



Dealing With Conflict in the Office

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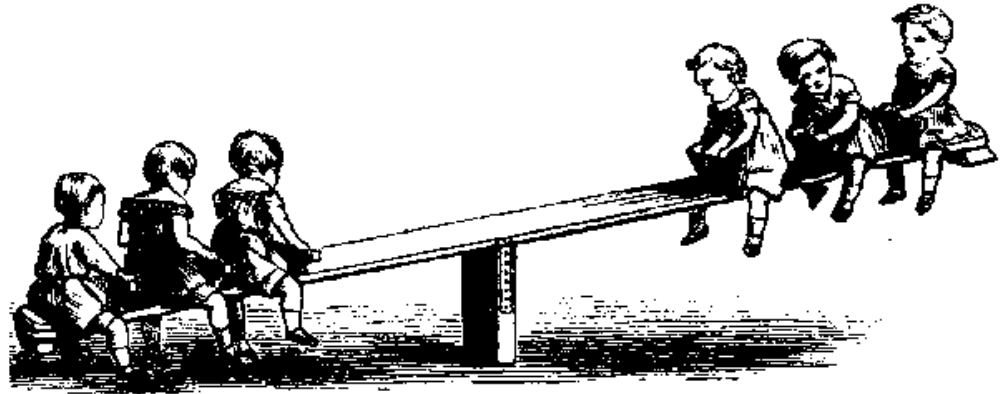
OVERVIEW

Your Mindset Matters

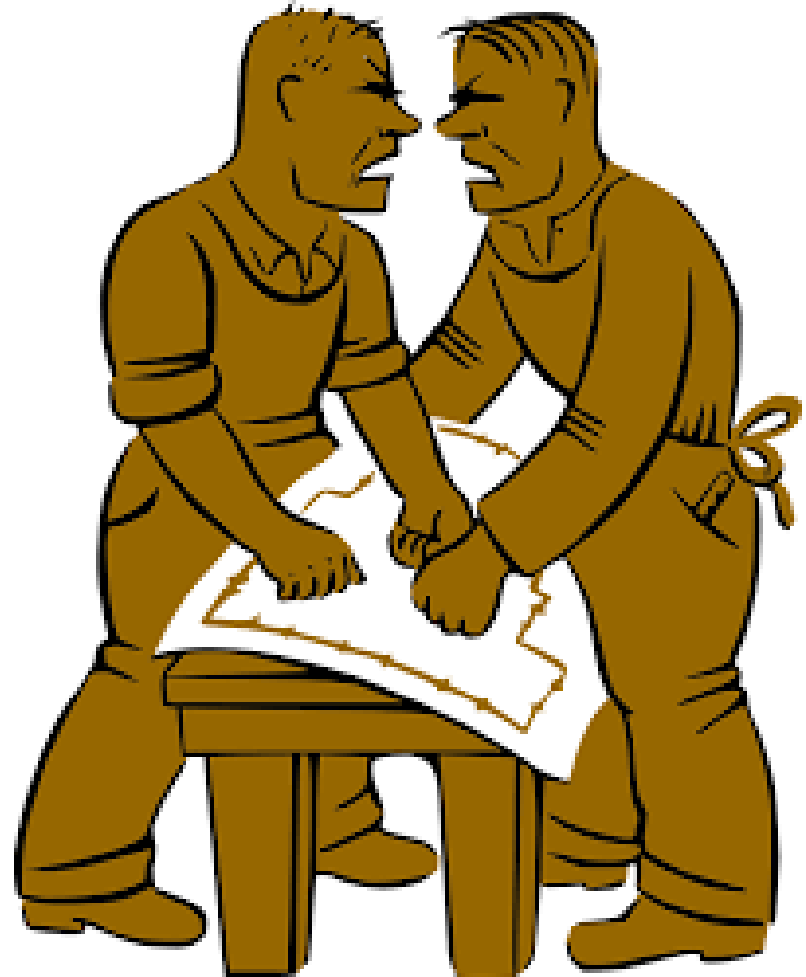
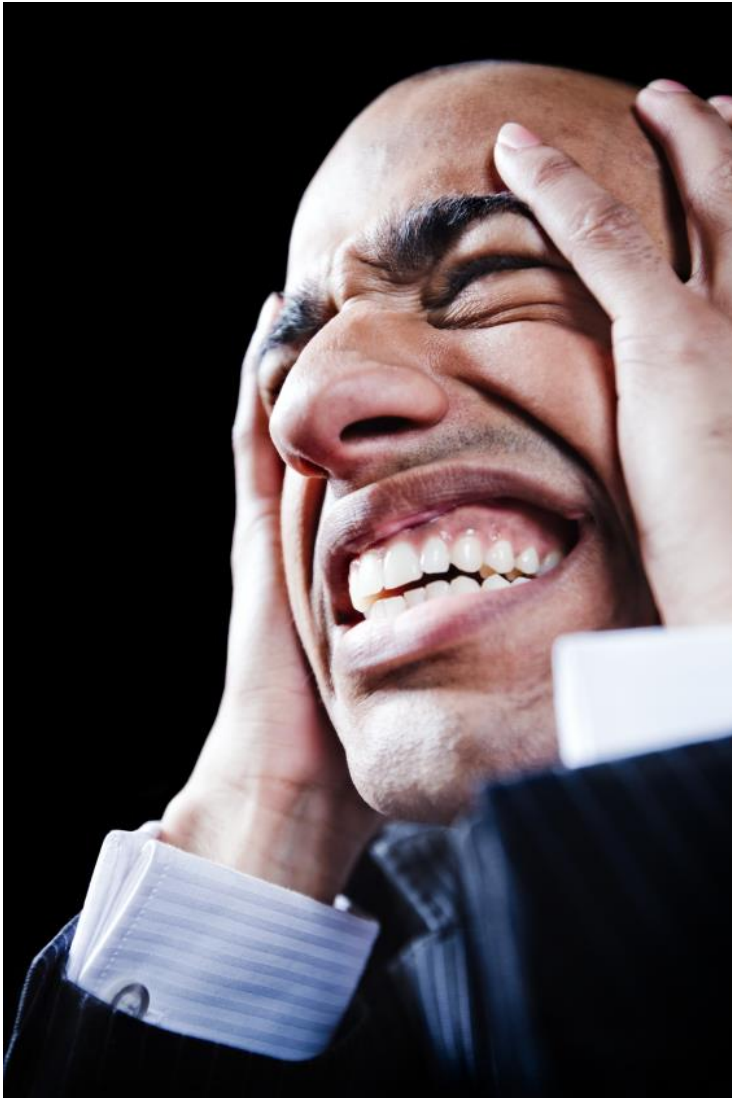
Three Techniques

