



For peace...we negotiate with enemies, sometimes bitter enemies

Conflict: Its Healthy !

- Use conflict to your advantage to arouse discussion, explore diversity and encourage creative thinking
- Perceive conflict as a personal affront and a burden that impedes change.

From Swords to Ploughshares

- Unilateral control OR mutual
co-operation
- Maximise winning,
 minimise losing OR win-win
- positional bargaining OR principled
negotiating

Principled negotiation

- Principles not positions
- Encourage problem solving
- Define objective criteria for success
- Aim for a wise outcome reached efficiently: a 'chinese contract'

Fisher R & Ury W
Getting To Yes

Separate the people from the problem

- Put yourself in their shoes
- Remove blame
- Explore perceptions
- Make sure you recognise and understand your own emotions
- All emotions are legitimate, don't react to outbursts

Principles not positions

- Remember that interests define the problem
- The question “Why” - and “why not”
- Generally parties have multiple interests
- Don't forget basic human need as a powerful interest
- Look forward to solutions, not back to problems

Encourage problem solving

- Be creative
- Separate exploring from deciding
- Look for opportunities for mutual gain
- Ask for their advice and preferences

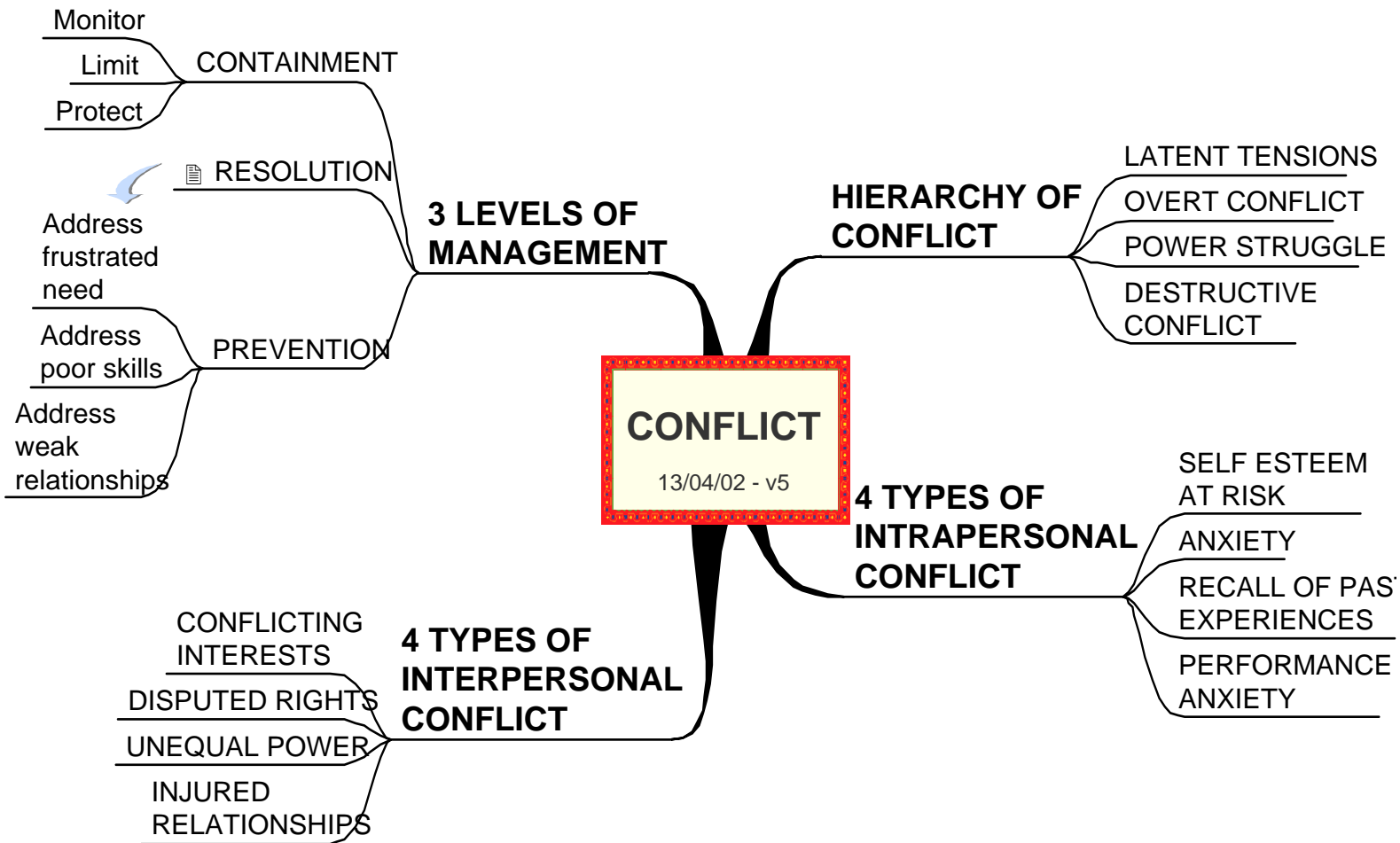
And when it all goes wrong?

