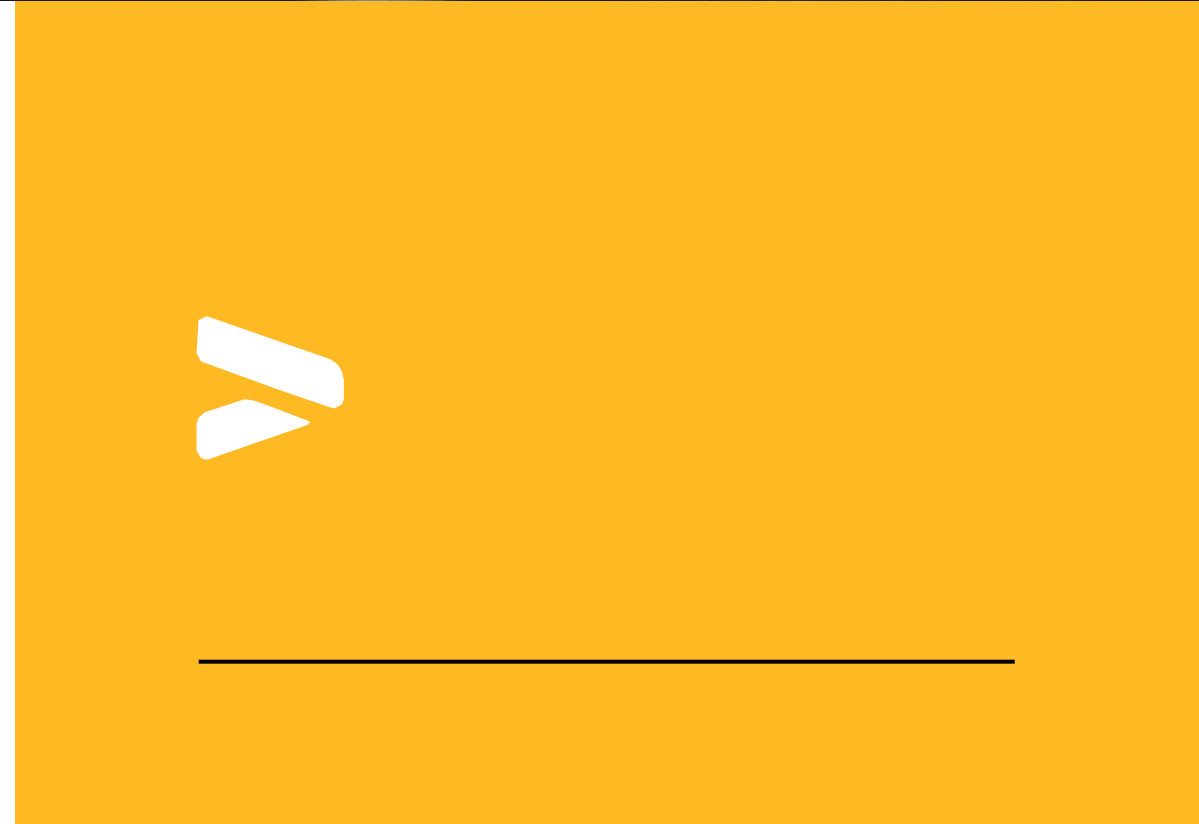




Introduction to Conflict Management

Face to Face presentation



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Learning Objectives

1. Identify conflict as an opportunity for change and growth

2. Explore five root causes of conflict

3. Determine common escalation points during the interpersonal conflict



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Lesson



WHAT IS CONFLICT
RESOLUTION?

WHY SHOULD YOU RESOLVE
CONFLICT?

WHEN SHOULD YOU RESOLVE

CONFLICT? HOW SHOULD YOU

RESOLVE CONFLICT?



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WHEN SHOULD YOU RESOLVE CONFLICT?

How, for example, should you structure a meeting between your group and your opponent?

When should you settle, and when should you fight for more?

How should you react if your opponent attacks you personally?

Activity - Write your answers to these questions now, before you will read the materials and compare your growth at the end of the conflict management.



HOW SHOULD YOU RESOLVE

CONFLICT?

There are seven steps to successfully negotiating the resolution of a conflict:

1. Understand the conflict
2. Communicate with the opposition
3. Brainstorm possible resolutions
4. Choose the best resolution
5. Use a third-party mediator
6. Explore alternatives
7. Cope with stressful situations and pressure tactics

Hint - try to remember these for the Virtual Reality :)



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1. Understand the conflict

Activity - Think of an example where you have had a conflict with your colleague or a friend. 3 minutes



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Example for a conflict role/play

Sarah regularly cleans out the shared refrigerator in the break room. One day, she unknowingly throws out Martin's leftovers.

The next day, Martin discovers his food is missing and erupts at Sarah. She responds by saying he should have clearly marked his food.

They both leave this exchange feeling angry:

Sarah feels underappreciated for the work she does to clean the office while Martin feels that no one respects his personal belongings.



QUIZZ

You know you have understood the materials when... you answer below!

As a summary try to answer these two questions, write down your answers and compare them with the next slide.

