



**CONFLICT**  
**resolution** in our programs

presented by  
**@PatrickMaurer**

# "Connotations"



**Disagreement**

**failure to agree**

**Dissent**

**to publicly disagree with an official opinion, decision, or set of beliefs**

**Conflict**

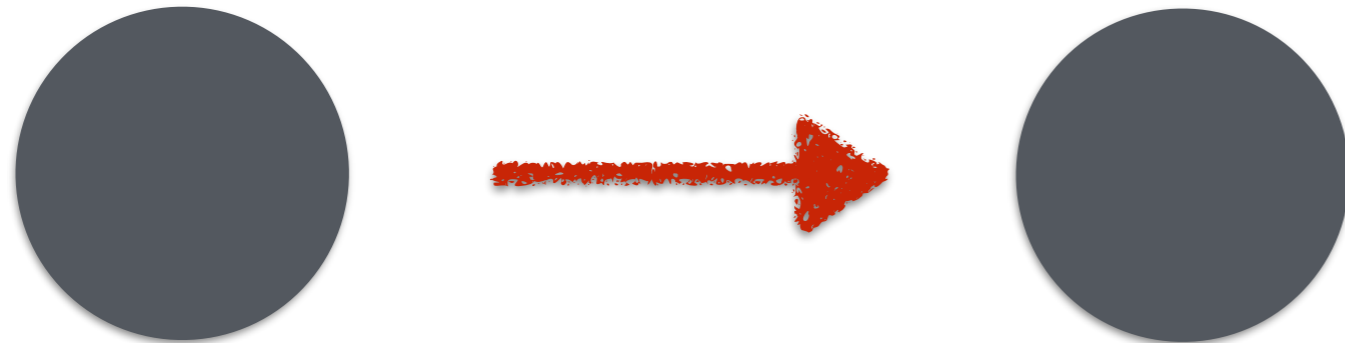
**competitive or opposing action of incompatibles : antagonistic state or action**

# Types of Conflict

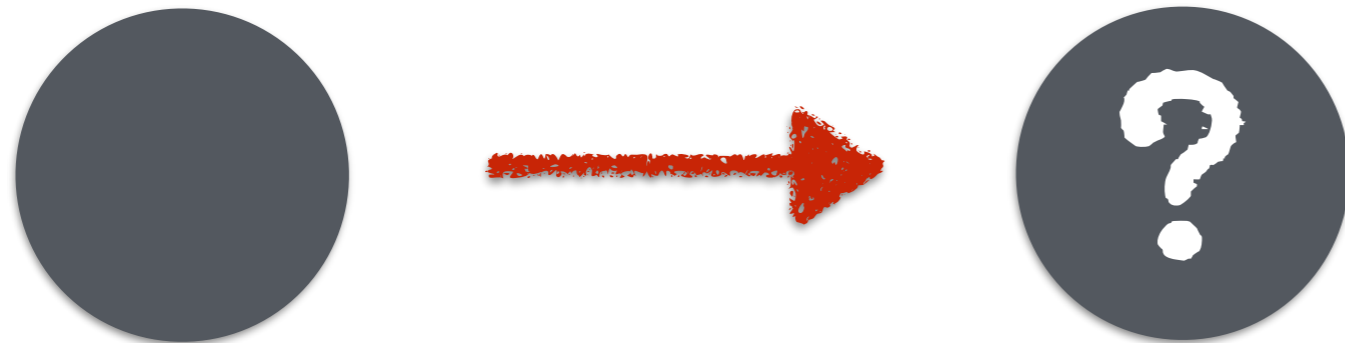


**“I don't want to sell anything, buy anything, or process anything as a career. I don't want to sell anything bought or processed, or buy anything sold or processed, or process anything sold, bought, or processed, or repair anything sold, bought, or processed. You know, as a career, I don't want to do that.”**

