

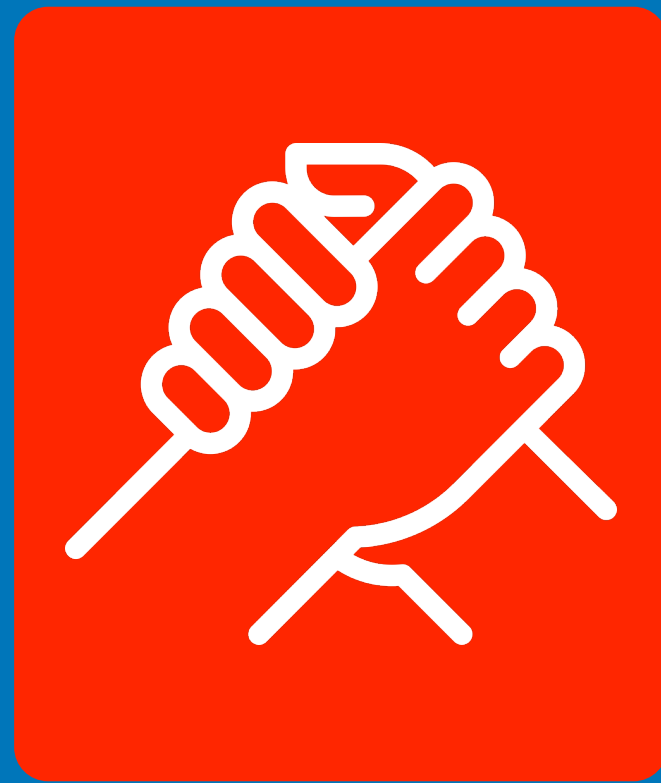


# Conflict Resolution

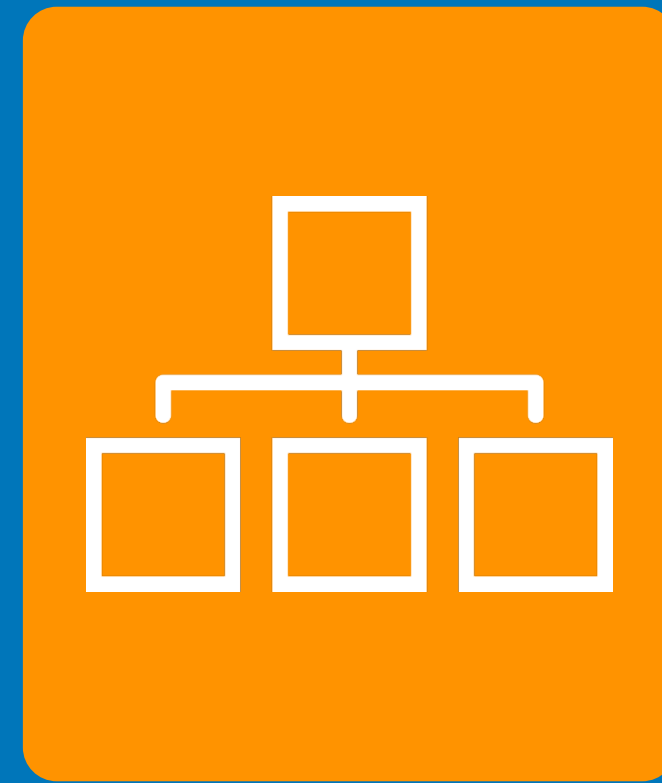


BUILD A DEAF ORGANISATION

# TYPES OF CONFLICTS



**INTERPERSONAL CONFLICT:**  
Between individuals based on  
differing goals and values



**INTER-ORGANISATIONAL CONFLICT:**  
Between organisations

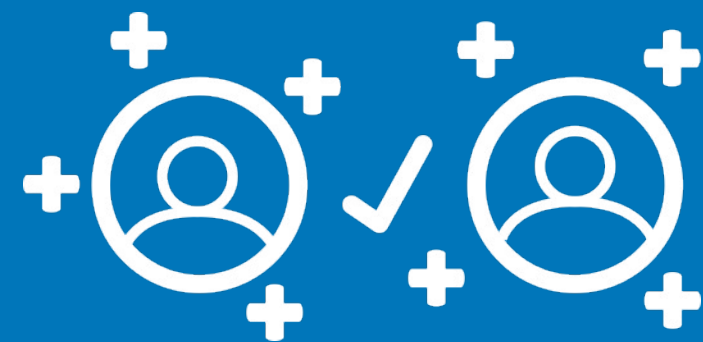


**INTRA-TEAM CONFLICT:**  
Conflict within a team



**INTER-TEAM CONFLICT:**  
Between two or more teams

## Good conflict:



- Promotes critical thinking
- Improves decision-making
- Brings out the best in individuals
- Strengthen goals
- Face their responsibilities
- Improves work performance
- Brings attention to problems and solutions

