

CONFLICT RESOLUTION

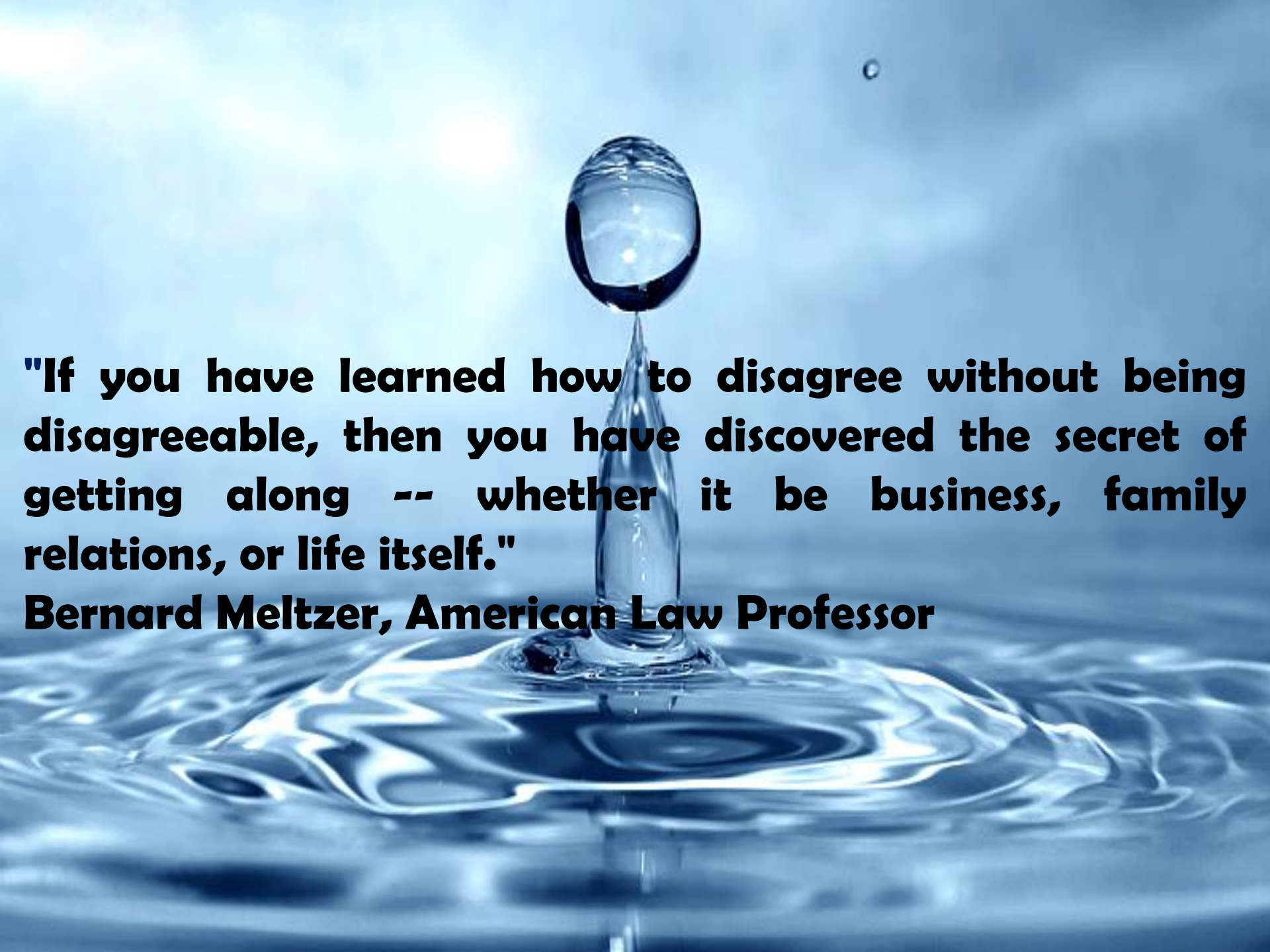
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BY

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"If you have learned how to disagree without being disagreeable, then you have discovered the secret of getting along -- whether it be business, family relations, or life itself."

