

CONFLICT RESOLUTION STYLES POTENTIAL POSITIVE AND NEGATIVE CONSEQUENCES

When to Compete

1. When quick decisive action is needed
2. On important issues for which unpopular courses of action need implementing
3. On issues vital to company welfare
4. When protection is needed against people who take advantage of noncompetitive behavior

Potential Negative Consequences of Competing

1. Eventually being surrounded by “yes” people
2. Fear of admitting ignorance or uncertainty
3. Distorted perceptions
4. Reduced communication
5. Damage to relationship
6. No commitment from the other person
7. Having to keep “selling” or policing the solution during implementation

When to Avoid

1. When an issue is trivial
2. When there is no chance of getting what you want
3. When the potential damage of confrontation outweighs the benefits of resolution
4. When one needs to cool down, reduce tensions, and regain perspective and composure
5. When the need is to gather more information
6. When others can resolve the conflict more effectively
7. When the issue seems symptomatic of another fundamental issue

Potential Negative Consequences of Avoiding

1. Decisions made by default
2. Unresolved issues
3. Energy sapped by sitting on issues
4. Self-doubt created through lack of esteem
5. Creative input and improvement prevented
6. Lack of credibility

When to Accommodate

1. When one realizes one is wrong
2. When the issue is much more important to the other person
3. When “credits” need to be accumulated for issues that are more important
4. When continued competition would only damage the cause
5. When preserving harmony and avoiding disruption are especially important
6. When subordinates need to develop and learn from mistakes

Potential Negative Consequences of Accommodating

1. Decreased influences, respect, or recognition by too much deference
2. Laxity in discipline
3. Frustrations as own needs are not met
4. Self-esteem undermined
5. Relinquished best solution

When to Compromise

1. When goals are moderately important but not worth the effort of potential disruption of more assertive modes
2. When two opponents with equal power are strongly committed to mutually exclusive goals
3. When temporary settlements are needed on complex issues
4. When expedient solutions are necessary under time pressure
5. If a back-up mode is needed when collaboration fails

Potential Negative Consequences of Compromising

1. Not fully satisfied
2. Short-lived solutions
3. A cynical climate through perception of a sell out
4. Losing sight of the larger issues, principles, long-term objectives, values, and the company welfare by focusing on practicalities

When to Collaborate

1. When both sets or concerns are too important to be compromised
2. When the objective is to test one's own assumptions or better understand the views of others
3. When there is a need to merge insights from people with different perspectives on a problem
4. When commitment can be increased by incorporating other's concerns into a consensus decision
5. When working through hard feelings that have been interfering with an interpersonal relationship

Potential Negative Consequences of Collaborating

1. Too much time spent on an insignificant issue
2. Ineffective decisions made from input from people unfamiliar with the situation
3. Unfounded assumptions about trust

If you would like more advice or coaching on resolving conflict contact us at Crossroads (803) 808-1800.

