

Conflict Management in a Worker Co-operative

Welcome

Overview and housekeeping

- Purpose of the webinar is to share my experiences and insights regarding conflict management as well as those of the participants
- To share concepts, tools and insights into how to reduce the potential for conflict and to gain new ideas on how to deal with it once it appears

Overview and housekeeping

- Key to the success will be each participants engagement process, primarily with themselves (reflect and apply) and with the sharing of insights and experiences
- If a concept or word is not clearly understood or requires clarification, please immediately bring it to my attention (raise hand, comment, ask)
- The ultimate value will come from the concepts being first duplicated (copy made without modification) and then applied (integrated by experience)

Webinar

Virgin

Personal Integrity and Knowledge

What is truth?

- The ultimate truth is that which the person themselves has observed to be true by virtue of their own understanding
- Understanding comes about through integration.
- Integration comes about from application
- Truth based on other's viewpoints, experiences and knowledge is not as valuable and presents a risk to a person's integrity
- Truth = Agreement = Reality

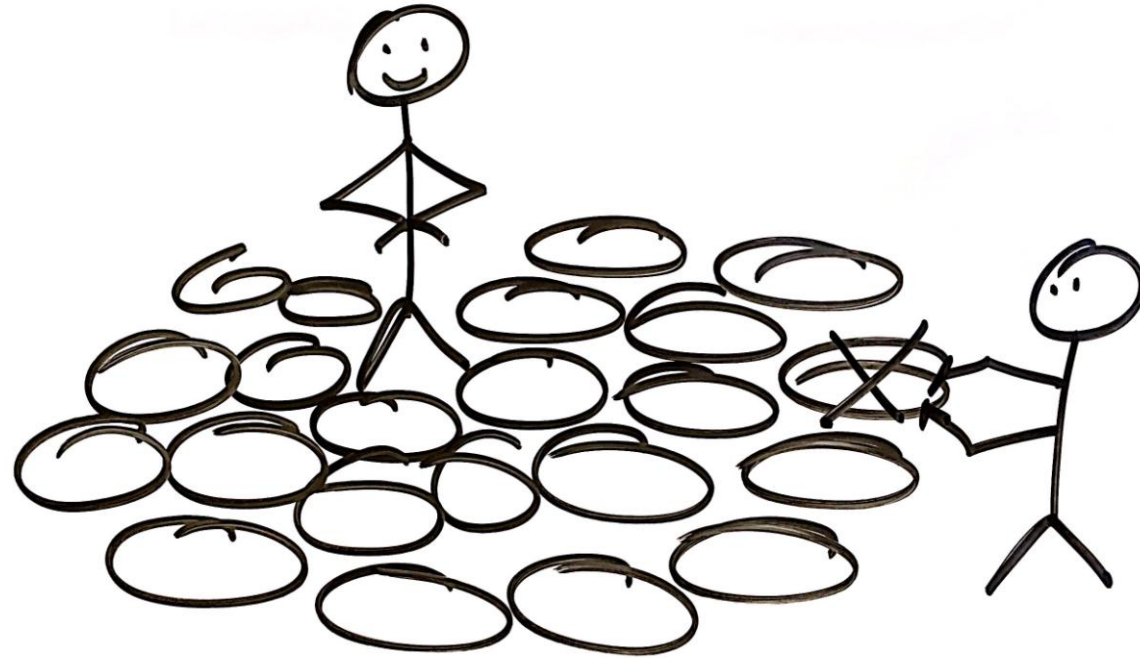
Steps from data to knowledge

1. Know about: First one learns about a new concept (duplication stage)
 - Characterized by being able to repeat/regurgitate onto a page
 - Typically how many of us studied to pass tests
 - Usually not evidenced by being able or comfortable with application
2. Not know: the awareness that comes from applying the learned datum and seeing how well it “works”
 - Characterized by “cautious” application, willingness to fail, uncertainty
3. Knowing: the certainty that comes from repeated correct application and “successful” outcomes from those experiences