Demonstration, Q & A

Your Mindset Matters: Conflict is not all bad



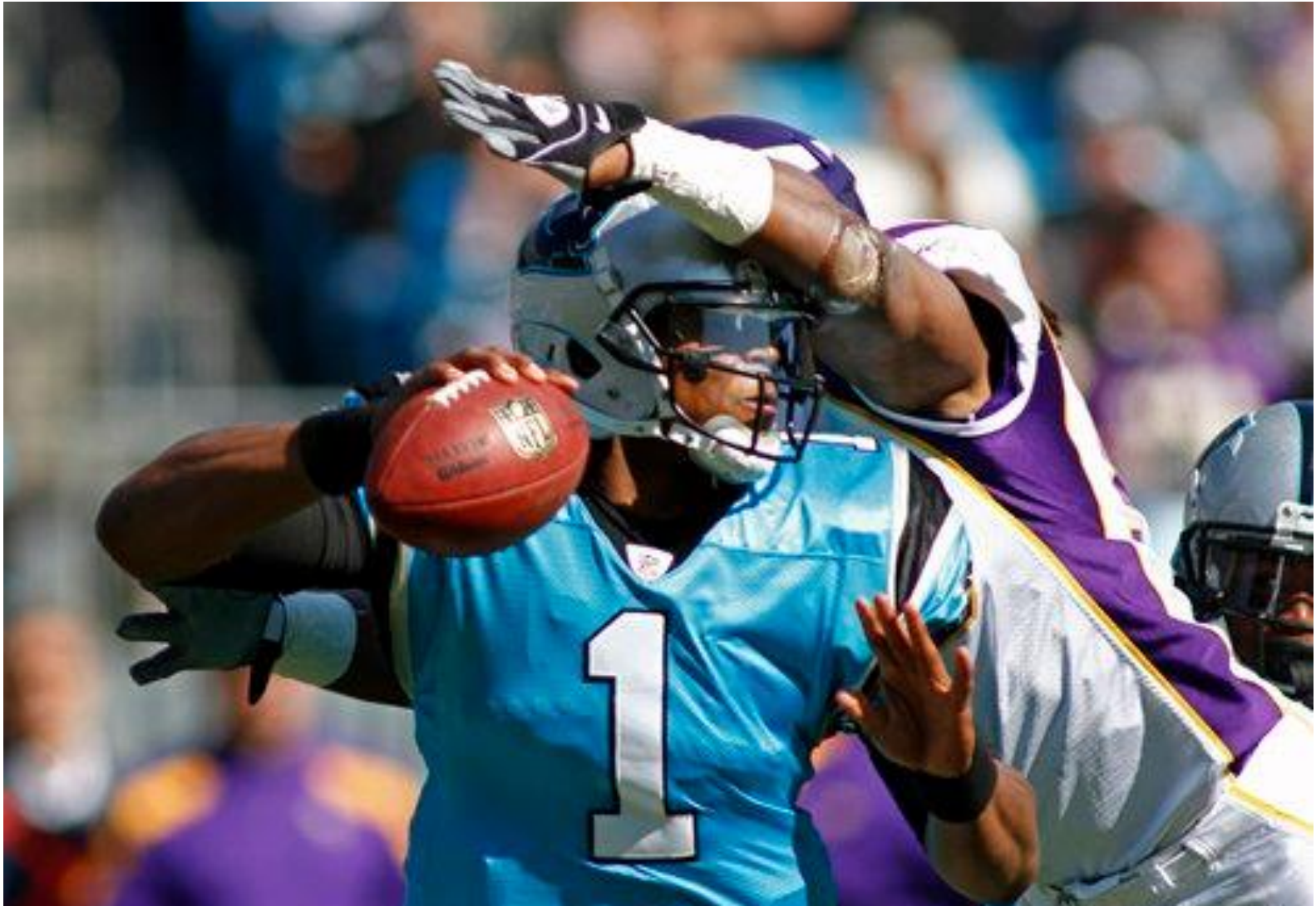
We Focus on Pain and Frustration



Conflict Over Resources



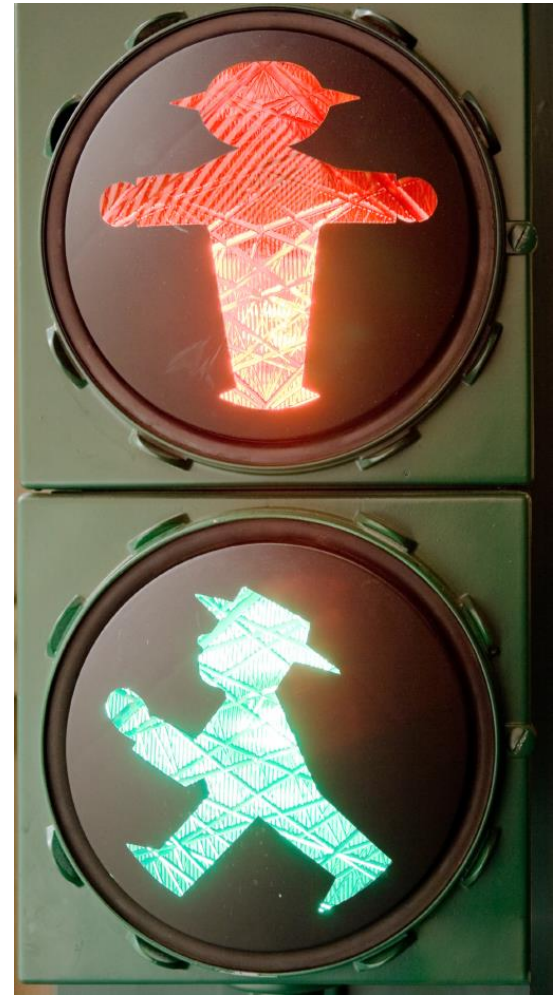
Competition: a form of conflict







Simple ways to control conflict



Conflict as *friction*



How is conflict difficult or frustrating in your workplace?

- **Two minutes:** talk with one or two neighbors
- **Poll the room:** identify five or six general themes



Three Techniques

- Listen: reflect back the underlying interest and emotion
- Focus on the interests
- Focus on *psychological* and *procedural* forms of interests

Three Techniques

- Listen: reflect back the underlying interest and emotion
 - Focus on the interests
 - Focus on psychological and procedural forms of interests

Reflect underlying interest and emotion

DO:

- Make eye contact.
- Summarize what they said – use their key phrases if possible
- Focus on understanding their viewpoint, not judging it right or wrong

Reflect underlying interest and emotion

DON'T:

- “I hear what you are saying.”
- “I would feel the same way if I were in your shoes.”
- Compare their situation to something you experienced; “I was frustrated too when I had to deal with X government agency...”

Demonstration

- Scott and John
- Scenario and conflict handling
with Technique =#1

Three Techniques

- Listen: reflect back the underlying interest and emotion
- **Focus on the interests**
- Focus on psychological and procedural forms of interests

Focus on the interests

- Separate **Positions** and Interests

A **position** is....

- A demand
- A proposal
- A course of action

- Key features:
 1. It is specific
 2. It involves doing

- It is the “**What** to do”

Focus on the interests

- Separate Positions and **Interests**

An **interest** is....

- The reason(s) for a position
- A goal or objective

- Key features:
 1. It is more general, open to interpretation
 2. It is not an action

- It is the “**Why**” behind the “**What**”

Focus on the interests

- Position = the “What” – a demand or proposal.

Action

- Interest = the “Why” – ultimate objective or goal.