What is conflict resolution?

Why should you use conflict resolution?



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QUIZZ answer

What is conflict resolution?

Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them

Why should you use conflict resolution?

You want to come to an agreement that benefits all parties

You want to understand more about those whose ideas, beliefs, and backgrounds may be different from your own.



Lesson 2

CAUSES OF CONFLICT

Information

conflicts Values

conflicts

Interest conflicts

Relationship

conflicts

Structural

conflicts.



Causes of

conflict

There are five main causes of conflict: information conflicts, values conflicts, interest conflicts, relationship conflicts, and structural conflicts.



Information conflicts



Relationship conflicts



Values conflicts



Structural conflicts



Interest conflicts



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QUIZZ

Example of conflict

Sarah regularly cleans out the shared refrigerator in the break room. One day, she unknowingly throws out Martin's leftovers.

The next day, Martin discovers his food is missing and erupts at Sarah. She responds by saying he should have clearly marked his food.

They both leave this exchange feeling angry: Sarah feels underappreciated for the work she does to clean the office while Martin feels that no one respects his personal belongings.

You know you have understood the materials when...

You can identify which of the 5 main causes of conflict fit the example above. Write a sentence for each of the 5 main causes explaining why you think it is (or it is not) the cause for the scenario above. Share and discuss.



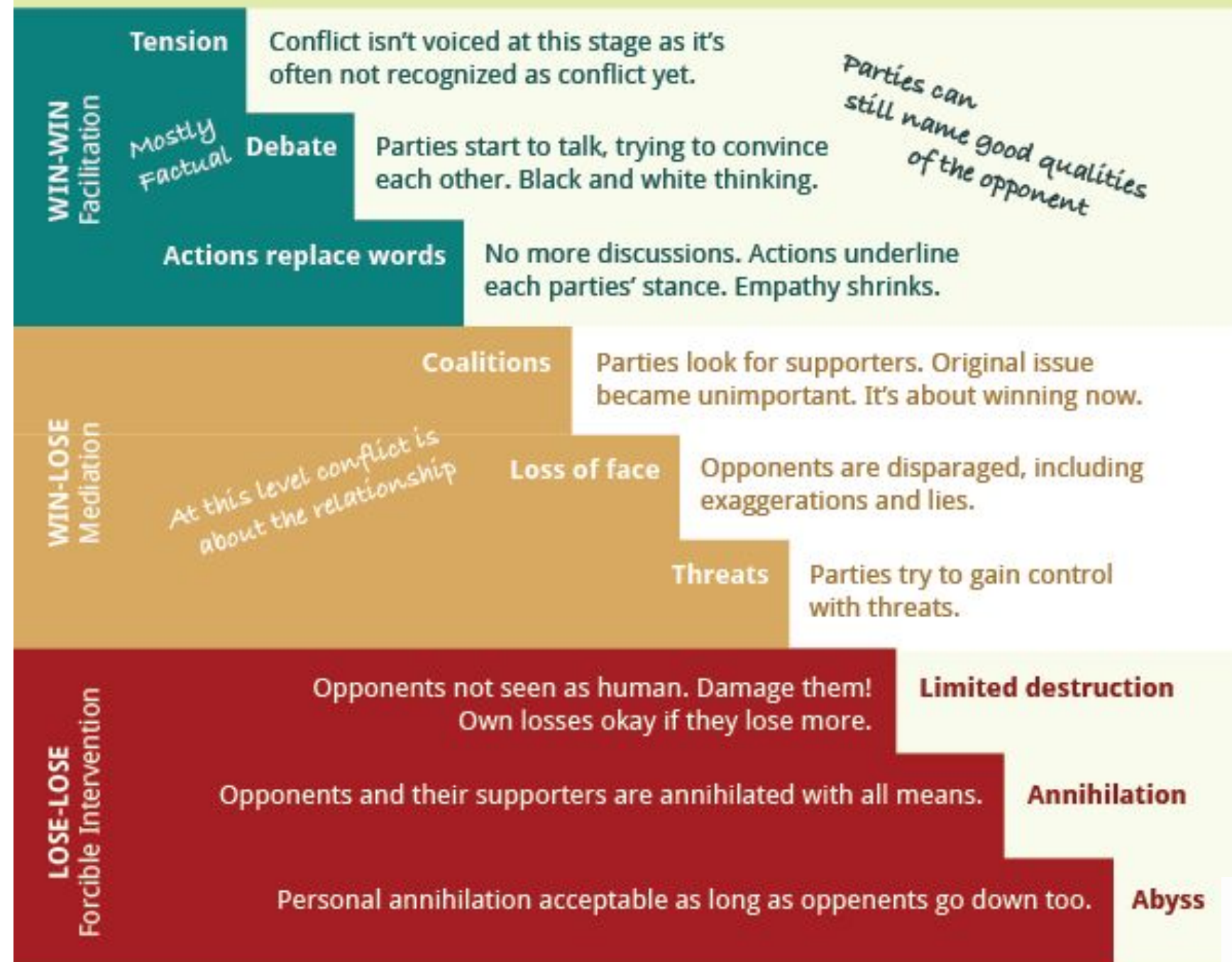
Lesson



Glas's Nine-Stage Model Of Conflict Escalation

Glas's Stages of Conflict Escalation

Conflict is normal. It becomes a problem if it spirals out of control. Friedrich Glas's model can help you figure out, what stage each conflict party is on and what type of involvement might help. The model applies to all kinds of conflicts such as fights at work, divorce, and wars.



