

MANAGING CONFLICT

Understanding how you engage with difficult situations.



Enable | Engage | Enrich

Sample Report

Date: 02 June 2020

Conflict is simply the condition, in which people's concerns - the things they care about most - appear to be incompatible. Surveys show that managers spend about a quarter of their time handling conflicts. In dealing with a conflict the general orientation that individuals or groups display are either "Avoiding the Conflict" or "Approaching the Conflict". Avoidance aims at avoiding or postponing conflict and is based out of fear. Though, Approach style is based out of hope, it can take the form of Understanding or can take the form of Aggression.

Approach Styles

Confront: This indicates fighting out an issue to get a solution in one's favor.

Arbitration: Here the objective is to bring in a third party to assess the situation objectively and arrive at a solution acceptable to both parties.

Compromise: This is a process of sharing in the gain without resolving the conflict and is usually done through bargaining.

Negotiation: In this approach both parties jointly collaborate on the situation and explore its solution.

Avoidance Styles

Accommodate: Extreme avoidance or being fatalistic, where conflict is seen as a part of reality with the assumption that it must be lived with.

Withdrawal: Here the objective is to get away or escape the conflict situation.

Defusion: Here the objective is to hope that, with the passage of time, emotions will settle and the conflict will wither away.

Appeasement: Here the objective is to appeal to positive and feel good emotions to buy temporary peace.

Your scores against each of the above 8 parameters are shown below. The scores are ranked in descending order beginning from your most preferred approach at the top, to the least preferred approach at the bottom of the scale. The bars indicate the percentile rank of your score. The raw scores are measured against a maximum of 15 points and are indicated against the respective parameter. Scores falling below the 40% mark are considered Low and those above the 85% are considered High.



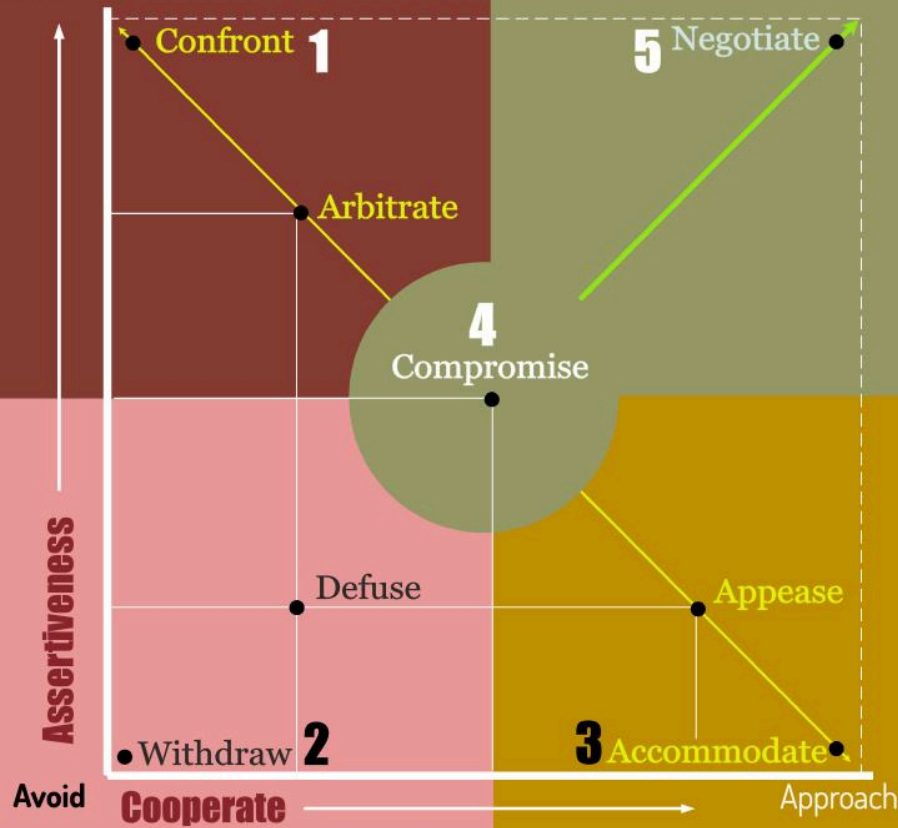
Your scores indicate that you have a strong preference for Negotiation. This in itself is a very healthy indicator, but with an added note of caution. Your second and third strongest preferences are for Arbitration and Confrontation. Arbitration can be thought of as a disguised version of Confrontation since it indicates that neither party is prepared for any concession and is prepared to fight it out, legally if required. Besides the gap between your first preference "Negotiation" and second preference "Arbitration" is very small. This can be interpreted as indicating that the chances of a negotiation slipping into confrontation - in the form of Arbitration is reasonably high, if you are not watching your emotions and non verbal responses.