Accomplishment

Demonstration

- Scenario with Technique #2

Three Techniques

- Listen: reflect back the underlying interest and emotion
- Focus on the interests
- Focus on psychological and procedural forms of interests

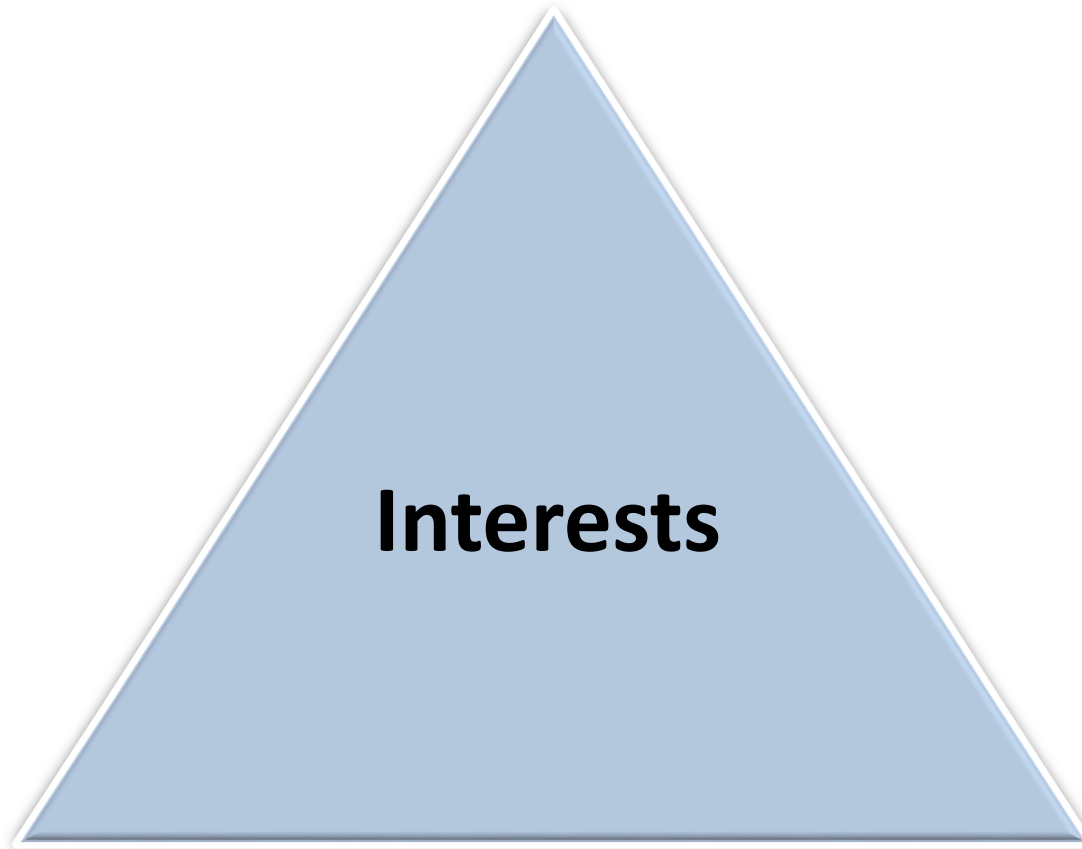
Focus on psychological and
procedural interests

Diagram:

