

# Conflict Resolution Styles Assessment

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Given on behalf of the Facilitators' Exchange  
and the

Collaboration and Public Participation Community of Practice



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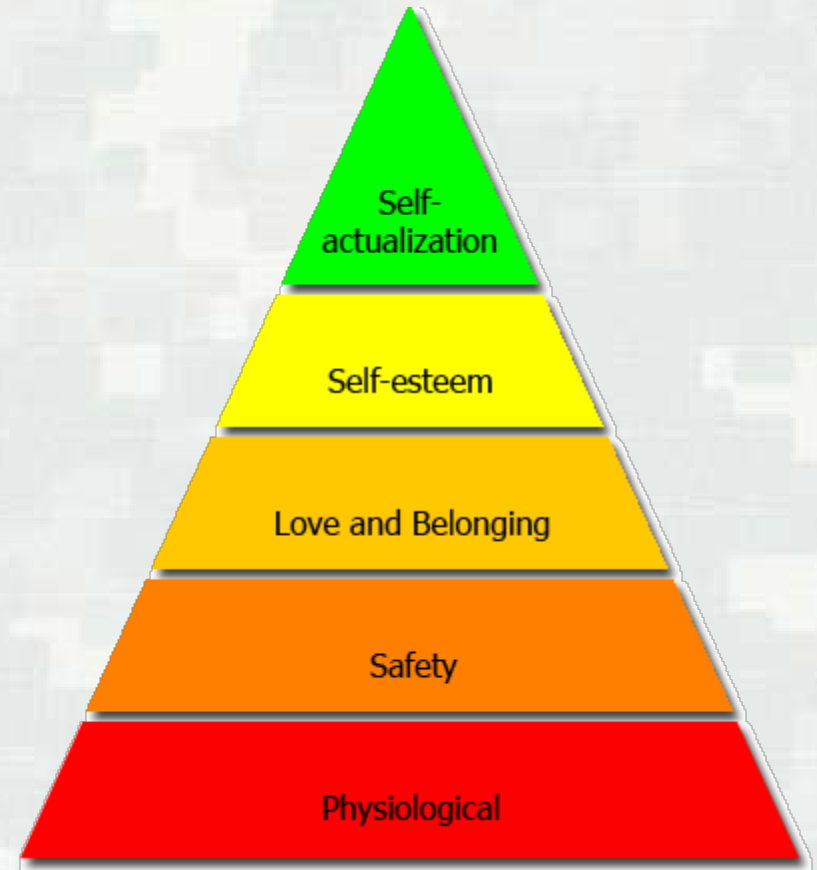
# Root Causes of Conflict

## Basic Human Needs:

Psychological/Identity  
Needs  
(Emotional/Spiritual)

## Survival Needs:

Food/Water  
Shelter  
Warmth



[letsstartthinking.org](http://letsstartthinking.org)

**Maslow's Hierarchy of Needs**



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# Psychological/Identity Needs



- Need for Belonging – fulfilled by loving, sharing, and cooperating with others
- Need for Identity/Recognition (power) – fulfilled by being recognized and respected, being valued
- Need for Freedom (autonomy) – fulfilled by making choices in our lives and being safe
- Need for Fun (enjoyment) – fulfilled by laughing and play



# Real World Examples

## Water conflict spots in Africa

The availability of fresh water in Africa is growing less and less every year while the overall population continues to explode. Experts are already worried about the current water stress on the continent, which is projected to get worse if the effects of climate change are not tackled. While Africa has contributed the least to climate change (low green-house gas emissions), experts say it is the most vulnerable to climate change. According to Global Water Futures, Agriculture is the largest consumer of fresh water resources globally.