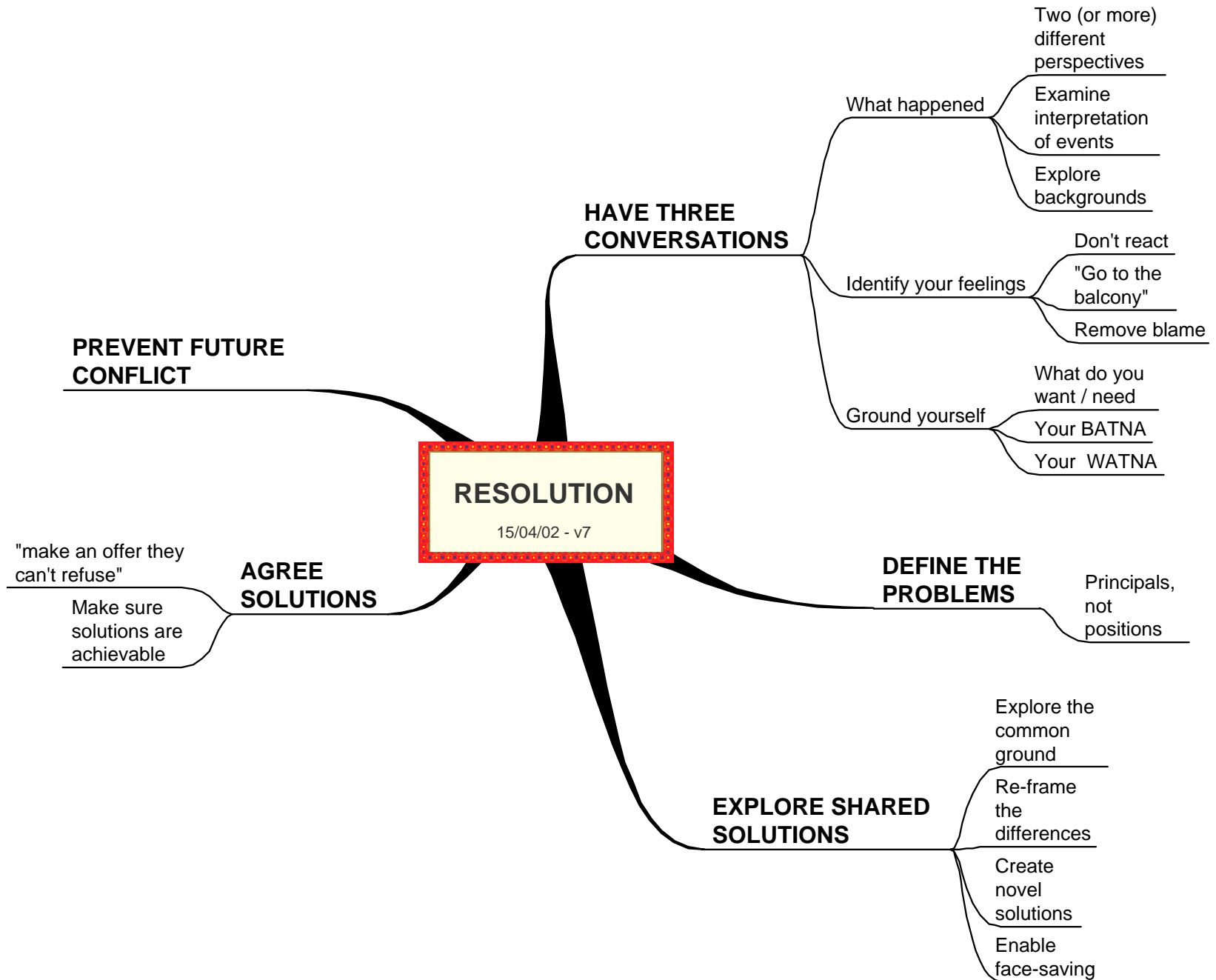
- Four ways to resolve a conflict:
 - negotiate
 - seek mediation
 - arbitration
 - declare war (but will you win?)



Conflict

- Focus on real issues
- Examine and compare differences
- Encourage new thinking
- Team decision
- Builds co-operation
- High quality decisions
- Focus on personal anger and individual needs
- Anger from past encounters prevail
- Encourage hostility, distrust and cynicism
- Low quality decisions





THOMAS-KILLMAN FIVE CONFLICT HANDLING MODES