Picture:

<https://wall-skills.com/2017/glasls-stages-of-conflict-escalation/>



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Model of

de-escalation
The conflicts of levels 1-3 are still to be solved peacefully among each other, possibly someone intervenes mediating (e.g.: the parents ask their children to reconcile again).

At level 4, the affected parties need outside help to solve their conflict. Glasl envisages the following model to de-escalate the conflict:

- Stage 1-3: Self-help is still possible
- Stage 2-3: Help through friends, family or professional moderation
- Stage 3-5: Help through external professional process support
- Stage 4-6: Help through external socio-therapeutic process support
- Stage 5-7: Help through external professional mediation
- Stage 6-8: Assistance through voluntary or mandatory arbitration
- Stage 7-9: Help is only possible through a power intervention from above

Leaders in particular should be aware of the 9 stages of conflict escalation. Conflicts can thus be viewed from a neutral point of view and, if necessary, external help can be requested in good time. Also with conflicts, in which one is not involved, the value-free recognition of the conflict stages can lead to a faster solution to the conflict.



Conflict escalation from Hollywood

The perfect, almost textbook example of how to go through all the stages is the American film “The War of the Roses” by director Danny DeVito starring Michael Douglas and Kathleen Turner.

In this dramatic comedy, Barbara Rose wants to divorce her husband Oliver. An amicable settlement is strived for, but this is the first time that she encounters difficulties with the house she shares.

The conflict escalates deeper and deeper into absurd acts such as the deliberate destruction of the facility and downright mutual hatred.

At the end of the total escalation, the ex-husbands lie dying in the entrance hall after having fallen down with their chandelier after a preceding fight. The absolute lose-lose is reached.



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Summar

Win-Win

1. Hardening Opinions collide. It is not perceived as a conflict.
2. Polarization and Debate Disagreements lead to disputes. You want to convince the other.
3. Actions instead of words Conversations stop. Compassion for the other party is lost.



Win-Lose

4. Concern for image and coalition You are looking for comrades-in-arms. Feels legitimized to denounce the opponent.
5. Loss of face The opponent is to be destroyed in his identity. Changes. Loss of trust.
6. Strategies of threat Threats represent one's own power

Lose-Lose

7. Limited destruction strikes The opponent, no longer experienced as a human being, wants to harm by all means.
8. Fragmentation Everything that supports the opponent is to be destroyed.
9. Together into the abyss Their own destruction is accepted in order to defeat the opponent.



Face to Face -

Brainstorming

Duration - 10 minutes (25 minutes total) - Self Work/Individual work

Presentation Slide - Brainstorming

Task: How would handle?

What is the recent conflict (home or at work) which you have had?

1. Define the problem.
2. Identify which type of conflict. (Information, Values, Interest, Relationship, Structural)
3. What are your Interests? (What are my interests? What do I really care about in this conflict? What do I want? What do I need? What are my concerns, hopes, fears?)
4. What are their interests? (What are the interests of my opposition? If I were in their shoes, what would I really care about in this conflict? What do they want? What do they need? What are their concerns, hopes, fears?)
5. How would you handle the conflict now?



Face to Face - Demonstration/Role

play

Duration: 10 minutes (35 minutes total)

Pick 2 participants and give them a scenario for the conflict role play

Situation 1

Bus driver - You are leaving a bus stop, you are behind 5 minutes with your schedule. Suddenly someone is slamming your door open and starts yelling at you.

Civilian - You are waiting for a bus. The bus arrives and closes the door before you can enter. The bus is going away. You have to catch this bus or you will miss your loved ones goodbye at the station. YOU HAVE TO GET on the bus. You are angry as the bus driver almost left beside you waiting for the bus for 10 minutes.

Role-play the situation and argue why you are right.



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After two minutes ask participants, who were in the right, ask to explain both sides, ask how the conflict should have been handled... (A list of questions will be created to aid the educator).

Face to Face - Evaluation



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Resource Page

Print Resources

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Evarts, W. et al. (1983). Winning through accommodation: The mediator's handbook. Dubuque, IA: Kendall/Hunt.

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Sun, T, (1988). The Art of war, trans. Thomas Cleary Boston: Shamhala (550 B.C.)

Ury, W. (1993). Getting past No: Negotiating your way from confrontation to cooperation. New York, NY: Bantam.



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Resource Page

- Glasl's Escalation Model
<https://www.mediate.com/glasls-nine-stage-model-of-conflict-escalation/>
<https://www.law.uh.edu/blakely/advocacy-survey/Conflict%20Escalation%20Glasl.pdf>
https://www.researchgate.net/figure/Glasls-escalation-model-and-different-forms-of-conflict-capabilities_fig4_40105224