## Bad conflict:

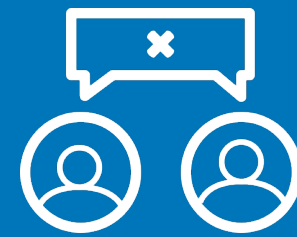


- Disturbs teamwork
- Creates anger, tension, and ego
- Leads to bad relationships between people
- Breaks up an association
- Leads to violence and wars
- Stops development of an association

# Causes of conflicts



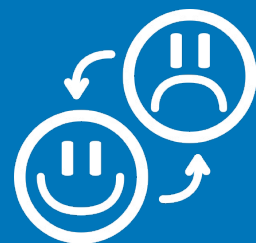
Differences



Disagreements



Personalities



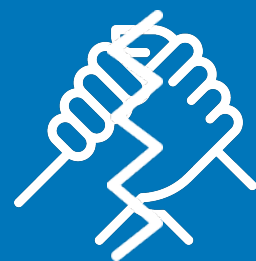
Emotions



Self-perception



Self-esteem



Hidden expectations



Unsolved issues from the past

## Personal factors



Lack of acceptance of individual differences and cultures

Different values of team members

Self-interest instead of collective goals

Jealously

# Communication factors



- Different ways of communicating
- Lack of communicating
- Different languages and cultures
- Gossiping
- Lies
- Incorrect information
- Distorted information
- Unclear information