Triangle of Satisfaction

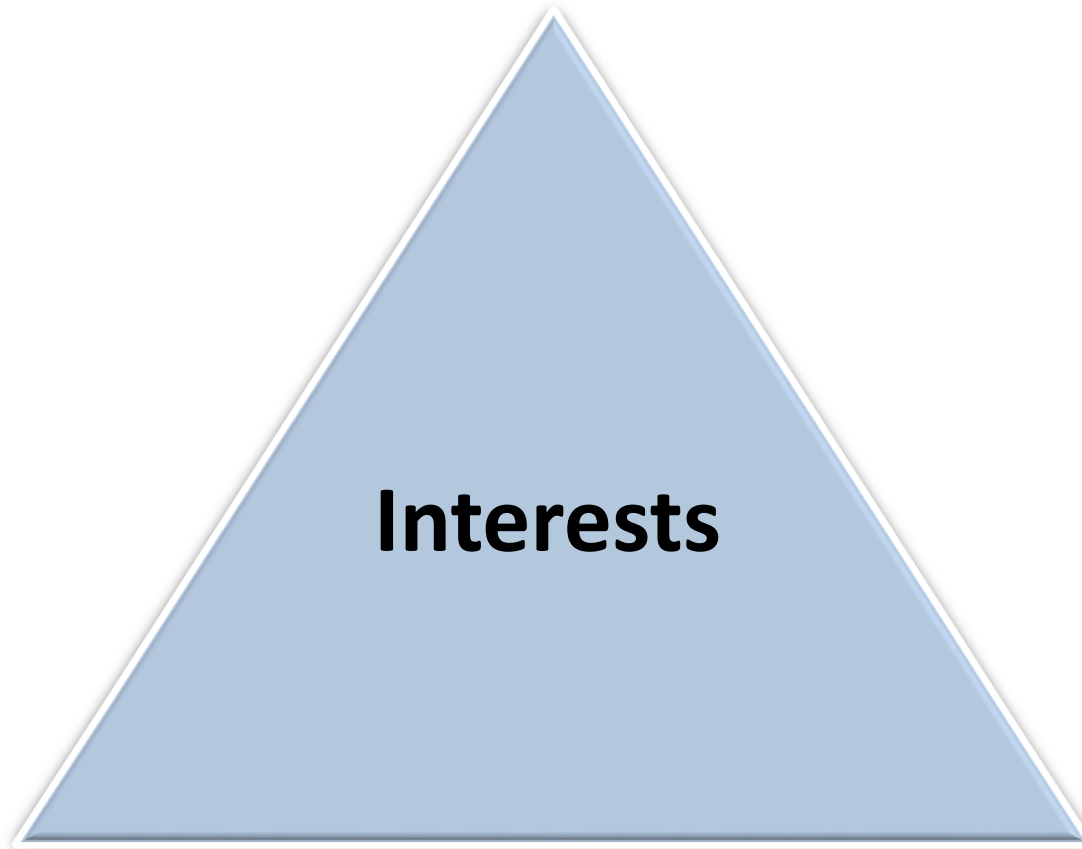
THE TRIANGLE OF SATISFACTION

Drawn from *Conflict Resolution for Managers and Leaders*. The CDR Associates Training Package. John Wiley and Sons, 2007, used with permission



THE TRIANGLE OF SATISFACTION

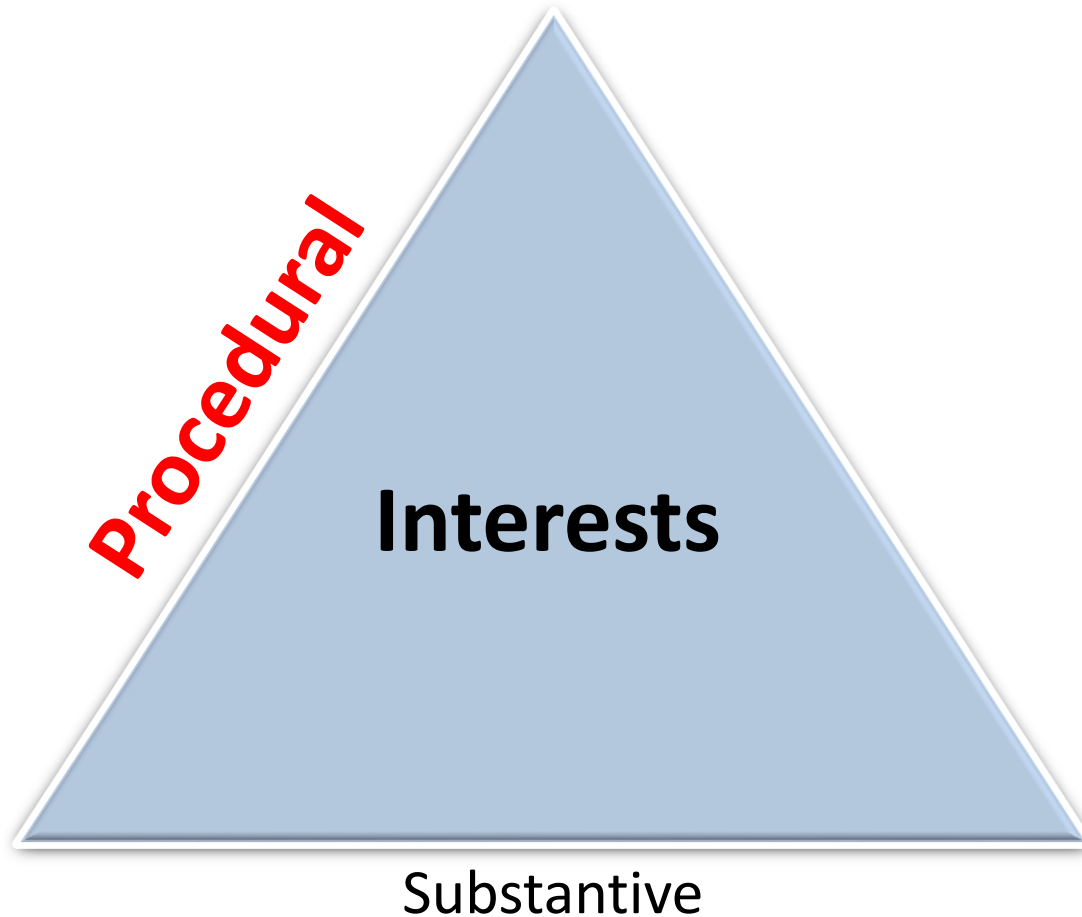
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Substantive

