

BUILDING the FUTURE TOGETHER



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Local Solutions.
Global Reach.™

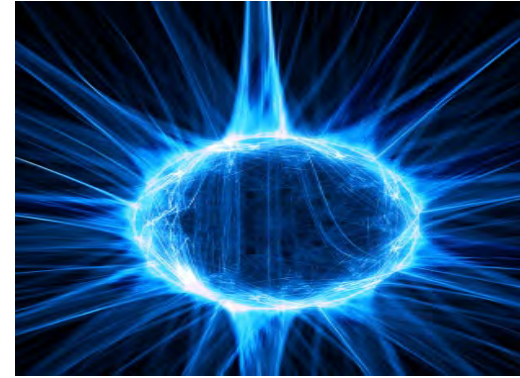
DEIRDRE GALLAGHER

CONFLICT RESOLUTION STRATEGIES

OVERVIEW



Understand conflict



Examine barriers to negotiation

Explore conflict resolution strategies



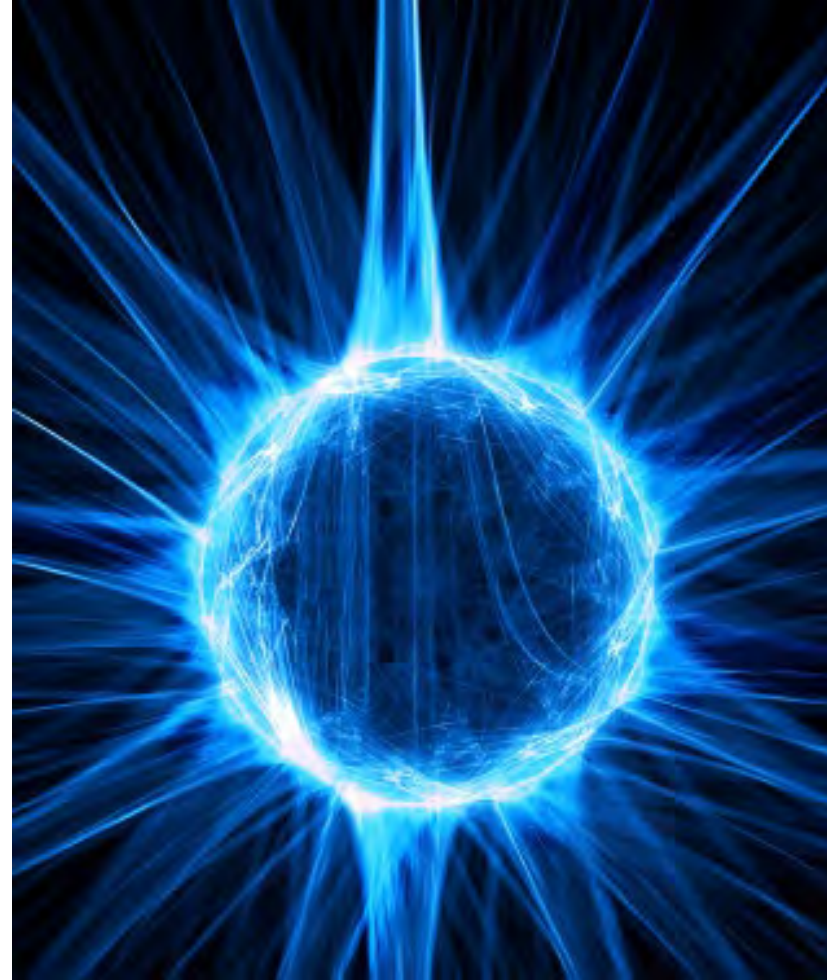
WHAT IS CONFLICT?

Conflict is...

- Any situation where people have incompatible goals, principles, or feelings.

Conflict is...

- Natural
- Part of life
- A negotiation that presents an opportunity...