Bernard Meltzer, American Law Professor

Historical Context Of Conflict Resolution:

- Evolved in 1950s and 1960s at the height of the Cold War when the development of nuclear weapons and conflict between superpowers was threatening human survival.
- Small group of scholars from different disciplines came together to study conflict as a general phenomenon (e.g., international relations, domestic politics, industrial relations, communities, families and between individuals).
- Conflict resolution as we know it in the business world came about in the late 1980s and early 1990s.

To my darling husband,

Before you return from your business trip I just want to let you know about the small accident I had with the pickup truck when I turned into the driveway.

Fortunately not bad all and I really didn't get hurt, so please don't worry too much about me. I am perfectly ok and so should you!

I was coming home from a Super Market, and when I turned into the driveway I accidentally pushed down on the accelerator instead of the brake.

The garage door is slightly bent but the pickup fortunately came to a halt when it bumped into your car.

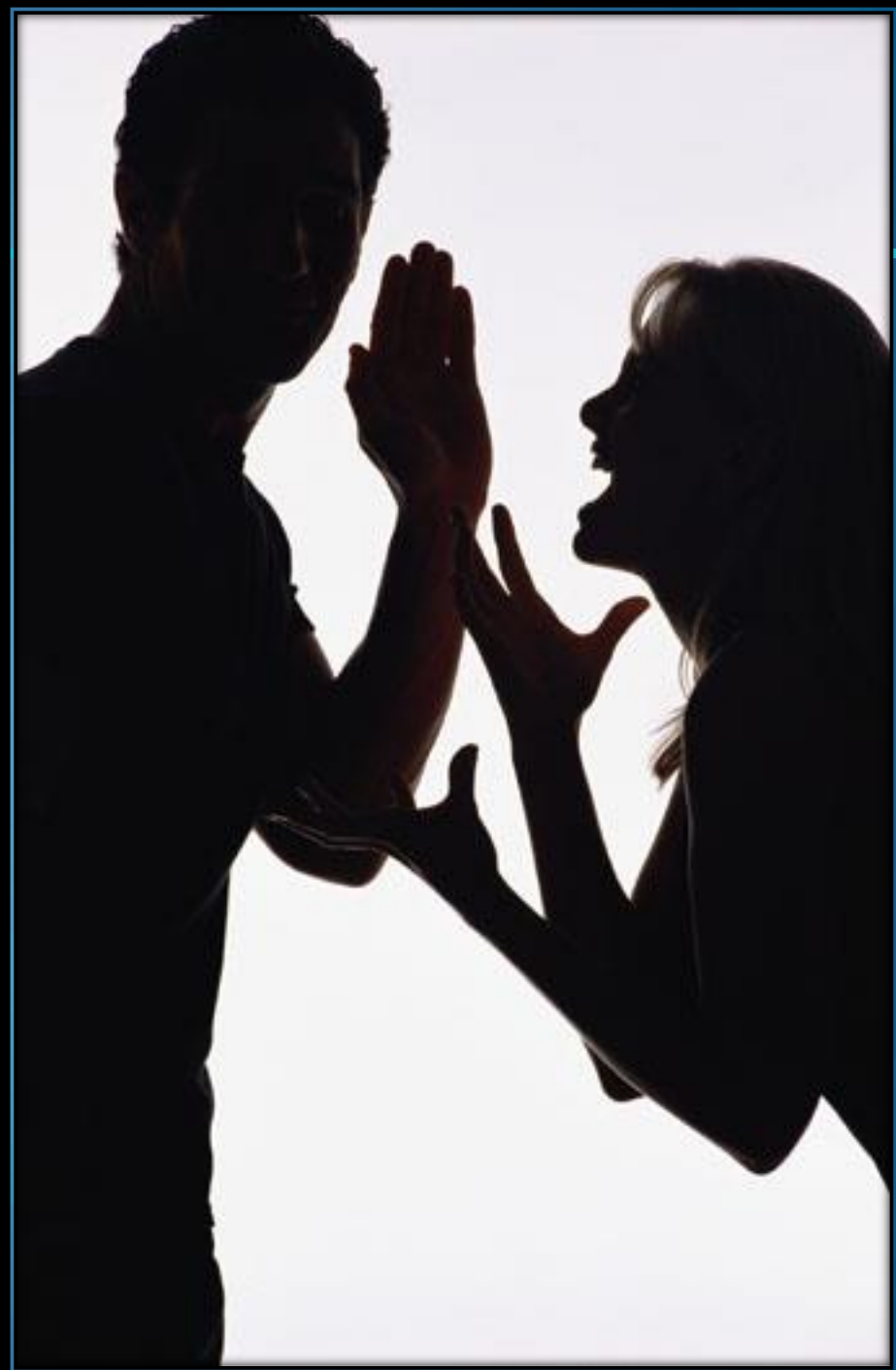
I am really sorry, but I know with your kind-hearted personality you will forgive me.

