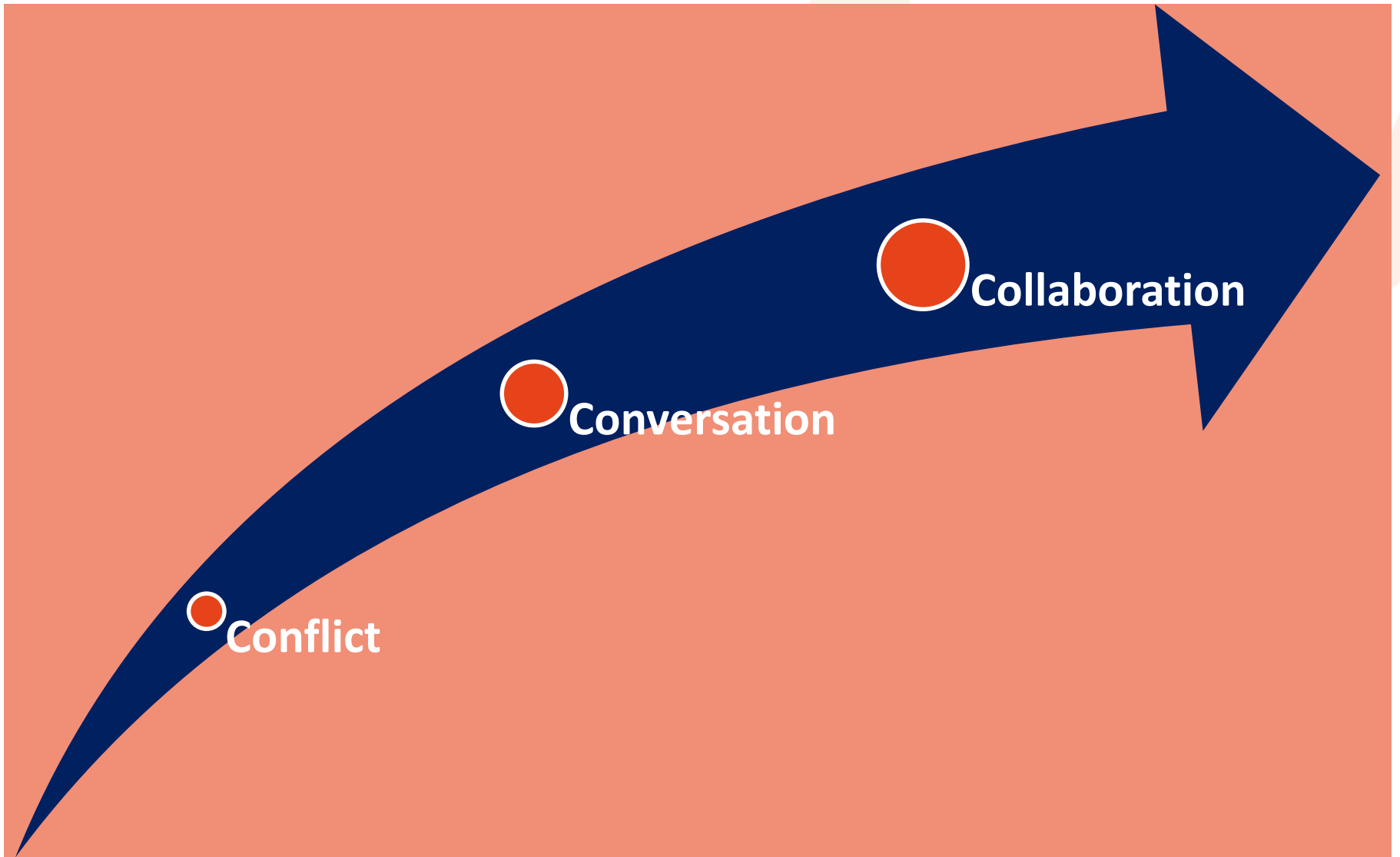


# Conflict Conversation and Collaboration

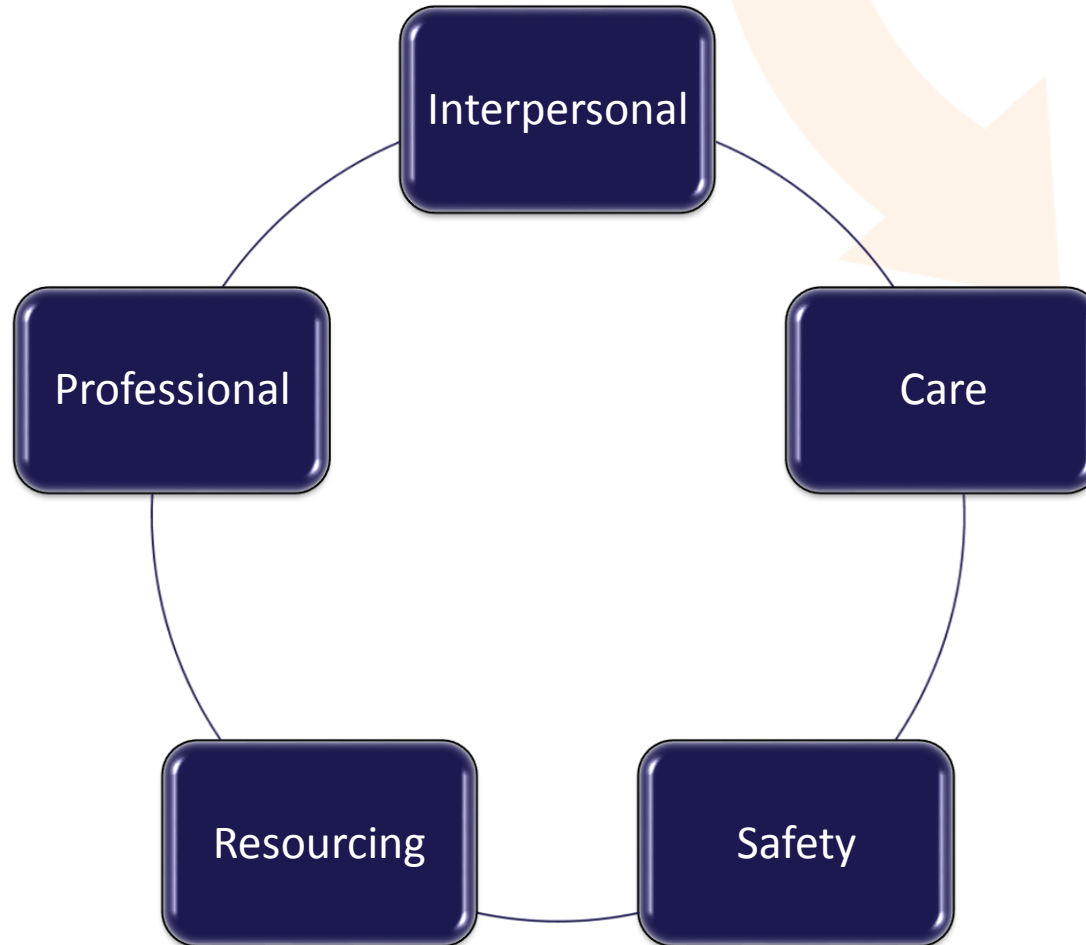
Ber Barry-Murray, M.Ed., BCL, BA