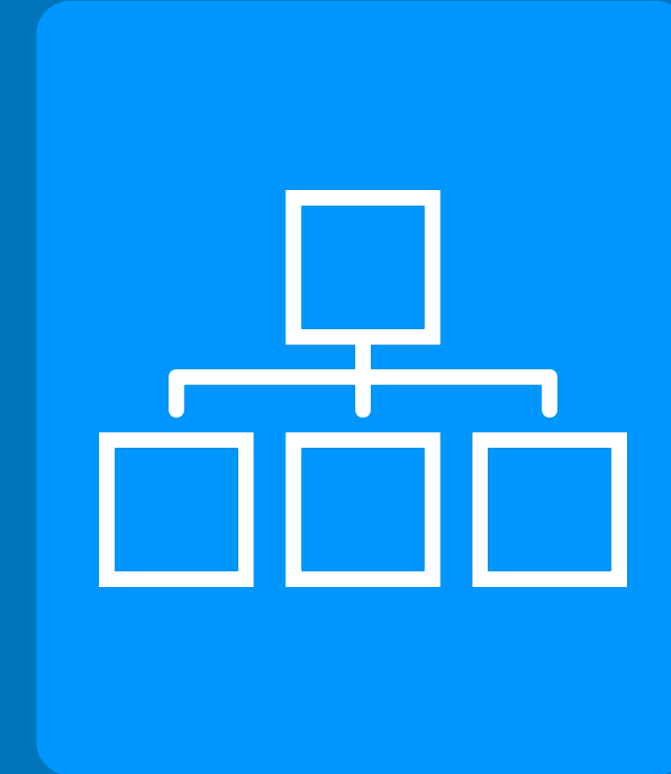
# Structural factors



No unity in board or management



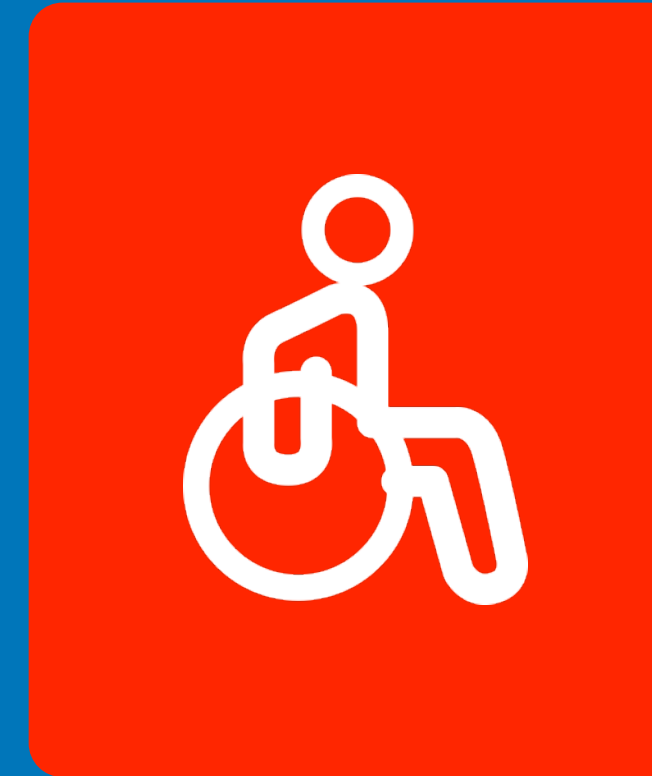
Lack of appreciation (people do not value the organisation or the work of the staff)