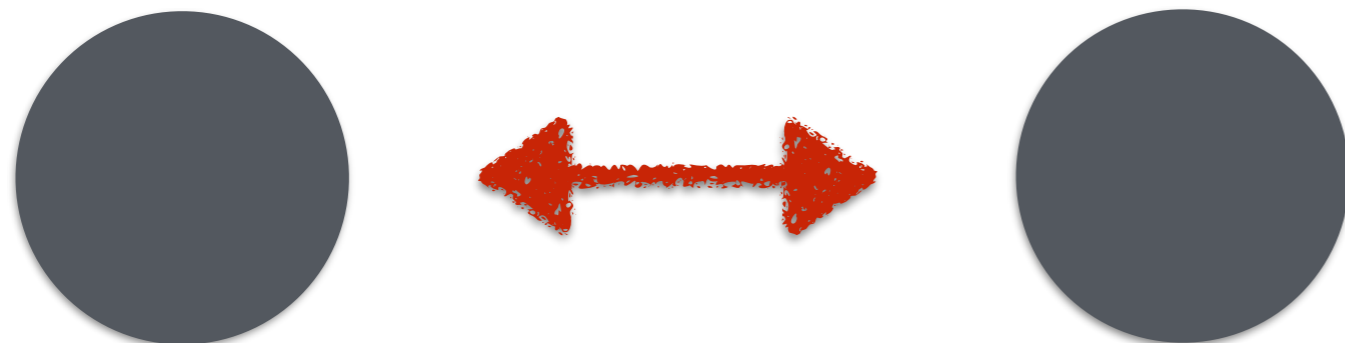
# Types of Conflict



**One Way Peer to  
Peer Aware**

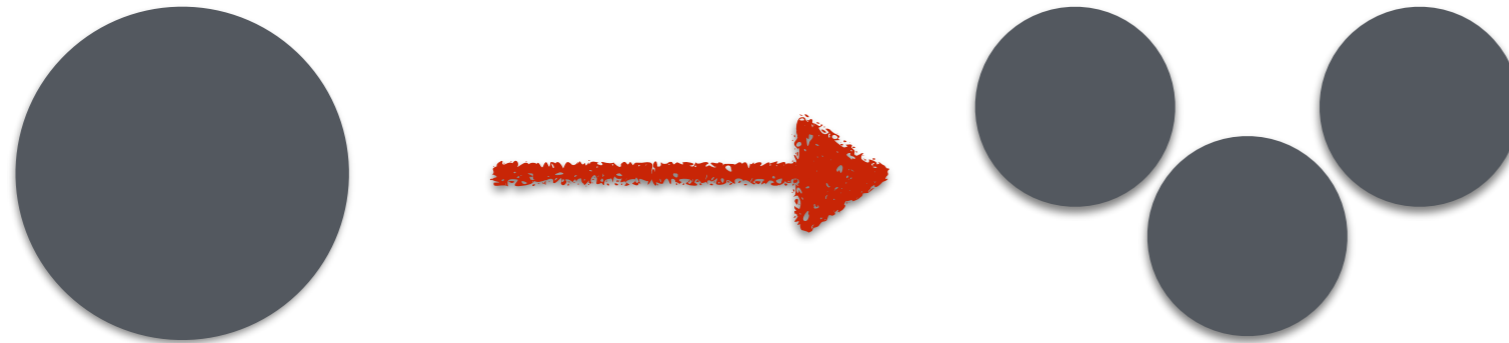


**One Way Peer to  
Peer Unaware**

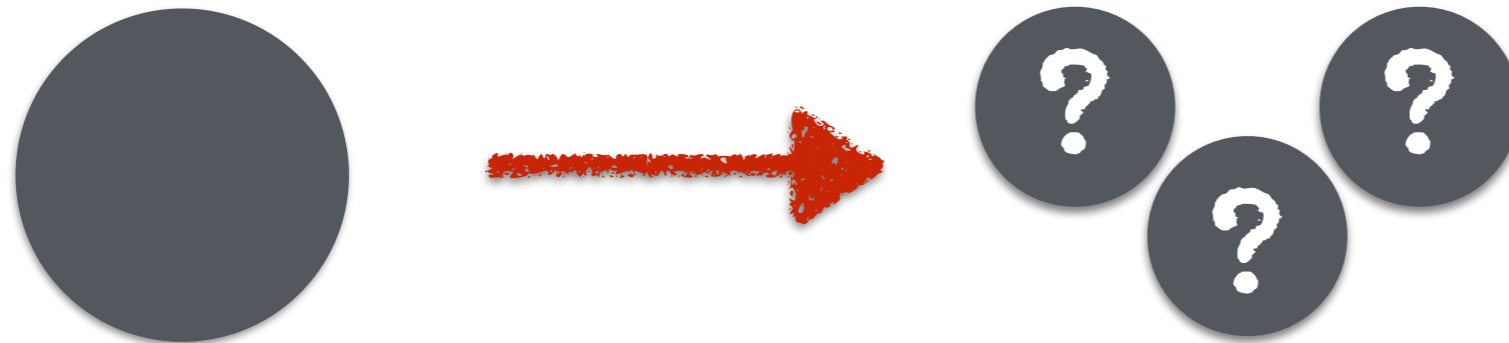


**Two Way Peer to  
Peer Aware**

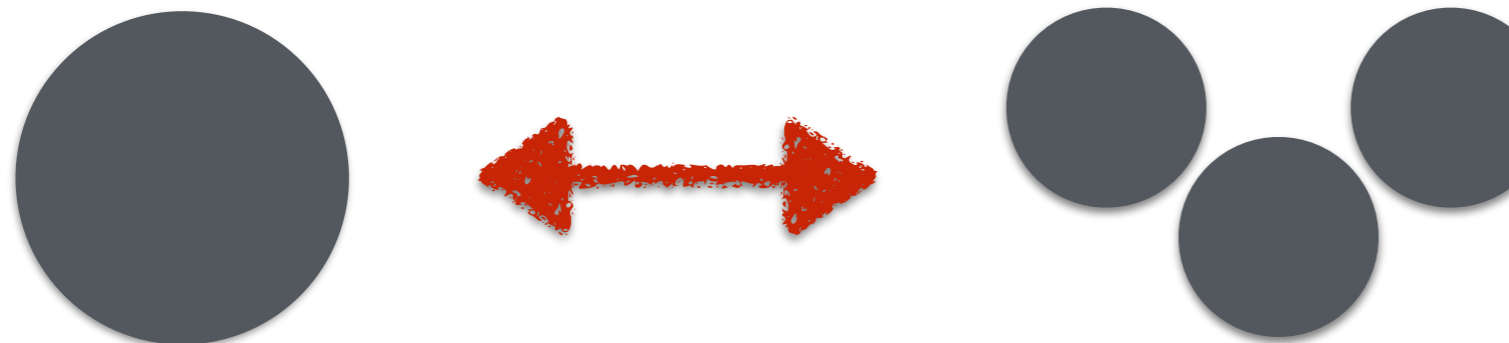
# Types of Conflict



**One Way Peer to  
Group Aware**



**One Way Peer to  
Group Unaware**



**Two Way Peer to  
Group Aware**

# Types of Conflict

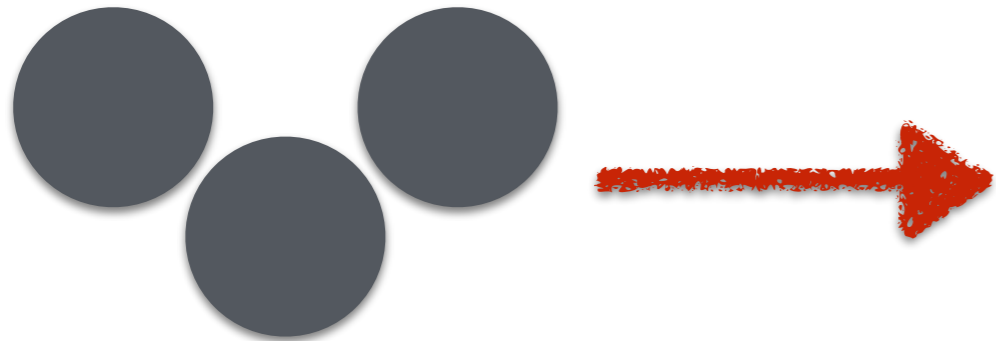


**One Way Group to  
Peer Aware**

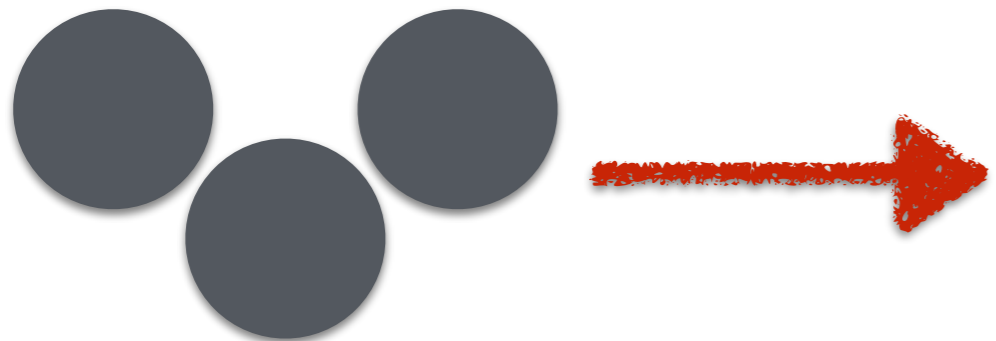


**One Way Group to  
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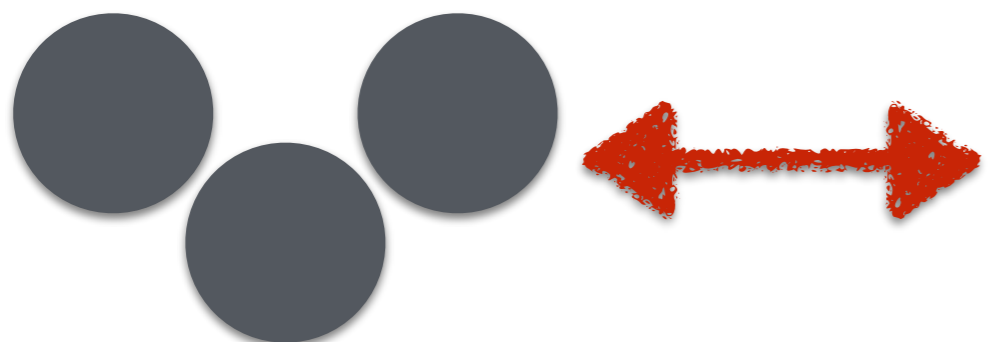
# Types of Conflict



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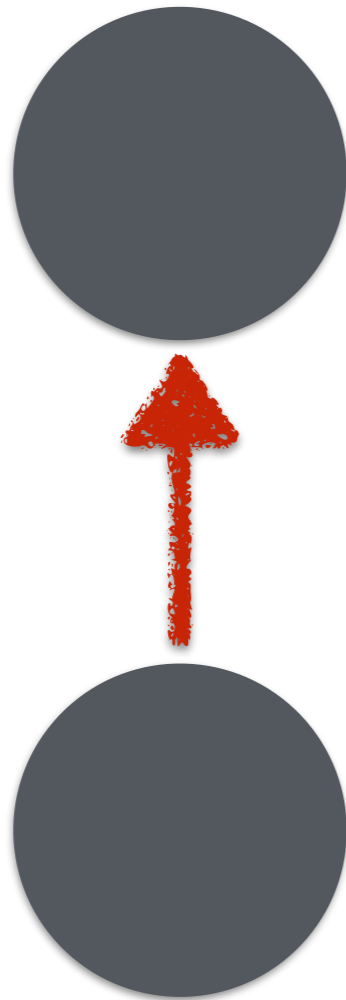


**One Way Group to  
Group Unaware**



**Two Way Group to  
Group Aware**

# Types of Conflict



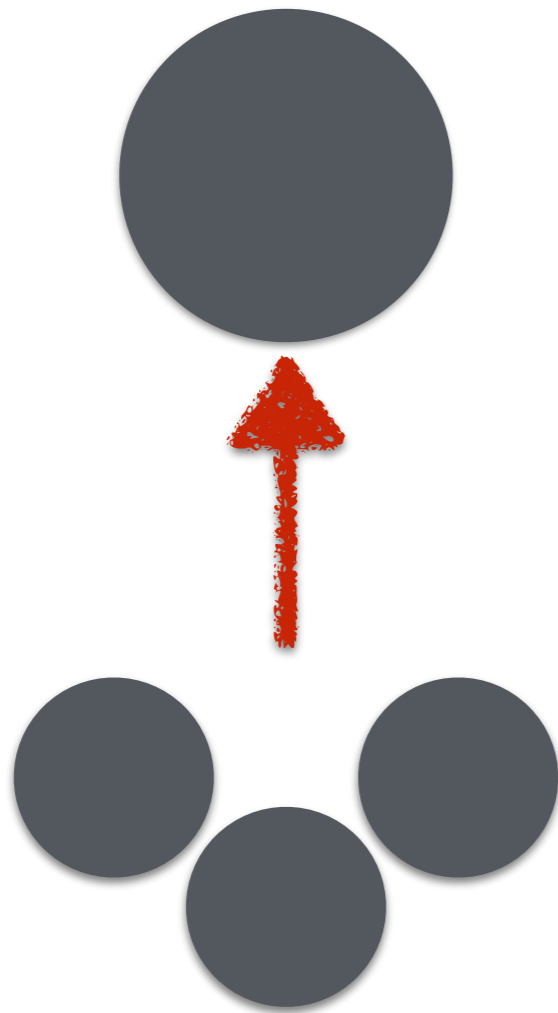
**One Way Subordinate to  
Supervisor Aware**



