

# CONFLICT MANAGEMENT

## Part 1 RLI





# Aims for Session

- Understand conflict & how we perceive it
- Understand the sources of potential conflict in your club
- Identify different methods used to manage conflict



# The Potential for Conflict

- Voluntary organisations are strongly values-based, and may experience intense conflicts about directions and policies.
- Volunteers can assume a special “ownership” of a project or organisation
- Their interest can involve such dedication that it can become a passion. For some, this can reach the level of obsession.



# Scenarios

- Rotary
  - ☐ Food
  - ☐ Venue
  - ☐ Cliques
  - ☐ Financial statements
  - ☐ Roles



# The Impact of Conflict

- Disputes are time-consuming, and get in the way of the good work.
- Public image and reputation.
- Adversely affect membership, morale, relationships and fund-raising potential.
- Like other sectors, the voluntary sector is looking for ways of managing conflict and resolving disputes.
- Conflicts, left to themselves, nearly always grow!



# The Impact to Rotary

- Aggrieved person
  - ☐ Becomes disinterested
  - ☐ Becomes negative
  - ☐ Takes leave of absence
  - ☐ Joins another Rotary Club
  - ☐ Resigns from Rotary



# The Impact to Rotary

## ■ The Club

- ☐ Becomes focussed on conflict and not service
- ☐ Becomes divisive rather than inclusive
- ☐ Loses another member
- ☐ Becomes a smaller club
- ☐ Loses its vitality
- ☐ Loses critical mass
- ☐ Fails to meet its reason for being
- ☐ Club folds



# Nature of Conflict

- Understanding conflict is basic to its resolutions
- Conflict is natural, inevitable, necessary and normal
- Conflict may be viewed as a feeling, a disagreement, a real or perceived incompatibility of interests, inconsistent world views or a set of behaviours





# Sources of Conflict

- There are 5 basic sources of conflict:
  - Communication
  - Emotion
  - Values
  - Structures
  - History



# Conflict v Dispute

- Conflict denotes any difference, problem, tension or dispute experienced by one or more parties
- It is not necessarily brought to the attention of others
- Conflict generally becomes a dispute after there has been some stressed interaction and position taking by the parties



# How we perceive Conflict

## Traditional View


- Belief that all conflict is harmful and must be avoided.

## Human Relations View

- Belief that conflict is a natural and inevitable outcome in any group.

## Interactionist View

- Belief that conflict is not only a positive force in a group but is necessary to perform effectively.



# Conflict – my view

- It is natural, inevitable, necessary and normal.
- The problem is not the existence of conflict, but how we handle it



# Handling Conflict

## **Constructive:**

- Leads to resolution, builds stronger relationships, opens people up to new ideas, helps develop common goals and results in positive change.

## **Destructive:**

- Hurts relationships, causes uncontrolled emotions and anger, prevents people from working effectively and results in a lose-lose situation.



# Types of Conflict

## Task Conflict

- Conflict over content & goals of the work.

## Relationship Conflict

- Conflict based on impersonal relationships.

## Process Conflict

- Conflict over how work gets done.



# Sources of Conflict

- Communication\*
- Emotions\*
- Values
- History
- Structure
- Culture
- Power\*
- Information

# Conflict Intensity

**Crisis**

**Overt efforts to destroy the other party**

**Aggressive physical attacks**

**Assertive verbal attacks**

**Overt questioning or challenging of others**

**Discomfort**

**Minor disagreements or misunderstandings**





# The Continuum Of Human Needs

Maslow's Hierarchy of Needs:

