



# Conflict styles



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# Objectives

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2.1 Identify the difference between a position and an interest.

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2.3 Analyze intent vs impact

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# Lesson 1

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What are the 5 conflict styles?

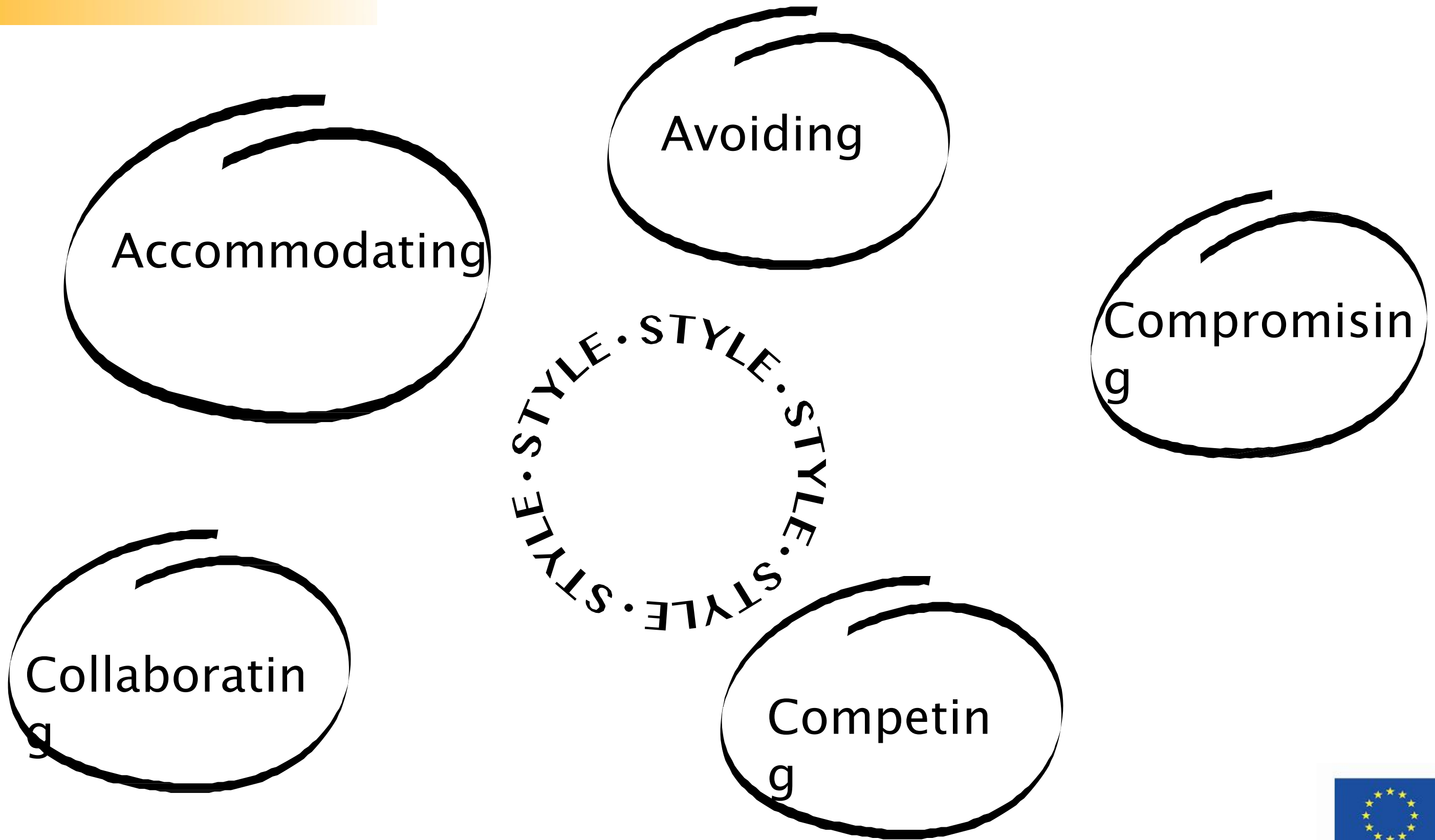
How to handle conflict using the appropriate style.

