Managing Interpersonal Conflict
What is Conflict

- Wilmont & Hocker

“An _______ between at least
______________ who perceive ____________,
______________, and ________________ from the
other party in achieving their goals.”
Expressed Struggle

- ________must be _________ that a conflict exists, otherwise, it is just one person mad at the other with no resolution.
Perceived Incompatible Goals

- As long as both parties consider their goals to be different, the conflict exists.
- Many conflicts are seen as “one person’s gain, another’s loss.”
Perceived Scarce Resources

- The belief that there isn’t enough of ________________.
  - Money
  - Time
  - ________
  - ________
Interdependence

- In most conflicts, the parties are usually dependent upon another in some way.
- Examples nations in conflict? The United States and Iraq.
Inevitability

- Conflicts are bound to happen!

Examples:
1. College students = 7/week
2. Friends = 1-2/day
3. Families = 3/meal
Functional & Dysfunctional Conflict

- **Dysfunctional Conflict:** The ___________ of what is possible and have a ___________ on the relationship.
  Example: Physical Violence

- **Functional Conflict:** Achieve the best possible outcome and even ___________ the relationship.
  Example: Deciding to move out on your own.

- What makes the difference?
  ________________________________.
### Characteristics of Conflicts

<table>
<thead>
<tr>
<th>Functional</th>
<th>Dysfunctional</th>
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<tr>
<td>Integration</td>
<td>Polarization</td>
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- Disconfirmation
- Coercion
- Escalation
- Drifting
- Shortsightedness
- Negative
Integration/Polarization

**Functional**
- ____________
- ____________
- Appreciate each other’s differences

**Dysfunctional**
- Polar opposites
- Self=Good
- Partner=Bad
- ____________
Cooperation/Opposition

Functional

• _______________________

• Redefine the situation

• Example:

Dysfunctional

• _______________________

• Stubbornness

• “If you win, I lose”
Confirmation/Disconfirmation

**Functional**
- Disagree but are not ______________.
- Uses Gibb’s supportive behaviors

**Dysfunctional**
- ______________
- Put Downs
- Aggression
Agreement/Coercion

Functional

- ______________
- Agree to find alternative solutions.

Dysfunctional

- ______________
- Money, sex, companionship are used to get what people want.
De-Escalation/Escalation

**Functional**
- Solve problems for the ________.
- Tackle problems head on.

**Dysfunctional**
- Avoid conflict
- ________________
  ________________
Focusing/Drifting

**Functional**
- Focus on _______ at a time.

**Dysfunctional**
- Bring up _______ that may be unrelated.
Foresight/Shortsightedness

**Functional**
- Relationship is more important than the issue.

**Dysfunctional**
- Try to win battle and end up losing the war.
- Only interested in [insert line here]
Conflict is NATURAL!

- Every relationship has conflict and it ________

It’s a shame the world is so full of conflict. On the other hand, I’m a lawyer.
Conflict Styles

- Group Presentation
Conflict Styles

- Competing (Win/Lose) “My Way”
- Collaborating (Win/Win) “Our Way”
- Compromising (Partial Lose/Lose) “Half Way”
- Avoiding (Lose/Lose) “No Way”
- Accommodating (Lose/Win) “Your Way”
Conflict Styles: More on Avoiding

- Sometimes it seems as an easy way to keep peace, it will eventually come to light and might possibly be worse.
- Pessimistic attitudes
Conflict Styles: More on Accommodating

- Motivation of the accommodator is a significant factor

- Culture plays a role!
  
  Collectivistic = More avoidance/accommodating
  Individualistic = More competition
Conflict Styles: More on Competing

- People resort to competing when they ONLY see one answer.
- Passive Aggression: Crazymaking. Tactics designed to punish the other without direct confrontation. Example: Guilt
- Direct Aggression: Attacks the source of displeasure. Example: Teasing, ridicule, verbal or physical.
Conflict Styles: More on Compromising

- Compromises are not always good:
- Child Custody: Even though parents compromise to take children evenly in time, the kids still suffer not having both parents.
Conflict Styles: 
More on Collaborating 

• Seeks to satisfy the needs of everyone! Working together can provide a solution without having to resort to compromising.

• Examples:
  1. Boss/Scheduling Conflict
  2. Couple/Fun Budget
Which Style to Use?

- The Relationship

- The Other Person
Toxic Conflict: The Four Horsemen

• John Gottman identified the four most destructive signs he looks for in conflict.

1. ________
2. Defensiveness
3. Contempt
4. ________
Conflict Rituals

- What is your conflict ritual? (i.e. my sister)

- Become problematic when it becomes the _______
  ____________________.
### Variables in Conflict Styles: Gender

<table>
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<th>M E N</th>
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<tr>
<td>• More direct</td>
<td>• Concerned with maintain harmony</td>
</tr>
<tr>
<td>• More cooperative in male-male conflict</td>
<td>• Non-Controlling</td>
</tr>
<tr>
<td>• ______________</td>
<td>• Assertive</td>
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Constructive Conflict Skills

1. Define your needs
2. Share your needs with other person
3. ____________________________
4. Generate possible solutions
5. Evaluate the solutions
6. Implement solution
7. ____________________________