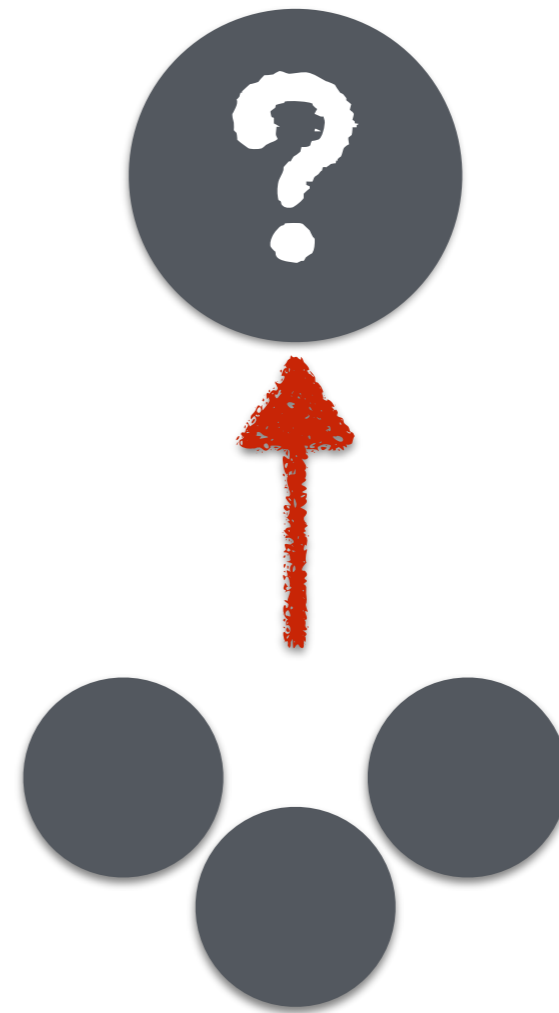
**One Way Subordinate to  
Supervisor Unaware**