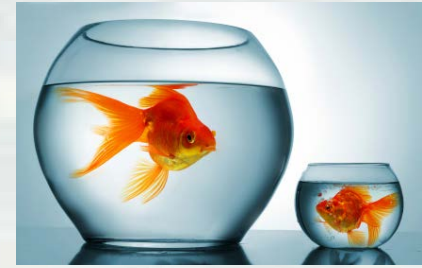


Conflict spots  
 Potential Conflict spots

NATION MEDIA GROUP/africareview.com



# Expression of Needs



- Belonging – jealousy, competition, recognition, “cliques”, rumors
- Value/Power – recognition, inclusion, responsibilities, titles, privileges, wages
- Enjoyment – laughing, chatting, gossip, expression of personal style
- Freedom – scheduling, appearance, friends, location



# Wants and Needs

**Wants**

Things we don't really need but  
would like to have.

**NEEDS**

Things we must have in order  
to stay alive.



# Cultural Norms



# BEWARE...

Fundamental Attribution  
Error



# Finite Resources



<https://benzironen.files.wordpress.com/2008/06/world-ice-cream.jpg>



<https://blog.optimizely.com/wp-content/uploads/2014/07/Dilbert-Prioritization-e1404265373651.jpg>



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# Value Words to Listen For

Right	Wrong
Honest	Dishonest
Equal	Unequal
Fair	Unfair
Good	Bad



*L*

*“Somewhere between right and wrong there is a garden. I will meet you there.” - Rumi*