I am enclosing a picture for you. **Lest I forget: Your girlfriend called.**

Your loving wife.
XXX



- What is a conflict?
- Why does a conflict arise?
- Is it good or a bad thing?
- What is conflict resolution?
- Why do we need to study conflict resolution?



WHAT IS CONFLICT?

Definition And Explanation

It is a disagreement through which the parties involved perceive a threat to their needs, interests or concerns.

A few points

- A conflict is more than a mere disagreement - it is a situation in which people perceive a threat (physical, emotional, power, status, etc.) to their well-being.
- Participants in conflicts tend to respond on the basis of their perceptions of the situation, rather than an objective review of it.
- Conflict contains substantive, procedural, and psychological dimensions to be negotiated.
- Conflicts are normal experiences within the work environment.
- Creative problem-solving strategies are essential to positive approaches to conflict resolution.

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WHY DOES A CONFLICT ARISE?

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- Needs- ignoring others' needs, our own, or the group's needs
 - Values- holding incompatible values or not clear over one's values
 - Unresolved Disagreements- bouncing back
 - Feelings and Emotions- Conflicts can also occur because people ignore their own or others' feelings and emotions

Cont'd...

- Personality Clashes- genetic determination of personality
- Underlying Stress and Tension- demands exceeds our capacity to deal with them
- Ego problem- what if we admit our own mistakes
- Power- trying to make others change their actions or to gain an unfair advantage

- ‘Beautiful light is born of darkness so the faith that springs from the conflict is often the strongest and the best’. R. Turnbull
- ‘Conflict is the primary engine of creativity and innovation’. Ronald Heifetz
- ‘Each difficult moment has the potential to open my eyes and open my heart’. Myla Kabat-Zinn
- ‘In the middle of difficulty lies opportunity.’ Albert Einstein
- ‘Conflict is the beginning of consciousness’. M. Ester Harding

CONFLICT RESOLUTION

Definition and Need

“Conflict is a normal, inevitable feature of organizations. Conflict is neither good nor bad. How people deal with conflict determines whether conflict helps or hinders the organization.”

-- G. Walker, Advanced Leadership
Corvallis Training, March 1997

Defining Conflict Resolution

- Conflict resolution is a range of processes aimed at alleviating or eliminating sources of conflict.
- Conflict Resolution Versus Conflict Management

Need for Conflict Resolution

Resolving conflict effectively
leads to personal and
professional growth

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- Increased Understanding
 - Increased Group Cohesion
 - Improved Self- knowledge

CONFLICT RESOLUTION STYLES

And Ways To Resolve Conflict

In the 1970s Kenneth Thomas and Ralph Kilmann identified that conflict resolution has five main styles that differ due to degrees of cooperativeness and assertiveness. Each style is most useful in different situations. They argued that people typically have a preferred conflict resolution style. The style of conflict resolution also depends on the type of personality. Other than situational factors a combination of assertiveness and cooperation and the level of concern for oneself and for others is what mainly determines the style of resolving a conflict.

1. WIN/LOSE OR COMPETITIVE

- People who tend towards a competitive style take a firm stand
- They are aggressive and know what they want.
- They totally disregard the needs of the other person and operate from a position of power,
- This style is useful when there is an emergency and when the decision is unpopular.