Senior Professional Mediator, Facilitator and Workplace Investigator

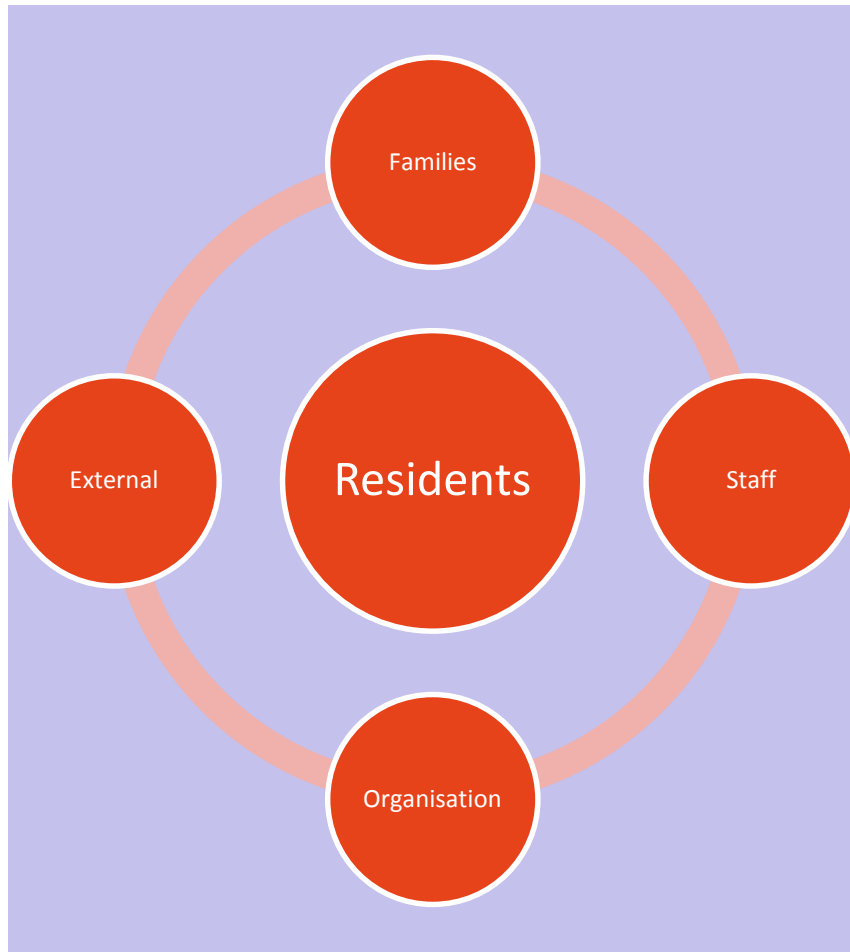





# Categories of conflicts



# The resident at the centre



- Conflicting needs and fears
- Inter and intra group conflict
- Presented in different ways
- Impact of conflict