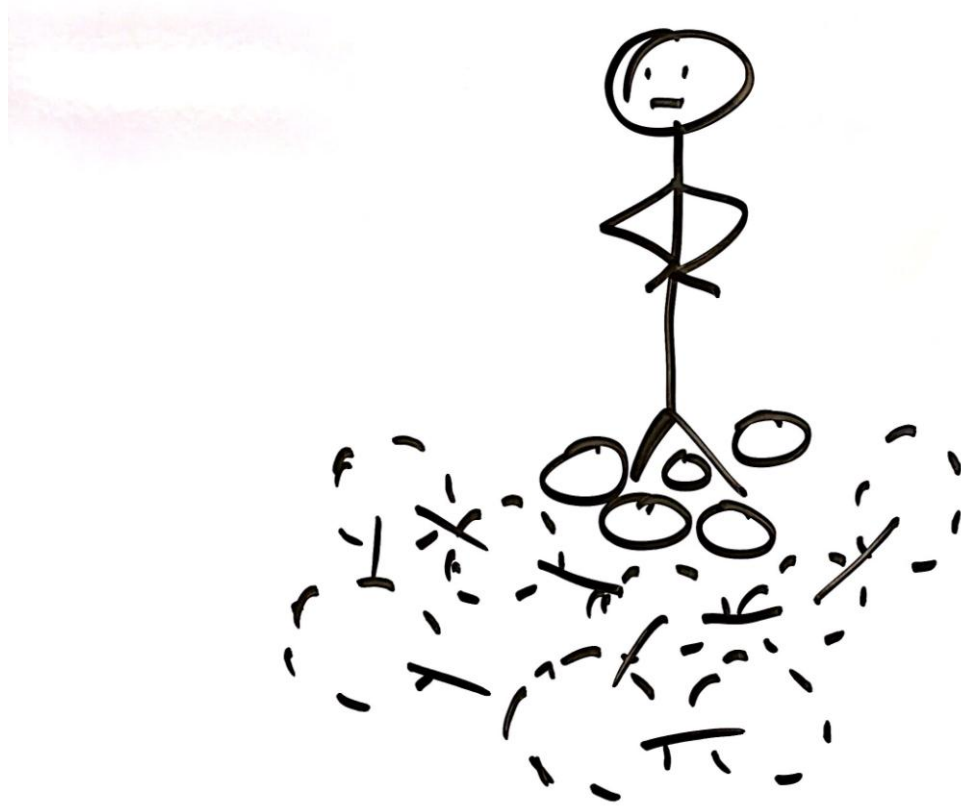
Islands of Certainty



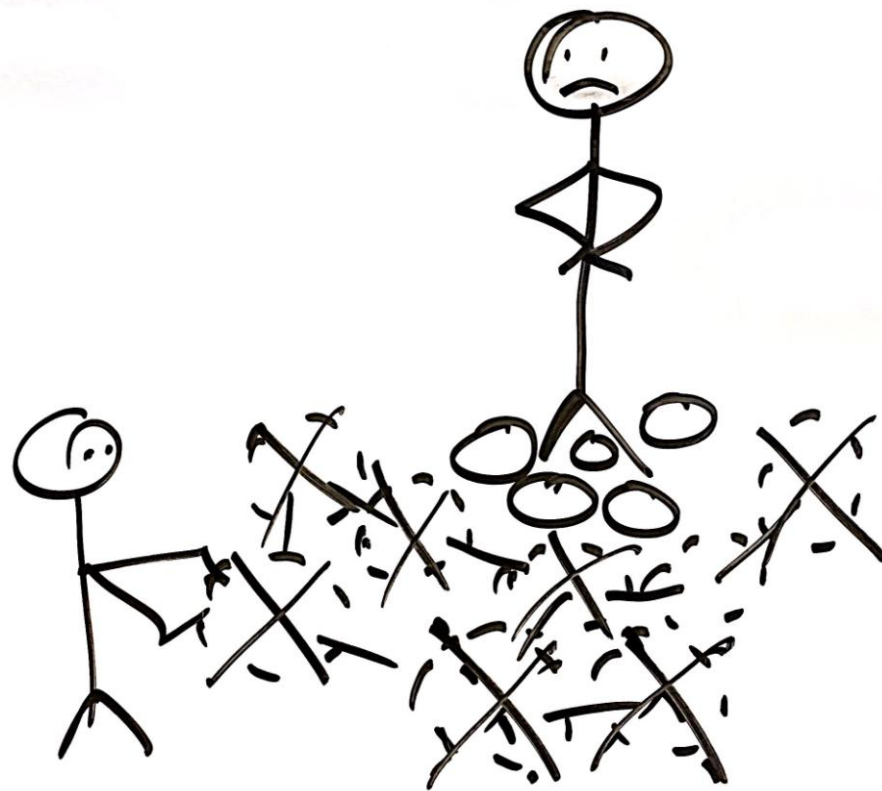
Willingness to give up one piece or datum



Small Island of certainty + “others” data



Risk of loss is threatening to survival



Learn with Intent to Apply: Step 1

Know About:

First “get” the idea ensuring that no confusion exists about the terms and concepts

Learn with Intent to Apply: Step 2

Not Know:

Then “apply” which in this case will involve looking at your own conflict scenario and seeing if and how the idea might have helped or might help in the future. This stage is only successfully passed through by persons who are willing to “fail” as they apply and learn. The learning may involve letting go or modification of a previously held viewpoint

Learn with Intent to Apply: Step 3

Know:

Integrate (or reject or “shelve”) through application and observation

What is a Conflict?