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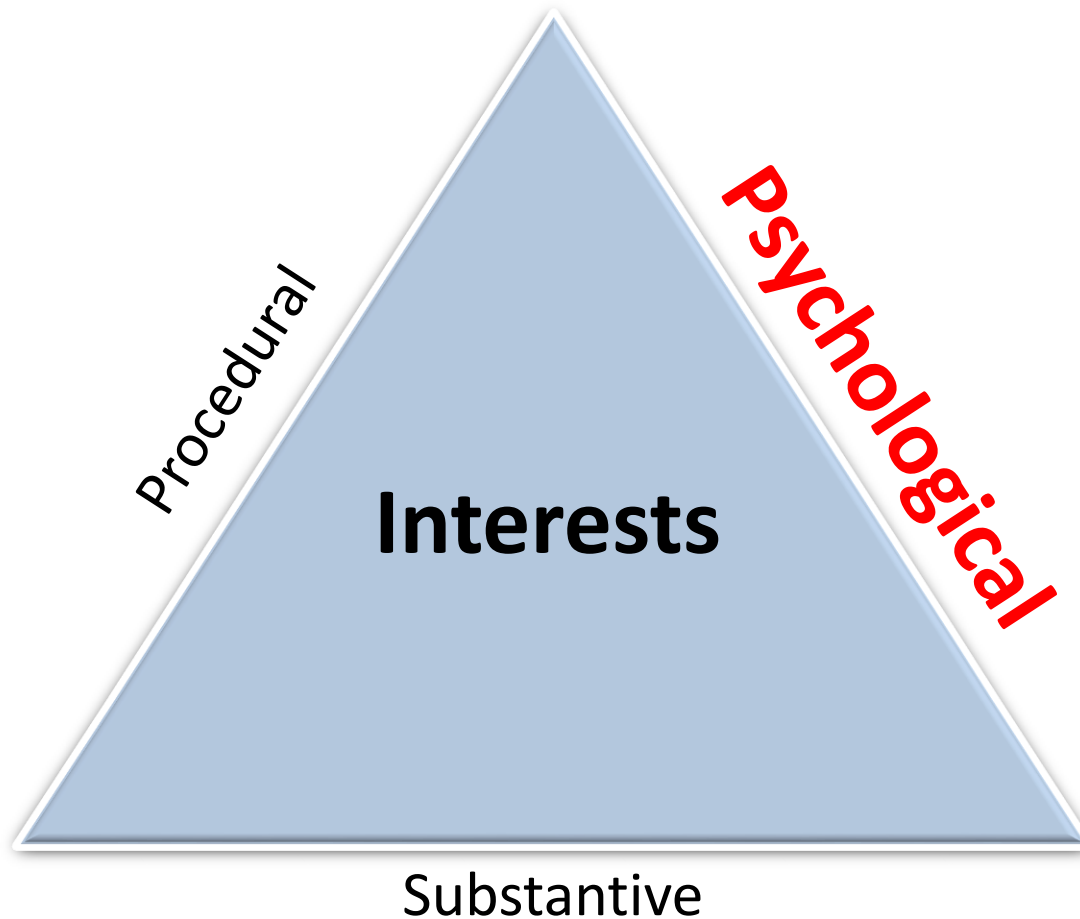


Procedural Interests

- Is the “conflict management” process clear?
- Is how to participate feasible?
- Are relevant information and rights/responsibilities considered?
- Are the standards for how a decisions is made clear, fair?