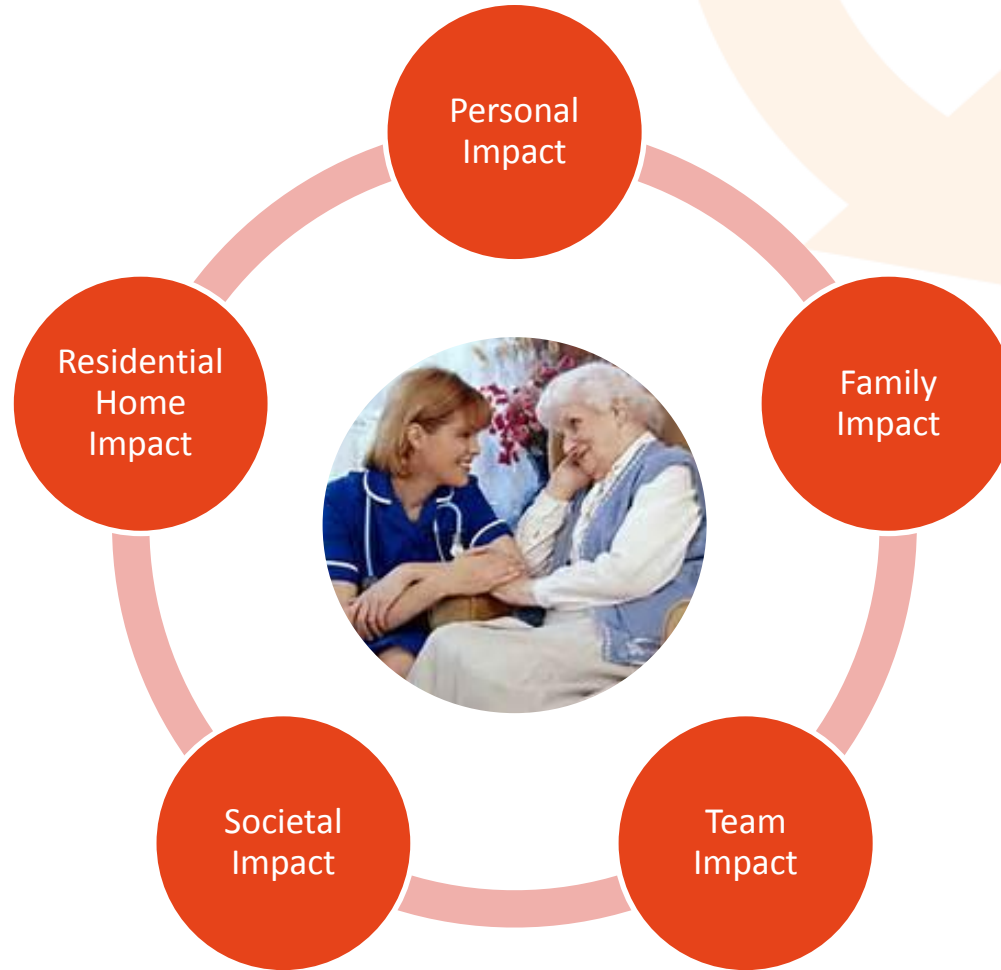


*In the life cycle of every conflict, there is a point where it is large enough to be recognised but small enough to be resolved*

# Conflict

- Conflict between people is part of life
- It can occur at all levels of interaction, across and between all ages and relationships
- Conflict is a critical event in the course of a relationship
- It matters less on how many conflicts there are and more on how the conflict is managed
- Conflict can be useful and constructive
- Major change often comes as a result of conflict
- Conflict can promote innovation, creativity and development of new ideas and growth in relationships.

