Conflict and Negotiation

ICOM5047
Design Project in Computer Engineering
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What is conflict?

Conflict is a process that begins when one of the parties to an interaction perceives that another has frustrated, or is about to frustrate one of his/her needs or concerns.

Thomas 1976

What is conflict?

Natural occurring process that occurs when people come together and perceive differences in invasion among them. People live in a state of negotiation.

The five conflict-handling modes

- Forcing
- Competing
- Smoothing
- Accommodating
- Compromising

What is conflict?

Self evaluation exercise

How I act in conflict
**Teamwork challenges and Problems**
- What are some of the most common challenges and problems you’ve had working in teams? Reflect for a moment. Make a list.
- Has a professor ever had you this in your teams?
- What is in your list?

**List of some of the challenges and problems working in teams**
- Members who don’t show up for meetings or who show up unprepared
- Members who dominate the conversation
- Members who don’t participate in the conversation
- Time wasted by off-task talk
- Members who want to do the entire project themselves because they don’t trust others

**Identifying challenges, difficulties and barriers to effective group work**
- Reflect individually for a moment and start a list of challenges, barriers, or problems facing your current group. If more than one group is involved, use challenges, barriers, and problems for all groups.
- Share the individual list and create a joint list that includes at least one item from each group member.
- Be realistic and specific.
- Work cooperatively.

**List of some of the challenges and problems working in teams**
- Group meeting scheduling difficulties
- No clear focus or goal
- Lack of clear agendas or hidden agendas
- Subgroups excluding or ganging up on one or more members
- Ineffective or inappropriate decisions and decision-making processes

**List of some of the challenges and problems working in teams**
- Suppression of conflict or unpleasant flare-ups among group members
- Members not doing their fair share of the work
- Lack of commitment to the group’s work by some members

**Addressing barriers, challenges and problems**
- Each group should select one item from the list.
- Clarify and make sure you have a common understanding of what the item means or represents.
- Identify three possible actions that will solve or eliminate the barrier.
- Prioritize the possible solutions: Plan A, Plan B, Plan C.
- Focus on what will work, be positive and constructive.
- Implement the solutions, report back, and extend the ones that are effective.
Conflict and Communication

SOLUTION: Communicate, Confront, Question [expecting answer], tolerate

Conflict Management

To keep conflict productive and at the very least to prevent it from becoming destructive.

Morton Deutsch

Nature of Conflict

- Conflict is a natural process
- Can be positive or negative
- Some conflict is good: it lays issues on the table, which brings more information to deal with the situation

How can conflict be positive?

- Prevents stagnation
- Presents divergent views enriching constructive experiences
- Calls attention to systematic problems: bring diversity of opinions; ideal for brainstorming and leading the team to think-out-of-the-box

Graph your Conflict Mode Score
5-Step Conflict Resolution

- Assessment
- Acknowledgement
- Attitude
- Action
- Analysis

Negotiation style – Flexibility index

Negotiating Styles - Doer

- The Doer negotiator is interested in winning and gaining.
- His/her concerns include:
  - Assuming that his/her own point of view and approaches are best
  - Asserting through personal confrontations
  - Insisting on his/her position and making concessions to others
  - Overcoming or changing others' situations and ideas
  - Assuming or rejecting, an extreme point of view
  - Controlling the situation
  - Sharing blame
  - Relying heavily on one-way communication

Negotiating Styles - Thinker

- This style is interested in establishing, maintaining, or restoring positive personal relationships. His/her concerns include:
  - Part of a group or team
  - Maintaining personal or professional relationships
  - Looking for the whole picture
  - Being involved with people in the work situation
  - Encouraging exploration and experimentation
  - Minimizing and eliminating or overcoming obstacles
  - Coming up with solutions to problems that benefit all parties
  - Encouraging two-way communication

Negotiating Styles - Talker

- The Talker negotiator style is achievement-oriented and is concerned about:
  - Outperforming someone else
  - Meeting or surpassing a self-imposed standard of excellence
  - Striving to make a unique contribution
  - Setting long-term goals
  - Planning to overcome personal or environmental obstacles
  - Competing for the sake of competing

Negotiating Styles - Guardian

- This secure-oriented style:
  - Needs preparation and research prior to negotiations
  - Takes calculated risks
  - Maintains stability
  - Is willing to take risks when the needs of the situation dictate
  - Is willing to take risks when they are justified
  - Is willing to take risks for the greater good
  - Respects change and new ideas
  - Prefers highly structured and predictable systems
  - Needs trust and sincerity
How can I continue to buy from you?