Merriam-Webster:

- a struggle for power, property, etc.
- strong disagreement between people, groups, etc., that results in often angry argument.
- a difference that prevents agreement : disagreement between ideas, feelings, etc.

What is a Conflict? (Working definition)

- The dynamic between two or more persons who are attempting to achieve/live out their visions in the same time and space and whose visions they believe cannot co-exist
- Intention + Counter Intention
- A fundamental disagreement between perceptions of reality

Conflict Existence & Persistence Factors

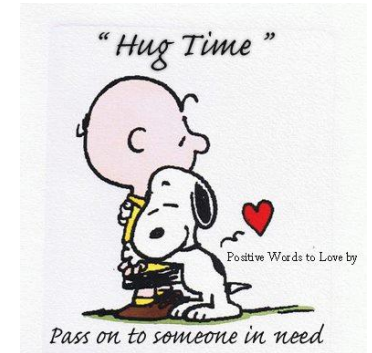
- Perception that the “others” vision, if successful, will undermine the successful achievement/persistence of “your” vision
- A third party whose interests are served by the persistence of the conflict e.g. Arms Dealers and wars
- A separateness: there needs to be an “otherness”
- A “no (effective/constructive) communication” condition

Tool: Affinity - Reality – Communication (ARC)



Affinity

- *Affinity* is here used as a word with the context “degree of liking.” ...used to mean love, liking, dislike, hate or any other emotional attitude.
- The higher the Affinity, the closer one is willing and interested in being.
- The lower the Affinity, the greater the desired distance away.



Reality

- *Reality* could be defined as “that which appears to be.” Reality is fundamentally agreement. What we agree to be real is real.



