

# QUICK TIPS

## Two special issues in Conflict Resolution:

### Dealing with the Non-Negotiators

Some individuals will refuse to negotiate because they want to protect their interests. Here are a few pointers for dealing with them:

- Start to negotiate anyway.
- Explain why it is in their interest to negotiate.
- Talk about how resolving the issue will help them.
- Make the issue important to them.

### Dealing with the Non-Trusting

Some individuals simply can't/won't trust you. But do your best! Take these tips into consideration:

- Be trustworthy.
- Find something that you both agree on – i.e. you both want the program to be successful.
- Listen carefully to their issues/concerns.
- Start small - don't be discouraged if you can't resolve all the issues at once.

Source: University of Michigan Student Organization Development Center handout.

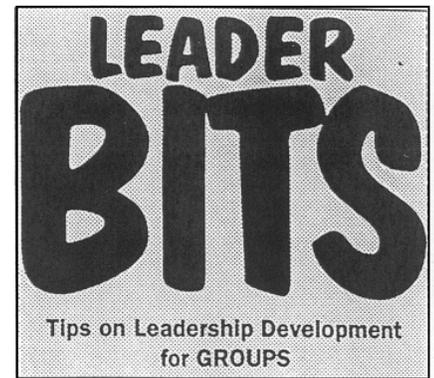
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The ability to resolve conflict is one of the most important skills a leader can possess. Conflicts arise in everyday situations between leaders and members over both organizational and personal issues.

## Styles of Conflict Management

**Competing:** Individual pursues his/her interests at another's expense; Forms - standing up for one's rights, defending one's position or belief, or trying to win.

**Accommodating:** Individual neglects his/her own interests to satisfy another. Forms - selfless generosity or charity, obeying another when one would prefer not to, or yielding to another's point of view.

**Avoiding:** Individual does not deal with conflict. Forms - sidestepping issue, postponing issue until another or better time, or withdrawing from situation.

**Compromising:** Individual seeks to find expedient, mutually acceptable solution which somewhat satisfies both parties' needs. Forms - splitting the difference, exchanging concessions, or seeking middle ground.

**Collaboration:** Individual seeks to find solution which fully satisfies both parties.

**Collaboration is the style most recommended for student organizations because it allows both parties to be fully satisfied, it allows for creativity in developing resolution, and it gives participants a sense of accomplishment that they have together resolved the issue without losing anything. Here are the steps for collaboration:**

1. Determine the *nature of the conflict* - Is it a philosophical issue (drinking at parties) or a difference of expectations (All members of the group should determine every decision that the group makes.)?
2. State the *real effect the conflict has on you* (If all members get to vote on everything, it will take us a long time to make decisions and some things may not get done since we only meet once a month.).
3. *Listen carefully to the other person* (What is the real effect on them? What do they see as the conflict?).
4. Initiate the *problem-solving process*:
  - Clarify the issue - What is the real problem/issue at hand?
  - Discuss each person's wants and needs.
  - Generate a list of all possible solutions - Be creative.
  - Decide together on the solution most acceptable to both parties.
  - Discuss how solution will be implemented.
  - Develop process to evaluate solution after specified time.
  - Discuss how discrepancies/problems with solution will be handled.

Adapted from: University of Michigan Student Organization Development Center handout