

Conflict Resolution

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Conflict scenarios

- **Conflicts with your students/postdocs**
 - How do you mediate conflicts between group members without getting involved in them yourself?
- **Conflicts with your superiors**
 - How do you resolve conflicts when you are concerned that your superior may not back you up?
- **Conflicts with your peers**
- **Conflicts of interest**

Positions versus Interests

- **People in a conflict have fixed positions that are incompatible**
- **However, their interests may not be incompatible**
- **Examples of interests:**
 - **Approval, appreciation, understanding, acceptance, trust, power, etc**

Effective Conflict Management Thinking

- We cannot change the past
- We can act to make the situation better now
- We can use conflict constructively as source of different ideas and perspectives

Case studies

- **Case A Facilitators: Kathryn Haas, Olalla Vazquez**
- **Case B Facilitators: Justin Hines, Rory Waterman**
- **Case C Facilitators: Ute Hellmich, Olga Garcia Mancheño**
- **Case D Facilitators: Steffen Schumann, Andrew Feig**

9 Skills for conflict resolution

- 1) **Know Thyself and take care of yourself**
 - Understand your biases, triggers
 - Create a personally affirming environment
- 2) **Clarify personal needs threatened by the conflict**
 - Needs can be substantive, procedural, psychological,
 - Identify “desired outcomes”
- 3) **Identify a safe place for negotiation**
 - Privacy, neutral space, appropriate time, ...
 - Role of support people
- 4) **Take a listening stance into the interaction**
 - Seek to understand
 - Use active listening tools (eg restate in your words what the other party said)
- 5) **Assert your needs clearly and specifically**
 - Use I-messages
- 6) **Approach problem-solving with flexibility**
 - Generate options (defer judgment, be open to “tangent” problems, clarify criteria for decision making, ...)
- 7) **Manage impasse with calm, patience, and respect**
 - Clarify feeling
 - Focus on underlying needs/interests/concerns
 - Take a structured break, if needed
- 8) **Build an agreement that works**
 - Implement and evaluate
 - Live and learn
- 9) **Know your resources**

→ See also the handout available on the workshop page