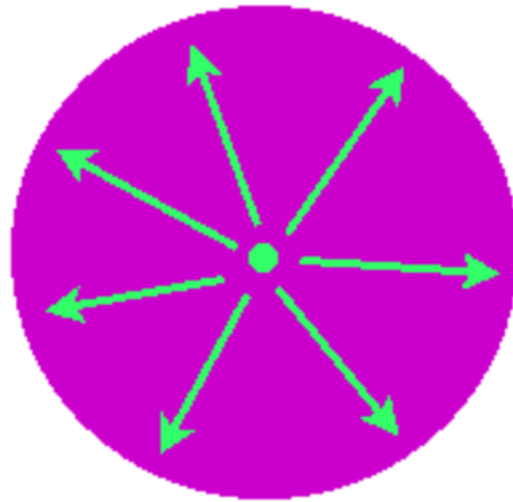


THE BIG QUESTION OF NEGOTIATION



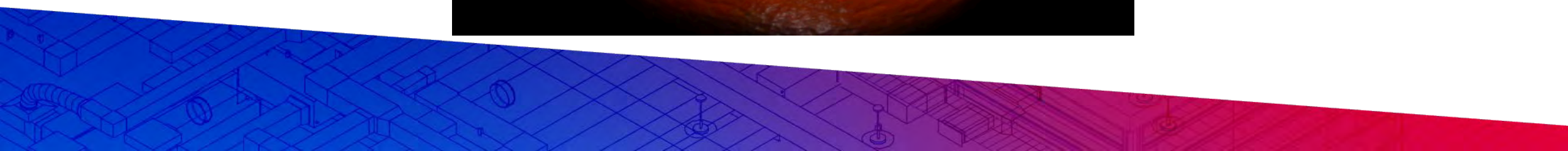
COOPERATION OR COMPETITION?

This is a central theme of all negotiation











THE APOCRYPHAL TALE OF THE ORANGE:

THREE VERSIONS



THIS IS CALLED...

A "PRISONER'S DILEMMA"

Prisoners' dilemma		prisoner B			
		confess 		remain silent 	
prisoner A	confess 	 5 years 5 years	 0 year 20 years		
	remain silent 	 20 years 0 year	 1 year 1 year		

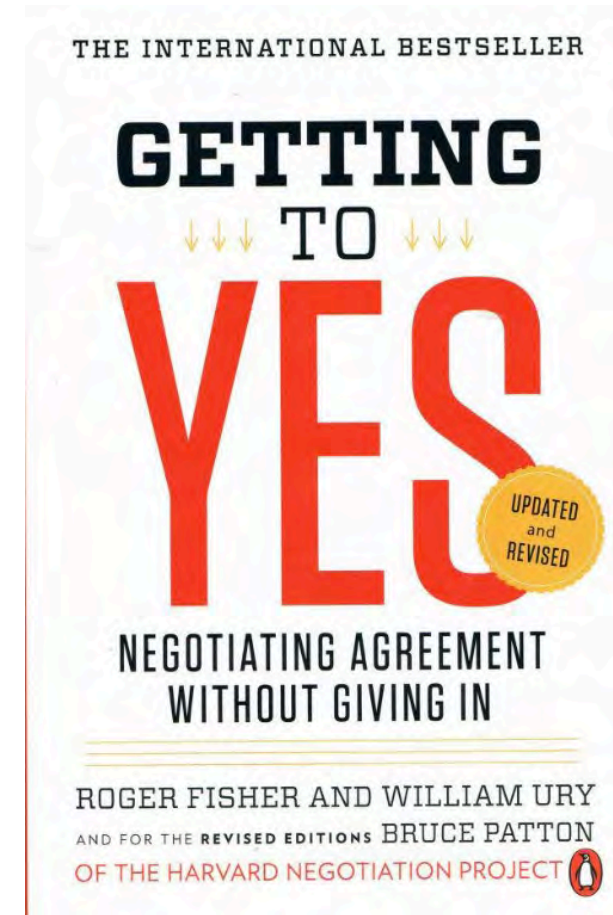
WHAT TO DO? IF WE WERE IN CAMBRIDGE...