Report 1

Many people make the mistake of equating conflict with fighting - arguing, blaming, name - calling, and so on. This makes conflict look like a dangerous and destructive thing. However, once you recognize that conflict is simply a condition in which people's concern appear to be incompatible, it becomes clear that fighting is just one way of dealing with it.

Report 2

Approach



We can summarize this by describing a person's behavior along two basic dimensions, Assertiveness and Cooperativeness: **Assertiveness** or the extent to which the individual attempts to satisfy his or her own concerns. It might mean *manage personal goals* or get support for your ideas. This is shown along the 'Y' axis in the adjoining figure. **Cooperativeness**, is shown along the 'X' axis and indicates the extent to which the individual attempts to satisfy the other person's concerns. It means helping the other person meet his or her needs, being receptive to the other person's ideas, that is *manage relationships*.

These two dimensions create five distinct quadrants or methods of dealing with conflict.

Quadrant 1: COMPETE: Satisfy your own concerns at the expense of others.

Quadrant 2: WITHDRAW: Sidestep the conflict without trying to satisfy either person's concerns.

Quadrant 3: ACCOMMODATE: Satisfy the other person's concerns at the expense of your own.

Quadrant 4: COMPROMISE: Find an acceptable settlement that only partially satisfies both parties concerns.

Quadrant 5: NEGOTIATE: Find a win - win solution that completely satisfies both people's concerns.

Your scores suggest that your most preferred response to a conflict situation is "Withdraw" or Avoid, followed by "Compromise". Together they indicate that your response to conflict is strongly molded around the Second and Fourth quadrant

When read together with Report 1 your preference for Withdraw indicates your willingness to wait, most likely expecting the situation to defuse by itself.

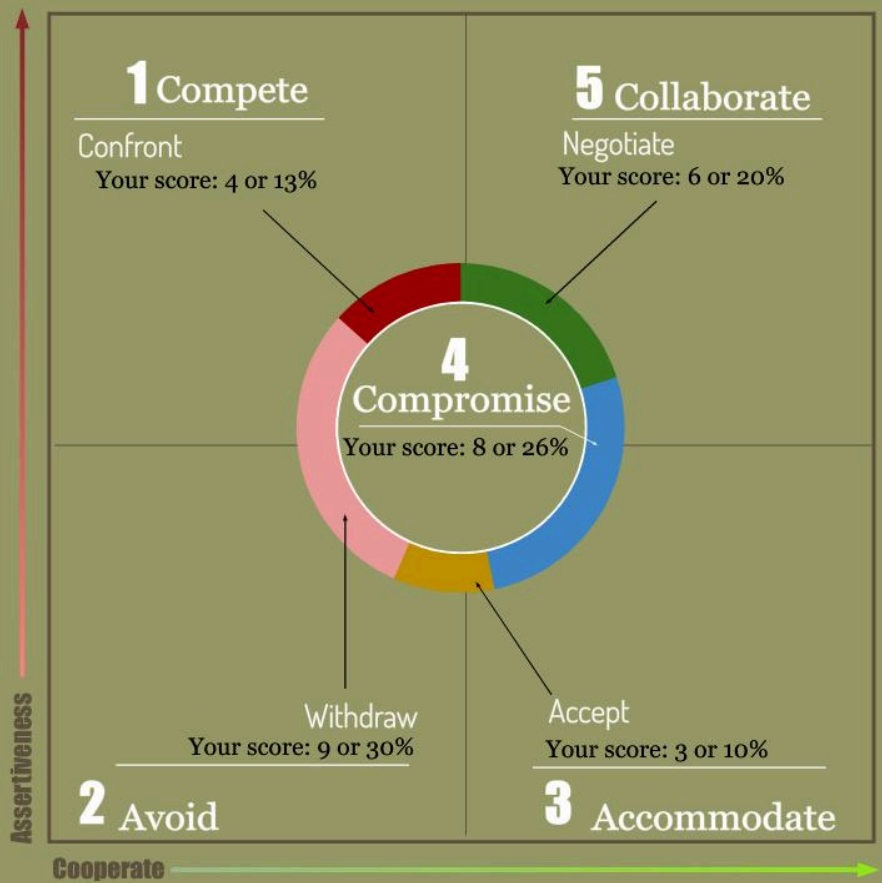
Your second preference of Compromise similarly suggests that in a conflict situation you set a very high priority to "preserving relationship" usually above most other goals.