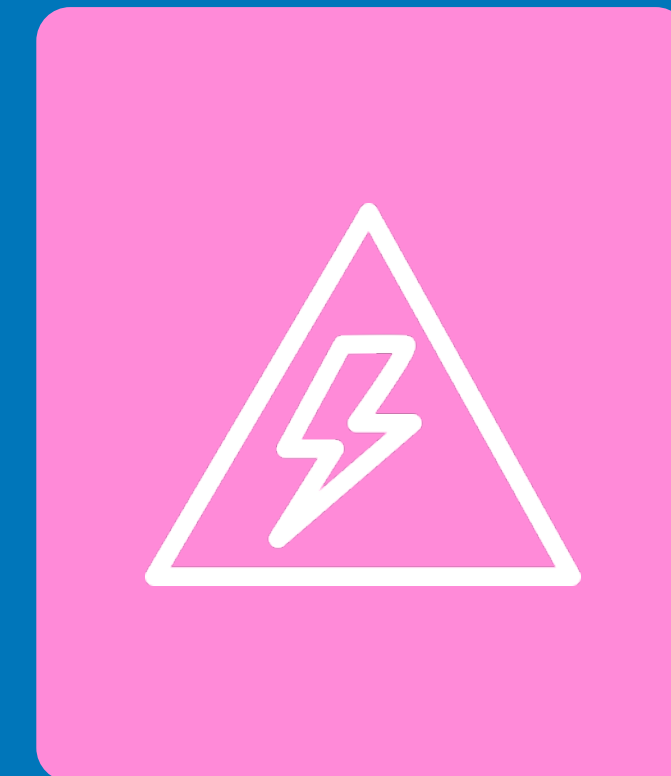
Size of organisation



No clear division of responsibilities



Exclusion and inclusion

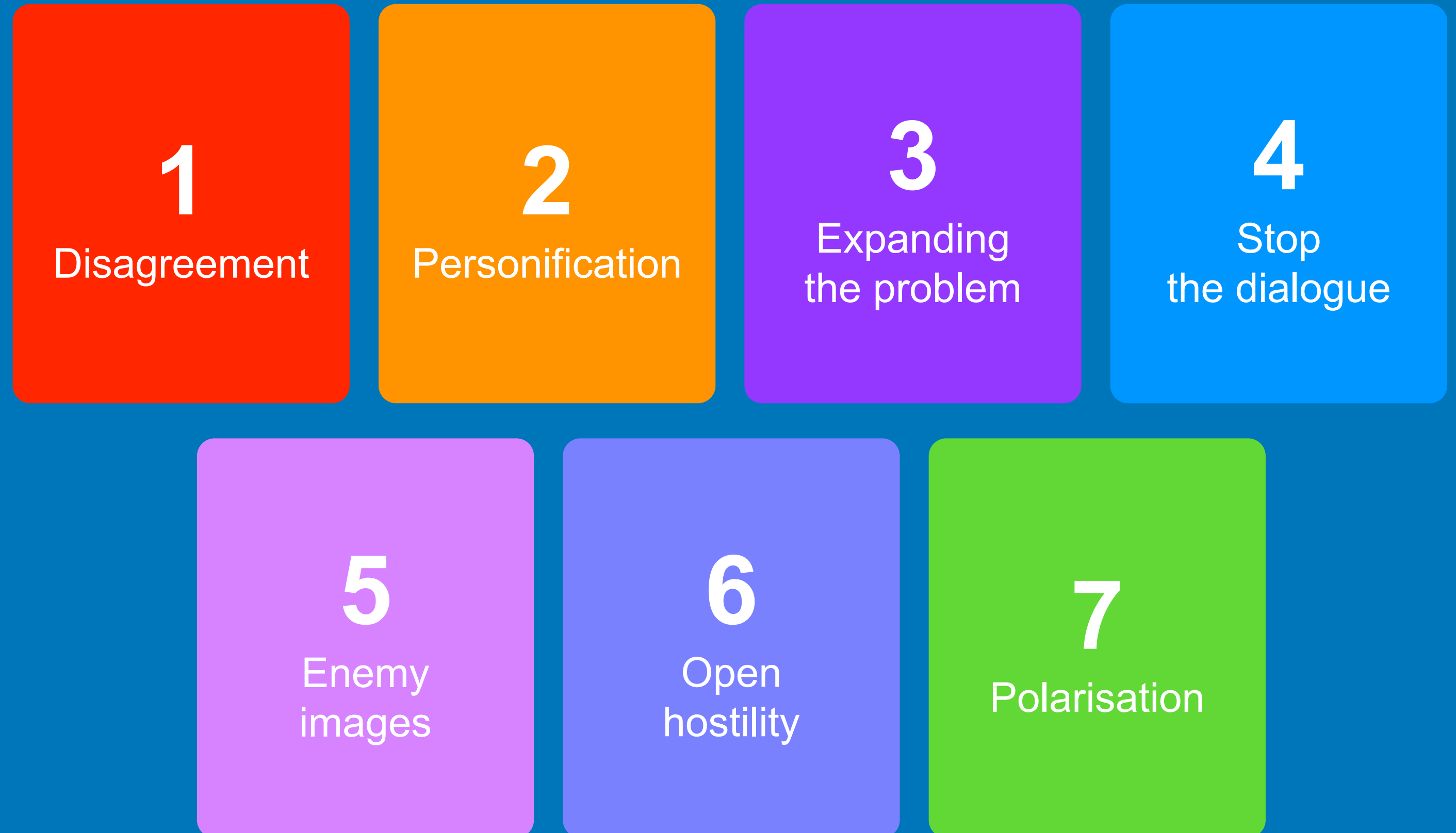


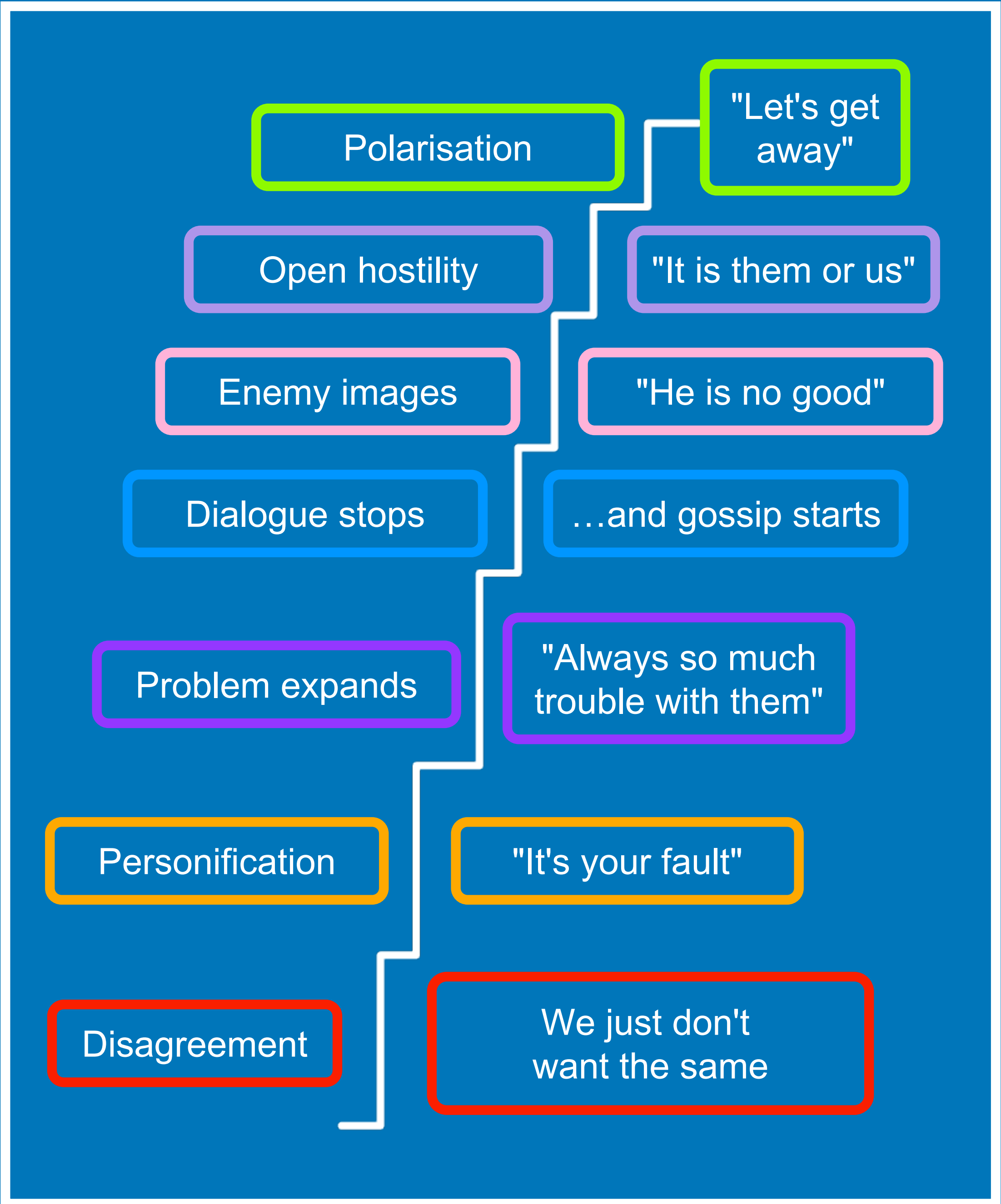
Power struggle

**“10 % IN THE CONFLICTS IS DUE TO  
DIFFERENCE IN OPINION AND 90 % IS  
DUE TO WRONG TONE OF VOICE”**



# 7 steps of conflict



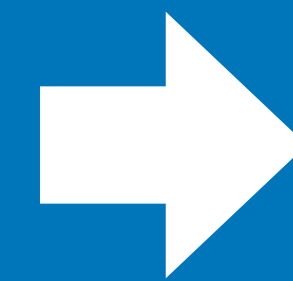


# STEP 1: DISAGREEMENT

**”We just don’t want the same..”