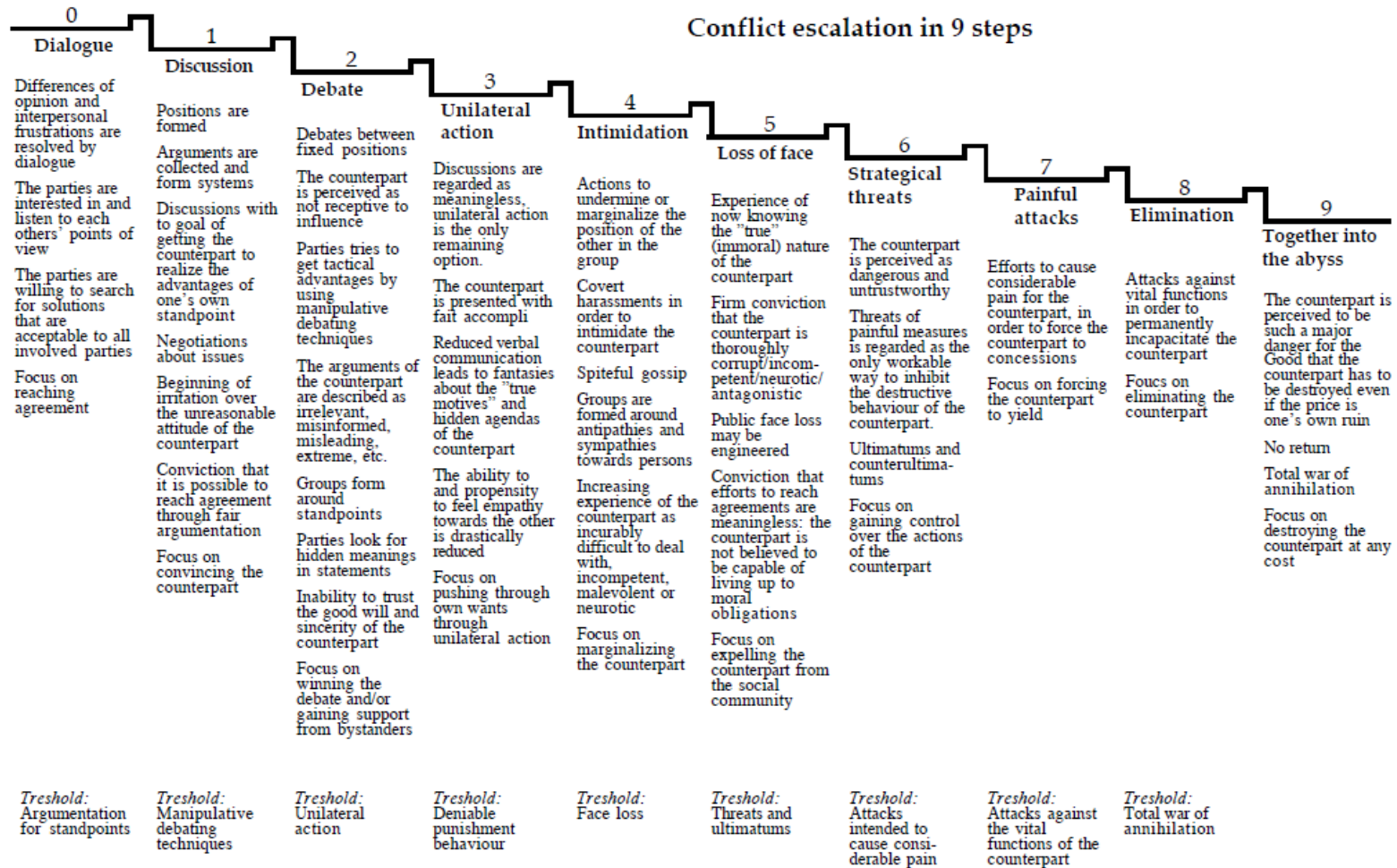


# Additional Sources of Conflict

- Assumptions and perceptions – CYA –  
Check Your Assumptions
- Lack of clarity on roles and responsibilities
- Miscommunication or Disinformation
- Information overload
- Organizational Constraints
- Strong Emotions



# Glas's Model of Conflict Escalation

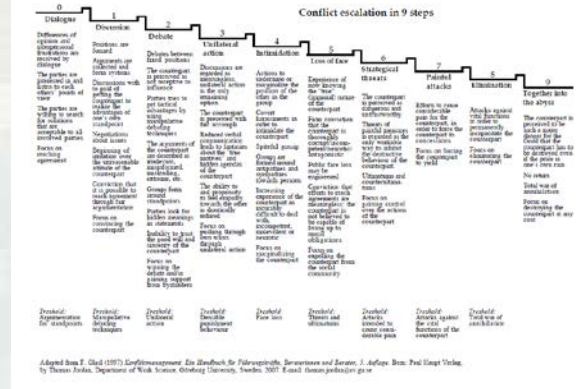


Adapted from F. Glasl (1997) *Konfliktmanagement. Ein Handbuch für Führungskräfte, Beraterinnen und Berater, 5. Auflage*. Bern: Paul Haupt Verlag, by Thomas Jordan, Department of Work Science, Göteborg University, Sweden, 2007. E-mail: thomas.jordan@av.gu.se



# Conflict Interventions

- In stage 1, the 2 parties could get together to work things out.
- In stage 2, a neutral facilitator might be brought in to improve communication between the 2 parties.
- This continues to interventions of Conciliation, Mediation, Arbitration and Litigation at subsequent stages with Force being the final intervention such as a dominant military force in wartime.



# Conflict Resolution Styles

- The 5 Conflict Resolution Styles
- When they are used
- Tips for dealing with conflict



WIIFM



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# How to Navigate through **Traffic**