# Types of Conflict

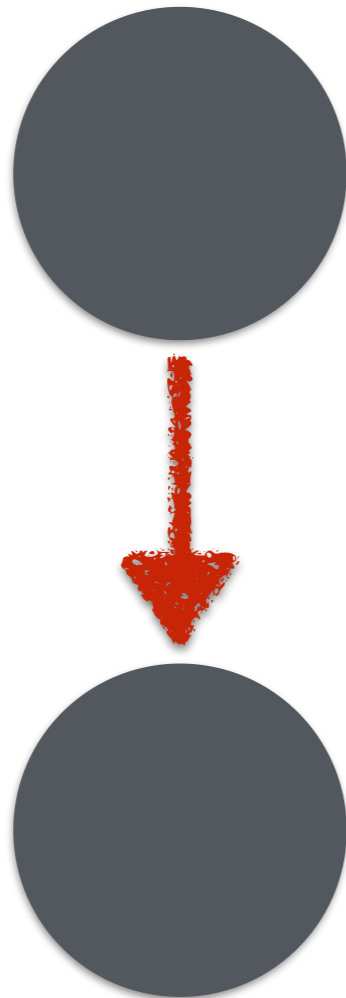


**One Way Subordinates  
to Supervisor Aware**



**One Way Subordinates  
to Supervisor Unaware**

# Types of Conflict

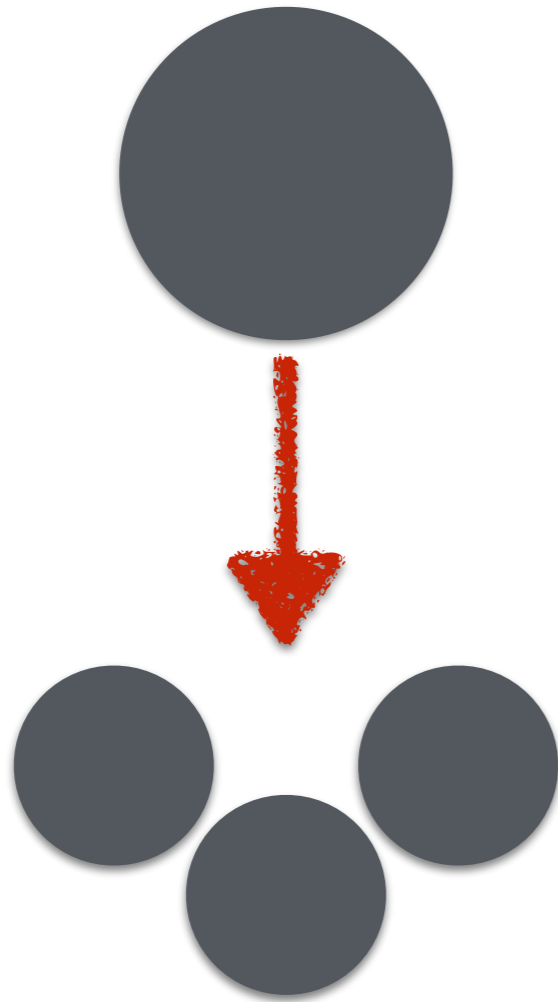


**One Way Supervisor to  
Subordinate Aware**

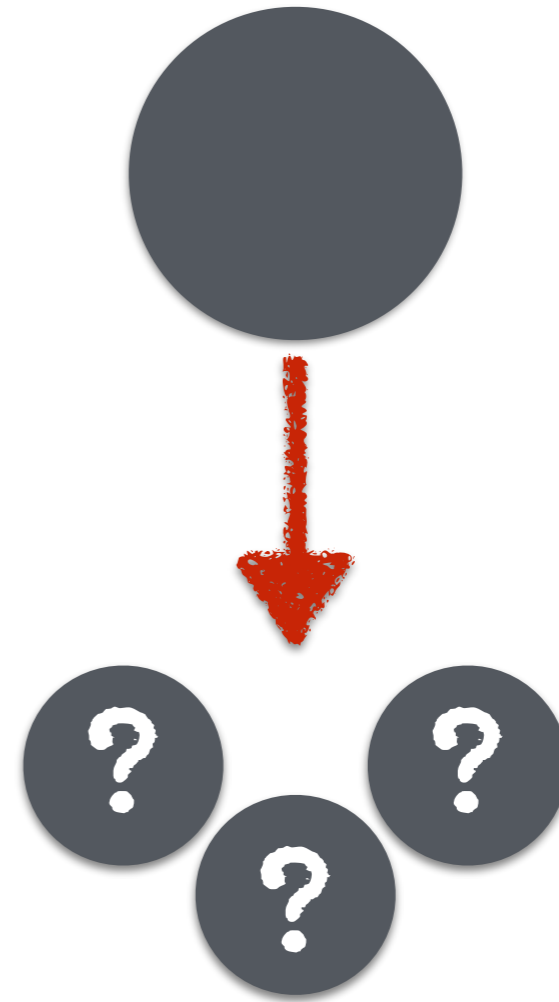


**One Way Supervisor to  
Subordinate Unaware**

# Types of Conflict

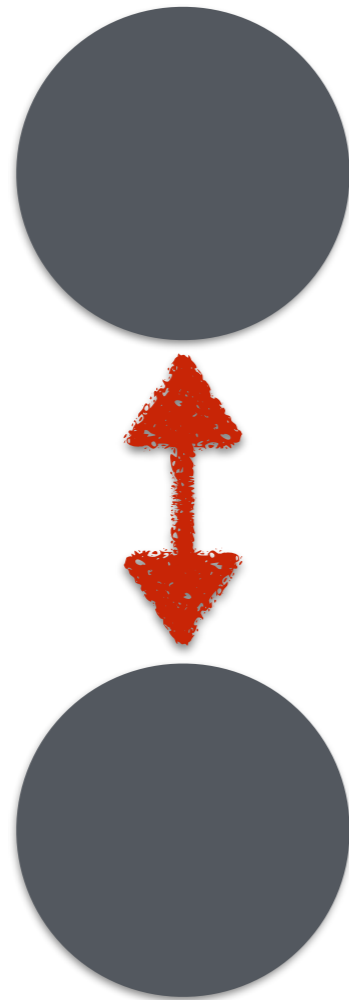


**One Way Supervisor to  
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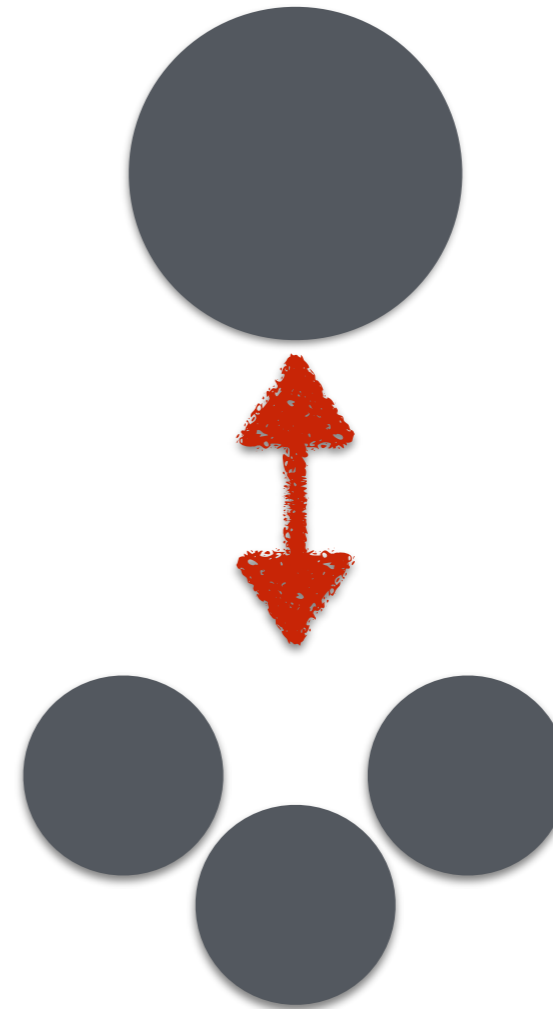


**One Way Supervisor to  
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# Types of Conflict



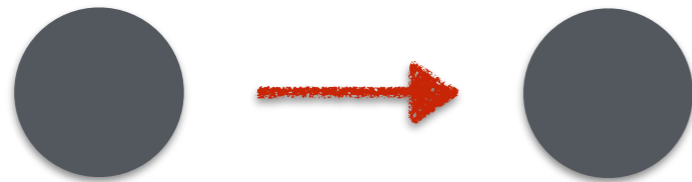
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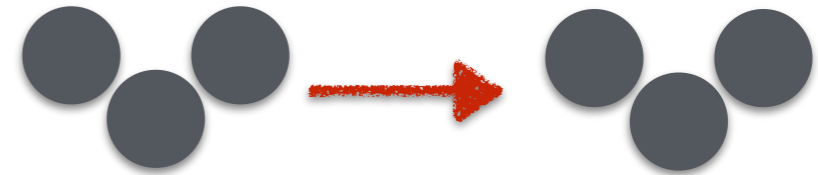