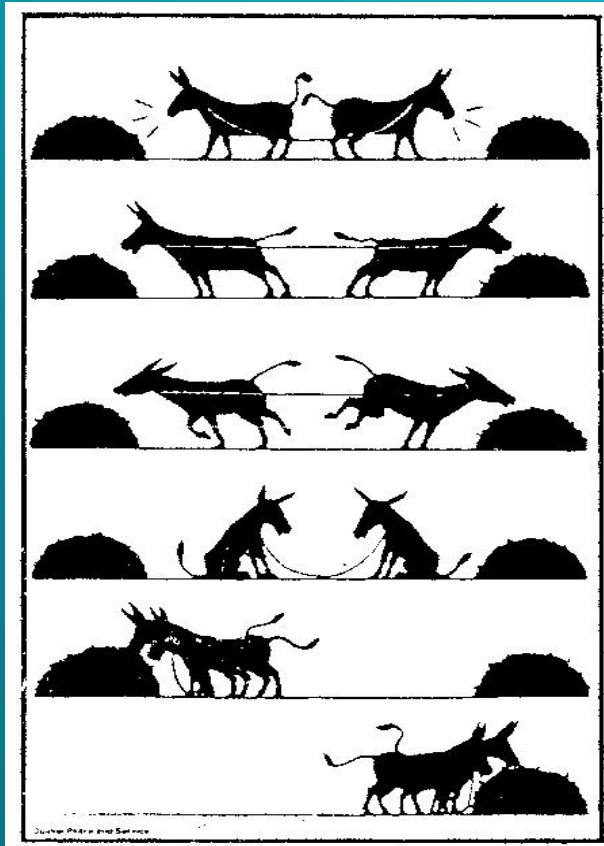
Competition IS Good When:

- You need to do something quickly.
- Your conscience tells you to do or not do something that displeases others.
- You know you are right and it is important to you that the others recognize that.

Competition Is NOT Good When:

- You use it often with people you care about or will need to spend time with in the future.
- You wants people to feel they can discuss and disagree with you openly.

2. COLLABORATIVE OR PROBLEM SOLVING



- People tending towards a collaborative style respect each other and try to meet the needs of everyone involved.

- These people can be highly assertive but they cooperate effectively.

Collaborating IS good when:

- You have the time and want to work something out that satisfies all sides.
- You care about the other person(s) and also feel strongly about the issue.
- You want to get thoughts and feelings out on the table and deal with them, so they don't cause problems later.

Collaborating is NOT good when:

- You don't care that much about the issue.
- You need to do something quickly. ("Fire! Everybody out!")

3. COMPROMISING

- People who prefer a compromising style are both assertive and cooperative.
- Everyone is expected to give up something and the compromiser also expects to relinquish something.

Compromising IS good when:

- You need a quick solution and can both give up something.
- You both want exactly the same thing and it can be divided up or shared.
- You are willing to let chance decide it .
- You have tried to satisfy each one completely and it isn't possible.

Compromising is NOT good when:

- You might work a little longer and find a solution that pleases each one better.

4. ACCOMODATING



- This style indicates a willingness to meet the needs of others at the expense of the person's own needs.
- This person is not assertive but is highly cooperative.
- Accommodation is very appropriate when the issues matter more to the other party, when peace is more valuable than winning.

Accommodating IS good when:

- You are, or were, wrong about something.
- You care more about the other person than you do about the issue.

Accommodating is NOT good when:

- It happens a lot and you wish you could speak up more often.

5. AVOIDING

- This style is non confrontational and includes delegating.

- It can be appropriate when victory is impossible, when the controversy is trivial, or when someone else is in a better position to solve the problem.



Avoiding IS good when:

- You don't care that much about the issue.
- You (or someone else) are very angry and need time to cool off before discussing the issue.
- You are in a dangerous situation and don't need to be there.

Avoiding is NOT good when:

- You rarely want to deal with the conflicts in your life.
- You care about an issue but are afraid to speak up.
- You keep being bothered by a disagreement with someone you care about.