GETTING TO YES

aka THE HARVARD METHOD

- First step is to think about three basic concepts:
 - Interests
 - Options
 - Alternatives



INTERESTS



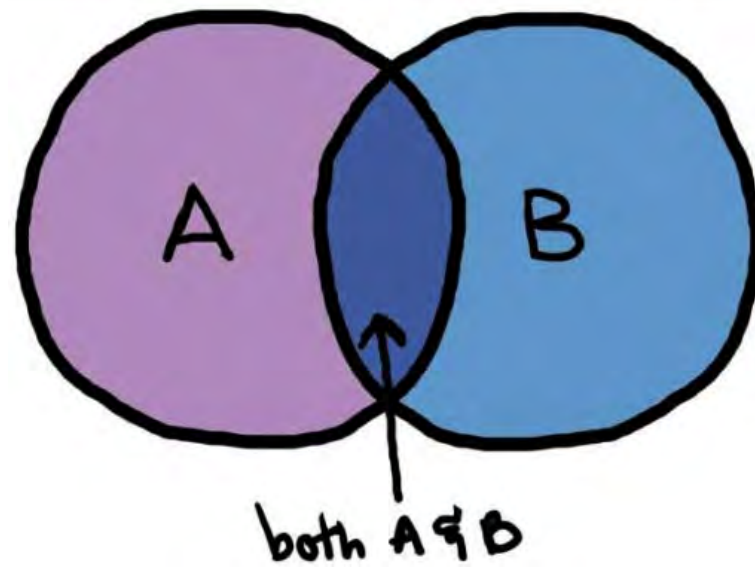
- “Interests” describes the things you care about.
 - E.g., money, time, efficiency, feeling good about your job, etc.
- In negotiation, we need to think **BROADLY** about our interests **AND THEIRS**



SHARED INTERESTS



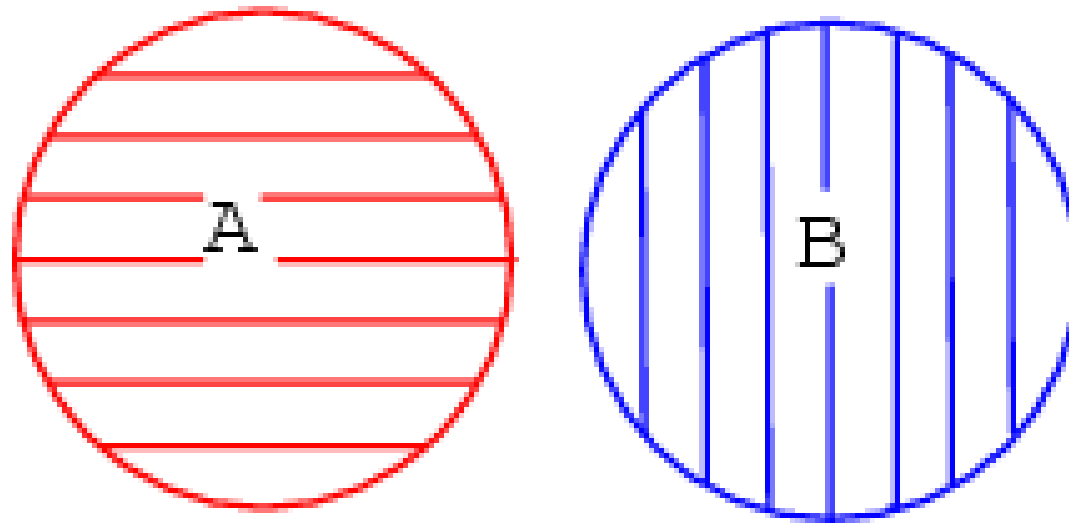
More for them is more for us.



DIFFERING INTERESTS



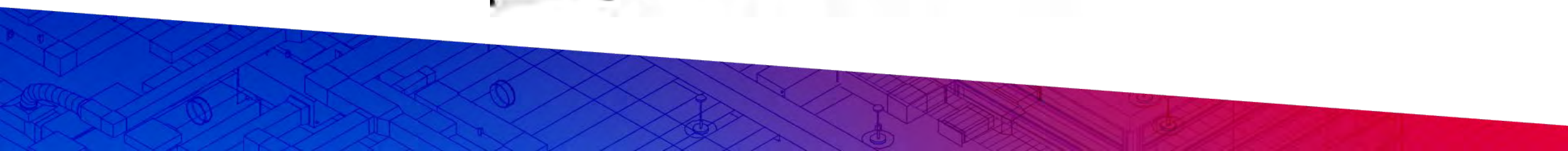
There are things one side cares about that the other doesn't care about at all.