**

First we have a pure conflict, the parties try to solve a problem that has come up, and to bridge their difference in opinion about how to think and act.

One of the persons starts attacking the other, and the interaction ascends to the next stage



Disagreement

We just don't  
want the same

# STEP 2: PERSONIFICATION

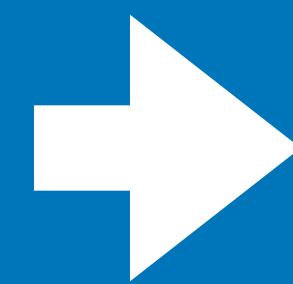
"It's your fault..."

At this point, it is no longer the problem that is the problem, but the other person. Both persons feel it is the other's fault, and negative emotions like irritation and fear begin to muddle up the picture.

We blame, attack and defend ourselves.

We feel confused, attacked and uncomfortable.

We start suspecting each other's intentions and we begin to stamp the other's character.



Personification

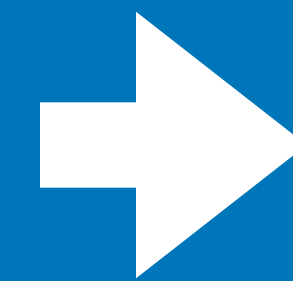
"It's your fault"

# Step 3: Problem expands

**"Always so much trouble with them..."**

Now we come to think of defects in the other party, other problems he/she creates.

Suddenly we remember unfinished business with the other; old unsolved conflicts emerge, together with the recollection of old injustices.



