

# ***Managing for Results***

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1. Leadership
2. Team Effectiveness
3. Communication
4. Strategy & Planning for Results
5. The Changing Workplace
- 6. Conflict Resolution**
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity



# ***Definition***

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**A situation in which  
the needs of two or more  
people or parts of the  
organization appear to be  
incompatible**

# ***OBJECTIVES***

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- discuss conflict and its causes
- apply AECL's 6-Point Checklist to identification of sources of organizational conflict
- assess your predominant conflict style
- discuss the strengths and weaknesses of the five conflict styles
- identify the key skills involved in conflict resolution
- study a six-step collaborative approach to conflict resolution

# ***AGENDA***

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- Introduction
- Definition of Conflict
- Beliefs/Values about Conflict
- Causes of Conflict -  
Organizational and Personal
- Conflict Styles
- Conflict Resolution Model

# ***A System Is...***

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**... a network of  
interdependant parts  
that operates as a whole  
in order to achieve an  
intended purpose**

# ***SYSTEMS...***

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**“Systems deliver perfectly  
what they have evolved to  
produce”**

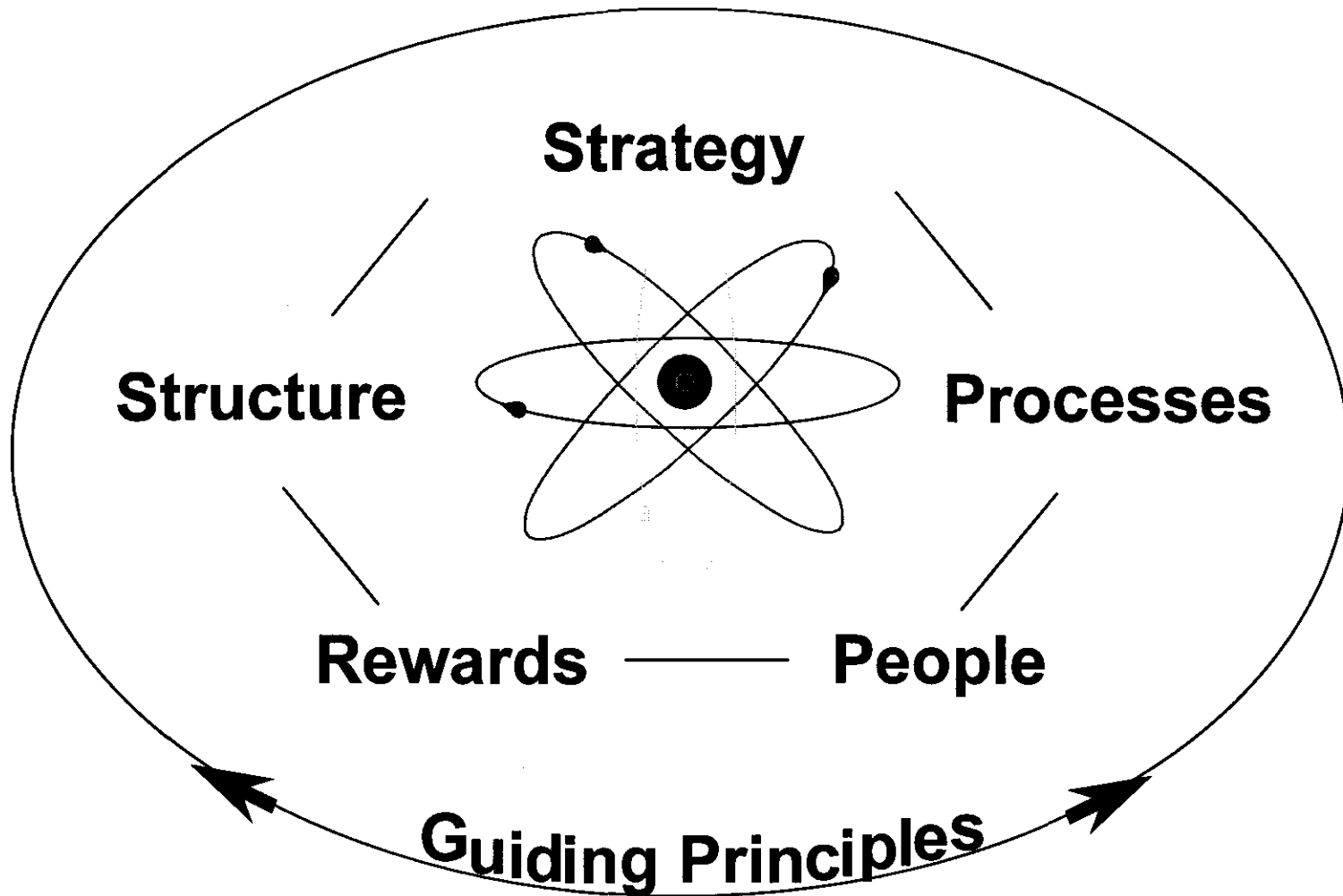
# **5 Characteristics of all Systems...**