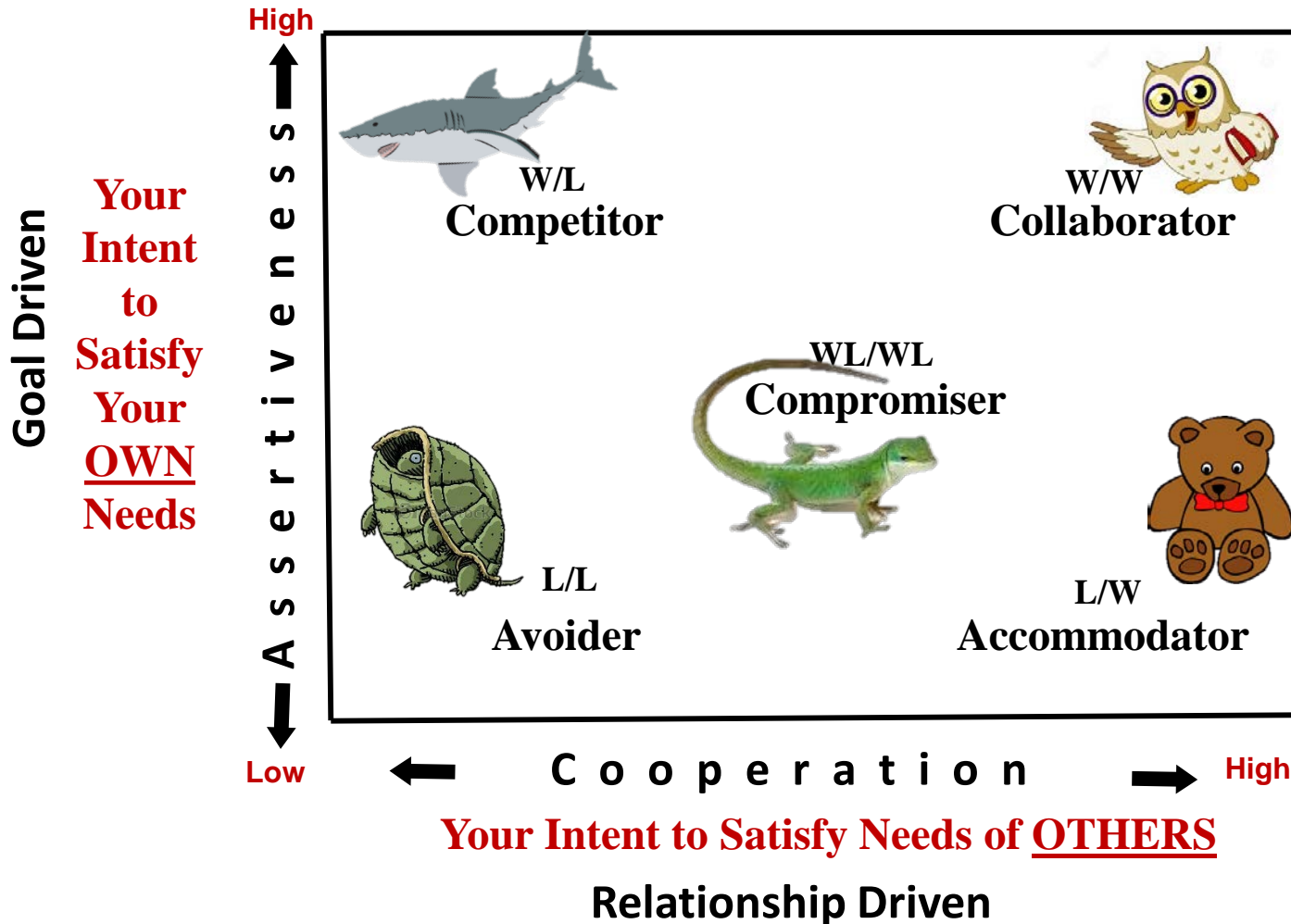
**Shift into the right gear...**

**Use the  
appropriate  
Conflict  
Resolution  
Style**



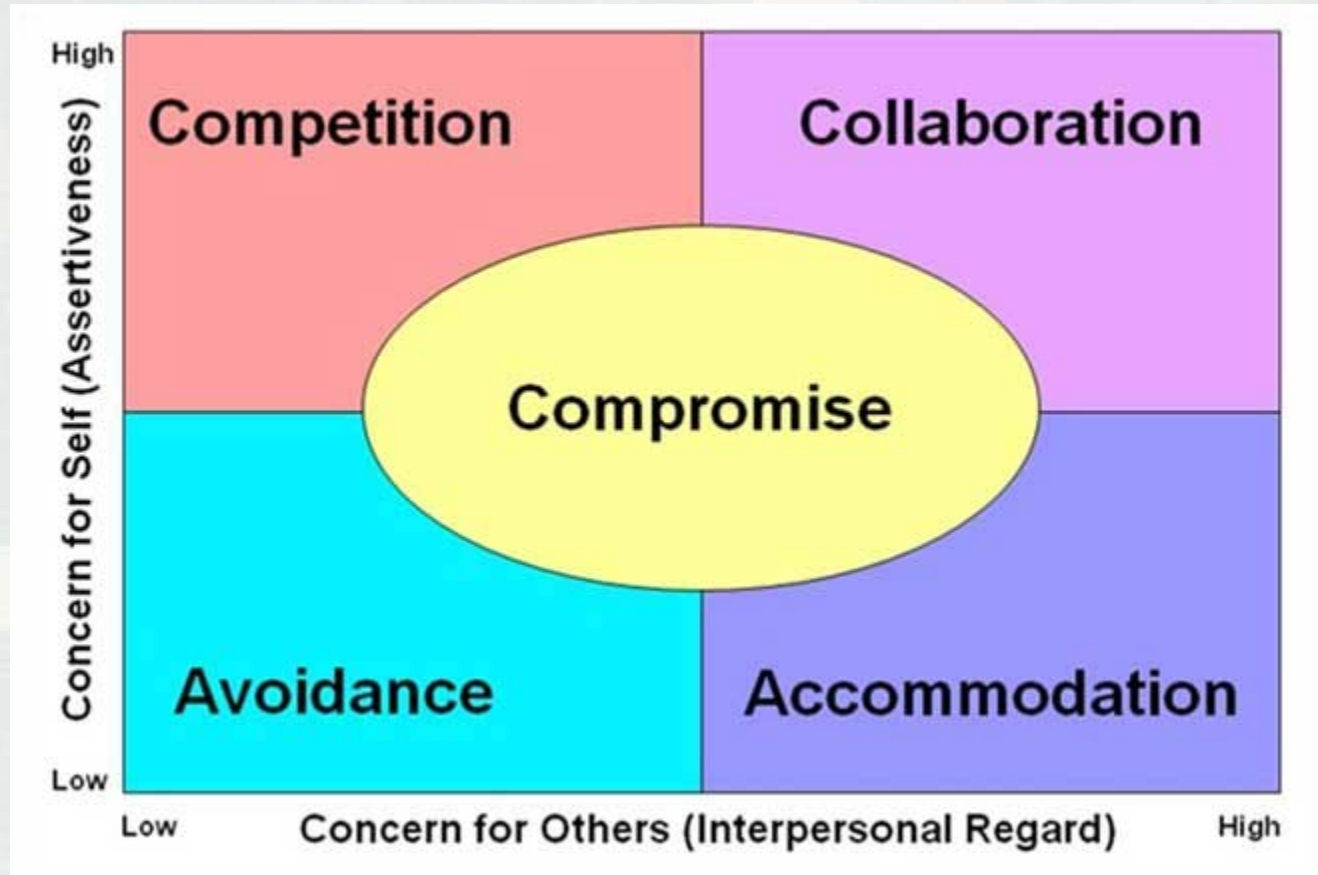


# Conflict Resolution Styles



# Conflict Resolution Styles

**Your Intent  
to Satisfy  
Your  
AGENCY'S  
Needs**

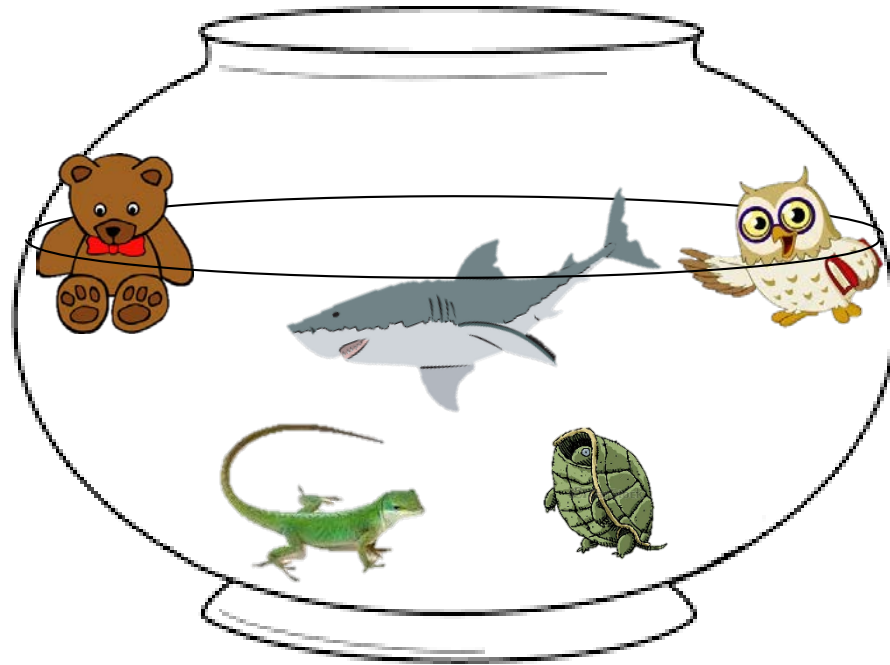


**Your Intent to Satisfy Needs of Others**



# What is Your Conflict Resolution Style?

What are the styles of those with whom you work?



# What is Your Conflict Resolution Style?

## What are the styles of those with whom you work?



# What is YOUR Conflict Resolution Style?

In which style did you have the highest score?

Take the POLL now!



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# Polling Question

Based on your assessment results, what is YOUR Conflict Resolution Style? (In which style did you have the highest score?)

- a. Avoiding
- b. Harmonizing/Accommodating
- c. Forcing