# Impact of Conflict



# When an issue arises.....



Positional  
based  
responses

- *Facts*
- *Law*
- *Positions*

Interest based  
responses

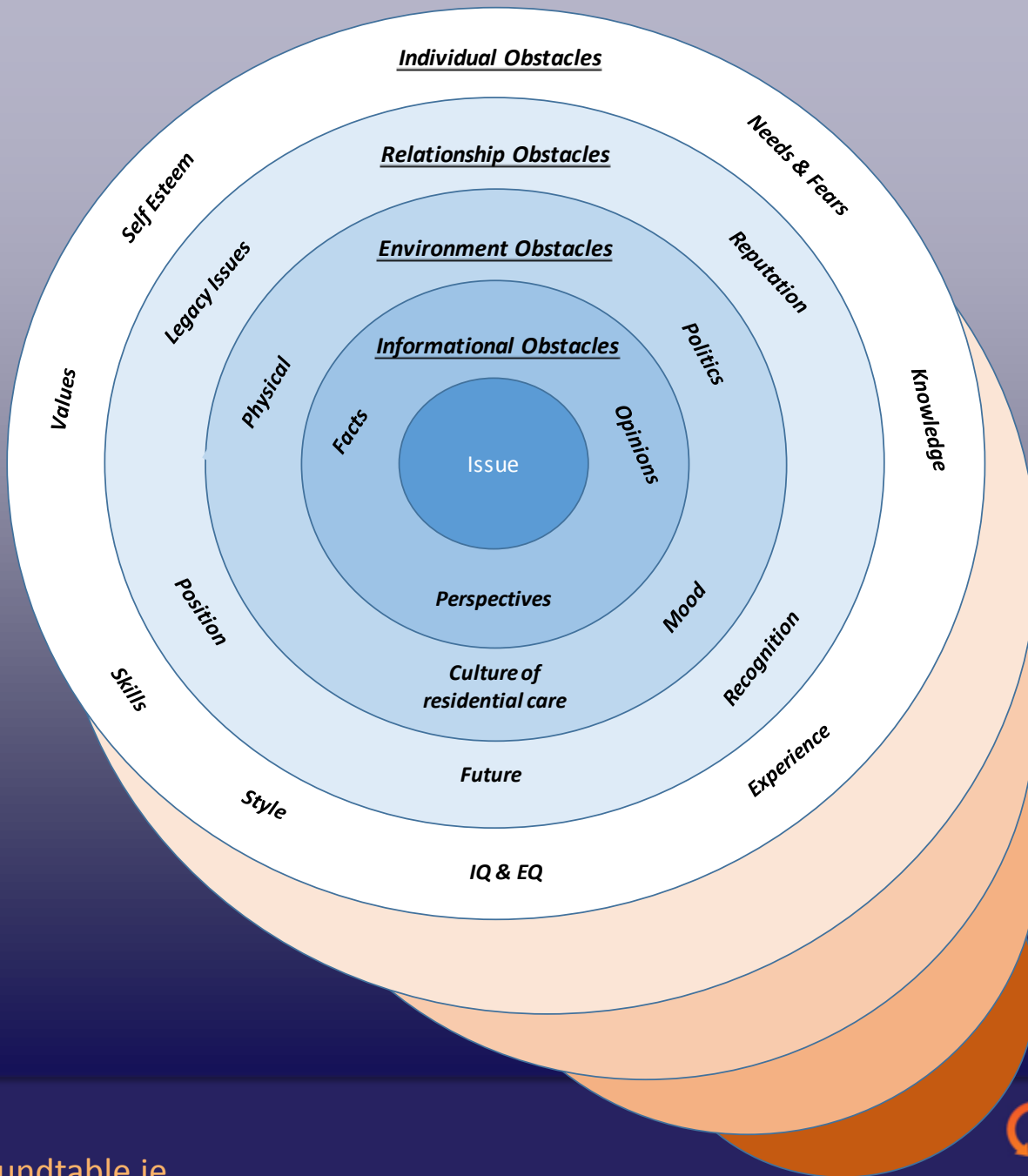
- *Understanding*
- *Interests*
- *Concerns*
- *Feelings*
- *Emotions*