- Survival Needs
- Interests
- Identity-Based Needs



# Survival

- **Food**
- **Shelter**
- **Health**
- **Security**



# Interests (Satisfaction Triangle)

The need to satisfy all 3 interests

- Substantive

- Concerns about tangible benefits

- Procedural

- Concerns about interacting, decision-making

- Psychological

- Concerns about how one is treated, respected



# Identity based needs

- **Meaning**

- ☐ The need to establish a purpose in one's life

- **Community**

- ☐ Being connected

- **Intimacy**

- ☐ Wanting to be special

- **Autonomy**

- ☐ Individuality, freedom



# Five Conflict Handling Interventions

- **Avoiding**

- ☐ Desire to withdraw from or suppress a conflict

- **Accommodating**

- ☐ One party willing to place the opponent's interests above their own

- **Compromising**

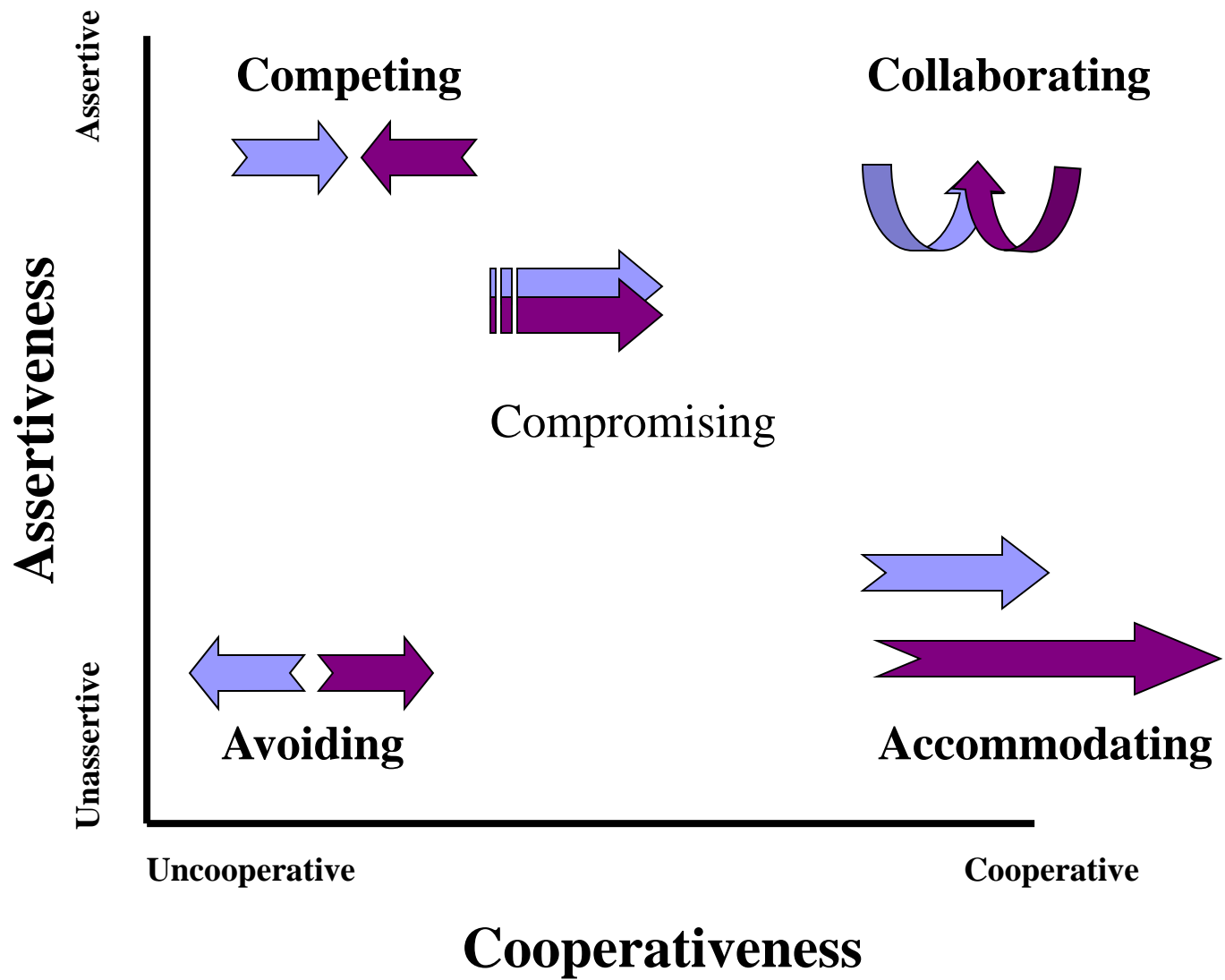
- ☐ Each party willing to give up something

