

Managing for Results



1. Leadership
2. Team Effectiveness
3. Communication
4. Strategy & Planning for Results
5. The Changing Workplace
- 6. Conflict Resolution**
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity



Definition

**A situation in which
the needs of two or more
people or parts of the
organization appear to be
incompatible**

OBJECTIVES



- discuss conflict and its causes
- apply AECL's 6-Point Checklist to identification of sources of organizational conflict
- assess your predominant conflict style
- discuss the strengths and weaknesses of the five conflict styles
- identify the key skills involved in conflict resolution
- study a six-step collaborative approach to conflict resolution

AGENDA



- Introduction
- Definition of Conflict
- Beliefs/Values about Conflict
- Causes of Conflict -
Organizational and Personal
- Conflict Styles
- Conflict Resolution Model

A System Is...



**... a network of
interdependant parts
that operates as a whole
in order to achieve an
intended purpose**

SYSTEMS...



**“Systems deliver perfectly
what they have evolved to
produce”**

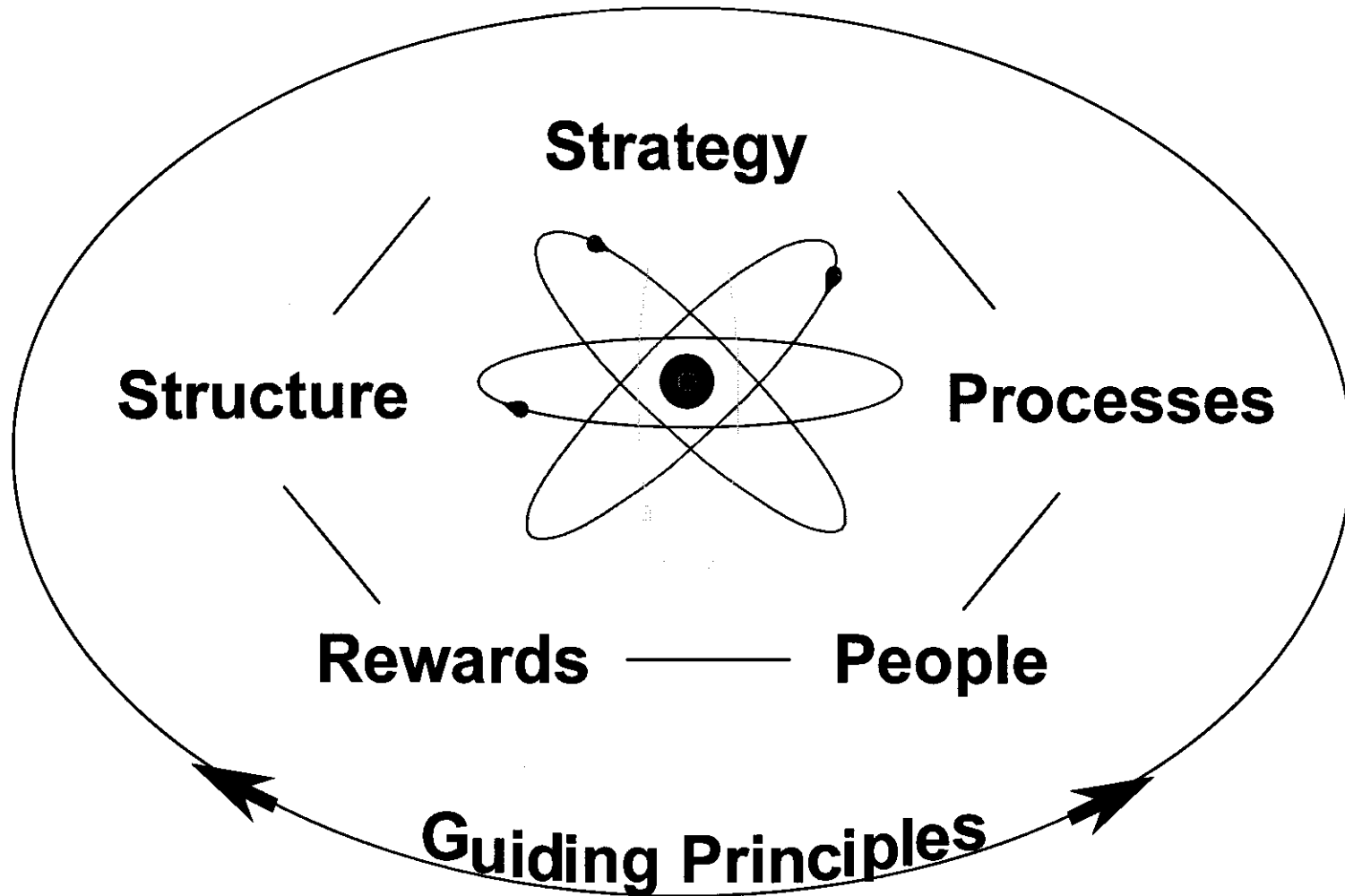
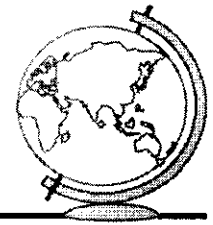
5 Characteristics of all Systems...