Make achieving balance a continuous effort, and  
Make conflict a natural part of a system's  
evolution:

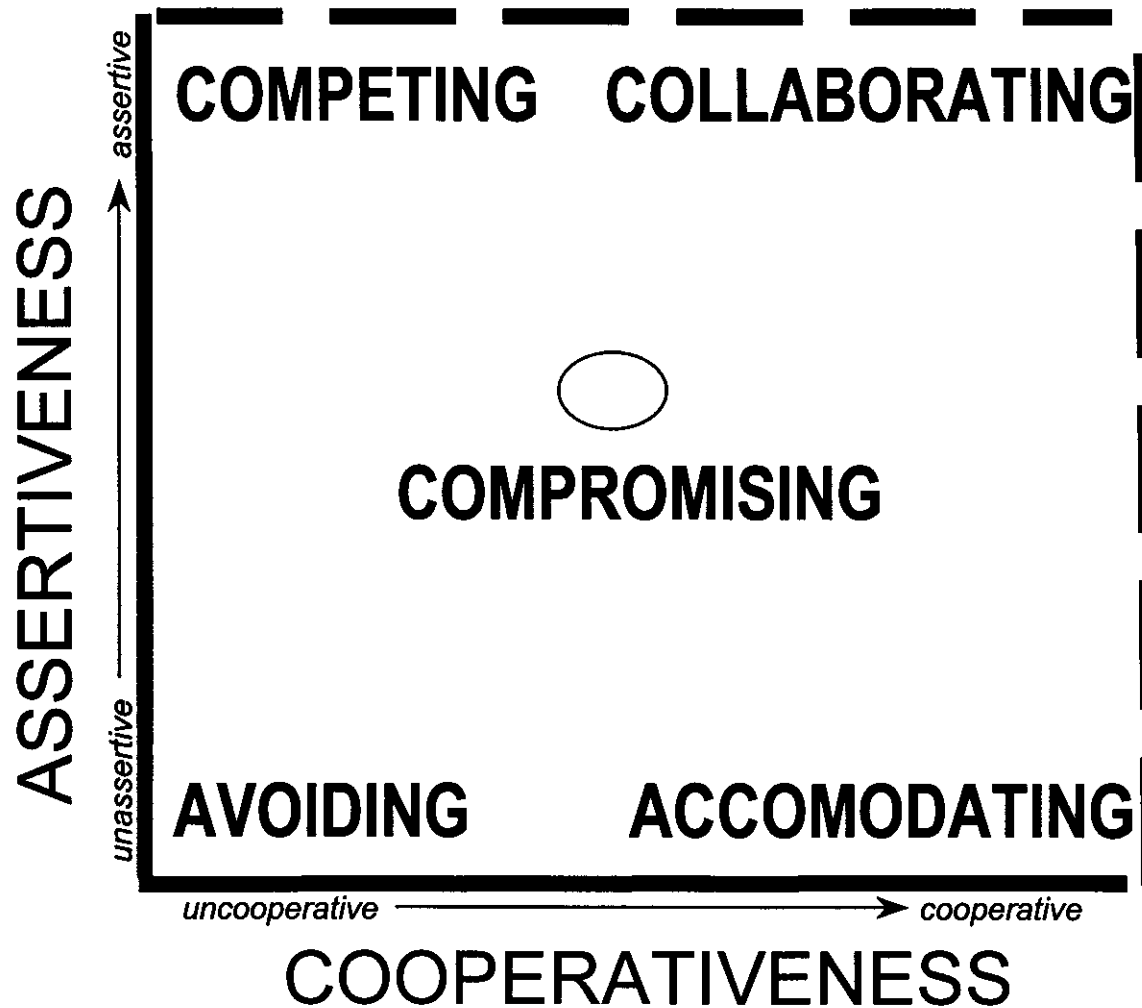
1. Sub-systems
2. Dynamics
3. Interdependence
4. Compensation
5. Discomfort...Pain

# ***The 6-Point Checklist***





# Conflict Styles Model



# ***Conflict Style is affected by...***



- **Personal Style**
- **Past Experience**
- **Situation**
- **Rewards**



# ***Conflict Resolution Process***

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as  
individual  
parties

1. Define Problem
2. Define Solution
3. Define Needs & Interests

all parties  
together

4. Define Mutual Interests & Needs
5. Define Mutual Solutions
6. Finalize Solutions &  
Formulate Action Plan

# ***Conflict is...***

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- **Inevitable/Natural**
- **Often determined by the situation, not just the people**
- **Often predictable/understandable**
- **Can be a constructive learning process**



# ***Resolving Conflict Requires...***

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**TRUST**

**COMMITMENT**