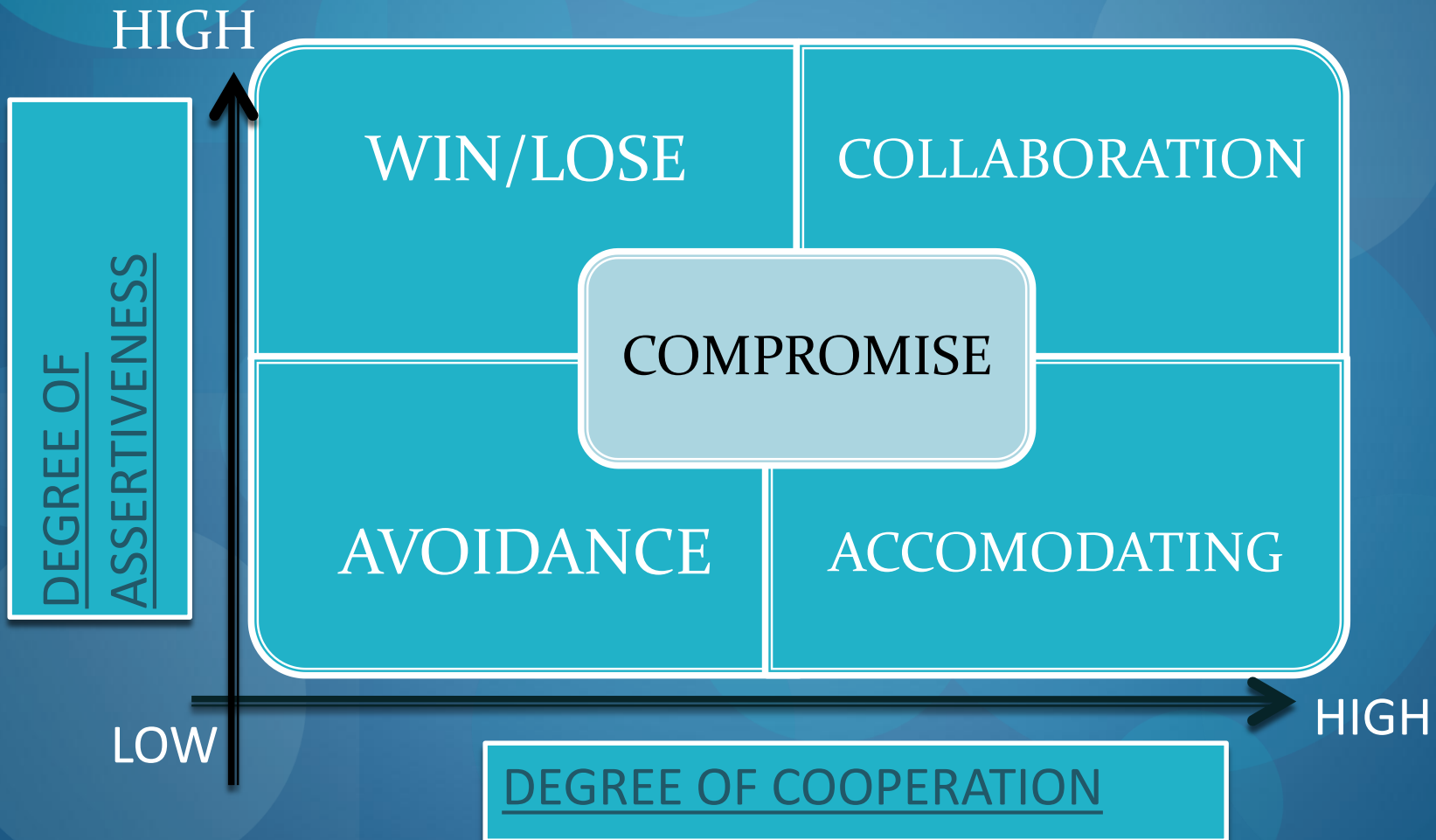
WHY PEOPLE AVOID CONFLICT:

- It's not that big a deal - it will sort itself out
- They're grownups - they should be able to sort it out themselves
- Dealing with it will only make it worse



**"My husband and I are getting along much better now.
We're outsourcing our arguments to a couple overseas."**

DEPENDENDING ON A COMBINATION OF ASSERTIVENESS AND COOPERATION A CONFLICT CAN BE DEALT WITH IN DIFFERENT WAYS:



Common Forms Of Conflict Resolution

- Negotiation
- Mediation
- Arbitration
- Mediation– arbitration
- Early neutral evaluation
- Community conferencing
- Negotiated rule-making
- Peer mediation

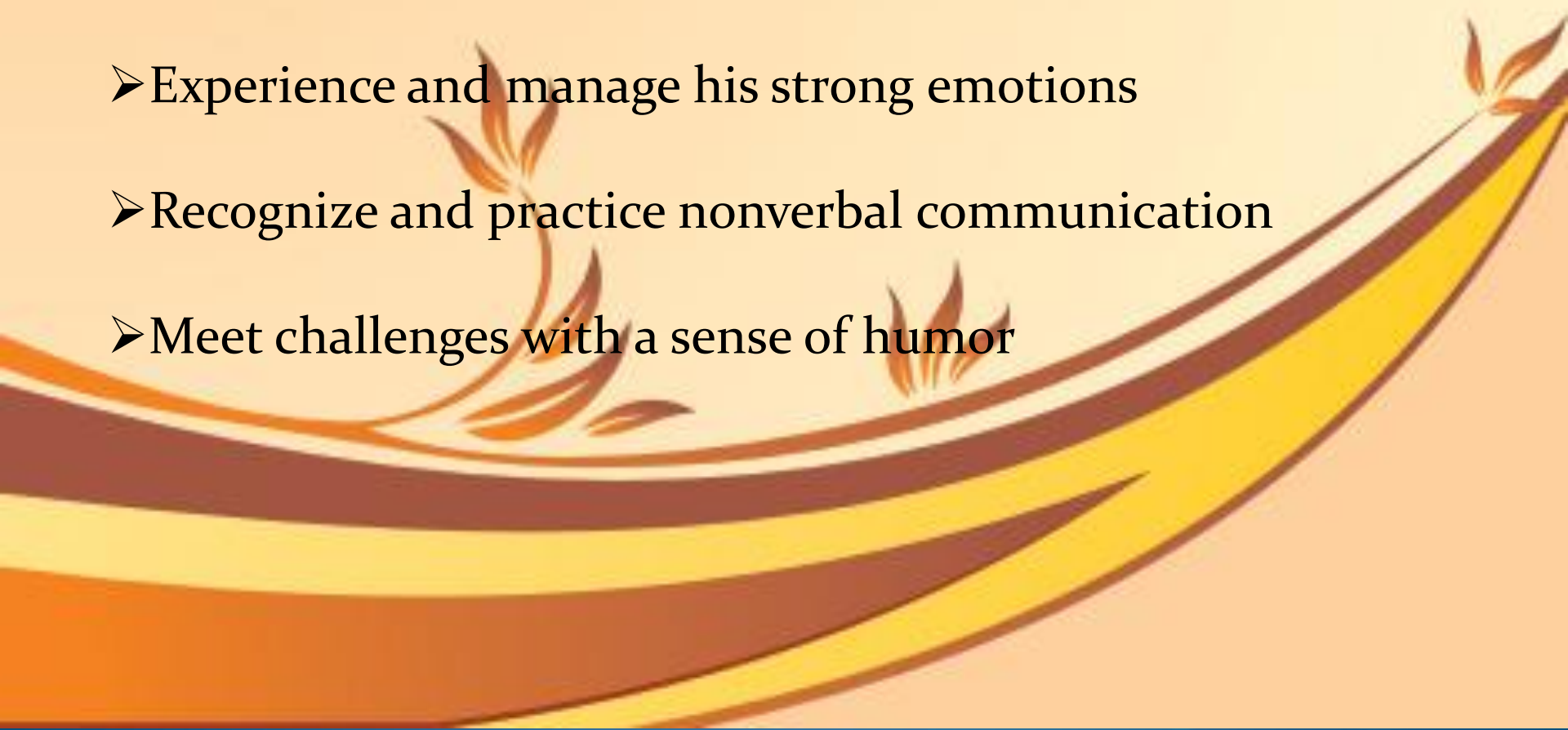


CONFLICT RESOLUTION SKILLS

- **Building Emotional Intelligence**
- **Nurturing Relationships**

