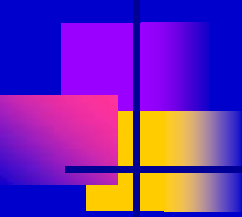


Conflict and Negotiations

March 23rd, 2009

David G. Javitch, PhD



Conflict and Negotiations...

- What do you think?



Conflict Is...

- Tension



Conflict Sources

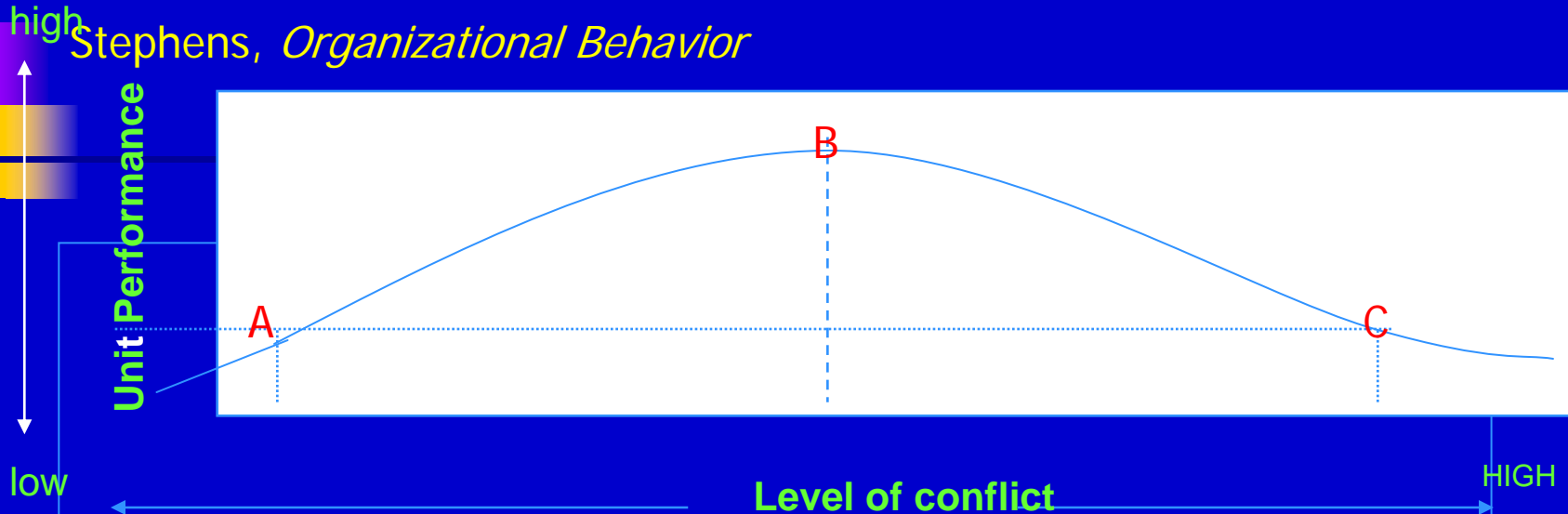


Conflict Sources

- **Ambiguity and Uncertainty**
- **Complexity**
- **Competition**
- **Evaluation**
- **Stress & Pressure**
- **Change**

Conflict And Unit Performance

Stephens, *Organizational Behavior*



	Level of conflict	Type of conflict	Internal Characteristics	Performance Outcome
A	low	dysfunctional	Apathetic, Stagnant	low
B	optimal	functional	Innovative, Viable, Self-critical	high
C	high	dysfunctional	Disruptive, Chaotic Uncooperative	low



Distributive Vs. Integrative Bargaining

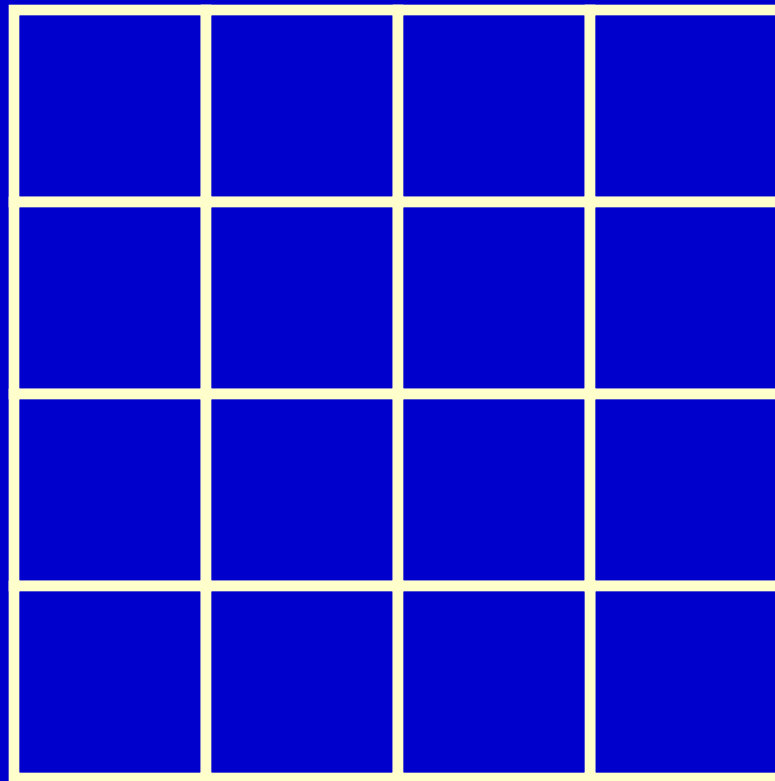
■ Distributive

- Fixed Amount of Resources to Be Divided
- I Win, You Lose
- Short Term

■ Integrative

- Variable Amount of Resources to Be Divided
- I Win, You Win
- Long Term

HOW MANY
SQUARES ARE THERE?





Principled Negotiations (Fisher and Ury)

- Separate the People From the Problem
- Focus on *Interests*, Not *Positions*
- Invent Options for *Mutual Gain*
- Use *Objective Criteria*
- Decide on Issues Based on Their Merit



Separate the People From the Problem

- Relationship Vs. Substance
- Perception:
 - Identify With Them
 - Discuss Differing Perceptions
 - Encourage Mutual Participation
- Emotions
 - Let off Steam
 - Recognize Emotions
- Communication
- Prevention: Build Relationships



Focus on *Interests*, Not *Positions*

- Interests Vs. Positions
- Identify Interests: Ask, Ask, Ask:
WHY???? WHY NOT????
- Talk About Interests
 - Acknowledge Differences and Similarities
 - Look Forward
 - Be Concrete and Flexible



Invent Options for *Mutual Gain*

- **Brainstorm**
- **Refrain From Judging**
- **Broaden Options**
- **Identify Shared Interests**
- **Soften Differing Interests**
- **See the Other Side**
- **Win/win**



Use *Objective Criteria*

- Use Fair Standards Based on...
- Use Reason