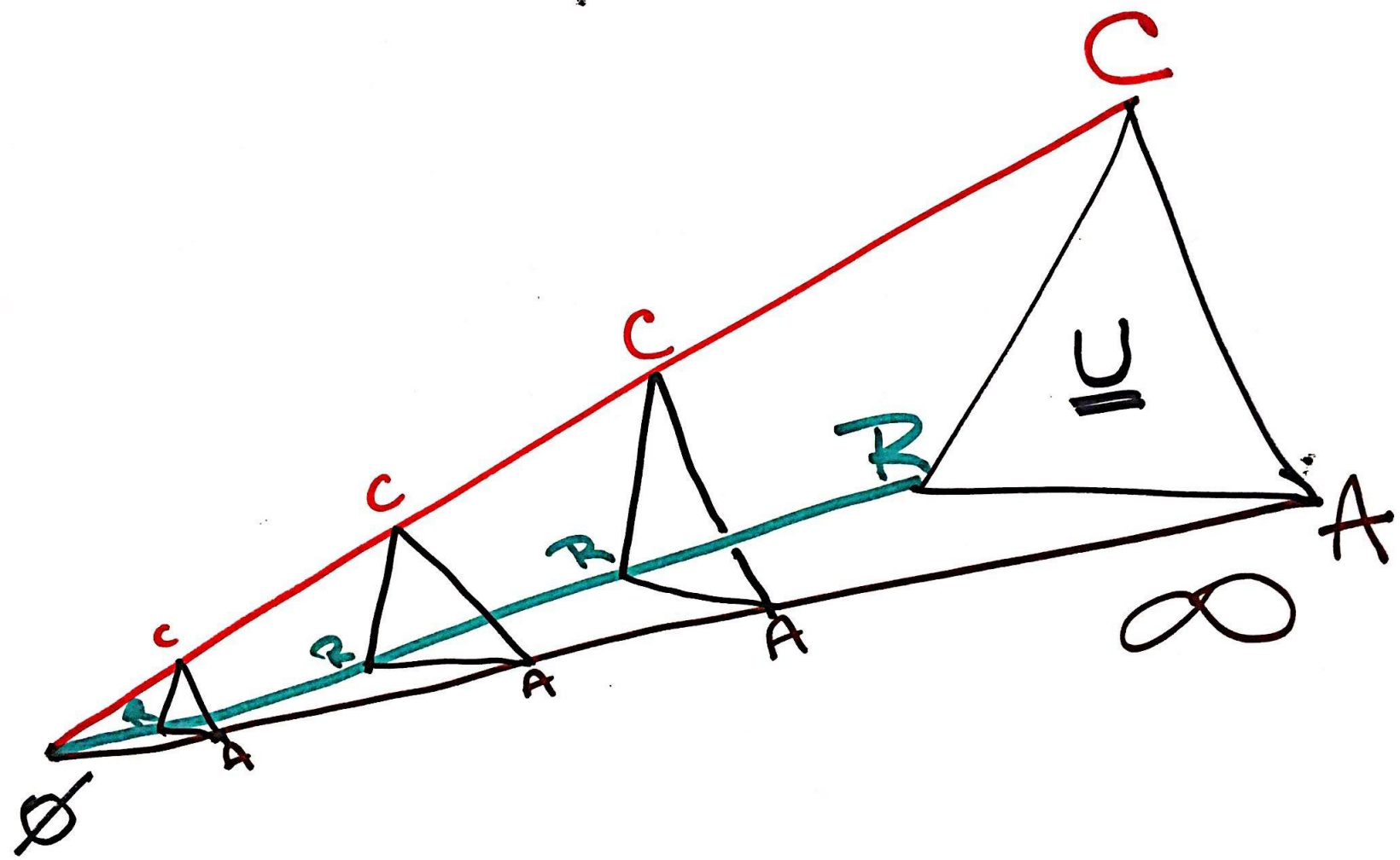
Communication

- The exchange of “particles” between communication terminals, words, pictures, symbols, even snow balls!
- Communication is the solvent for all things.