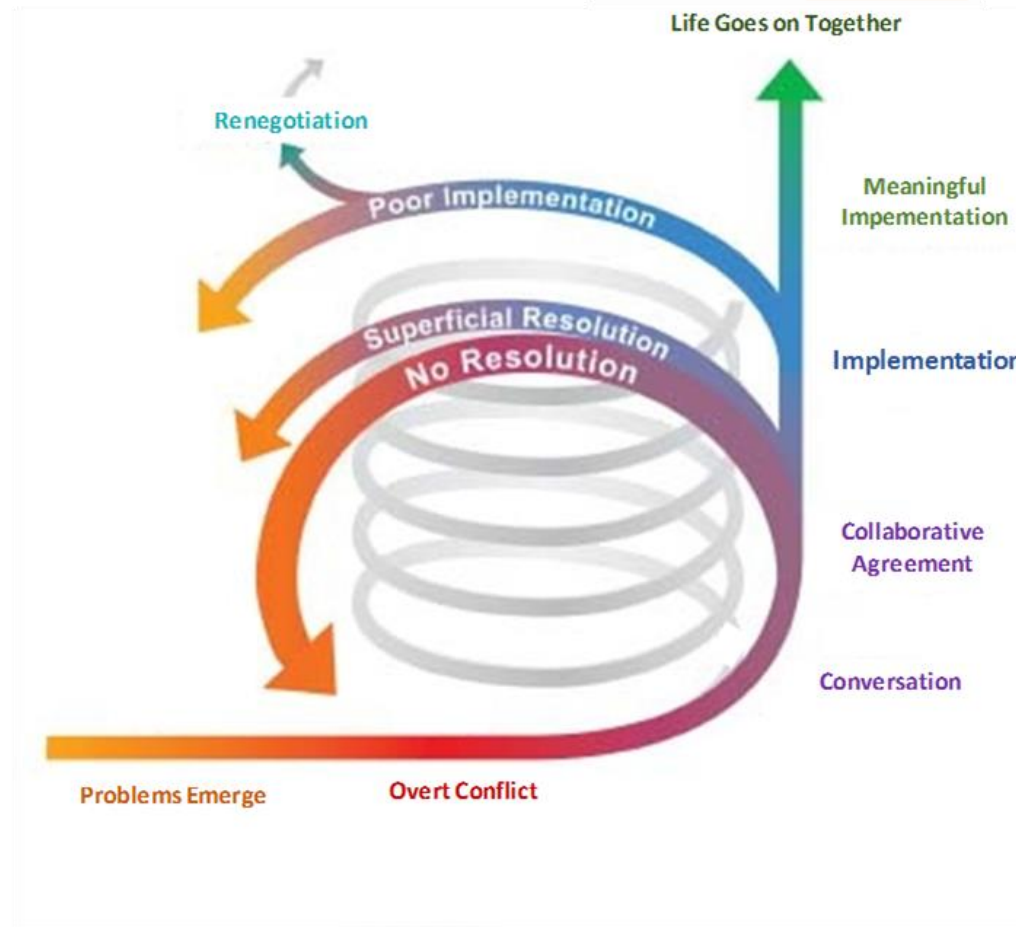
## Common Conflict Behaviours

	Constructive	Destructive
Active	<ul style="list-style-type: none"><li>• Perspective taking</li><li>• Creating solutions</li><li>• Expressing emotions</li><li>• Reaching out</li></ul>	<ul style="list-style-type: none"><li>• Winning at all costs</li><li>• Displaying anger</li><li>• Demeaning others</li><li>• Retaliating</li></ul>
Passive	<ul style="list-style-type: none"><li>• Reflective thinking</li><li>• Delay responding</li><li>• Adapting</li></ul>	<ul style="list-style-type: none"><li>• Avoiding</li><li>• Yielding</li><li>• Hiding emotions</li><li>• Self-criticising</li></ul>

- You can't stay in your corner of the Forest waiting for others to come to you. You have to go to them sometimes.
  - *Winnie the Pooh (A.A. Milne)*



