



# DEFENSE LOGISTICS AGENCY

## WOMEN'S LEADERSHIP SYMPOSIUM

"Moving Forward with Direction: Leadership - Professionalism - Teamwork"

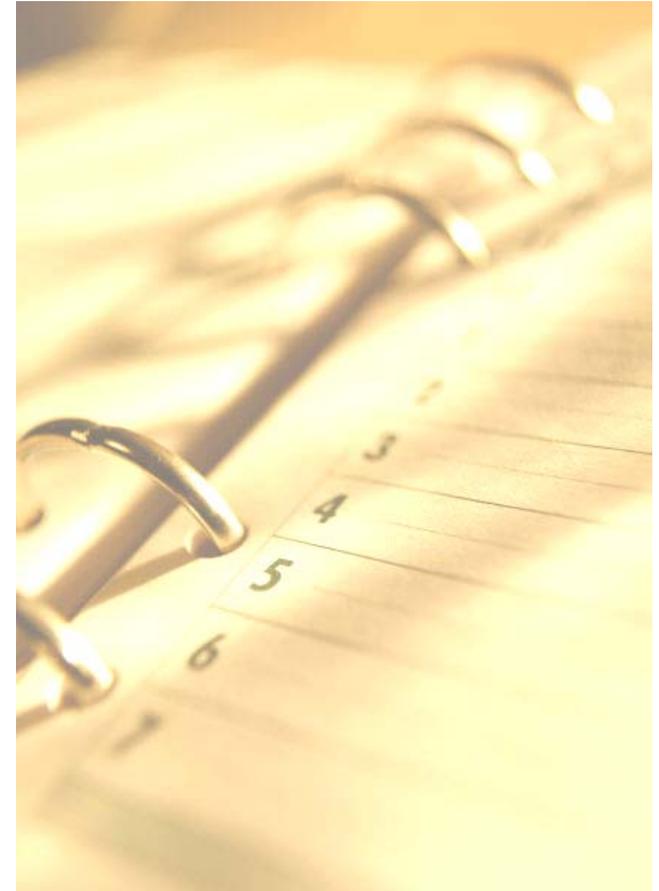
### *CONFLICT RESOLUTION MANAGEMENT*

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# AGENDA

- Definition
- Types of Conflict
- Components of Conflict
- Conventional Attitudes
- Difficult Behavior Patterns
- Conflict Strategies
- Conflict
- Workplace Conflict Resolution
- Approaches to Conflict
- Communication
- Flexibility
- Tips





# CONFLICT

A state of disharmony between incompatible or antithetical persons, ideas, or interests



*(The American Heritage College Dictionary, Fourth Edition)*



# TYPES OF CONFLICT

## CONSTRUCTIVE

- Opens up issues of importance – clarification
- Causes authentic communication to occur
- Serves as a release to pent-up emotion, anxiety and stress
- Results in an increase of energy
- Results in increased personal and organizational effectiveness

## DESTRUCTIVE

- Diverts energy from more important issues
- Destroys the morale of people
- Produces irresponsible and regrettable behavior such as name-calling and fighting
- Wastes energy
- Reduces personal and organizational effectiveness



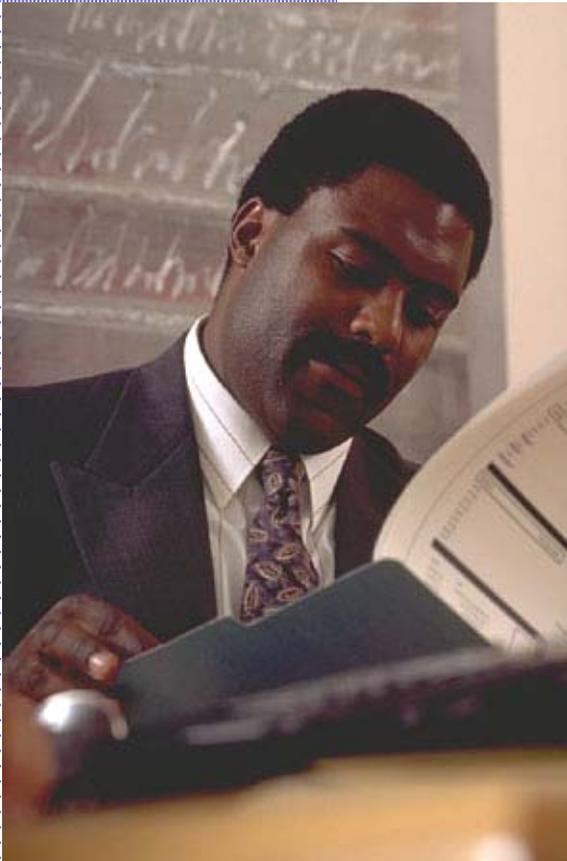
# COMPONENTS OF CONFLICT

- Two major components
  - Content
  - Relationship





# CONVENTIONAL ATTITUDES TOWARD CONFLICT



- Conflict is not productive
- Conflicting parties lack common interest
- What one side wins, the other loses
- Conflict should be avoided
- Any settlement is better than continued conflict