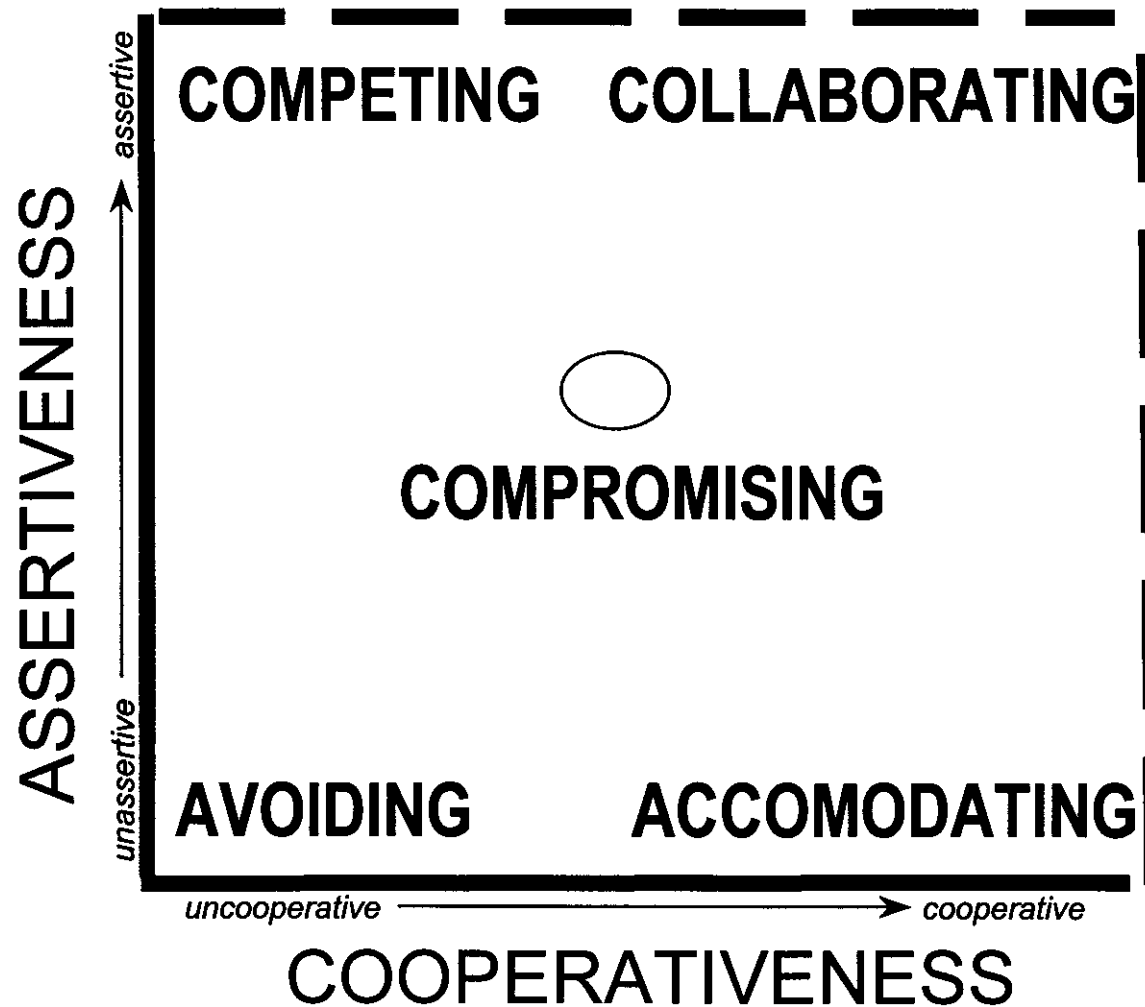
Make achieving balance a continuous effort, and
Make conflict a natural part of a system's
evolution:

1. Sub-systems
2. Dynamics
3. Interdependence
4. Compensation
5. Discomfort...Pain

The 6-Point Checklist



Conflict Styles Model



Conflict Style is affected by...



- **Personal Style**
- **Past Experience**
- **Situation**
- **Rewards**



Conflict Resolution Process



as
individual
parties

1. Define Problem
2. Define Solution
3. Define Needs & Interests

all parties
together

4. Define Mutual Interests & Needs
5. Define Mutual Solutions
6. Finalize Solutions &
Formulate Action Plan

Conflict is...



- **Inevitable/Natural**
- **Often determined by the situation, not just the people**
- **Often predictable/understandable**
- **Can be a constructive learning process**



Resolving Conflict Requires...

TRUST

COMMITMENT