**Two Way Supervisor to Subordinates Aware**

# Communication Skills

CONFLICT  
resolution  
in our programs

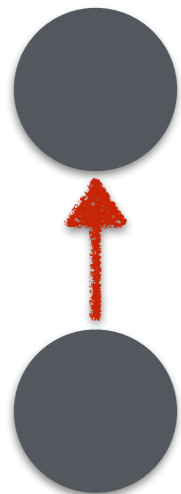


Peer to Peer



Group to Group

Outside  
Factors

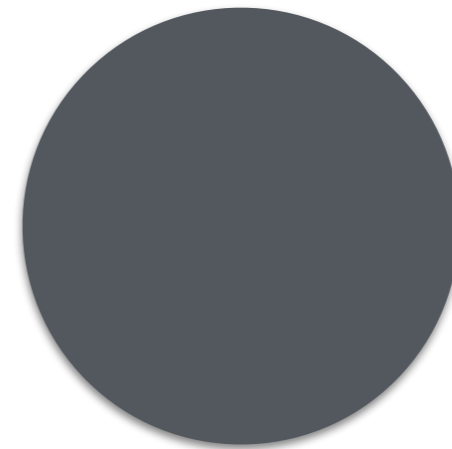
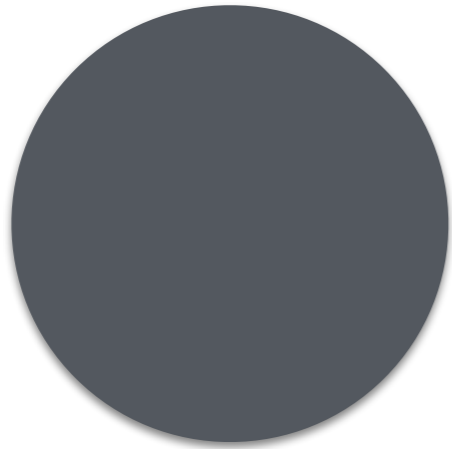


Subordinate to  
Supervisor



Supervisor to  
Subordinate

# Communication Skills



Peer

to

Peer

# Toothpaste Activity

- **Divide group in half**
- **Students race to empty tube**
- **Students have one minute to put as much toothpaste back in tube**
- **Point: Our actions/words leave marks**

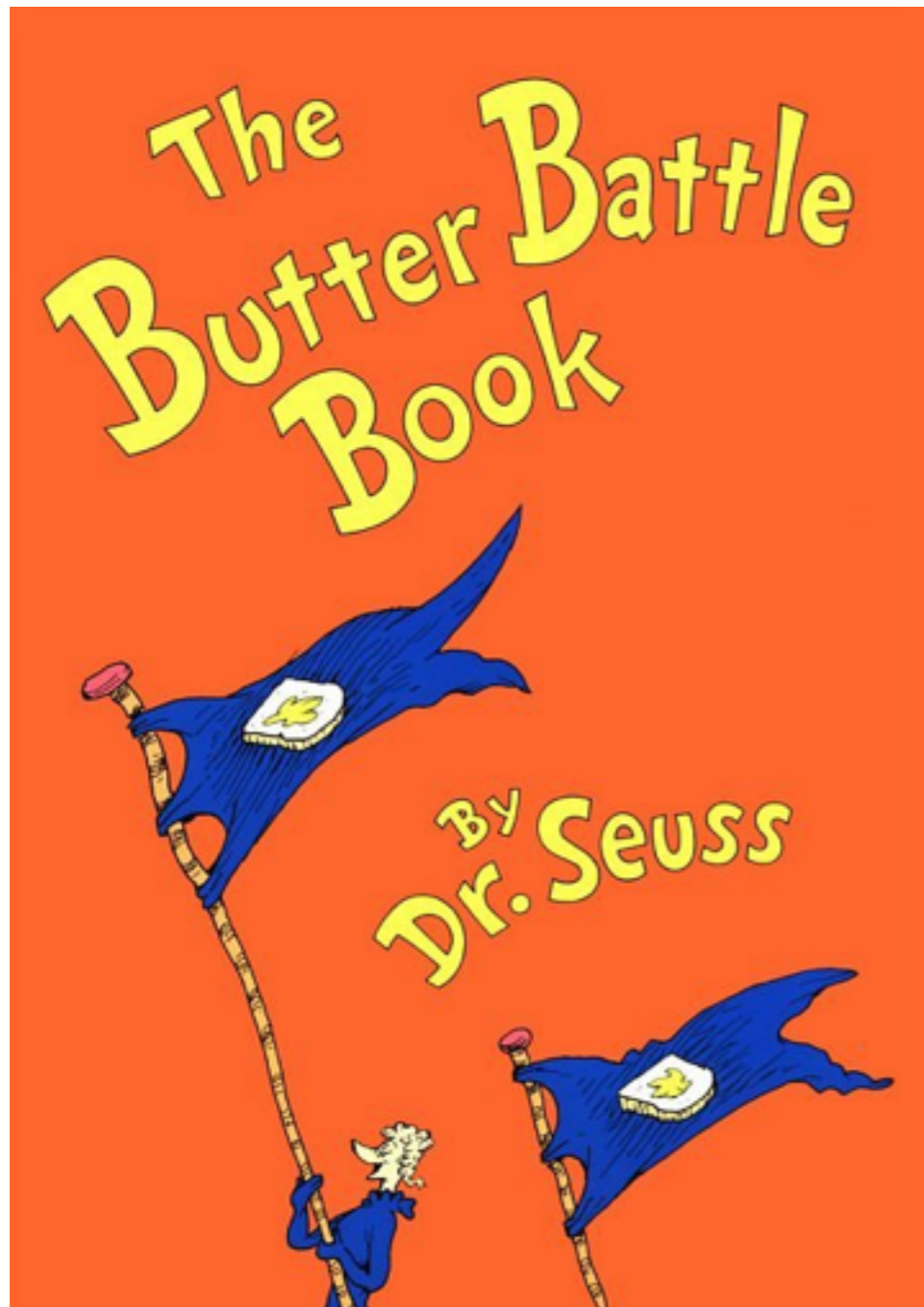
from *SPRINGBOARD: Quick Creative Ideas to Launch Learning* (p. 112-113)