ARC Continuum

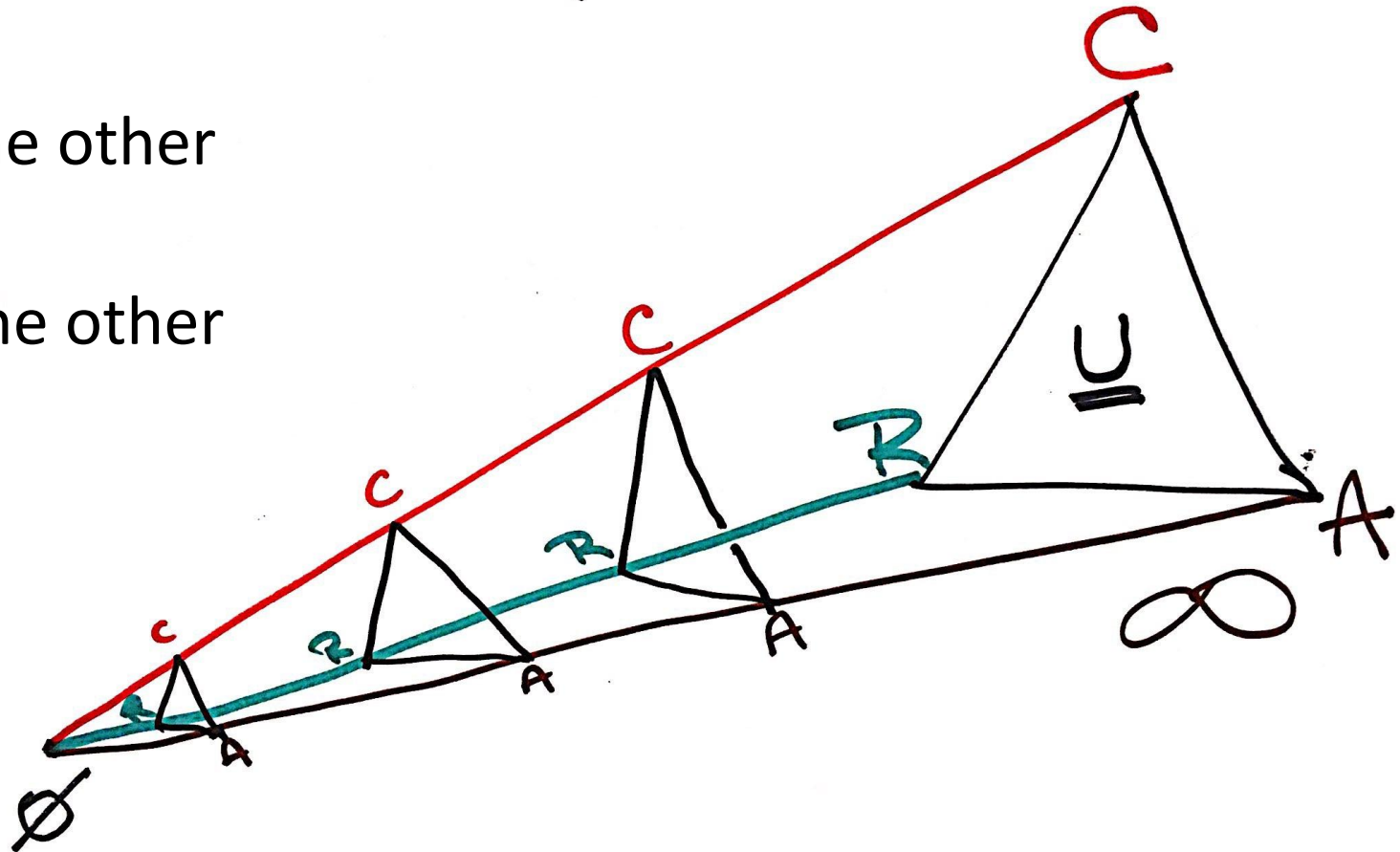
ARC



How ARC works

1. All three "points" are connected
2. "Raise" one and the other two follow
3. "Drop" one, and the other two drop

ARC



ARC Relationships

- Communication requires agreement (shared reality) and affinity.
- Affinity requires agreement (shared reality) and communication.
- Reality and agreement requires affinity and communication
- The sum of the three brings about understanding
- The greater the ARC, the greater the understanding

The Single Universe Trap

- One source of conflict stems from the viewpoint that there is only one reality... one universe
- It follows then that when two people meet who hold that point of view, if their realities are fundamentally different, then it must follow that one is right... and therefore **the other must be wrong**
- What then follows is an insistence on the wrongness of the other. To do otherwise is to agree to be wrong.

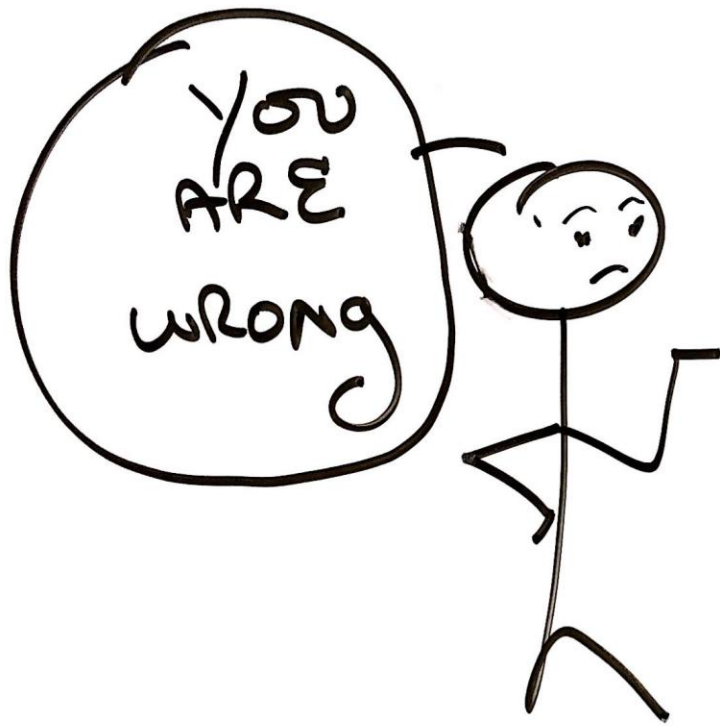
The Multiple Universes Viewpoint

- Instead of one reality, shifting the point of view can bring about an elimination of conflict
- Each person in the communication can hold different points of view (and therefore realities) and not be in conflict **IF** both (or at least one) hold the view that each person's reality (and therefore universe) is TRUE to them.

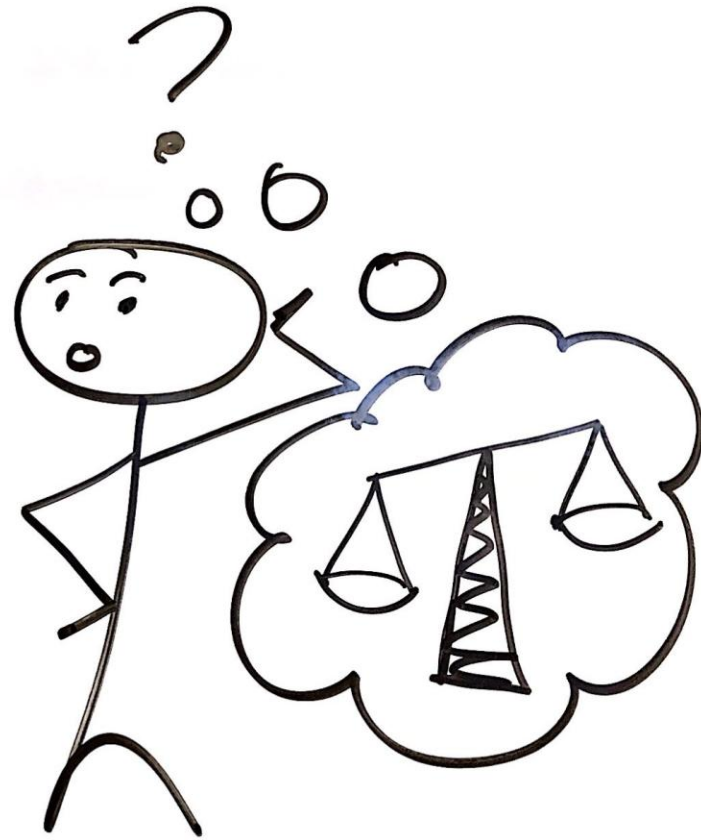
The Multiple Universes Viewpoint

- Different realities and thus universes **can coexist** when two people meet and allow the other to be right, even if their realities are initially and apparently fundamentally different
- What then follows is a willingness to communicate to discover the other's "rightness" and sometimes to discover common ground through that communication (and thus build ARC)