**It is important to learn good conflict
resolution skills**

HOW EMOTIONALLY INTELLIGENT SKILLS HELP

- Quickly reduce his stress levels
 - Experience and manage his strong emotions
 - Recognize and practice nonverbal communication
 - Meet challenges with a sense of humor
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SKILL GIVES YOU THE POWER TO

- Stay focused on the present
- Choose your arguments
- Forgive
- End conflicts that cannot be resolved

CONFLICT RESOLUTION SKILLS

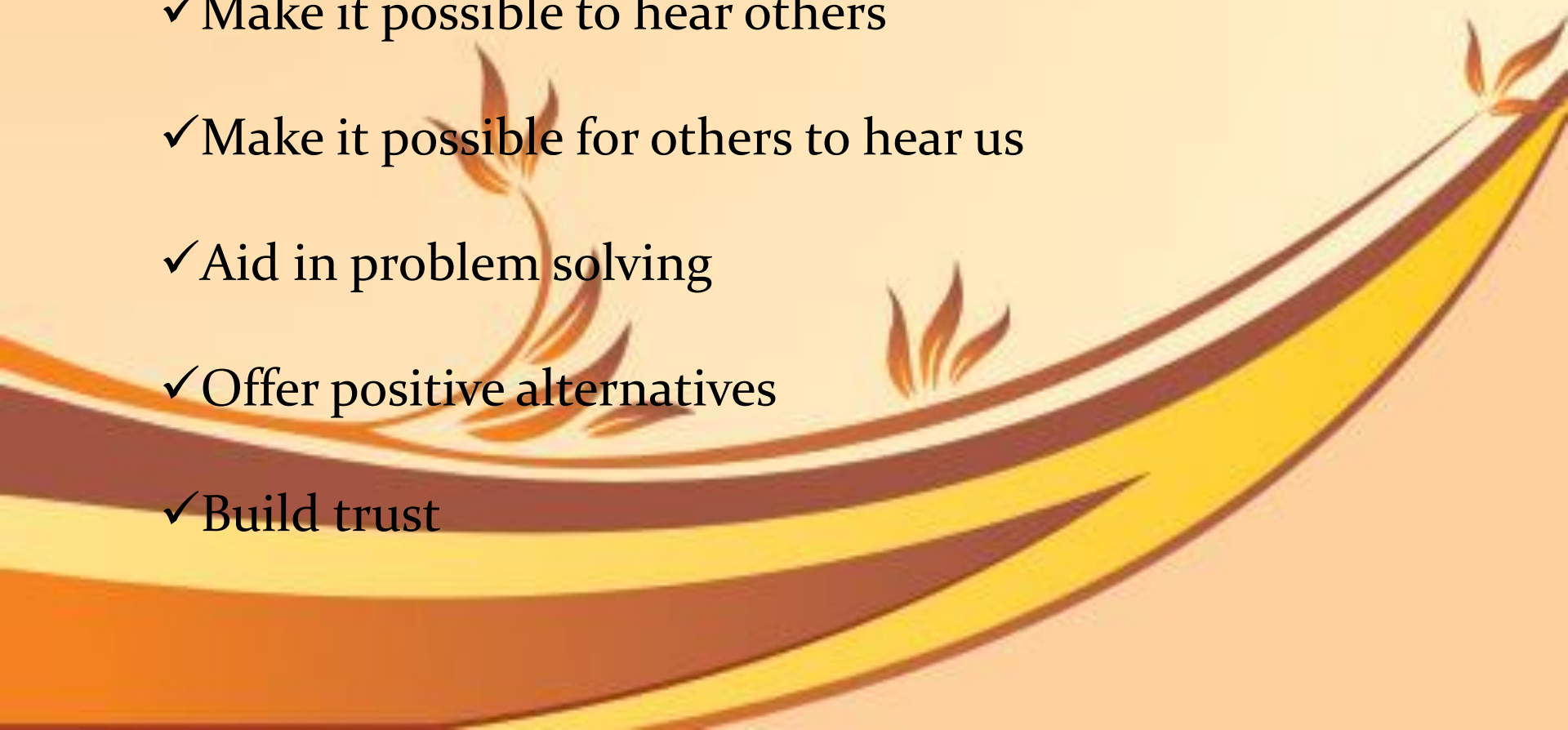
- **Time Out**
 - **"I" Statements**
 - **Active Listening**
 - **Problem-solving**
 - **Check In**
 - **Responsibility**
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Communication Skills That Aid Conflict Resolution