# Dr Seuss

CONFLICT  
resolution

in our programs



***The Zax featured in *The Sneetches and Other Stories****



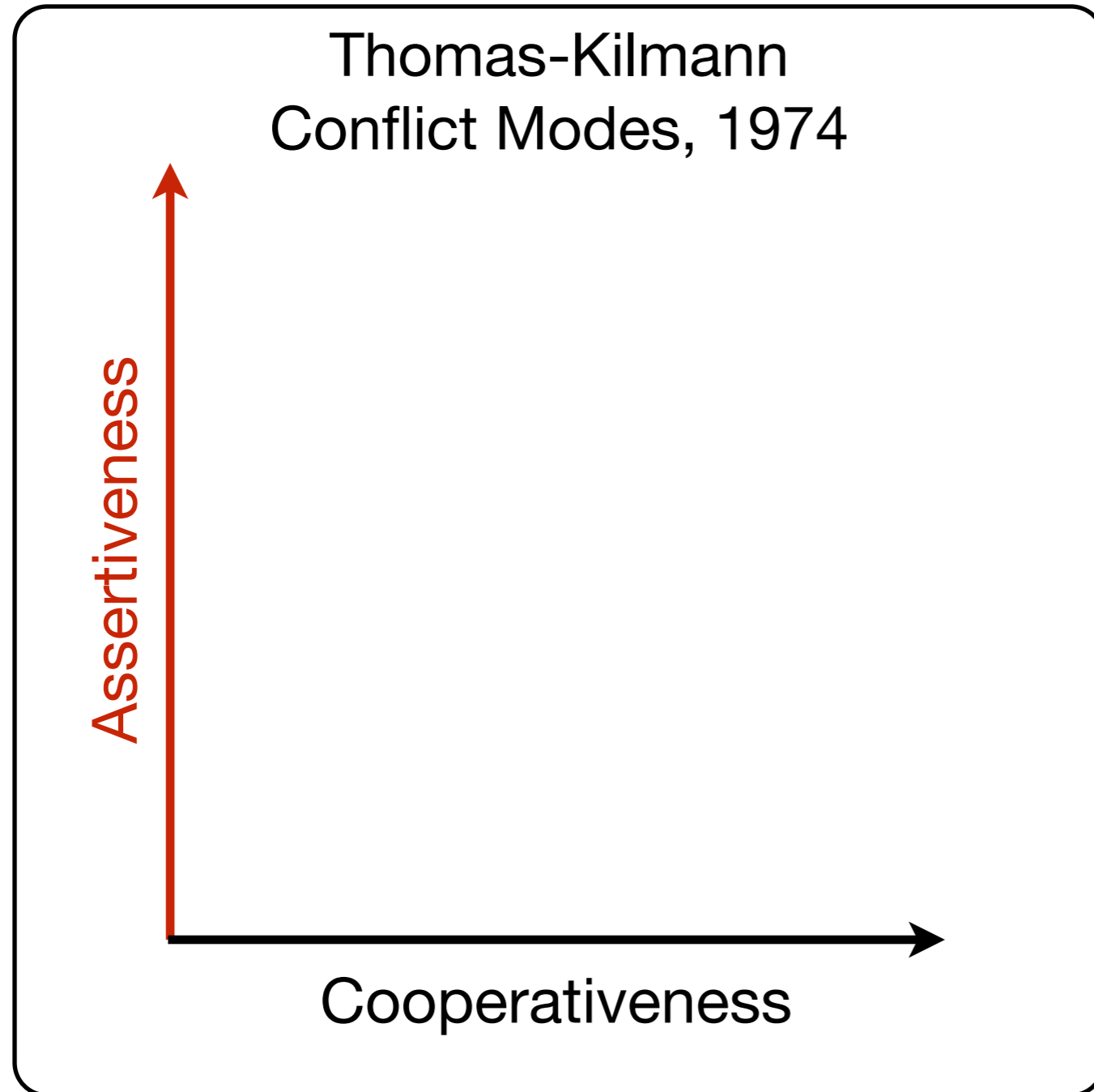
# Non Verbal Communication

CONFLICT  
resolution  
in our programs

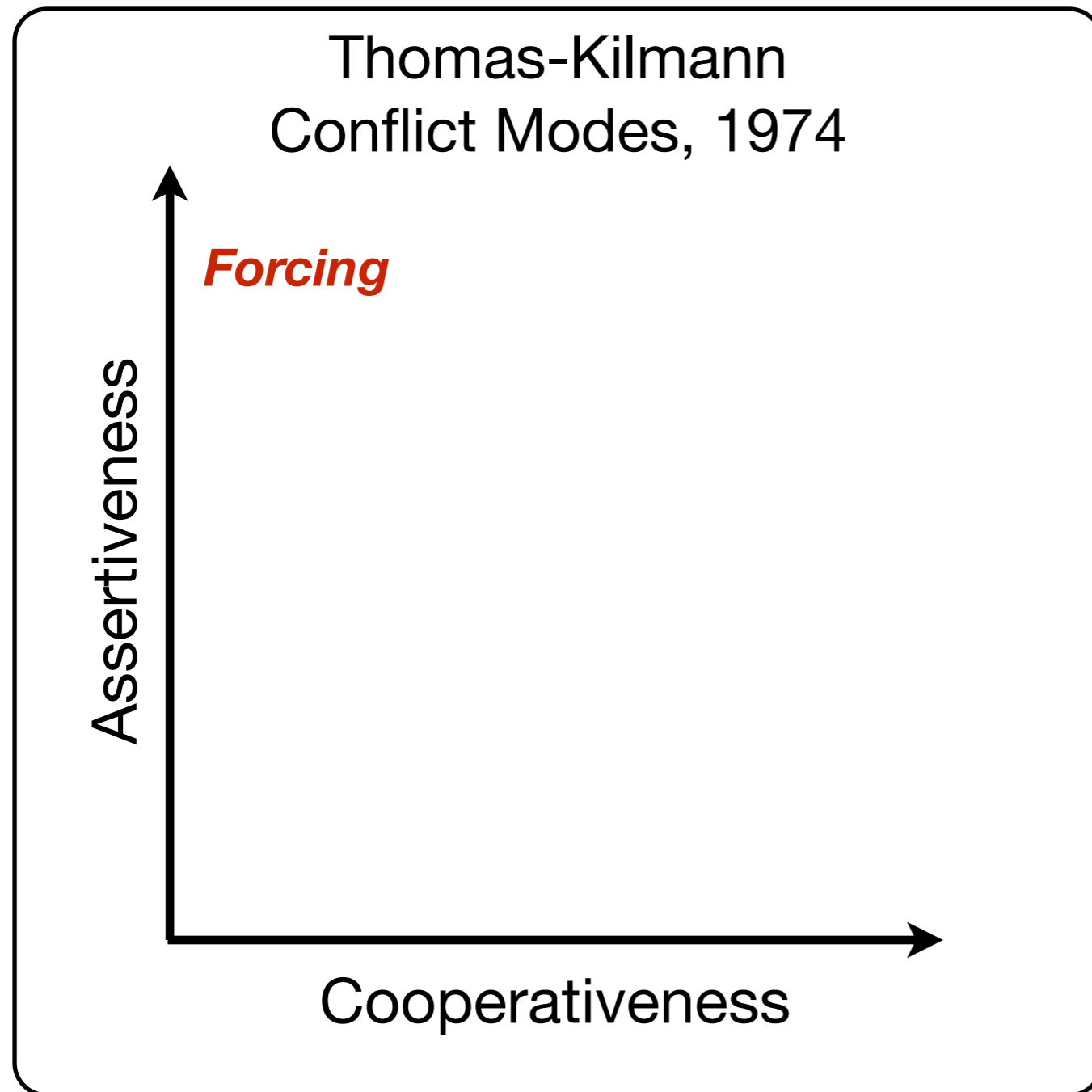


I am glad you  
are here today

# Conflict Modes



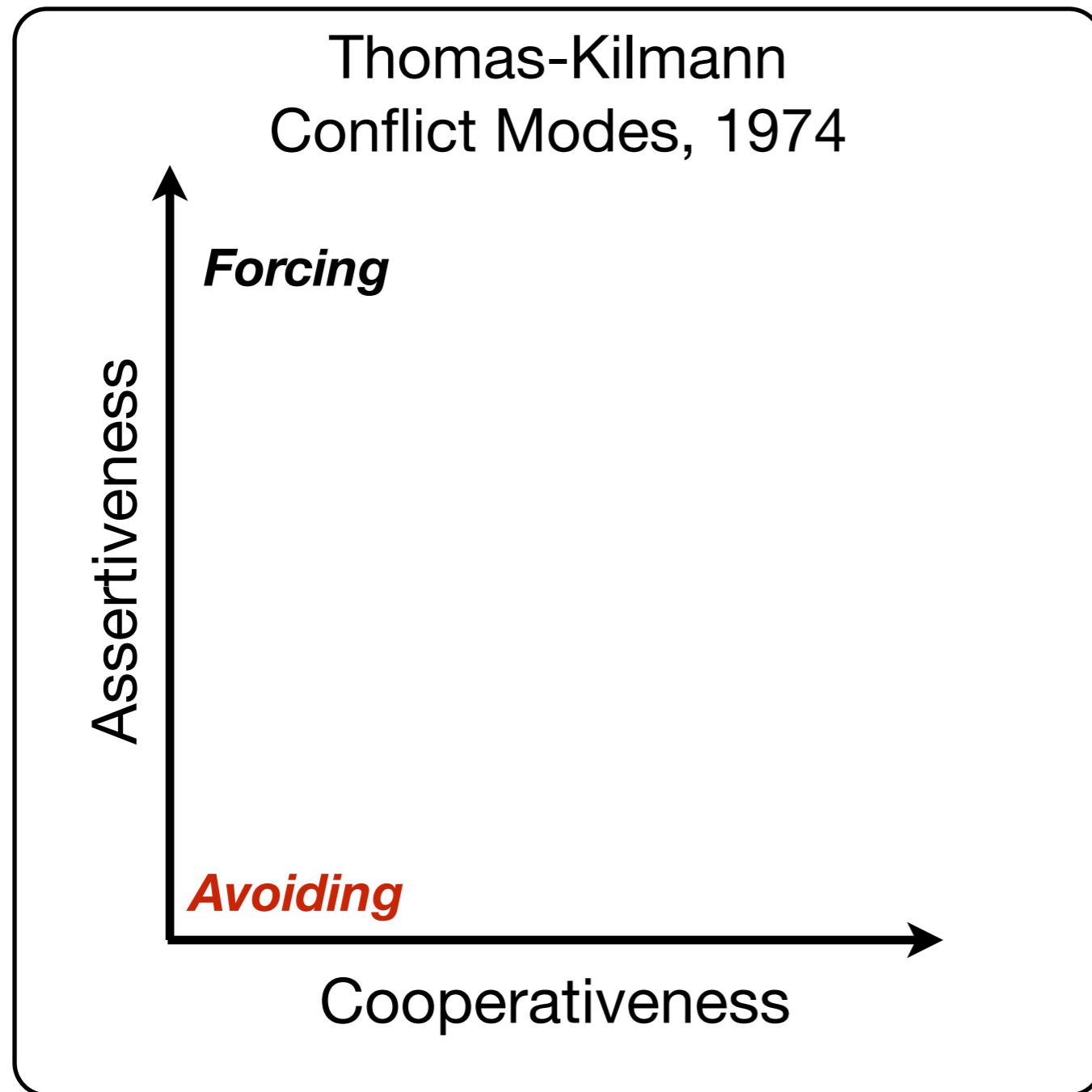