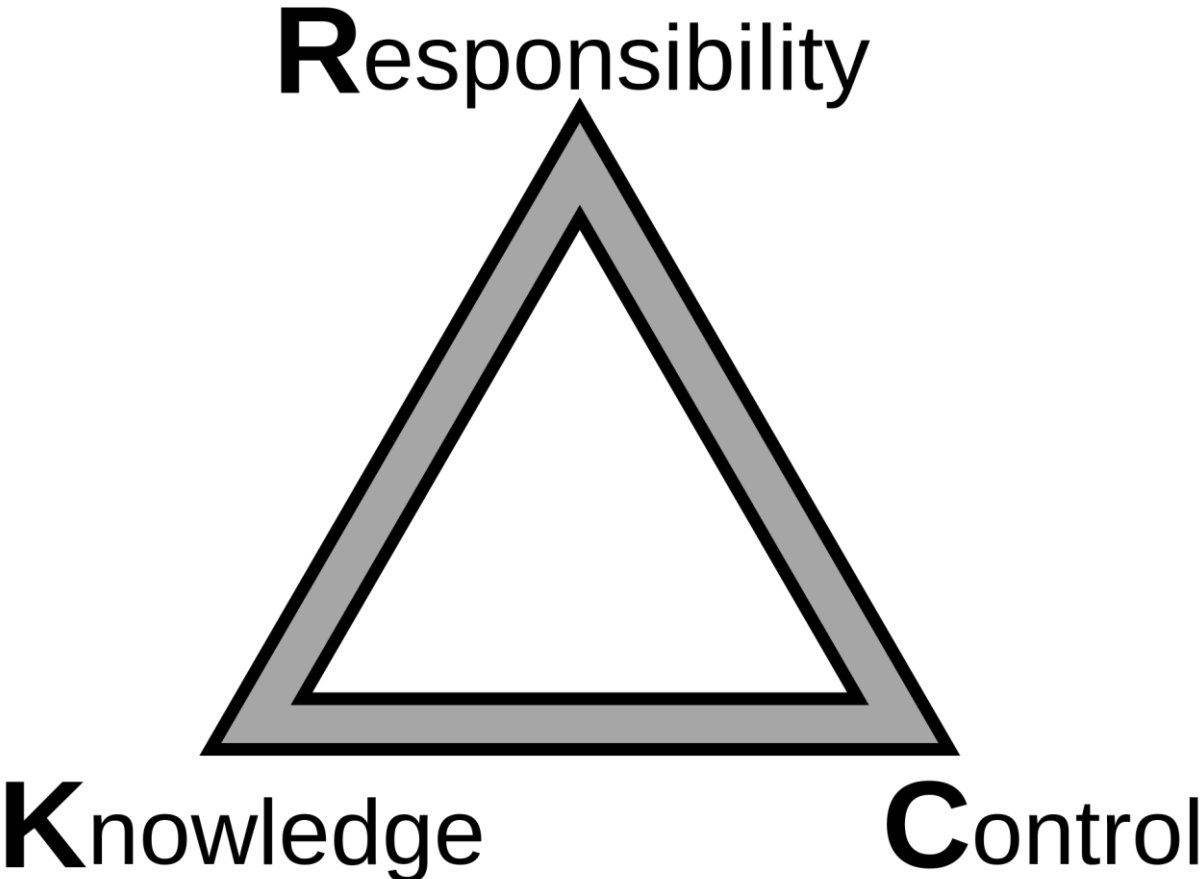
Make wrong dynamic



Allow rightness = room to move & change



Tool: Knowledge Responsibility Control



Knowledge:

- Data that has been integrated to the point of creating certainty
- Confident awareness of policy, procedures and practices that govern an area of activity

Responsibility:

- Viewpoint of willingness to take whatever measures are required to achieve an outcome
- Willingness to create an effect

Control:

- Simply put: the ability to start, change and stop a process, thing or activity.
- All three elements are required (start, change, stop) to be fully in control