- d. Compromising
- e. Collaborating



**Let's Take a Look**

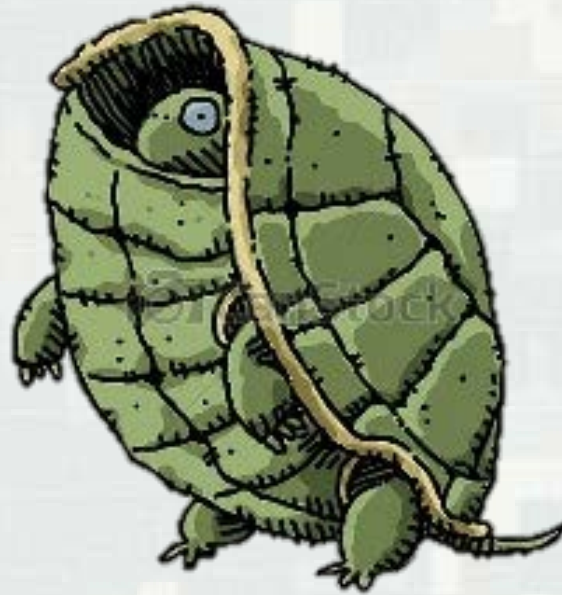
**at Each Style**



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# Recognizing the Avoiding Style



“Whatever... I don’t care.”





# Avoiding Style

	When is this style most appropriate?
<b>Issue Important to You</b>	
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Avoiding Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Avoiding Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
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<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



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<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Low
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Avoiding Style

	When is this style most appropriate?
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<b>Issue Important to Other Person</b>	Low/Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Low
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	



# Avoiding Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	Low/Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Low
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	Low



# Tips for the Avoider

- Focus on not giving up as quickly.
- Draw them back to the discussion.
- Keep the conversation positive.





# Recognizing the Accommodating Style



“Whatever you want...”



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	High
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
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<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	High
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	



# Accommodating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Low
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	High
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	Low



