

# OFA 2017 Fall Fellows Leader

Fall 2017

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# Agenda

Intro and announcements

Conflict components

Reframing

Analyzing conflict

Close and HW



# Logistics



We will meet for 90 minutes



You will need a pen and paper or means of taking notes



A recording of this call will be available later this week.



Please tweet -- #OFAFellows

# Goals

- 1 Define conflict and your normal outcomes and processes in dealing with it
- 2 Relate conflict to potential conflicts with your fellows and your teams, and reflect on how you will respond to them
- 3 Analyze case/studies and videos to increase your understanding of conflict

# Housekeeping items

# Defining conflict

# Conflict is...

- A part of life
- Usually uncomfortable
- Can be managed in destructive or constructive ways
- Is often complex – as in, not black and white



## **Conflict:**

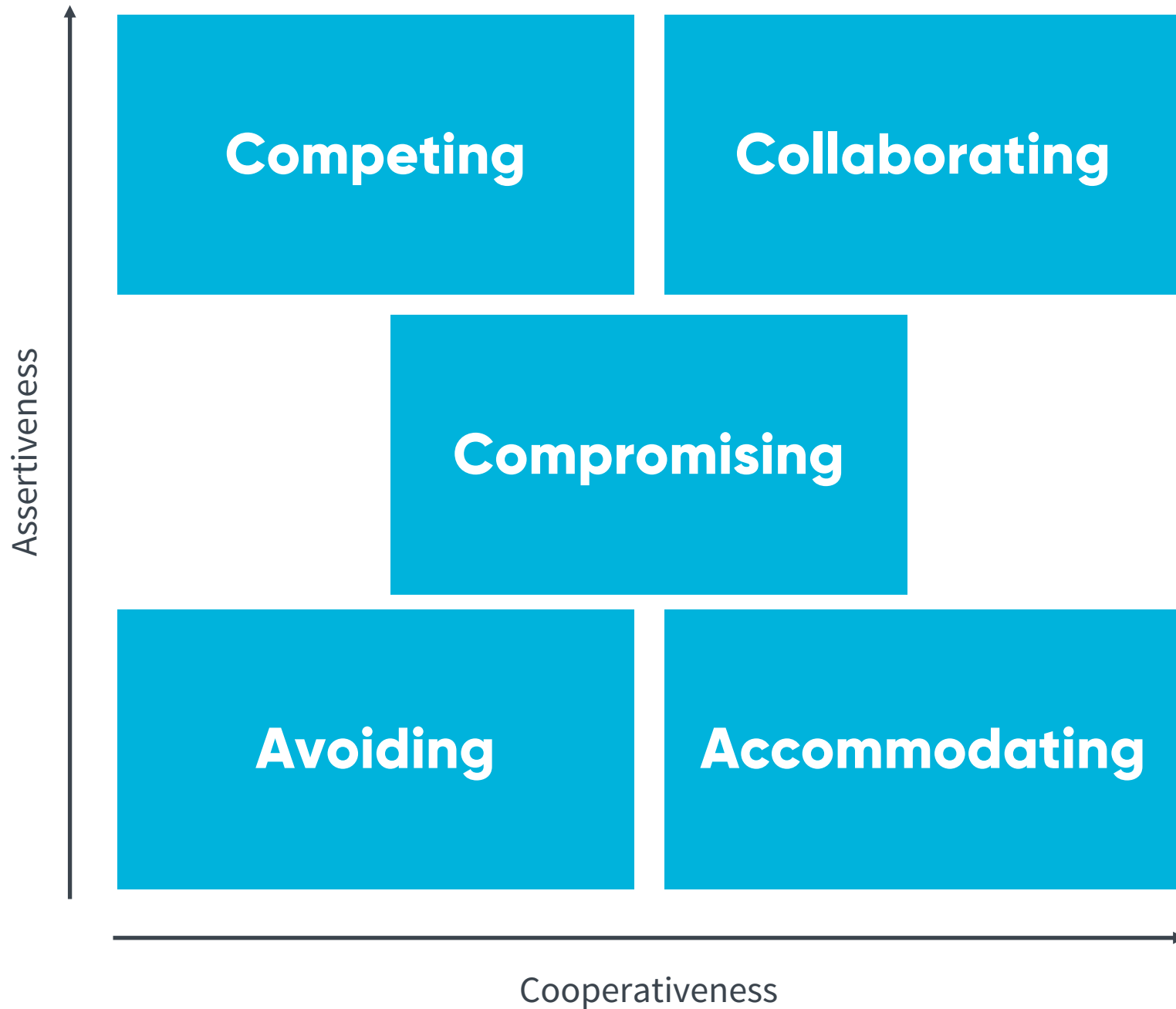
**"Exists whenever incompatible activities occur, where one party is interfering, disrupting, obstructing, or in some way making another party's actions less effective."**

