



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

ECGE6002Q

Skills for Life: Employability and Future Pathways
Negotiation and Conflict Resolution



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This session will explore:

- To critically analyse the main causes of conflict and consider ways in which conflict could be prevented.
- To critically evaluate the consequences of conflict and the effect that conflict has on you and individuals in the workplace
- To critically reflect on your response to conflict and the conflict management and negotiation strategies you use to resolve conflict



Consider.....

- How do you define conflict?
- What is your typical response to conflict?
- What is your greatest strength when dealing with a conflict?
- What is the most important outcome of conflict?

Conflict in the workplace

- 4 out of 10 employees in the UK have experienced some type of interpersonal conflict within the last 12 months
- UK has the lowest productivity levels of the G7 nations (Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States)

Liddle (2017)

- Consider:
- What are the main causes of conflict in the workplace?

Causes of conflict

Main causes of conflict (Bell and Hart, 2002)	
Conflicting resources	Conflicting styles
Conflicting perceptions	Conflicting goals
Different personal values	Unpredictable policies
Conflicting pressures	Conflicting roles

Give an example of how you could prevent the causes of conflict happening

See conflict scenario worksheet

Reframing as a tool for resolving conflict

- Often, an individual can contribute to conflict because of the way they choose to interpret the situation
- This is also known as creating and narrative
- If we can change the narrative we can often change the situation – this is known as re-framing
- Have you come across this phrase before?



Situation/Scenario	Story You Tell
Someone lets you down and it's not the first time.	They are irresponsible and unreliable
You let someone down and it's not the first time.	It's because you've been overworked recently.
Someone cuts you off while driving	They are rude, aggressive and inconsiderate.
You cut someone off while you are driving	It's because you are in a hurry and if you don't catch these lights you'll miss your doctor's appointment
One of your peers buys the boss a birthday card	It's because they are soft-soaping the boss and trying to weasel their way in for a promotion.
You buy your boss a birthday card	It's because you are warm and caring.
Someone flies into a rage at the post office clerk	They are bad-tempered
You fly into a rage at the post office clerk	It's because you're tired and this is the 3rd time you've been here trying to resolve the problem and the post office keeps making the same mistake which is costing you money

The 'F' word

- Fights
- Feelings
- Fear
- Failure
- Forgiveness
- Flow

Conflict resolution depends on how well an individual responds to the above (Liddle, 2017)

Conflict management strategies

Consequences of conflict:

Positive Consequences	Negative Consequences
Leads to new ideas	Diverts energy from work
Stimulates creativity	Threatens psychological wellbeing
Motivates change	Wastes resources
Promotes organizational vitality	Creates a negative climate
Helps individuals and groups establish identities	Breaks down group cohesion
Serves as a safety valve to indicate problem behaviors.	Can increase hostility and aggressive.

Accommodation: providing the other individual with what they want

Avoidance: avoiding the individual and any related matters

Collaboration: creating a solution together

Compromise: to give up certain elements in order to establish a solution

Competition: where one side wins and the other side loses

Singh (2008)

Negotiation

Characteristics:

- Two or more parties involved
- Clash of pre-determined goals between parties
- Must be compromise from both parties in order to achieve goals

(Kolb and Porter, 2015)

The process:



How would you deal with the following scenario?

- You are on a train ride after a busy day in university and are trying to complete a task that has been set by your lecturer. There are a three children in the same carriage as you who are jumping around and being very noisy. As this is bothering you and other people, you approach the children's father and ask him to keep the children quiet. The father responds by saying he didn't notice that his children were being noisy.
- Scenario adapted from Covey (2004)

Factors that influence negotiation

- Mood
- Personality
- Perception
- Emotions
- Factors apply to both parties in negotiation

Gates (2015)

- Task: Work back through scenario and consider how the above may have affected the negotiation process
- * See reading about negotiation and emotions

Continued

- The father then tells you that he and his children had just left the hospital where they had witnessed his wife (the children's mother) dying. The father explains that he has no idea how to deal with the situation.
- How to you react now?

Professional codes of conduct

- Focus on the need to consider:
- Behaviour
- Respect
- Having knowledge, understanding and skills to do your job well
- Language you use

Ethical and moral dilemmas

- What is an ethical dilemma?
- What is a moral dilemma?
- What's the difference?

In summary..

- Has the way you would deal with conflict in the future changed after this session? How? Why?
- What strategy would you use to manage conflict? Why?
- Do you feel you would have any difficulties with conflict resolution or negotiation? What? Why?
- How could you overcome those difficulties?

Reference list

- Covey, S. (2004) *The 7 habits of highly effective people: powerful lessons in personal change*. New York: Free Press
- Gates, S. (2015) *The Negotiation book: your definitive guide to successful negotiation*. New Jersey: John Wiley and Sons
- Kolb, D. and Porter, J. (2015) *Negotiation at work: turning small wins into big gains*. New Jersey: John Wiley and Sons
- Liddle, D. (2017) *Managing Conflict: A practical guide to resolution in the workplace*. London: Kogan Page LTD
- Scannell, M. (2010) *The big book of conflict resolution games*. London: McGraw Hill
- Signh, B. (2008) *Managing Conflict and Negotiation*. India: Excel Books

Additional sources:

- Deborah Kolb (see reference list has co-authored a number of article on negotiation and conflict resolution which can be found [here](#);
- If you are interested in the uses of games and activities to teach negotiation skills to others then this [article](#) may be of use;
- Paul, D., Cadle, J. & Thomas, P., (2012). [*The human touch personal skills for professional success*](#) 1st ed.,