KRC stages

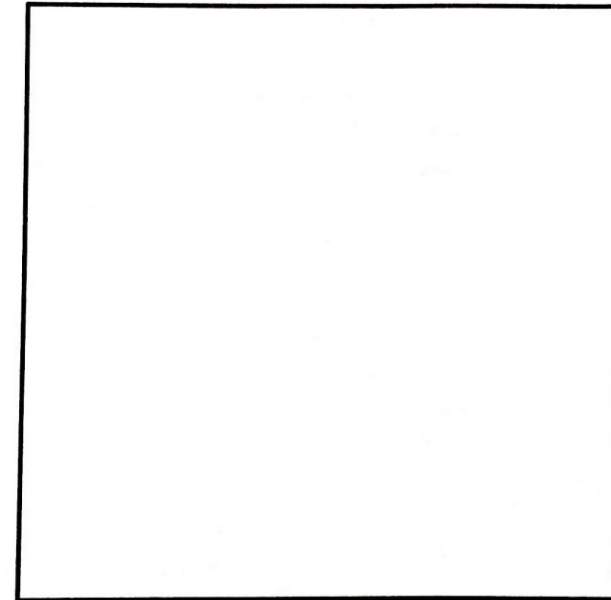
- Acquire sufficient knowledge about an area over which you have been assigned and assumed responsibility
- Assume a viewpoint of responsibility for acting in the area to bring about a known and agreed upon outcome
- Execute with control
- Observe outcomes, correct outpoints, “rinse and repeat”
- Violation of KRC relationship will result in conflict and failure

Cooperative Factors Square

Participants in a shared endeavour are most likely to cooperate or resolve a conflict when all 4 corners of the Co-op Factor Square are present and strong

COMMUNICATION
(ARC)

CONSEQUENCE
TO NEEDS
SATISFACTION



DURATION
OF
COMMITMENT

ALIGNMENT
OF
GOALS & PRINCIPLES

Conflict Management Strategies

- Prevent
- Handle
- Ignore
- Depart

Prevention

- Clarify and Confirm Goals, Roles and Expectations prior to Engagement or Commitment
 - Avoid “investment” conflict (we are all victims of the “sunk cost” fallacy)
 - Starts off on right ARC footing
 - Establish good KRC
- Maintain good communication
- Build and maintain high ARC (critically necessary investment)
- Maintain KRC integrity
- Address breaks in ARC as soon as feasible with communication

Handle

1. Build ARC

- Identify areas of agreement/alignment that you have affinity for
- communicate on those subject(s) until ARC is established

2. Once ARC has been re-established, enter into communication about the conflict matter.

- keep communication non-invalidative (no “you are wrong”)
- identify and come to agreement on a desirable outcome

Handle

3. Identify areas of non-agreement / non-alignment
4. Sort through non-agreement / alignment list
 - Identify those items that might most easily be resolved
 - Work through each item from easiest to most difficult acknowledging successes as each item is addressed
5. Agree on a process in case either party perceives that the other is no longer adhering to the agreement(s).

Don't Box Yourself In

- Negotiations and conflict resolution strategies need a back door
- Without a pre-prepared alternative to the desired outcome, the situation will become a “must have” success or else, and fall victim to the “Must Have = Can't Have” syndrome
- Alternatively, success is more likely when a conflict scenario is approached with a back door option, which opens the door to a “Can Waste = Can Have” condition
- The concept is captured in the book “Getting to Yes: Negotiating Without Giving In” as a BATNA (Best Alternative to a Negotiated Agreement)

IGNORE/AVOID:

1. Focus on those areas where agreement exists
2. Maintain and build ARC in these areas and ignore/avoid communicating on the conflict areas
3. Acknowledge to oneself and the other party that a conflict exists but due to circumstances (lack of control over environment, lack of skills, etc.) the conflict cannot be changed and so come to terms with the conflict as a part of the environment

DEPART:

1. Leave the conflict behind
2. Make the source of conflict go away

An option to leave or make the other leave is the last ditch BATNA alternative but ensures that the “negotiation” is undertaken from a position of strength.

BATNA will permit and encourage a viewpoint of allowing the other the ability to be right “in their own universe” without feeling boxed in without options and thus feel compelled to defend your own rightness.