CONFLICTING INTERESTS



- More for you is less for them and vice versa – e.g., money
- Having conflicting interests doesn't mean you have to deal with them in a contentious way.



MOST PEOPLE ASSUME

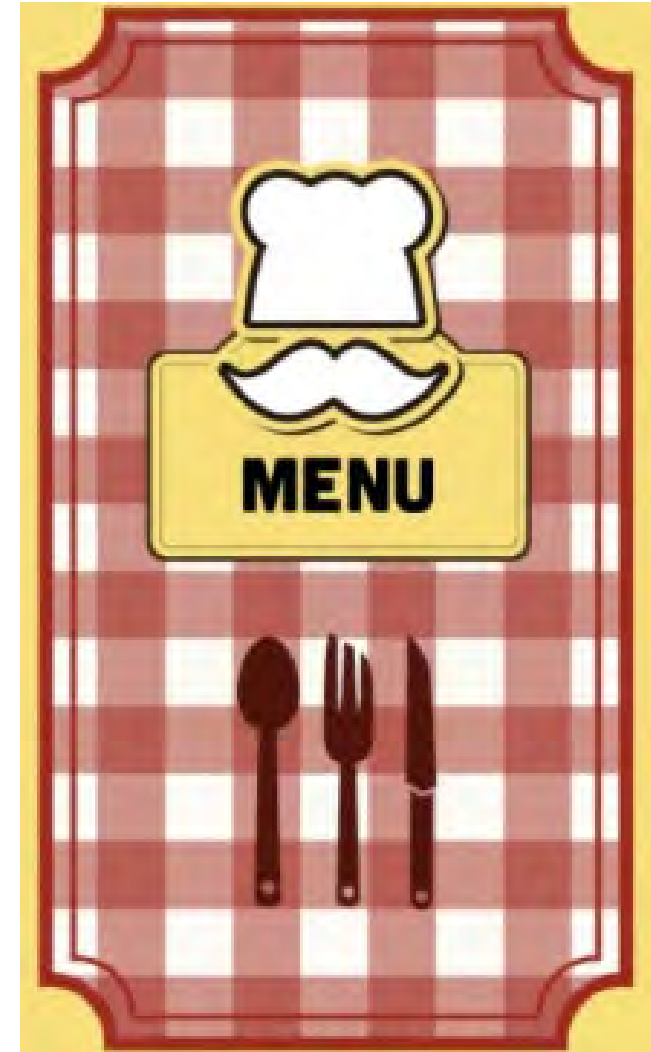
- That all interests are conflicting.
- They think negotiation is “zero-sum.”
- And they miss opportunities to work together to maximize outcomes.



OPTIONS



- These are the various possible deals you and the other side might reach
- For every **INTEREST** on your side or theirs, there ought to be an **OPTION** that meets as many **INTERESTS** as possible



ALTERNATIVES



- What happens to you if there's no deal? What do you walk away to?



- What about them?

- How well does your walk away alternative meet your interests? How about them?

INTERESTS - ALL SUMMED UP

INTERESTS

help you think about **OPTIONS** and **ALTERNATIVES**

and **NEGOTIATION** is a search for an **OPTION** that meets enough **INTERESTS** to leave both parties better off than their best **ALTERNATIVES**.



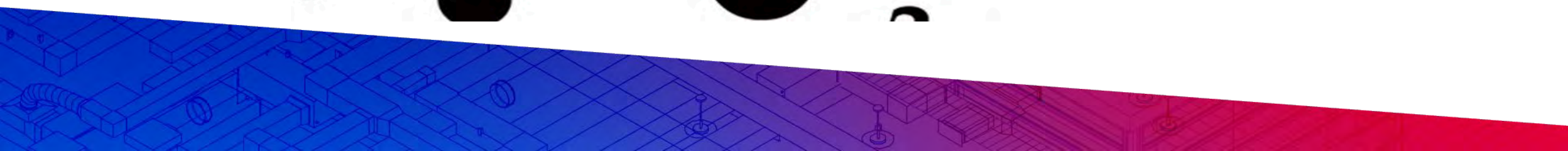
WHY IS THIS HARD TO DO?