When read together with Report 1, this indicates your show reasonable inclination towards using "Appease" as a tool to influence opinions or responses favorable to you, in a conflict situation.

While this approach works in certain situations, if used too frequently and as a standard response to all conflict situations then it can portray that you are extremely flexible and can concede your ground to the opposing person or group with relative ease, which may not be the case.

Note that in situations that you must resort to using this mode then ensure that your demonstrated behaviors are firmly aligned to your intentions and desired outcomes from the conflict situation. (See page 4)

In absence of such alignment, the opposing party is very likely to fail to notice your position of strength thereby making the conflict more difficult and delayed to resolve.



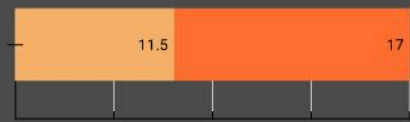
There is no single best way to handle conflict. Each of the five conflict handling modes has their specific benefits and downsides. Each can be highly effective when used in the right circumstances, and when applied skillfully. Your effectiveness in handling conflict, depends on two key factors - knowing when to use each mode; and, displaying skilled and appropriate behavior while using each mode.

Report 3

Quadrant 1: COMPETE (Confront)

Your scores can be interpreted as indicating that you have reasonable clarity in your assessment of such situations and knowing when to use this mode. But, your behavioral response could occasionally be sharp and reflect exactly how you feel and think about the situation. This in itself is a healthy sign and though you do not use this mode often (Report 2), one important watchout could be your demonstrated behavior, which, if left unguarded, may communicate much more aggression than is required to handle the situation. In such instances it could have detrimental impact on the overall situation.

11.5
Average



17
High

I think indicates how an individual might consider approaching a conflict. I act indicates the individual's demonstrated behavior when dealing with conflict.



Quadrant 2: WITHDRAW (Avoid)

Your score on both scales can be interpreted that, when using this mode your behavioral response is more likely to be CONSISTENT with your evaluation of the situation. An average score on both scales indicate that your first response to the situation may be muted due to lack of initial or analytic clarity of the situation, which may get reflected in your behavior as a "pause" in your response. Since this is your most preferred response (Report 2), and if read together with Report 1, it can be interpreted that the "Pause" could be a likely consequence of your expectation that the conflict will naturally subside and the situation will Defuse by itself. An important watchout could be that your "Pause" can be interpreted as "Avoidance" and you unwilling to face the conflict by the counter group or individual. This can send misleading signals to all stakeholders in the conflict situation.

7.5
Average



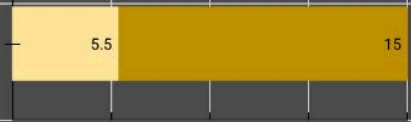
11
Average



Quadrant 3: ACCOMMODATE (Accept)

Your scores on both scales can be interpreted as indicating that your demonstrated behavior is usually INCONSISTENT with what you think about the situation. This means that while in Conflict situations even when you are clear about not giving in or "Accommodating" the counter group or individual, your demonstrated behaviour may send signals which are contrary to how you want to deal with the situation. Report 1 suggests that you have an average preference for Appeasement, and Report 2 indicates that "Accommodate" is your least preferred method for handling conflict. Put together this means that your Appeasing overtures may be misinterpreted, by the other party as you extending the olive branch, and willing to "Accommodate", rather than stand your ground. This could be exactly contrary to your intentions and may further complicate matters.

5.5
Average



15
High



Quadrant 4: COMPROMISE

Your scores can be interpreted as indicating that your demonstrated behavior is INCONSISTENT with how you assess or think about the conflict situation. This means that while you have reasonable clarity about when or why to avoid using Compromise as a mode for resolving a conflict, your demonstrated behavior appears to lean more towards accepting "Compromise" as a way forward in resolving most conflict situations. This is supported by Report 2 which indicates Compromise your second most preferred approach to resolving a conflict. As noted in Report 1, your efforts towards "Appeasement" can also be seen as willingness to "Compromise". Together, this can be interpreted as indicating that you tend to overuse "Appeasement", which tends to get interpreted either as "Accommodate" or "Compromise"

7
Low



14
Average



Quadrant 5: COLLABORATE (Negotiate)

Your score can be interpreted as indicating that your demonstrated behavior is very CONSISTENT with how you perceive or analyse the situation. This means that others see you respond more or less the way you actually intend to. This in itself is a very healthy sign, and positive approach of dealing with and resolving a conflict situation. This mode stands as your third preference in dealing with Conflict (Report 2), and it is recommended that you need to use it more often and in more diverse situations than you currently do.

14
Average



17
High