Seven Habits of Highly Effective People

Stephen Covey

Habit 4: Think Win-Win

Seek mutual benefit in all interdependent relationships

Habit 5: Seek first to Understand, Then to be understood

Allow the other reality (universe) to be shared and acknowledged first without invalidation or evaluation

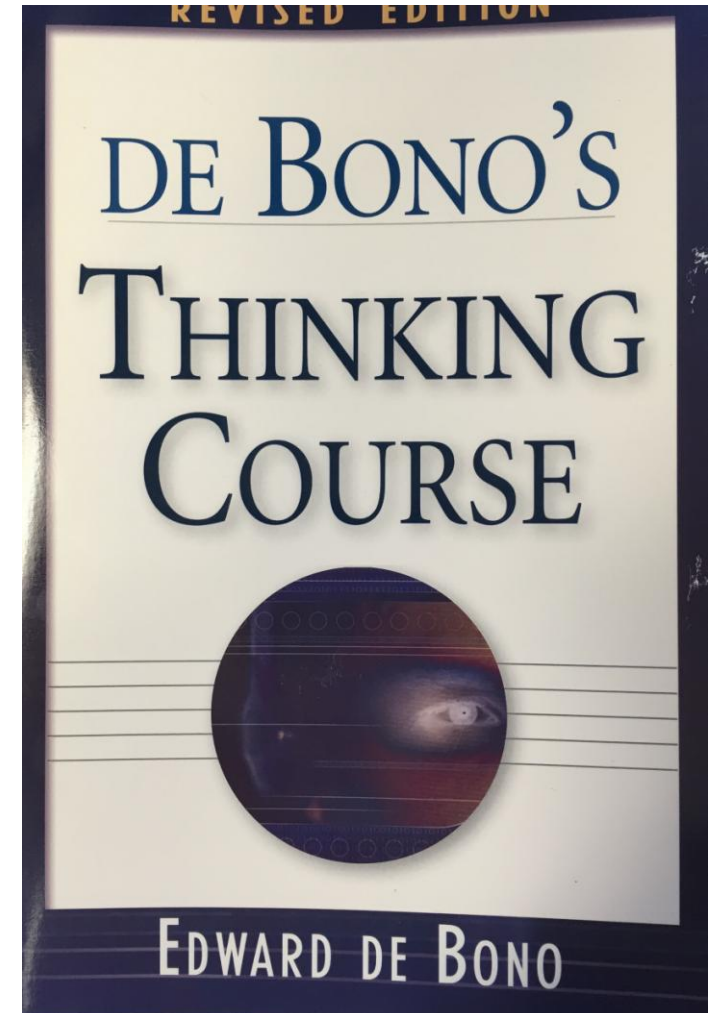
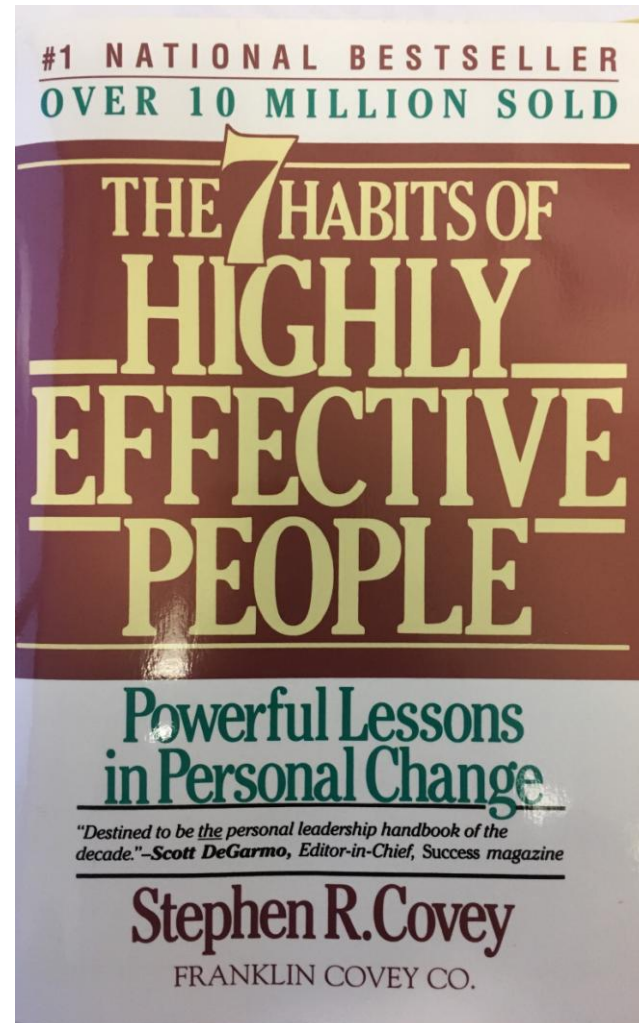
Habit 6: Synergize

Value different opinions, viewpoints and perspectives when seeking solutions

Reflections, questions and observations

- Did you have any insights, concepts or successful experiences you would like to share?
- Do you have any questions of the facilitator or other participants?
- Comments and thoughts?
- Is there any one concept that you thought might be of value to you in the future?

Recommended Reading





Thank You