# Conflict Modes



## Forcing

- Zero-Sum Orientation
- Win/Lose Power Structure

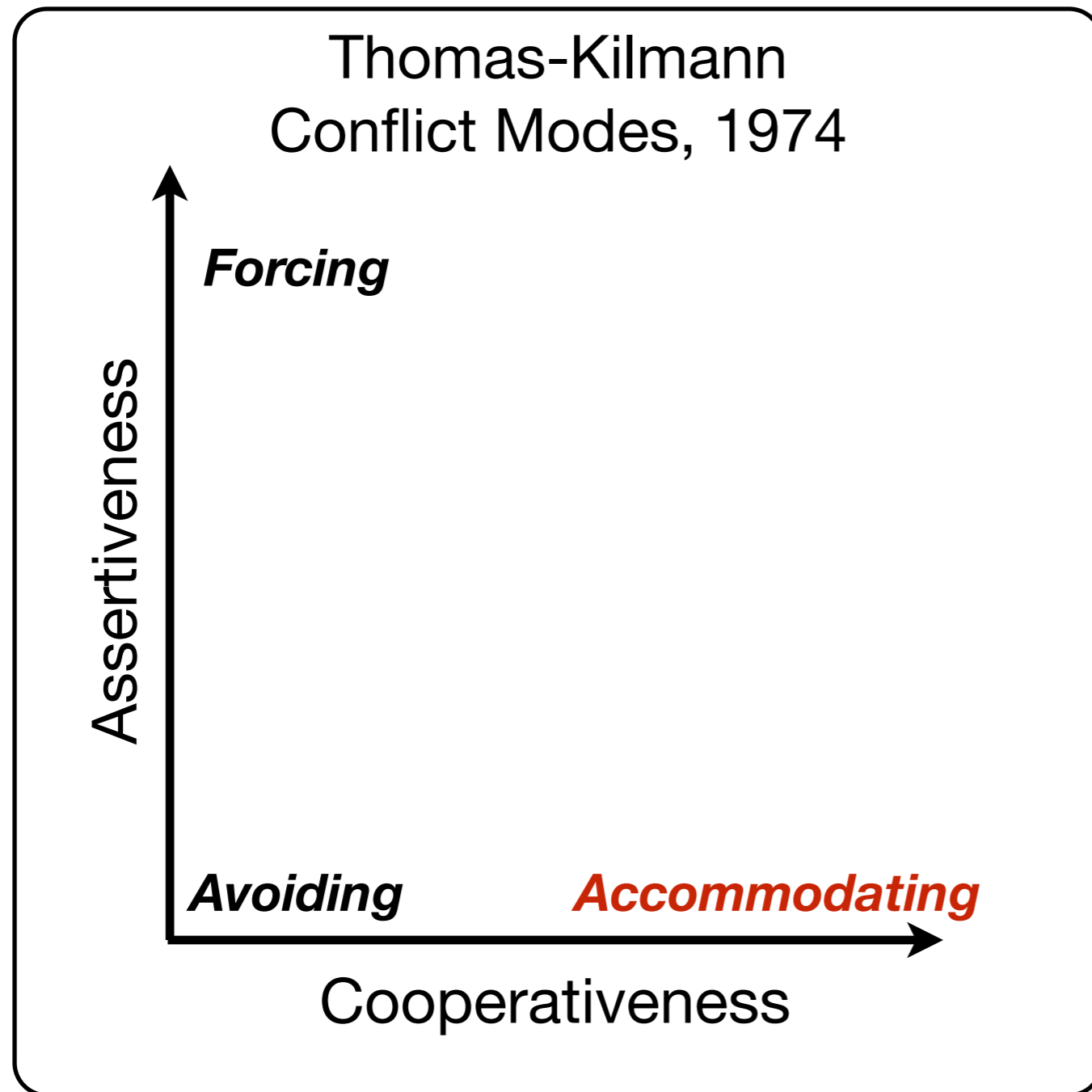
# Conflict Modes



## Avoiding

- **Withdraw from Situation**
- **Maintain Neutrality**

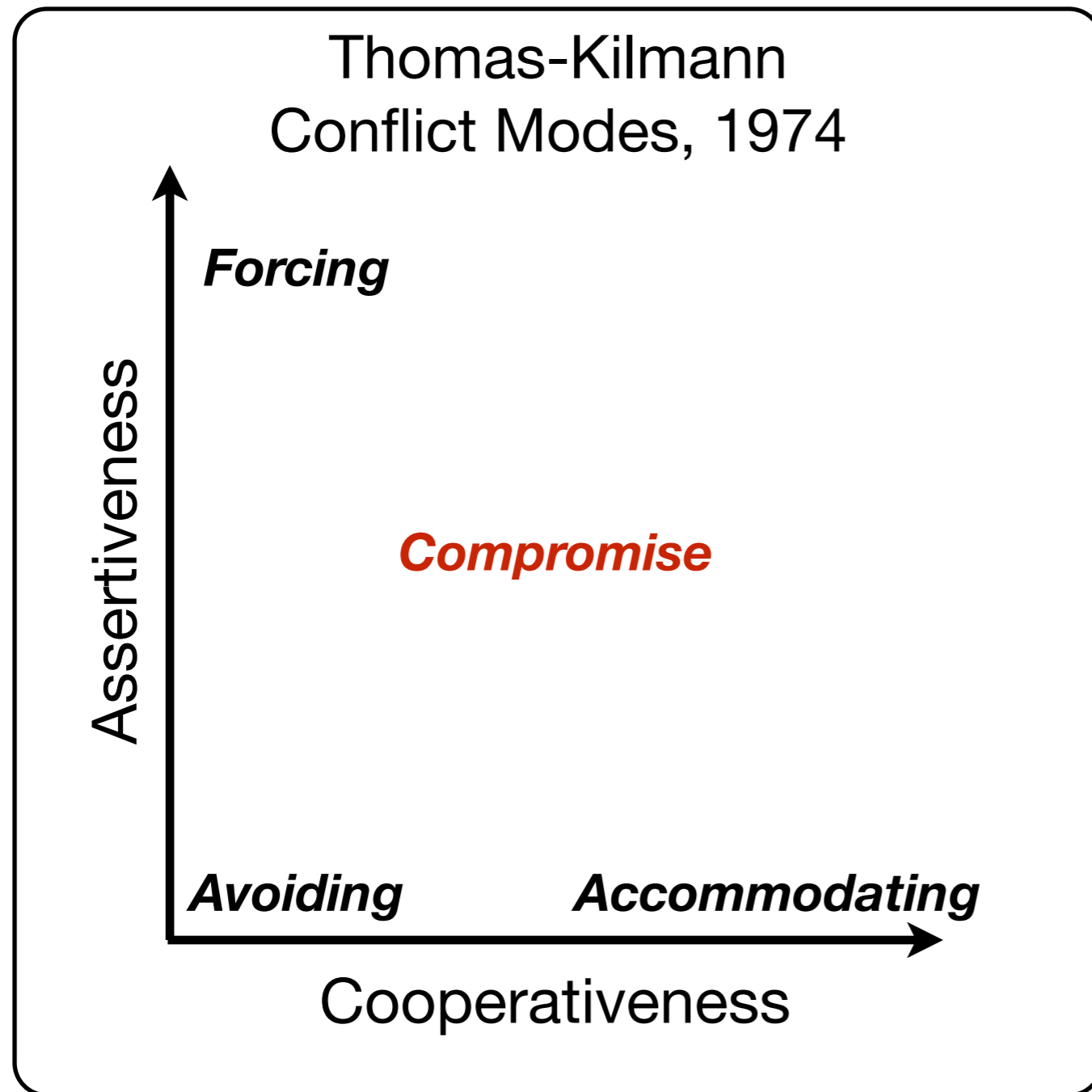
# Conflict Modes



## Accommodating

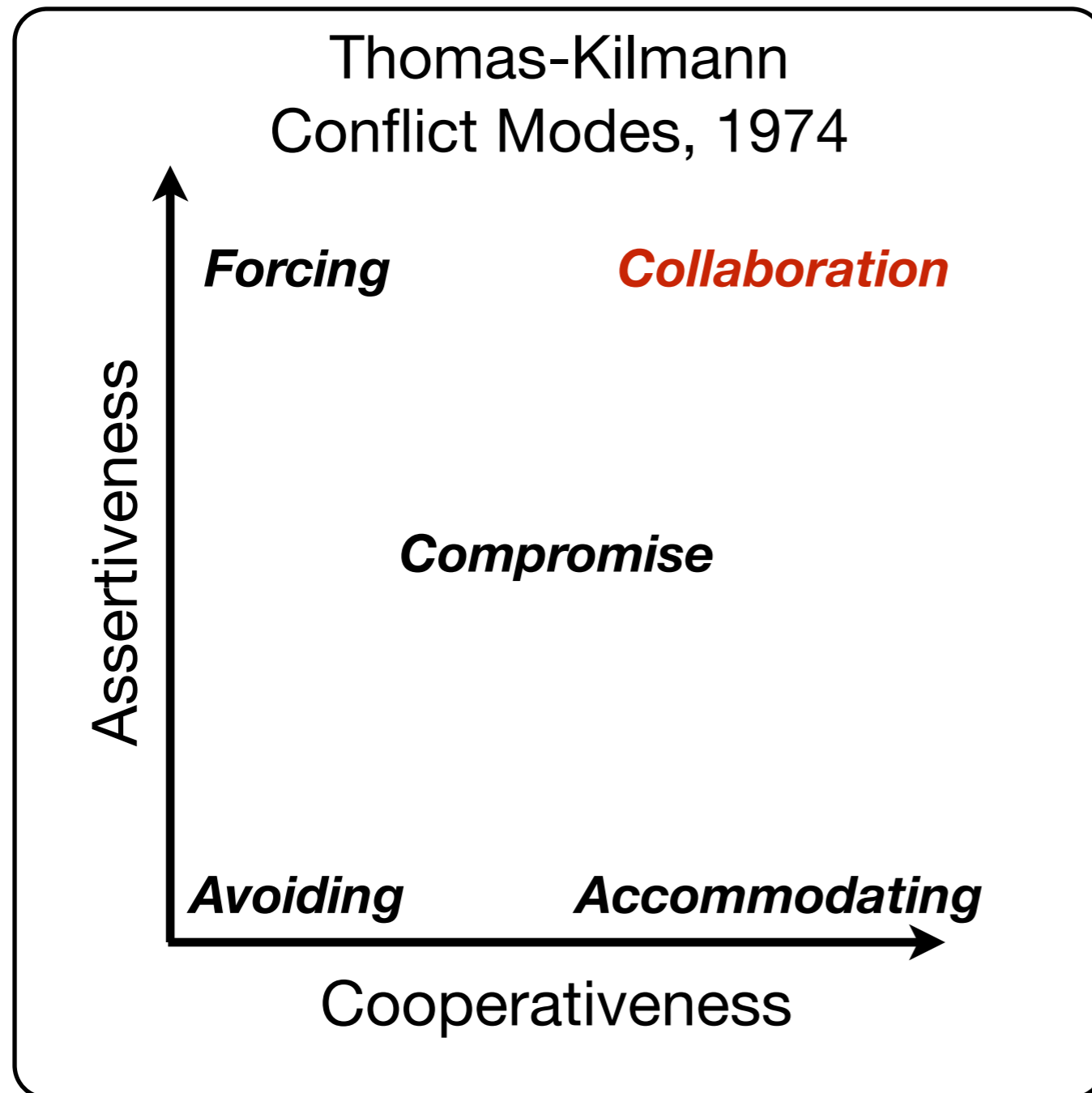
- Accede to the other party
- Maintain Neutrality

