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.
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