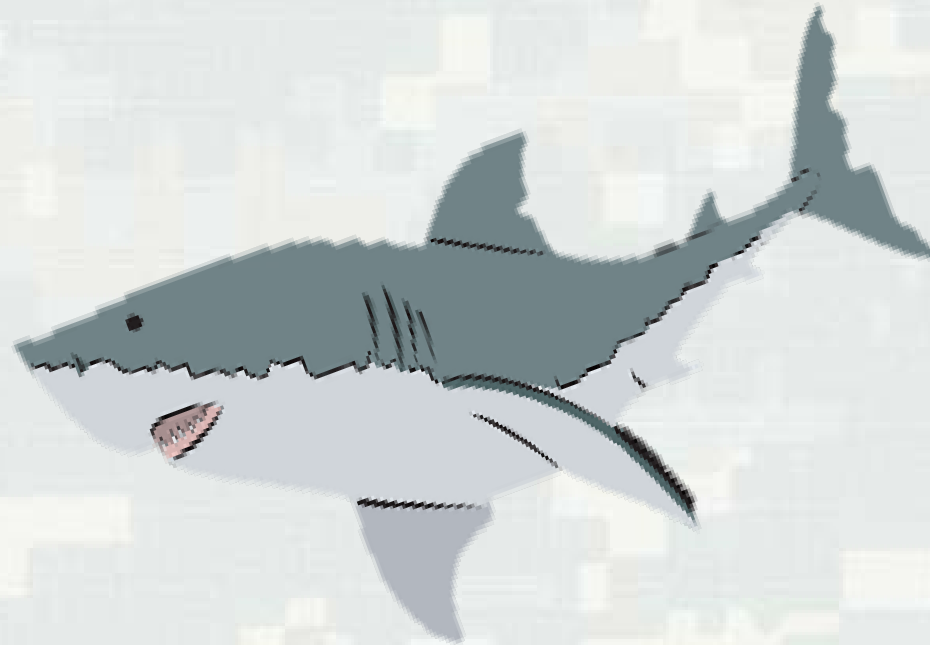


# Tips for the Accommodator

- Encourage them to talk about their perspectives and needs.
- “It would make me happy if you told me what you want to do.”



# Recognizing the Competing Style



**“I’m not worried about what they want, the important things is...”**



# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	Low/Medium
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	Low/Medium
<b>Ability/Willingness to Sacrifice</b>	No
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



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	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	Low/Medium
<b>Ability/Willingness to Sacrifice</b>	No
<b>Relationship Importance</b>	Low
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	Low/Medium
<b>Ability/Willingness to Sacrifice</b>	No
<b>Relationship Importance</b>	Low
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	





# Competing Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	Low/Medium
<b>Ability/Willingness to Sacrifice</b>	No
<b>Relationship Importance</b>	Low
<b>Time Available</b>	Low
<b>Need for Innovative Solution</b>	Low



# Tips for the Competitor

- Make competitors come out of the situation feeling as if they've won
- Put yourself in the other person's shoes
- As a competitor, consider what it really means to "win"



# Recognizing the Compromising Style



**“We’ll both just have to give  
a little.”**



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	Medium/High
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Medium/High
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	





# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Medium/High
<b>Time Available</b>	Medium
<b>Need for Innovative Solution</b>	



# Compromising Style

	When is this style most appropriate?
<b>Issue Important to You</b>	Medium/High
<b>Issue Important to Other Person</b>	Medium/High
<b>Ability/Willingness to Sacrifice</b>	Yes
<b>Relationship Importance</b>	Medium/High
<b>Time Available</b>	Medium
<b>Need for Innovative Solution</b>	Medium



# Tips for the Compromiser

- Ensure both sides have been heard and valued
- Take time to find win-win alternatives



# Recognizing the Collaborating Style



**“We can address all of these issues.”**



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes/No
<b>Relationship Importance</b>	
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	





# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes/No
<b>Relationship Importance</b>	High
<b>Time Available</b>	
<b>Need for Innovative Solution</b>	



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes/No
<b>Relationship Importance</b>	High
<b>Time Available</b>	High
<b>Need for Innovative Solution</b>	



# Collaborating Style

	When is this style most appropriate?
<b>Issue Important to You</b>	High
<b>Issue Important to Other Person</b>	High
<b>Ability/Willingness to Sacrifice</b>	Yes/No
<b>Relationship Importance</b>	High
<b>Time Available</b>	High
<b>Need for Innovative Solution</b>	High



# Tips for the Collaborator

- Recognize there is a time and place for collaboration
- Choose the appropriate collaboration form
- Teach others/model how to work collaboratively to find mutual solutions



**“We need to form a conflict-resolution team to settle the dispute over who should be chosen for our conflict-resolution team.”**



# Questions to Address Conflict

1. What is my *true* goal?
2. How important are the relationships that this conflict or outcome could affect?
3. Which is more important to me... the goal, the relationship, or both?



