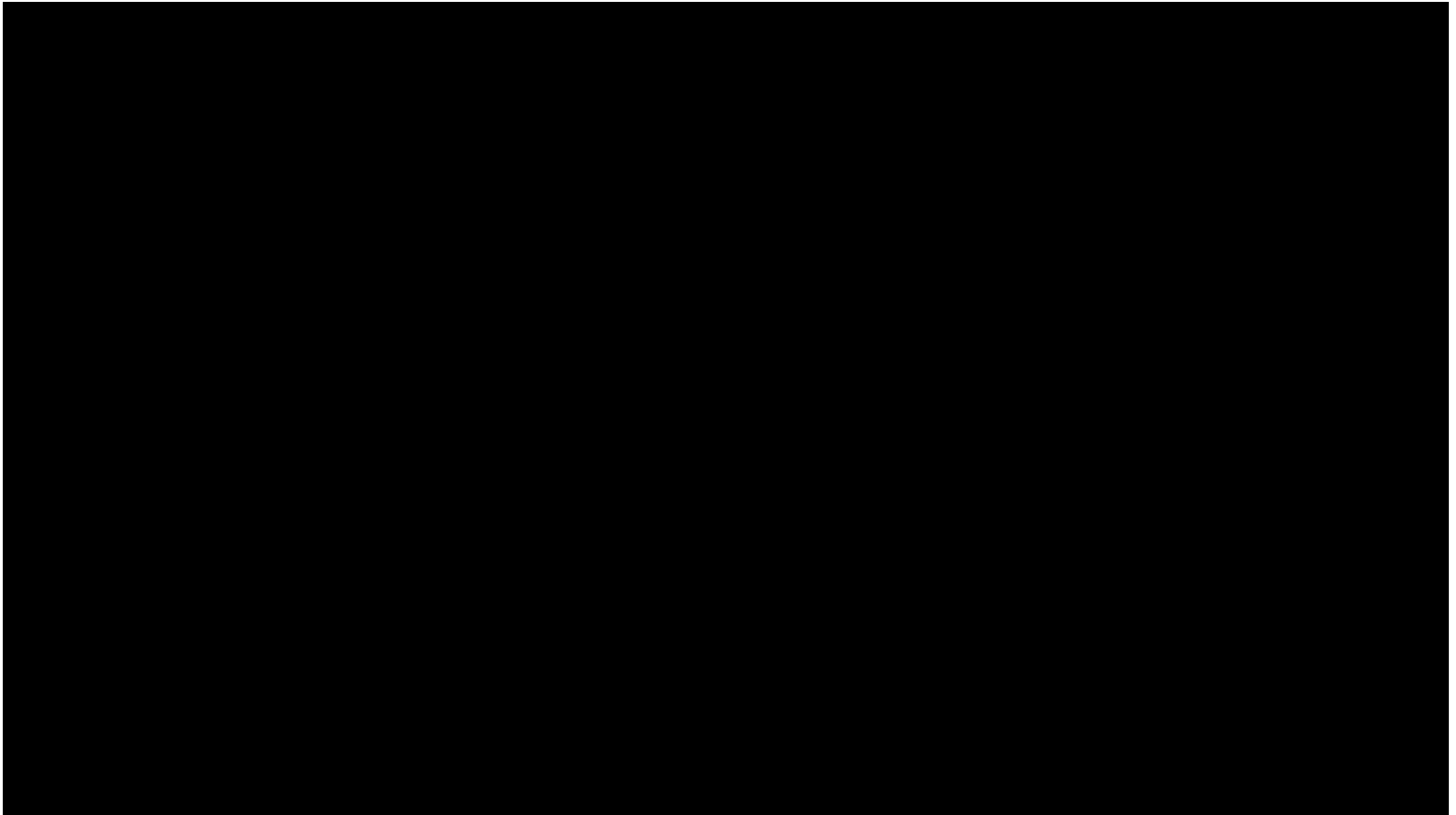
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Criteria

Insist the result be based on some objective standard.



Summary



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