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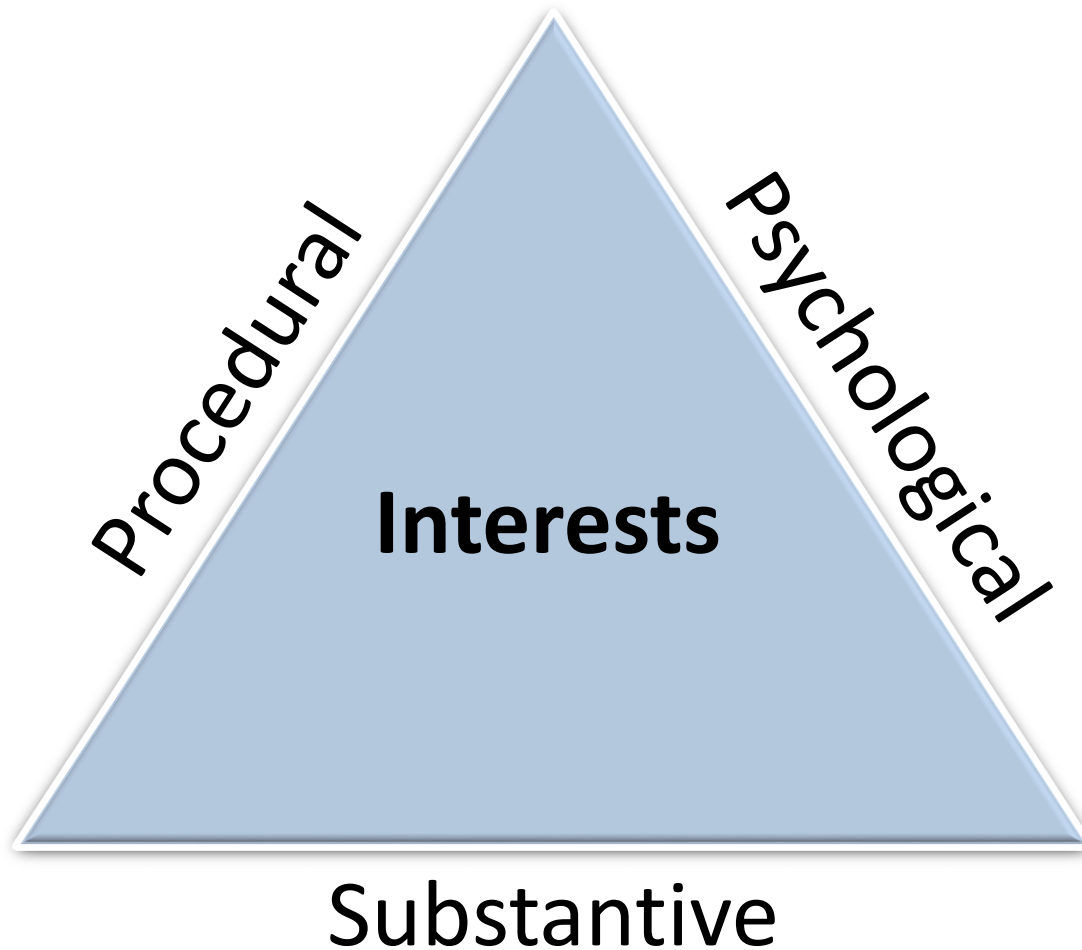


Psychological Interests

- Are the viewpoints of the aggrieved persons heard?
- Are they treated with respect?
- Is each person's needs or interests recognized as legitimate?

