

LEADING THROUGH TOUGH SITUATIONS

Understanding Conflict

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REFLECTING ON CONFLICT

Take a few minutes to think about situations of conflict that you have encountered. Maybe you've been an observer. Maybe you've been indirectly involved in conflict. Maybe you've been directly involved in a conflict situation. Pick one of those conflict situations to reflect on throughout this presentation.



What is your story?

How did you react to the situation?

How did it make you feel?

Controversy is about issues; conflict is about people

Conflict or Controversy?

Conflict is a clash of feelings and interests that can be unreasoned and angry. Controversy is almost always a legitimate difference of opinion, position, or understanding of a situation. Controversy is about issues. Conflict is about people in opposition. People handle conflict by avoiding it (*flight*), challenging it (*fight*), or by bringing others together to manage it (*engagement*).

THE COSTS OF CONFLICT



In your story:

What were the costs of conflict?

Was it worth your investment?

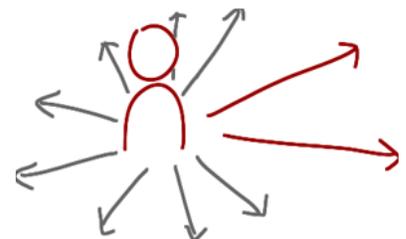
THE SOURCES OF CONFLICT



Notes on Data Conflict:



Notes on Structural Conflict:



Notes on Interest Conflict:



Notes on Value Conflict...



Notes on Relationship Conflict:



Notes on Identity Conflict:

In your story:

What was the source of the conflict?

In what ways might knowing the source of the conflict help to address it?

ADDITIONAL STRATEGIES

Learn more about...

- ▶ Your preferences for dealing with conflict
- ▶ How to recognize costs and sources of conflict
- ▶ Monitoring your “conflict fitness”
- ▶ Tools and strategies for addressing conflict
- ▶ Your limitations (and seek help when needed)



Remember...

Conflict exists...how we respond to it is what influences the outcome.

The best tools and strategies include processes which encourage everyone to be involved in resolving the conflict.

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5-Step Model for Reaching Agreements

1. Recognize your common goal(s).
2. State your need (or actual problem), not your position.
3. Ask the other what he/she needs, or what you can give them in return.
4. Enter into problem-solving.
5. Decide who has responsibility for follow-through on the action plan

SOURCE: “Constructive Conflict,” Elaine Yarbrough, Volunteer Management Series of VMSystems, 1988