I can make all decisions up to two cents a pound off the price, but I only have $10,000 to spend on it. Everybody else is lowering their prices.

If/Then: If you take it or leave it, I'll give us two cents a pound off the price.

Tomorrow???

To get that price, you must guarantee limits:

- Deadline: Artificial deadline to rush decision.
- Moral appeal: "You can't discuss delivery times because our scheduling manager is out with rest of the week."
- Missing person: "I can't discuss delivery times because our scheduling manager is out with rest of the week."

I like your product better than brand X, but I only have $10,000 to spend on it. Everybody else is lowering their prices.

Take it or leave it: I'll give us two cents a pound off the price, but I only have $10,000 to spend on it. Everybody else is lowering their prices.

Take it or leave it: I'll give us two cents a pound off the price, but I only have $10,000 to spend on it. Everybody else is lowering their prices.

Here is the graph from the lab tests that shows our grease has greater persistence and thickness than all other major brands.

Blanket: "You can't discuss delivery times because our scheduling manager is out with rest of the week."

Association: We've been selling surfactants to many of the industry leaders: Colgate, Proctor and Gamble, and Lever Brothers.

Krush: "You can't discuss delivery times because our scheduling manager is out with rest of the week."

Limited authority: "I can make all decisions up to $50,000."

Negotiation

- Principled negotiation
- Separate people from problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria

Negotiation

- Interests (Why)
- Issues (What)
- "Irreplaceable items that a person believes must be distributed or dealt with to resolve a conflict"
- Positions (How)
- Specific actions and agreements desired by each party and explained at the beginning of each negotiation.

Effectiveness of Negotiating Styles

- Negotiator Effectiveness
- Doer
- Talker
- Thinker
- Guardian

Some manipulative tactics

- Moral appeal: "Let's be fair. You can't expect a farm prices with the problems in the economy."
- Limits: "I like your product but ACME down the street almost the same thing for $100 less."
- Compromise: "Take your product but ACME downs the street almost the same thing for $100 less."
- Take it or leave it: "I'll give us two cents a pound off the price, but I only have $10,000 to spend on it. Everybody else is lowering their prices."
- Apparent withdrawal: "Give the impression of walking out at the last minute."
- Blanket: "Everybody else is lowering their prices."
- Flinch: when mentioning provisions of agreement.
- Missing person: "I can't discuss delivery times because our scheduling manager is out with rest of the week."
- "Deadline: Artificial deadline to rush decision." "I have to leave at noon and I need to sign the agreement."
- "Nobbling: asking for additional small concessions usually at the last minute."

Some manipulative tactics

- Legitimacy: "Here is the graph from the lab tests that shows our grease has greater persistence and thickness than all other major brands."
- Association: "We've been selling surfactants to many of the industry leaders: Colgate, Proctor and Gamble, and Lever Brothers."
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Negotiation

- Degrees of desire
  - Wish: the best result you can imagine
  - Aspiration: Level you expect to achieve in a negotiation
  - Bottom line: the very least you can live with, the point where you’re willing to walk away

Negotiation

- Best Alternative To a Negotiated Agreement: If you don’t reach agreement, it’s your best alternative. To develop your BATNA requires:
  1. Inventing a list of actions you can take if no agreement is reached
  2. Improving the possible actions and converting them into practical options
  3. Selecting the one option that seems best

Negotiation

- Worst Alternative To a Negotiated Agreement: It is the standard by which to measure the worst possible outcome. Ask: “So what if your bottom line isn’t met?” Project the worst possible scenario. It will help you be realistic about your aspiration.

Phases of negotiation

- Preparation
- Discussion
- Proposal
- Bargain
- Evaluation

Negotiation exercise