# Managing Conflict through Conversation and Collaboration

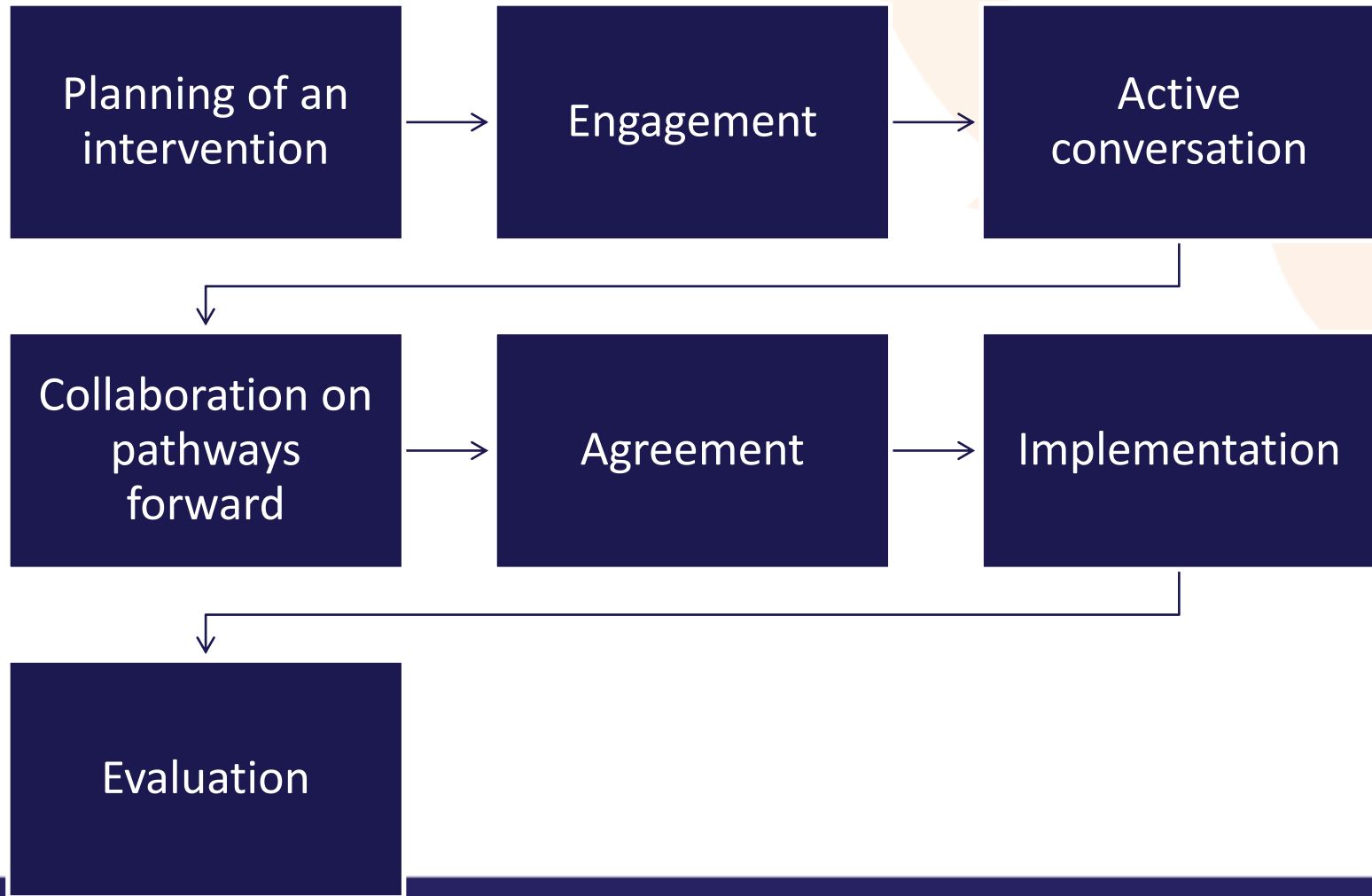


# Conversation and Collaboration

*Conversation is a process of genuine interaction in which human beings listen deeply and respectfully to each other in a way that what they learn changes them. Each participant in a conversation strives to incorporate the concerns of the other participants into their own perspective, even when they continue to disagree. No participant gives up his or her identity, but each recognises the human values of the claims of the others and therefore acts differently towards others.*

- Cuentas and Mendez (2013) *Practical guide on democratic dialogue.*

# Process



## Planning the intervention

- Understanding the issue - level and type
- Consideration of the outcome
- Identification of participants in the process
- Role assignment
- Strategic overview of outcome
- Milestones

## Engagement

- Secure and trusting environment
- Openness
- Clarity
- Structure
- Coordination

## Active Conversation



- Beyond debate
- Facilitating the experience of being heard
- Recognition and appreciation of the struggles of the other and illuminations of hidden tensions
- Reflection before speaking or acting
- Promotion of generous listening

## Collaboration

- Partnership
- Ownership of process
- Openness and mutual recognition
- Joint problem solving
- Reality testing
- Time
- People know the answers to resolution, although they may not know they know the answers



## Agreement

- Content of the Agreement
- Is it to include an apology
- Allocation of roles
- Assessing the potential success of the Agreement

## Implementation

- Manage
- Monitor
- Look back
- Involvement
- Co-ordination
- Document

## Evaluation

- Evaluate outcome against original plan
- Obtain feedback
- Identify key learnings
- Manage centrally
- Build organisational competence

- The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty

*Winston Churchill*