**– Morton Deutsch**

A background image showing two people in a meeting. On the left, a woman with short grey hair and glasses, wearing a yellow top, is looking towards the right. On the right, a man with short dark hair, wearing a grey sweater, is looking towards the camera with a slight smile. They are sitting at a table with papers and a pen. The image is dimmed to allow the text to stand out.

# Dual-Concern Model (Morton Deutsch)

**The Dual-Concern model of conflict resolution is concerned with **outcomes** of a conflict.**



	Emotional restraint	Emotional expressiveness
Direct	<b>1. Discussion</b>	<b>2. Engagement</b>
Indirect	<b>3. Accommodation</b>	<b>4. Dynamic</b>



# Conflict components

# Influencing Factor

- **Worldview** (and culture) – Paradigm for interpreting the world.
- **Situation** – Environment, place, time, power dynamics, social context

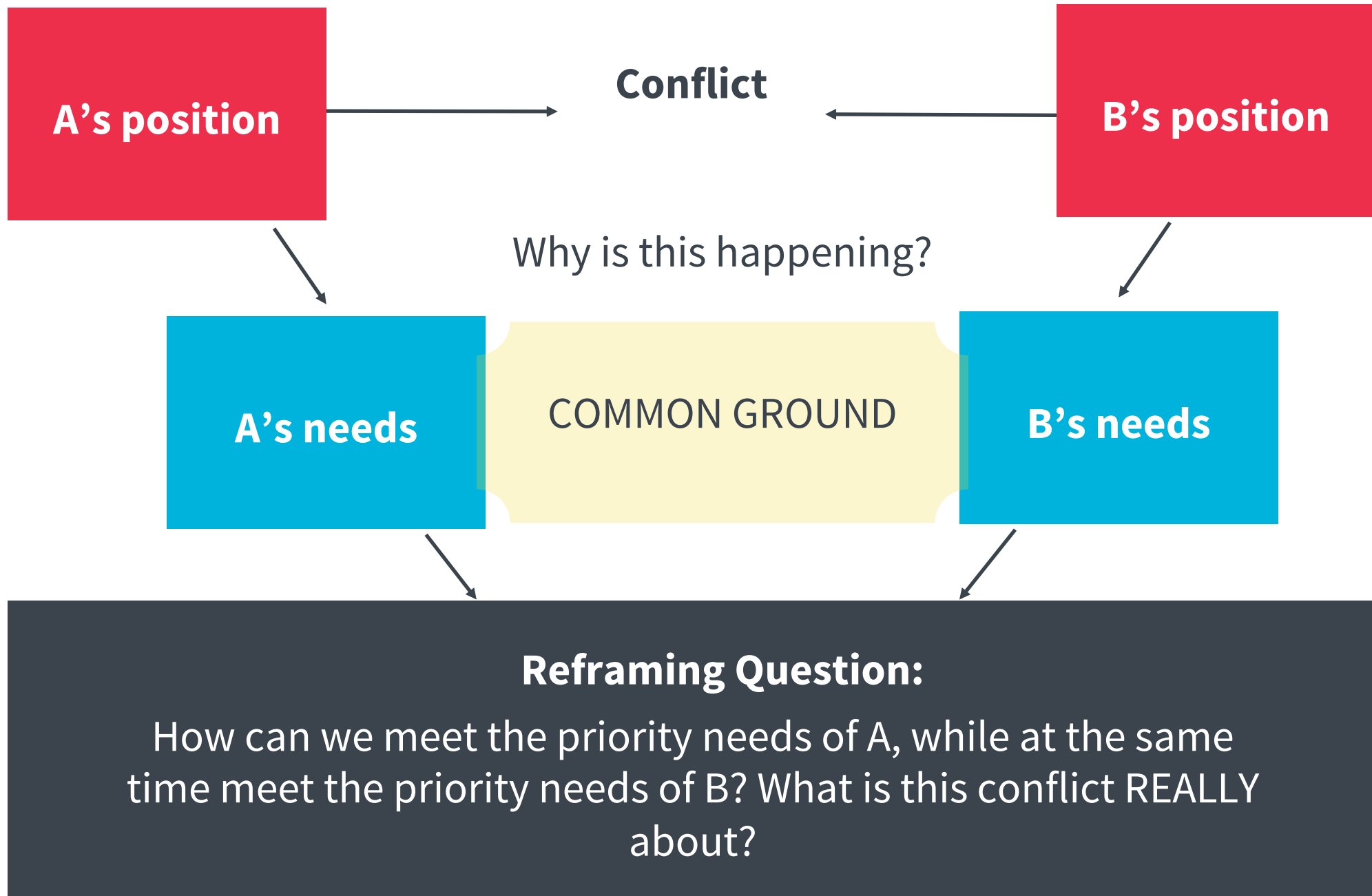
**\*Choice Point** – What can I do to create an atmosphere conducive to collaboration?