# PATTERNS OF DIFFICULT BEHAVIOR

- Hostile/Aggressive
- Chronic Complainers
- Silent/Unresponsive
- Super-agreeable
- Negative
- Know-it-alls
- Indecisive





# CONFLICT STRATEGIES

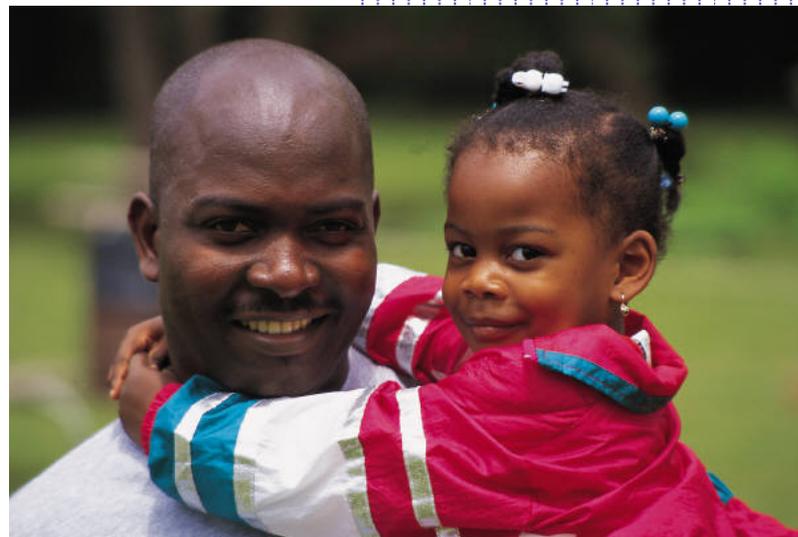
- Abandoning
- Avoiding
- Dominating
- Obliging
- Getting help
- Using Humor
- Postponing
- Compromise
- Integrating
- Collaboration





# CONFLICT

- Does NOT have to be painful
- Others frequently take positions opposite of yours
  - Work
  - Home
  - Friends
- Debates, disputes and arguments – unbelievable life-changing opportunities



***FIRST, YOU HAVE TO ELIMINATE THE PAIN!***



# WORKPLACE CONFLICT RESOLUTION

## Workplace Conflict Resolution Fact

It is estimated that 30% of a manager's time is spent dealing with conflict resolution

Fortune 500 company executives are involved in conflict related activity 20% of their time





# TRADITIONAL CONFLICT RESOLUTION APPROACHES

- Judicial processes
- Arbitration
- Fact-finding
- Mediation
- Conciliation
- Good offices
- Negotiation/bargaining
- Consensus
- Voting/parliamentary procedure





# TYPICAL APPROACHES TO CONFLICT



- We fear conflict
- We avoid and conceal conflict
- We blame others for conflict
- Conflict continues, and gets worse
- Problems (personal, social, national, world) don't get solved



# WIN-WIN APPROACHES TO CONFLICT

- Conflict is recognized as a natural, normal part of personality, relationships and society
- Conflict is always valuable as an indicator of a need that deserves to be met, a problem worth solving
- Conflict is potentially productive
- Settlement is not resolution
- All parties can usually get (some of) what they want





# COMMUNICATION

- Life preserver, or anchor
- Master
  - Recognition of timing patterns
  - Know the limits of your messages
  - Eliminate message clutter





# FLEXIBILITY

- Behavior and emotion – absolutely necessary
- Emotional intelligence





# TIPS

## MANAGING CONFLICT, TENSION AND ANGER

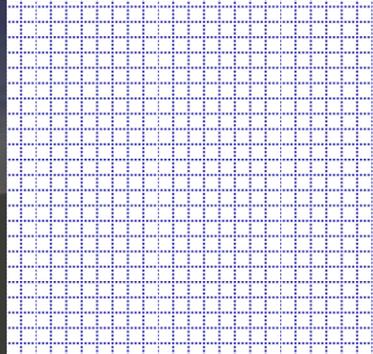
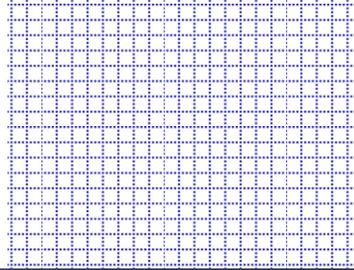
- Share negative emotions only in person or on the phone
- Pepper your responses with a phrase
- Take notice when you feel threatened by what someone is saying to you
- Practice making requests of others when you are angry
- Try repeating the exact words that someone is saying to you when they are in a lot of emotional pain or when you disagree with them completely



## TIPS (cont)

- Take responsibility for your feelings to avoid blaming others
- Learn to listen to the two sides of the conflict that you are in as if you were the mediator or the counselor
- Take a playful attitude towards developing the skill of emotional self-control in high case situations
- Wait a few days to cool down emotionally when a situation makes you feel wild with intense feelings, such as rage
- Make a decision to speak with decorum whenever you are angry or frustrated





# QUESTIONS

