

CONFLICT/NEGOTIATION “STONES”[©]

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Three Questions Surrounding Conflict:

1. What is really happening?
2. Why do other people behave as they do?
3. What can I do about it?

What Does Not Work:

(FUNDAMENTAL ATTRIBUTION ERROR)

1. Assume that the problem is caused by the other person(s).
2. Develop a private, unilateral diagnosis and solution.
3. Because the other person is the cause of the problem, get that person to change, using one or more of the basic strategies:
 - a. Facts
 - b. Logic
 - c. Rational persuasion
4. If the other person resists or becomes defensive, it confirms that they are the cause of the problem.
5. If your efforts are unsuccessful or less than successful than hoped, it is the other person's fault. You need feel no personal responsibility.

What More Often Works:

(VENN DIAGRAM)

1. Emphasize common goals and mutual influence
2. Communicate openly, and publicly test assumptions and beliefs.
3. Combine advocacy with inquiry
 - a. Advocacy includes statements that communicate what the speaker thinks, knows, wants, or feels.
 - b. Inquiry seeks to learn what others think, know, want or feel.
4. A realization that a problem will not be solved with the same level of thinking that created the problem in the first place. (Consider analyzing from both the: Dance floor and the balcony).

(Above Adapted from: Bolman, Lee and Terrence Deal. Reframing Organizations: Artistry, Choice & Leadership. San Francisco: Jossey-Bass. 1991)

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Accommodation or Smoothing
0/100

Collaboration or Problem Solving
100/100

Compromise
50/50

Avoidance
0/0

Competition or Command
100/100