# Framing Factors

- **Position** – Demands people make, stances people take (What)
- **Needs** – Underlying reason for the stance (Why)
- **Reframe**– What is the problem really about? (needs)\
- **Alternatives:** creative choices vs. acting out of habit

A background image showing a man and a woman in a meeting. The man, on the right, is wearing a grey sweater and is gesturing with his right hand while speaking. The woman, on the left, is wearing a yellow top and glasses, and is looking towards the man. The image is dimmed to allow the text to stand out.

# **Reframing conflict— a basic model**





**A's position**

**B's position**

**A's position**



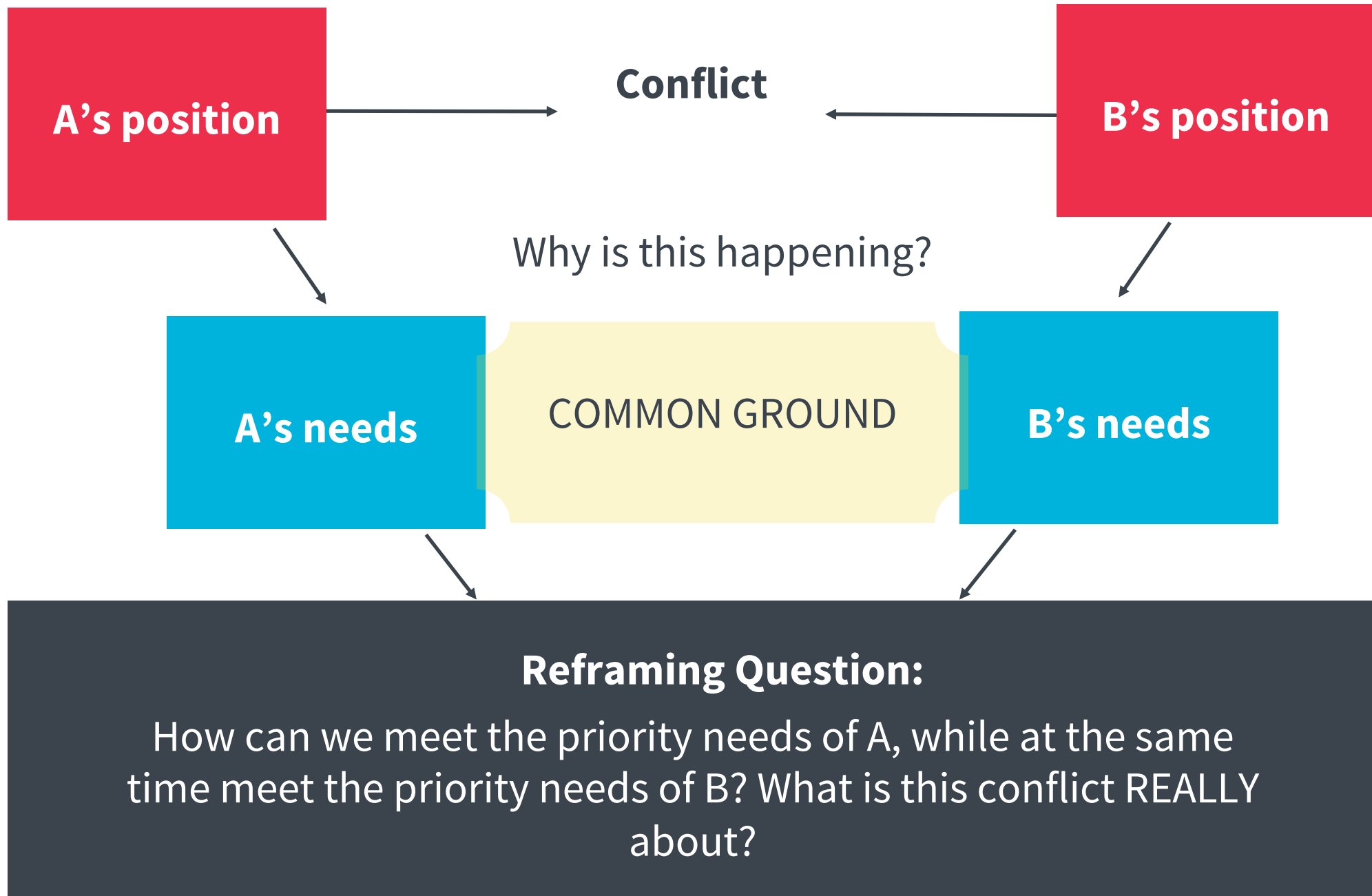
**Conflict**



**B's position**









## **Reframing question:**

**How can we meet the priority needs of A, while still meeting the priority needs of B?**

# Reframing questions

- Takes time
- Creates alternatives and options to resolve the conflict
- This an example of not compromising – At a root level, each person has a need for X,Y,Z

**In order to effectively  
reframe the conflict, you will  
need to ask probing  
questions.**

**Probing** is critical as a mediator —the goal is to surface underlying needs, feelings, and concerns.

Once you get to the root of the conflict, a good mediator will align **intent** and **impact** of each party through **informing** the needs.

**"So it seems to me that the problem is actually that A has a need for X, and B has a need for Y."**

**A CONFLICT RESOLUTION FRAMEWORK:**

# Beginning

# Beginning resolution

- Set Context
- Build warm climate – are you creating a situation that is good for all parties?
- Establish rapport
- Identify influencing factors