Writing exercise



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# Conflict Management styles



# Exercise

## Writing

Write down an example for each of the conflict styles you have encountered while working.

Think about one specific conflict you have encountered, which was so memorable, that you remember it until today.

Which conflict style have you used?

Would you do something differently?

Would you switch your style?

Why would you do it the same/differently?



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# Lesson 2

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Understanding the differences between interests and positions

Negotiators find solutions that address both parties' interests

Finding the alignment between the parties' interests creates value for both sides

Exercise

# Interest vs Position

Understanding the difference between interests and positions is a cornerstone of collaborative negotiation success.

## POSITION

- What they say they want
- Positions are surface statements of where a person or organization stands, and rarely provide insight into underlying motivations, values or incentives
- Position Example: Union demands a five-year contract.

## INTERESTS

- Why they want
- Interests are a party's underlying reasons, values or motivations. Interests explain why someone takes a certain position.
- Interest Example: Union wants time for workers to retool their skills before plant closings are implemented.



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# Example



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**1**

Ask Why?

**2**

Ask Why not?

**3**

Realize that  
each side has  
multiple  
interests

**4**

The most  
powerful  
interests are  
basic human  
needs

**5**

Make a list



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# Lesson 3

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## Intent vs Impact



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# Everyday Example

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Your partner makes a joke that upsets you. You know that they didn't mean any harm, but it still stings.

Their intent was lighthearted, but the impact is that your feelings are hurt.



A friend comes to you to talk about an issue they're having at work. You offer them advice, but your friend is defensive and ends the conversation. You later learn that they felt like you were telling them they handled the situation poorly. Your intent was to offer an action plan, but the impact was that they felt judged.



Your supervisor institutes a new policy at work under the guise of improving the culture, but the staff feels like it's just more work and surveillance, exacerbating the lack of trust in the office. Your supervisor's intent was to add processes for efficiency, but the impact is a decrease in morale.



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# Your

# Impact



Listen with the goal of understanding where they're coming from, not with the goal of defending yourself.

It can help to use the active listening technique of repeating back exactly what you hear.



Center their feelings, not yours. It's normal to feel a little prickly when someone tells you that you did something wrong, and you disagree.

But take a beat and a deep breath, and know that you can talk about your feelings later.



Genuinely apologize or acknowledge the impact that your actions had on them. Steer clear of "I'm sorry if," "I'm sorry you," or "I'm sorry but," as these all lack accountability and put the blame on the one who was hurt.

A simple "I'm sorry for doing that, and I'll do better next time" can go a long way.

# Someone's impact



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On the other hand, bringing up hurt feelings to someone you care about or work with can be nerve-racking. No one wants to feel like they're overreacting or causing a fuss.

But if you intend to keep this relationship in good standing, it's best to bring up your concerns. A few pointers:



Focus on your feelings and use “I” statements.

For example, you could say “I felt really hurt when...” instead of “You hurt me when...”

This centres the conversation on the impact the action had on you versus the situation itself or placing blame on the other person.



Be willing to hear their side after you've expressed yours. This doesn't mean you have to agree with it, but it's best to come into the conversation with open ears.



Discuss how the situation could have been handled differently. Is there anything the other person could do differently if this situation happens again?

Now that they know the impact of their action, how can you hold them accountable in the future?

# ONLINE QUIZZ material

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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 the intent? Can you describe it in a**

**situation? What is the impact? How does it differ**

**from intent?**

**What are five conflict management styles? Can you give an example?**

**What is the difference between position and interest?**



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# Resource Page

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## Print Resources

<https://blog.hubspot.com/service/conflict-management-styles>

<https://www.watershedassociates.com/learning-center-item/interests-versus-positions.html>

<http://www.odreurope.com/odr-lab/tips/mediation/1090-interests-vs-positions-5-steps-to-identifying-other-sides-underlying-motives>

“Roger Fisher and William Ury - Getting to Yes: Negotiating an agreement without giving in” (2012, Random House Business Books)

<https://www.healthline.com/health/intent-vs-impact>



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