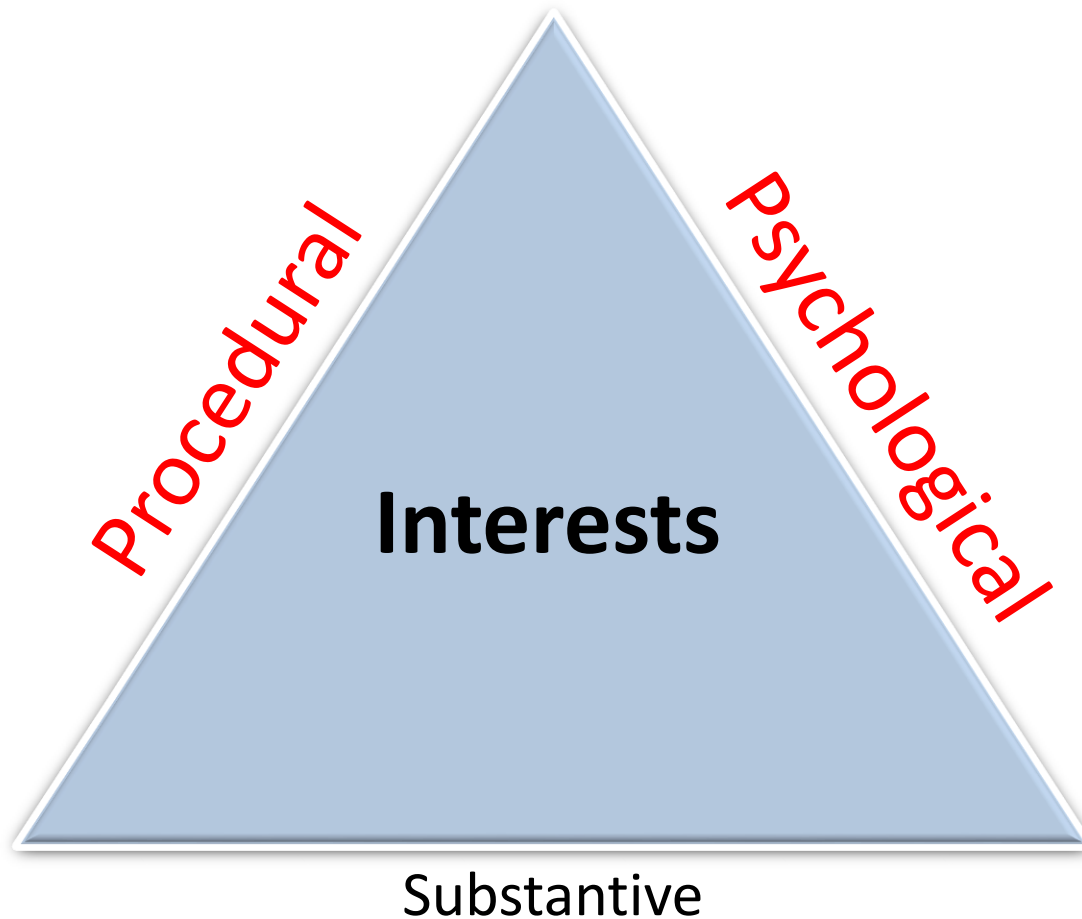
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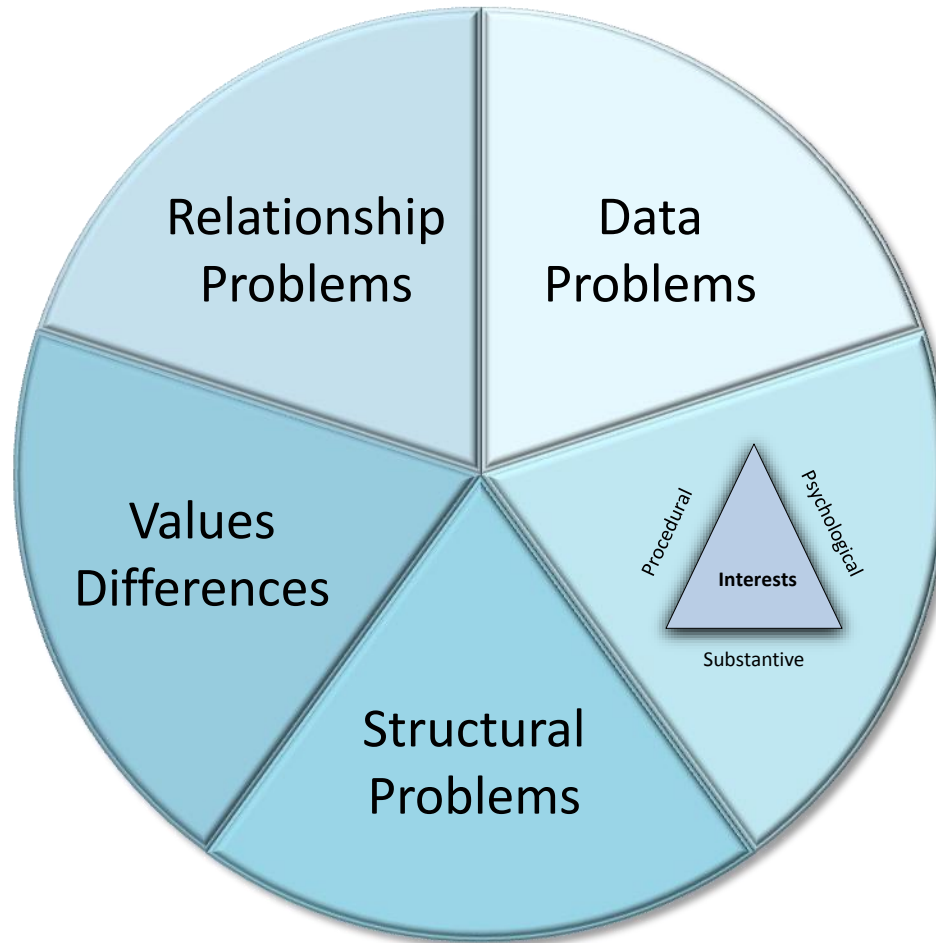
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THE CIRCLE OF CONFLICT

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Demonstration

- Scenario with Technique #3

**Focus on psychological and
procedural forms of interests**

Extra tip: How welcoming is your front counter or lobby?

- How people are greeted
- Helping people understand: basic information
- Extra credit: Other information

Extra tip: How welcoming is your front counter or lobby?

How people are greeted?

- ❖ Are there times when people are not greeted with a hello? (**Too many things happening?**)
- ❖ Do you ask for property information before their names?
- ❖ Do they have to take a number?

Extra tip: How welcoming is your front counter or lobby?

- **Helping people understand: basic information**

Do you have three kinds of information about tax administration

- Overview of Tax Base and Tax Rates

Nice example – Davie County: <http://www.daviecountync.gov/201/Tax-Base>

- Understanding your property tax bill -

<http://www.daviecountync.gov/659/Understanding-Your-Property-Tax-Bill>

- If you disagree with property assessment/appeals process

New Hanover County - <http://tax.nhcgov.com/services/appealing-value/>

Extra tip: How welcoming is your front counter or lobby?

- **Extra credit: Other information**

- Other real estate FAQs

- Example – McDowell County - [http://www.mcdowellgov.com/vertical/sites/%7B2D9A4CFF-B077-4D35-8C47-FDF52593850E%7D/uploads/Real_Estate\(1\).pdf](http://www.mcdowellgov.com/vertical/sites/%7B2D9A4CFF-B077-4D35-8C47-FDF52593850E%7D/uploads/Real_Estate(1).pdf)

- List of County Commissioners

- Brochure about all county services/departments

Thank You

Summary: **Three Techniques**

- Listen: reflect back the underlying interest and emotion
- Focus on the interests
- Focus on *psychological* and *procedural* forms of interests