Conflict and Negotiation

ICOM5047
Design Project in Computer Engineering
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How I act in conflict

- Self evaluation exercise
Contents

■ What is Conflict?

■ Conflict Management

■ Conflict resolution

■ Negotiation
What is conflict?

- Natural occurring process that occurs when people come together and perceive differences
- invasion among them
- People live in a state of negotiation
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
The five conflict-handling modes

- Forcing/Competing
- Collaborating
- Compromising
- Withdrawal/Avoiding
- Smoothing/Accommodating

Cooperativeness: Uncooperative to Cooperative
Assertiveness: Unassertive to Assertive
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
List of some of the challenges and problems working in teams

- Group meeting scheduling difficulties
- No clear focus or goal
- Lack of clear agenda, 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 fare share of the work
- Lack of commitment to the group’s work by some members
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, list 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.
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; celebrate and extend the ones that are effective
Conflict

SOLUTION: Communicate, Confront, Question [expecting answer], tolerate
Conflict and Communication

What I think → What I say → What the other hears → What the other interprets → What the other thinks → What the other says → What I hear → What I interpret
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 power: His/her concerns are:
  - Assuming that his/her own ideas and approaches are best
  - Influencing through powerful actions
  - Arousing strong positive or negative emotions in others
  - Not considering alternatives unless they are his/hers
  - Acquiring a reputation or position
  - Imposing or hard-selling his/her own point of view
  - Controlling the situation
  - Attaining status
  - Relying heavily on one-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 - Thinker

- This style is interested in establishing, maintaining, or restoring positive personal relationships. His/her concerns include:
  - Being part of a group or team
  - Striving for joint understanding of problems and goals
  - Being liked and accepted
  - Maintaining positive interpersonal relationships
  - Looking for new approaches
  - Being involved with people in the work situation
  - Encouraging exploration and experimentation
  - Minimizing conflict while maximizing results
  - Coming up with solutions to problems that benefit all parties
  - Encouraging two-way communication
Negotiating Styles - Guardian

- This security-oriented style:
  - Needs preparation/research prior to negotiations
  - Takes calculated risks
  - Maintains stability
  - Is willing to consider alternatives but needs proof of success
  - Doesn’t want problems or surprises
  - Is willing to let others experiment
  - Expects rule of reciprocity
  - Resist change and new ideas
  - Prefers highly structured, predictable systems
  - Needs trust and sincerity
Effectiveness of Negotiating Styles

<table>
<thead>
<tr>
<th>Negotiating Styles</th>
<th>% Times negotiator gets what he/she wants</th>
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</thead>
<tbody>
<tr>
<td>Doer</td>
<td>8.0%</td>
</tr>
<tr>
<td>Talker</td>
<td>24.0%</td>
</tr>
<tr>
<td>Thinker</td>
<td>64.0%</td>
</tr>
<tr>
<td>Guardian</td>
<td>4.0%</td>
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Negotiator Effectiveness
Some manipulative tactics

- Blanketing: “How can I continue to buy from you? Everybody else is lowering their prices.”
- Flinch: when mentioning provisions of agreement.
  - Party 1: “The report is due tomorrow”
  - Party 2: “Tomorrow????” (flinch)
- Missing person: “I can’t discuss delivery times because our scheduling manager is out for the rest of the week.”
- Deadline (artificial deadline to rush decision). “I have to leave at noon and I need to sign the agreement.”
- Nibbling: asking for additional small concessions, usually at the last minute
Some manipulative tactics

- Moral appeal: “Let’s be fair. You can’t expect a firm prices with the problems in the economy”
- Limits: “I like your product better than brand X, but I only have $10,000 to spend on it”
- Competition: “I like your product but ACME down the street sells almost the same thing for $100 less”
- Take it or leave it: “To get that prices, you must guarantee a volume of 200,000 gallons. I’m sorry. I’d like to do business with you, but we just can’t justify the business on a smaller volume. This is it. Take it or leave it”
- Apparent withdrawal: give the impression of walking out
Some manipulative tactics

- Legitimacy: “Here is the graph from the lab tests that shows our grease has greater persistence and tackiness than all other major brands.”
- Association: “We’ve been selling surfactants to many of the industry leaders: Colgate, Proctor and Gamble and Lever Brothers.”
- Krunch: “you’ve got to do better than that.”
- If/Then: “If you’ll give us two cents a pound off the price, then we’ll double the order”
- 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)**
  - Tangible 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.
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

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