Problem expands

"Always so much trouble with them"

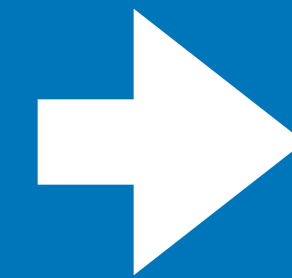
# Step 4: Dialogue stops

”...and gossip starts...”

We think ”haven’t I said so one hundred and one times, it’s no use”.

We begin to avoid talking with each other, and instead we talk about each other, to others.

We search for allies, and we form parties.



Dialogue stops

...and gossip starts

# STEP 5: ENEMY IMAGES

"He is no good..."

The more we close up towards the other, the more locked up and explosive the relationship becomes.

At this point, the original disagreement has almost disappeared, and our goal is now to prove right and to triumph.

We are right: Our goal is to prove right all the way.

We have become fundamentalists.



# STEP 6: OPEN HOSTILITY

**"It's them or us..."**

We are no longer able to see the others as human beings like ourselves, who basically wants peace and fairness.

Extremists have become more and less autistic, so their regard of the enemy has very little to do with reality.

Actions may now accelerate, from bullying to civil wars

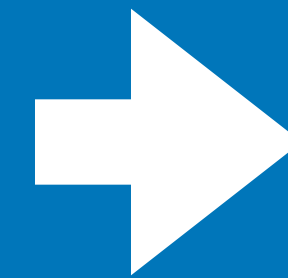




# STEP 7: POLARISATION

**"Let's go away..."**

At this point, the parties are no longer able to stay in the same place. This is the time of divorces, sackings, notices of resignation.



Polarisation

"Let's get away"

# 6 TIPS FOR CONFLICT RESOLUTION



Tell true information, do not  
tell lies

Do not believe in gossips,  
face them, and solve them

Do not be afraid of admitting  
that you are wrong

Separate the personal issues  
from the organisation issues,  
do not mix them

After a conflict have been  
resolved, analyse, and  
evaluate the process and  
learn from it. What did I right  
and what did I wrong?

Both parties have a  
responsibility to solve  
conflict, do not wait the other  
one to approach you

# Apologizing



It does not always mean that you are wrong, and the other person is right

It means you value your relationship more than your ego

Saying "I am sorry" will save friendships and work relationships

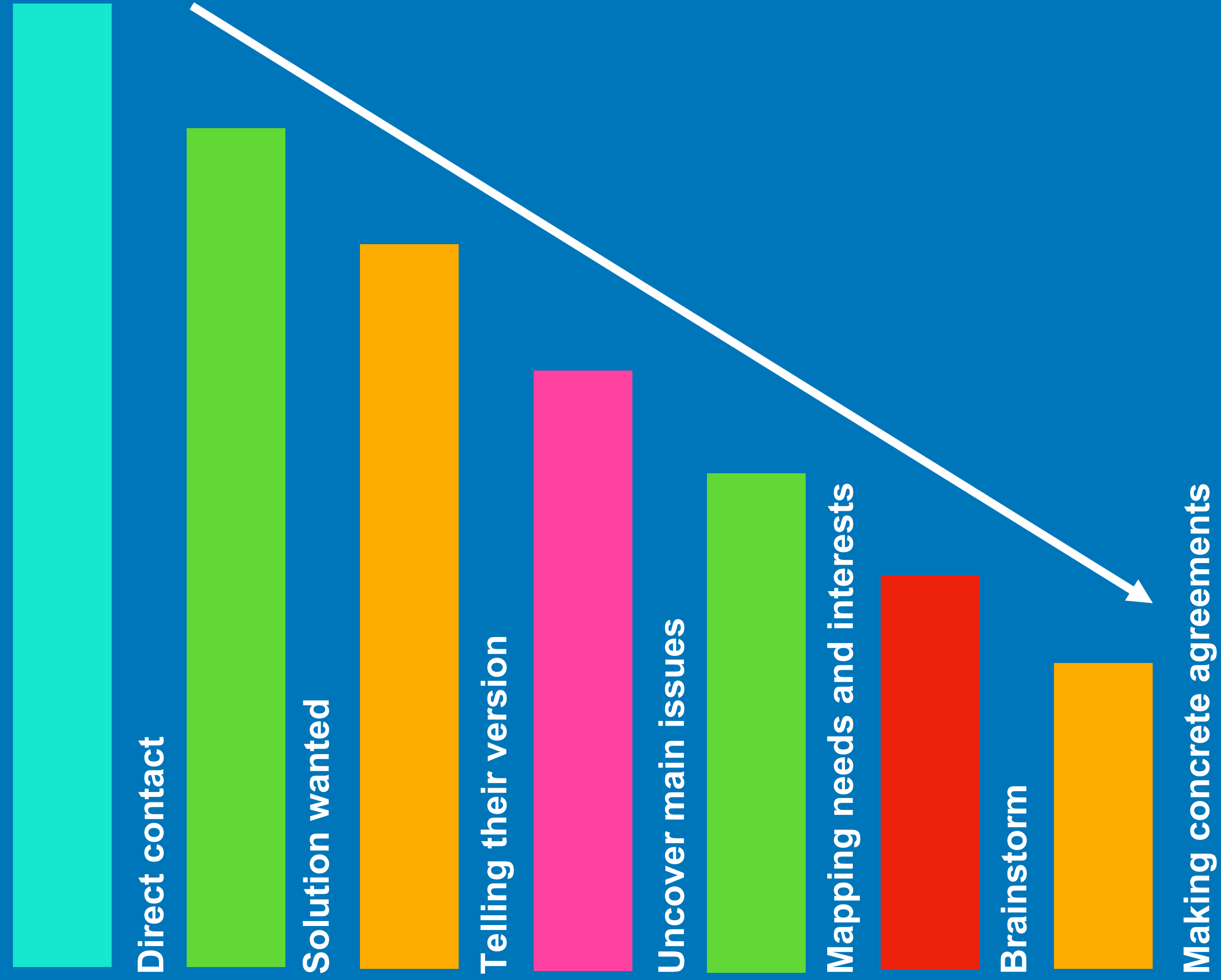
Apologising will solve many problems and bring forward the association