BARRIERS ARE REINFORCING



WHAT CAN WE DO ABOUT IT?



CONFLICT RESOLUTION STRATEGIES



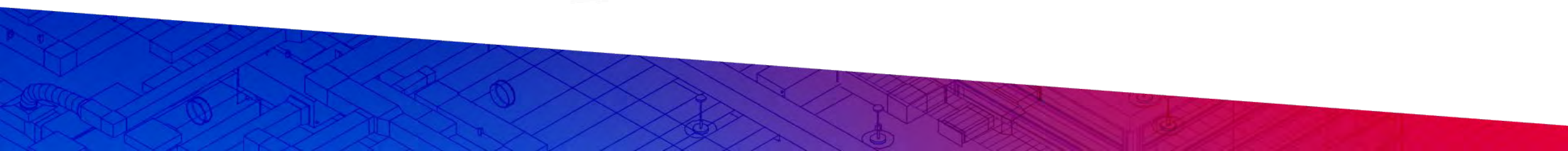
1. Be hard on the problem, soft on the people
2. Cool down, slow down, and reflect
3. View things from a different perspective
4. Communicate!



BE HARD ON THE PROBLEM SOFT ON THE PEOPLE



**Separate the
people from
the problem**



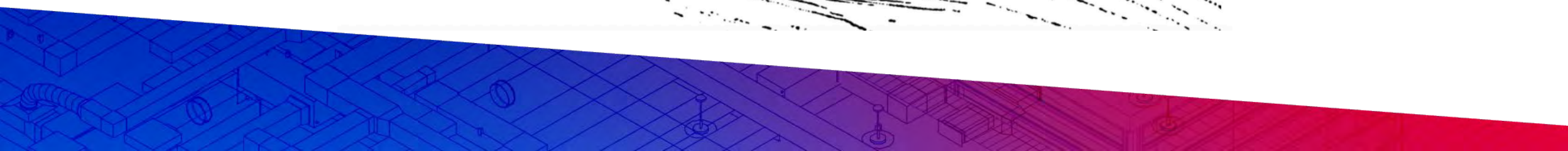
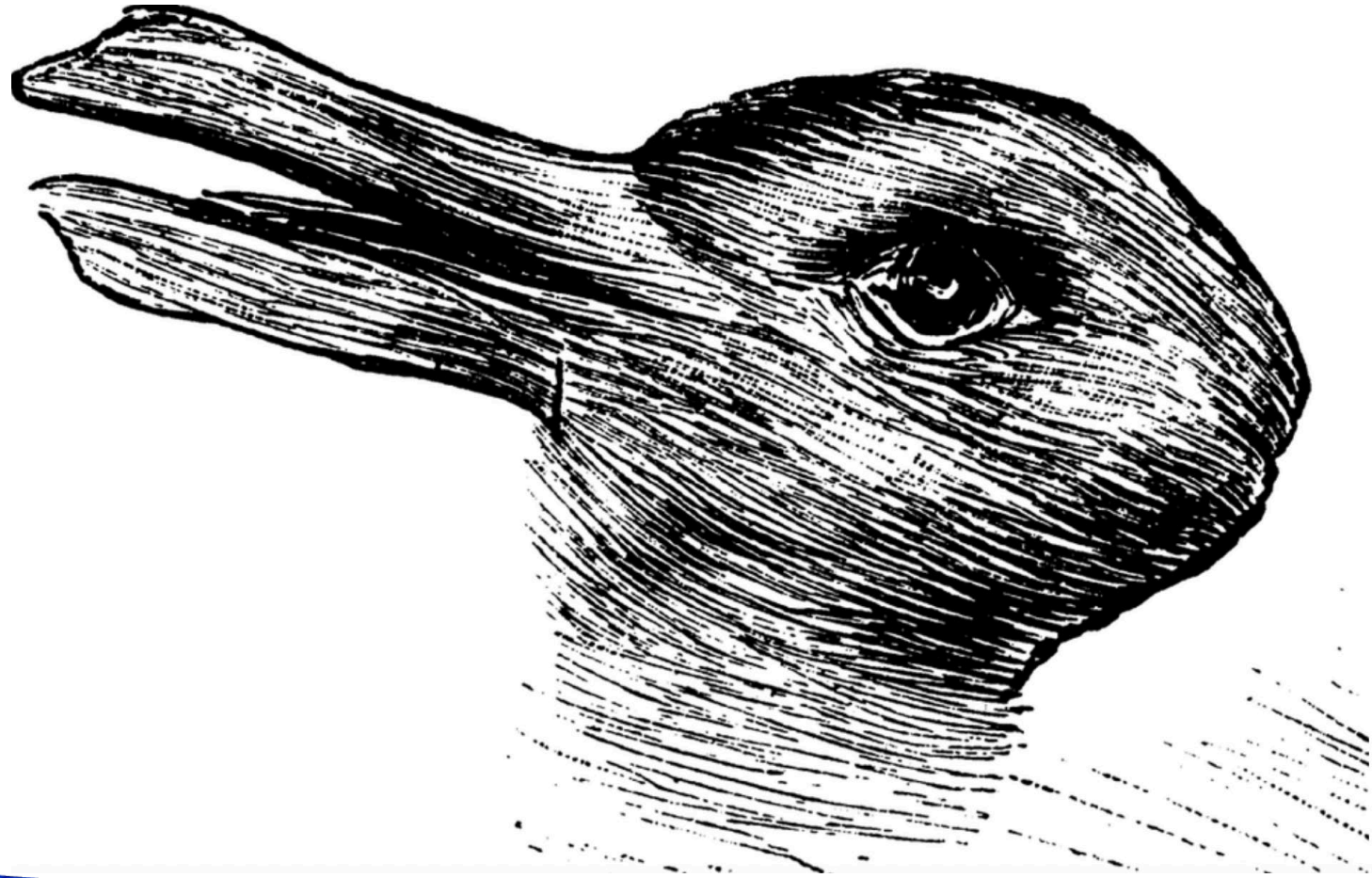
COOL DOWN, SLOW DOWN, REFLECT



- Remember, it takes time to settle a conflict.
- Take the time up front to:
 - Cool your emotions
 - Slow down so you can respond rather than react
 - Reflect on what is happening: from your perspective AND their perspective



SEE THINGS FROM A DIFFERENT PERSPECTIVE



COMMUNICATE EFFECTIVELY



NOT SO GOOD!



GOOD!



NOT SO GOOD!



GOOD!



- NOT SO GOOD!
- That's true...



- GOOD!
- That's true...



- **NOT SO GOOD: BLAME!**



- **GOOD: CONTRIBUTION!**



WHY DOES THIS MATTER?



In the U.S., conflict in the workplace **costs employers well over \$1B** every year, yet it's the single most preventable cause of lost revenue.⁴

85%

of employees deal with conflict to some degree.

36%

In the U.S., 36% of employees deal with conflict "always" or "frequently."⁵

**Conflict
is a time
drain**



Typical managers spend **20% - 40%** of their time responding to employee conflict.⁶

Employees spend **2.8 hrs/wk** dealing with conflict.⁷

RECAP: PREPARE FOR SUCCESS



1. Be hard on the problem, soft on the people (remember your interests!)
2. Cool down, slow down, and reflect
3. View things from a different perspective
4. Communicate!

QUESTIONS?



*Thank
you*



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The background is a complex isometric technical drawing in white lines on a blue-to-red gradient. It features various mechanical components, pipes, and structural elements arranged in a 3D perspective. The drawing is dense and detailed, typical of an engineering blueprint.

PLEASE REMEMBER TO FILL OUT YOUR BREAKOUT
SURVEY ON THE APP

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