<http://thiederman.com/wp-content/uploads/2013/08/Finding-Common-Ground-Sign.jpg>



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# SCENARIO POSTTEST

## Conference Room Conflict



**Winner gets the conference room...**



# Polling Question

You reserved the main conference room with its ppt projector needed for a teleconference call to secure funding for your project. Two other people will be joining you in the room and 3 more by phone. When you get there, a weekly check-in meeting with your supervisor and another 10 people is well under way and the ppt projector is not being utilized. You noticed on the way there, the other conference room without a ppt projector was open.

## How should you resolve this conflict?

A - Without saying anything, you take the other conference room making do without the ppt and letting your participants know of the change.

B - Peek your head in the meeting to ask if they will be done soon since you were hoping to use the room. Upon hearing no, offer to go to the other room making do without the ppt.

C - Interrupt the meeting stating that you reserved that room but let them know of the other conference room that looked open.

D - Interrupt the meeting. Let the group know that you reserved the conference room but agree if they could wrap up their meeting in the next 30 minutes, you would postpone your meeting so that both can use the room

E - First confirm the availability of the other conference room. Then interrupt the meeting and explain that you had reserved the main conference room because of its powerpoint capabilities, but that you confirmed that the other conference room was open. Let them know you would postpone your meeting by 5 minutes to allow them time to relocate.



	<b>Avoid</b>	<b>Accommodate</b>	<b>Compete</b>	<b>Compromise</b>	<b>Collaborate</b>
<b>Issue Important to You</b>	Low	Low	High	Medium/High	High
<b>Issue Important to Other Person</b>	Low/ Medium/ High	High	Low/ Medium	Medium/High	High
<b>Ability/Willingness to Sacrifice</b>	Yes	Yes	No	Yes	Yes/No
<b>Relationship Importance</b>	Low	High	Low	Medium/High	High
<b>Time Available</b>	Low	Low	Low	Medium	High
<b>Need for Innovative Solution</b>	Low	Low	Low	Medium	High



# In Summary

- Conflict is neither good or bad, it just is.
- Embrace diversity as an opportunity for growth, increased understanding and superior solutions.
- Be aware of your own conflict resolution style and how it may influence your and others' behavior.

Stay tuned for upcoming webinars on Conflict and Collaborative Problem Solving!



# Polling Question

What topic would you like to see covered on our next webinar in the Conflict and Collaborative Problem Solving webinar series?

- a. How to run an effective meeting
- b. Difficult conversations/Delivering bad news
- c. Giving feedback
- d. Cross cultural communication
- e. Other



# Dealing with Conflict? Unanswered Questions?

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# Questions?



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# Dealing with Conflict? Answered Questions?

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# Understanding Conflict Response

**Competing Characteristics:** “I don’t care what they think, I know I’m right on this.” “No one else will take care of this if I don’t.” “I’m not worried about how they feel about this, the important things is...”

**Collaborative Characteristics:**  
“I’d like to come out of this knowing them better.”  
“We can both do better if...”  
“We need more heads involved.”  
“We can address all of these issues.”



**Compromising Characteristics:** “We’ll both just have to give a little.” “Something is better than nothing.” “At least I will be over.” “I don’t want to come across as forcing them.”

**Avoiding Characteristics:**  
“The issue is trivial.”  
“The relationship is not that important.”  
“There is plenty of time to deal with it.”  
“The only per I have is to stall.”  
“They’ll retaliate if I do.”

**Accommodating Characteristics:**  
“Whatever...” “I don’t want to stand out.”  
“They’ll retaliate if I don’t.” “As long as they’re happy.”