Do not wait with the apology, it gets worse and not better over time

# 5 SIMPLE TIPS

- Don't avoid it
- Don't think "winning". Think "constructive resolution" instead
- Separate the problem from the person
- Be curious
- Take responsibility

# STEPPING DOWN A CONFLICT

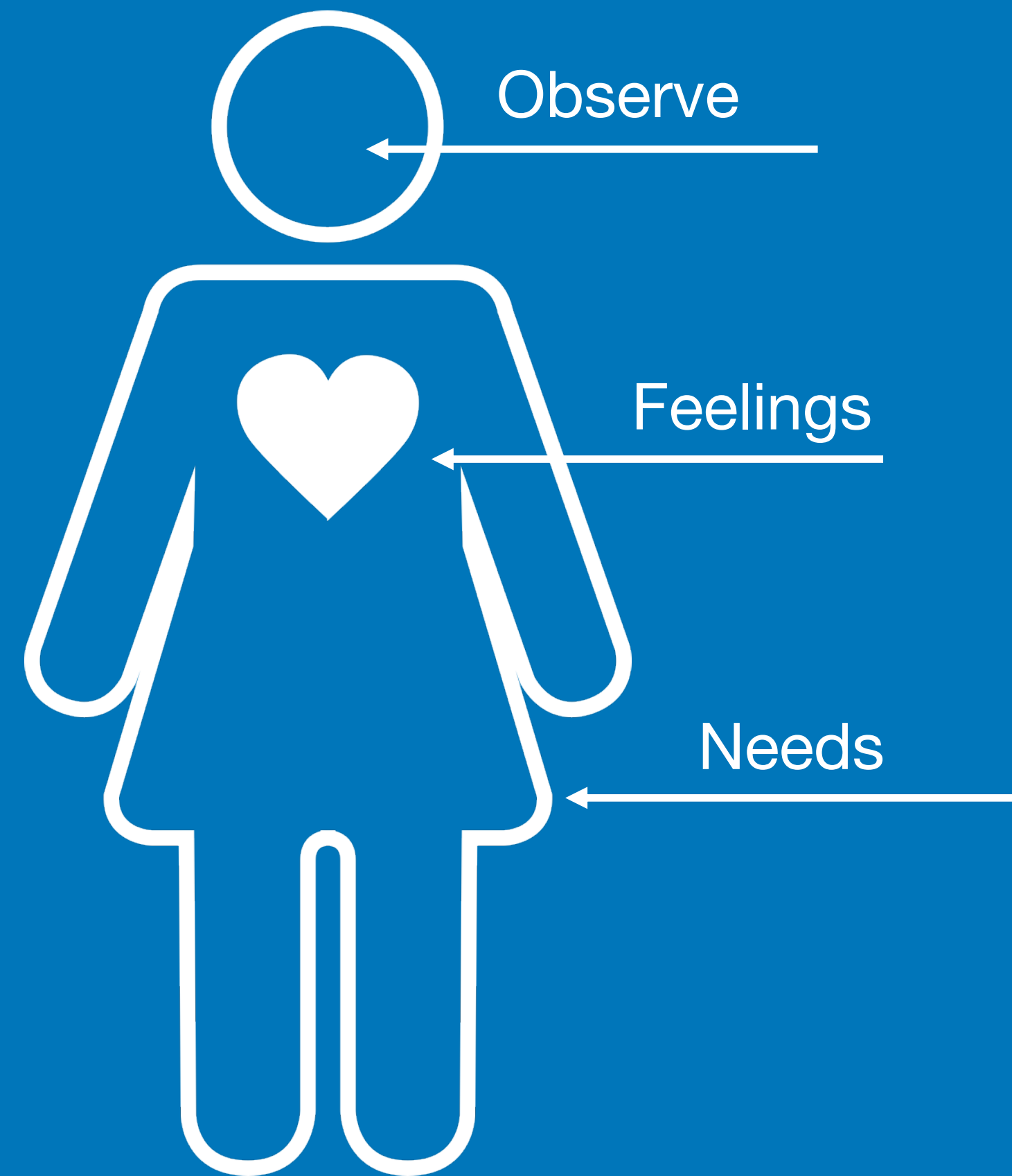


# FROM CONFLICT TO COLLABORATION

- Engaging in conflict does not have to be negative or counterproductive. In fact, it can be positive
- Helpful in making necessary changes
- Can be a win-win situation
- Can clear the underlying tensions and bring out issues
- Can be constructive
- An awareness of the need for some necessary changes can be found
- Can provide opportunities
- Challenges us to think harder, to be more creative, to develop greater understanding, and to search for alternative avenues that are more efficient, more effective, and more productive



# ROOSENBERG MODEL (2005): NON-VIOLENT COMMUNICATION



|  |   |
|--|---|
| <p><b>Observation</b><br/>Tell exactly what the other did that you didn't like</p>                       | <p>I see that the task you were supposed to do have not been completed, which makes me think that you don't prioritise it</p>                                     |
| <p><b>Feeling</b><br/>What do you feel when this happens?</p>  | <p>It's annoying, because we work in a team and it makes me feel insecure about my job</p>  |
| <p><b>Needs</b><br/>What need have not been satisfied?</p>   | <p>I have a need to feel secure, because otherwise this will also affect the work that I do. I want to perform as good as I can in this work</p>                  |
| <p><b>Wishes</b><br/>What can be done differently in the future? This needs to be something concrete</p> | <p>My suggestion is that we go through the tasks together, and see if we can split the burden differently so that we both can be able to do our tasks on time</p> |

# WORK OR BOARD RELATED CONFLICT

Conflict is a natural and normal feature of the workplace. It occurs in every organization

Be specific in formulating your complaints

Resist the temptation to involve yourself in conflicts that do not directly involve you or your responsibilities

Limit your complaints to those directly involved in the workplace conflict

If an extended discussion is necessary, agree first on a time and place to talk

Take it outside and away from the group of inquisitive co-workers if they are not involved in the problem



# WORKSHOP: WHAT IS A GOOD DIALOGUE?



# DISCUSSION 1

- Have you had any conflicts before?
- If yes, why did it happen?
- Analyse the conflict. How it was handled? Should it have been handled differently?

# DISCUSSION 2

- Think different kinds of conflicts that you have experienced, both professional and personal
- What kind of types of conflicts there exists?

# DISCUSSION 3

- Think of different possible conflicts that may arise at the deaf association, within the staff or board members
- What might happen?
- How should you/they resolve those conflicts if they arise?

# DISCUSSION 4

- Consider your own style of approaching conflict
- How do you respond to conflict?
- Do you fear conflict or avoid it at all costs?
- Are you someone who prefers to solve the problems and sort out the relationships later?
- Or do you like to preserve the relationships no matter what?