- **Collaborating**

- ☐ Each party desires to satisfy fully the concerns of each party

- **Competing**

- ☐ Desire to satisfy one's interests, regardless of the impact on the other





# The Dispute Resolution Ladder

- Avoidance
- Accommodation
- Hot tub
- Negotiation
- Facilitation
- Mediation
- Conciliation
- Early neutral evaluation
- Independent expert appraisal
- Arbitration
- Mini-trial
- Private Judging
- Litigation
- War
- Terrorism

# **ANGER ISSUES**

**BETRAYAL, LACK OF RESPECT, UNFAIRNESS, LET DOWN, NOT BEING TRUSTED, HUMILIATION, ABANDONMENT, BEING PLACATED, LOSING FACE, INSULT TO FAMILY PUT DOWNS, UNFAIR CRITICISMS, REJECTION NOT BEING CARED FOR, FALSE ACCUSATION, BEING OVERWHELMED, RIDICULED, EMBARRASSED, LOSS OF CREDIBILITY, HELPLESS, FAILURE, NOT BEING LISTENED TO, IGNORED, MANIPULATED, TRAPPED, FEELING EXPOSED, LACK OF ABILITY TO UNDERSTAND, NOT BEING TAKEN SERIOUSLY, LACK OF CONTROL, AMBIGUITY, RUDENESS, INSULTS, DISCRIMINATED AGAINST, OTHERS MAKING DECISIONS FOR YOU, BEING TREATED LIKE A CHILD, VICTIMISED AND MORE.....**



# Anger Management

## ■ ANGER INVENTORY

### RATING SCALE:

*0 - I WOULD FEEL LITTLE OR NO ANNOYANCE*

*1 - I WOULD FEEL A LITTLE IRRITATED*

*2 - I WOULD BE MODERATELY UPSET*

*3 - I WOULD FEEL ANGRY*

*4 - I WOULD FEEL VERY ANGRY*

- I made a trip into town on a busy Saturday to buy something. when you got home it didn't work ☐
- I had work done on my car after promises of good service and was overcharged. ☐
- I was singled out for criticism at work when the negligence of others went unnoticed. ☐
- I was trying to turn left across busy traffic on a wet day . A driver behind me was blowing his horn and screaming at me. ☐.



# Anger Inventory

- A colleague at work doesn't listen well. He/she will turn and talk to someone else while I am talking on an important matter. ☐
- Another person will make decisions for me without asking or including me. ☐
- I get criticised by my boss but never get recognised for my good work or long hours. ☐
- I lent a valuable tool/appliance to a neighbour and got it back broken without an offer to repair or replace it. ☐
- While in the doctor's office a screaming child was running around tripping over people. His parent did nothing about it. ☐



# How to Deal with Hot Buttons

- Neutralise the situation by detachment.
- Recognise others' feelings.
- Allow things to cool down.
- Look for commonalities and use positive language.

# Managing angry people

## Responses



**IGNORE  
SEPARATION  
FIND AN ALLY  
USE DISTRACTION  
AVOID TRIGGER WORDS  
ACTIVE LISTENING  
& EMPATHY**

**INFORMATION GIVING  
POINT OF VIEW  
POSITIVE REINFORCEMENT  
HUMOUR  
TAKE RESPONSIBILITY  
PROBLEM SOLVING  
FIRM CONTROL**



# Addressing Conflict Stemming from Power Imbalances

- Treat parties respectfully;
- Give equal time;
- Provide mutual setting;
- Not interrupt;
- Encourage communication;
- Stick to the subject;
- Encourage cooperation.
- Separate the people from the problem
- Separate issues from emotions;
- Ensure ownership of the problem and the solution;
- Focus parties towards positive outcomes;
- Be non-judgmental;