**A CONFLICT RESOLUTION FRAMEWORK:**

# Middle

# Middle resolution

- Identify each parties positions/issues
- Probe for underlying concerns, feelings, and need
- Push both parties to begin reframing conflict towards their needs
- Paraphrase content and feelings being heard

**A CONFLICT RESOLUTION FRAMEWORK:**

**End**

# End resolution

- Reaffirm reframing of issues to needs level
- Creatively and collaboratively brainstorm possibilities to resolve the conflict
- Decide on a mutually beneficial agreement

# 15 minutes

## Group Discussion of Conflicts

- What is the issue?
- What are the needs of each person?
- What is the reframing question?
- **What is the informing statement?**





# 15 minutes

## Breakout

[Bit.ly/Conflictstudy2](https://bit.ly/Conflictstudy2)

- What is the issue?
- What are the needs of each person?
- What is the reframing question?
- What could have been done to avoid this situation?
- **What is the informing statement?**



# Key takeaways

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- 3 **When a conflict arises, you will begin to have tools and resources to resolve and mediate it**

# Key takeaways

- 1 Conflict just is – it is neither good nor bad
- 2 Conflict, when unaddressed, will lead to outcomes that could have been averted
- 3 When a conflict arises, you will begin to have tools and resources to resolve and mediate it
- 4 **Conflicts are VERY unlikely to be resolved over email, text, or voicemail. They should be discussed and mediated**

# OFA Training

**Thank you for joining today's webinar.**

Check the your recap email for a copy of the material covered today, including a video and audio recording of the webinar.

Email [fellows@ofa.us](mailto:fellows@ofa.us) with any questions.