These communication skills include:

- ✓ **The capacity to remain relaxed and focused in tense and intense situations:**
- ✓ **The ability to experience intense emotions and recognize what matters most to you:**
- ✓ **The ability to recognize and read nonverbal cues:**
- ✓ **The capacity to be playful in tense and awkward situations:**

These Communication Skills Help Resolve Conflict In Relationships Because They:

- ✓ Make it possible to hear others
 - ✓ Make it possible for others to hear us
 - ✓ Aid in problem solving
 - ✓ Offer positive alternatives
 - ✓ Build trust
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CONFLICT RESOLUTION MODELS



**THE "INTEREST-BASED
RELATIONAL APPROACH"**

In Resolving Conflict Using This Approach, You Follow These Rules:

- Explore options together**
- Set out the “Facts”**
- Listen first; talk second**
- Pay attention to the interests that are being presented**
- Keep people and problems separate**
- Make sure that good relationships are the first priority**

THE PROCESS TO RESOLVE THE CONFLICT

- ✓ Analyze the problem
- ✓ Discuss solution
- ✓ Build consensus
- ✓ Resolve the problem

❖ *Set the Scene*

- Restate
- Paraphrase
- Summarize

❖ *People vs. Things: Identify the Conflict*

❖ *Don't Open Your Mouth---Yet!*

- Be Calm and patient.
- Always show respect.

❖ *Gather Information*

- Be magnanimous.

❖ *Agree to the Problem*

- *Accept Feelings for what they are*

❖ *Brainstorm Possible Solutions*

- *Negotiate a Solution*
- *Change the wording.*

❖ *You Win Some and You Lose Some*

CASE STUDY: SHELL IN NIGERIA

Niger delta comprises of nine out of the 36 states making up the Federal Republic of Nigeria.

However, it is generally comprehended that the recurring crisis in the Niger Delta region is due to neglect by the government and oil companies in supporting critical human development, infrastructure, and provision of basic social amenities.

Niger Delta region is the only oil zone in the world where the people are subjected to cope with oil spillage.

Shell admits to fuelling corruption.



Shell says it has been difficult to operate with integrity in areas of conflict like Nigeria.

In 2003, Shell commissioned an independent report in order to help it better understand how its activities are affected by, and inadvertently contribute to, conflict.

That report was written by "three internationally known conflict resolution experts" and its conclusions fed into Shell's newly published 2003 People and The Environment report on its Nigerian operations. Shell declined to publish the independent report.

The three experts warned that Shell could eventually be forced to withdraw from the West African country if violence in the Niger Delta escalates.

Shell's view is that "government and local communities must take the lead in ending conflict but we are also determined to help," the spokesman added. Shell is supporting the creation of a working group made up of Nigerian and international experts, and representatives of local communities, to explore ways to stem the conflict.

In 2003, Shell contributed \$54.5m to the government-backed Niger Delta Development Commission as well as \$30m for its own community development programme

It has been charged with being too slow in cleaning up oil spills by NGOs and other international campaigners. In a statement relating to that issue, Chairman of Shell Companies in Nigeria, Chris Finlayson said: "We recognize that our development activities in the past have been less than perfect."

CONCLUSION

Thanks For Your Attention!

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