# Conflict Modes



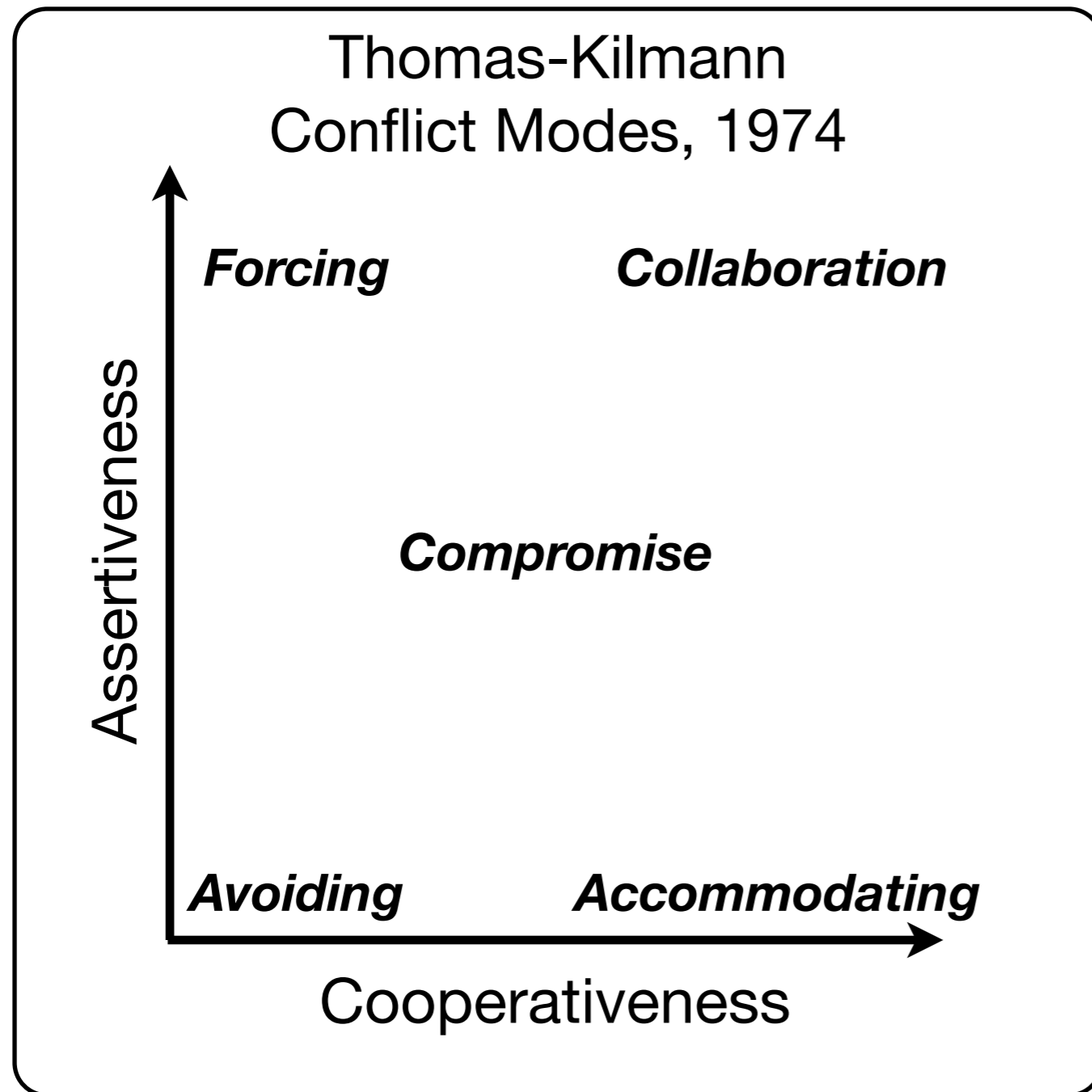
- **Compromise**
- **Minimally**
- **Acceptable to All**
- **Relationships**
- **Undamaged**

# Conflict Modes



- **Collaboration**
- **Expand Range of Outcomes**
- **Achieve Win/Win Outcomes**

# Conflict Modes





# Yarn Tie Activity



WITHOUT...

cutting

untying

or removing from your wrists

OR HAVING ANYONE ELSE...

cut

untie

or remove from your wrists

STAND 50+ feet away from partner

**THE YARN**

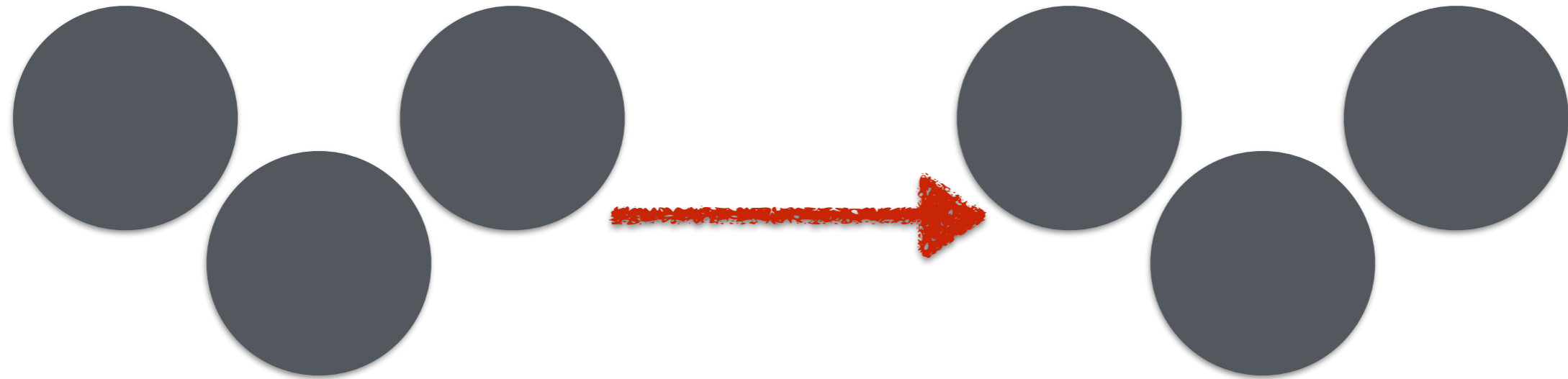
**THE YARN**

# Tips: Peer to Peer



- **Listen first and deliberately**
- **Ask questions**
- **Utilize “When You (action)...I feel (emotion)... because (personal insight)...” statements**
- **Repeat and verify without defending**
- **Flip the perspective—do your best to empathize with other side’s point of view**
- **Practice patience. Minimize accusations and outbursts**
- **Keep Calm. Maintain normal volume and tone**

# Communication Skills



Group to Group

# Win As Much As You Can



- **Divide into 5 groups**
- **10 Rounds**
- **Can select X or 0**
- **If all choose X then each group gets 2 points.**
- **If all choose X but one group chooses 0 the X's get -1 each and the 0 gets 4 points**
- **If more than one group chooses 0 the X's get 1 and the 0's get -1**
- **If everyone chooses 0 then everyone gets 0 points**

# Win As Much As You Can



- **R1: 1 min. No Talking**
- **R2: 1 min. No Talking**
- **R3: 1 min. No Talking**
- **R4: 1 min. No Talking**
- **R5 BONUS ROUND: 3x pts.**  
**Can send 1 rep out for 3 min**  
**conversation w/ other groups.**  
**1 min own group.**
- **R6: 1 min. No Talking**
- **R7: 1 min. No Talking**
- **R8: BONUS ROUND: 5x pt**  
**Can send 1 rep out for 3 min**  
**conversation w/ other groups.**  
**1 min own group.**
- **R9: 1 min. No Talking**
- **R10: BONUS ROUND: 10x pts**  
**Can send 1 rep out for 3 min**  
**conversation w/ other groups.**  
**1 min own group.**

# Win As Much As You Can



- **How did “you” do?**
- **Who is the “you” in this activity? Why?**
- **How does the individual group’s score compare to a maximum total net score of 100?**
- **How does the combined groups’ score compare to a maximum total combined net score of 250?**

# Win As Much As You Can



**100% Collaboration**

**1 Group “WIN”**

**50 each group::250 TOTAL**

**100 “win” group  
-23 “losing” groups  
::8 TOTAL**

**3 Groups “win”; 2 lose**

**25 three “win” group  
-25 two “losing” groups  
::25 TOTAL**

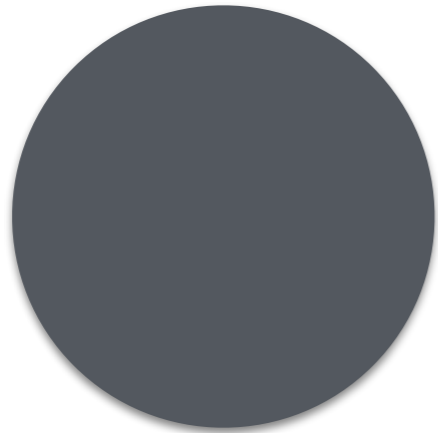
**What incentives do groups have to collaborate with us?**

# Tips: Group to Group



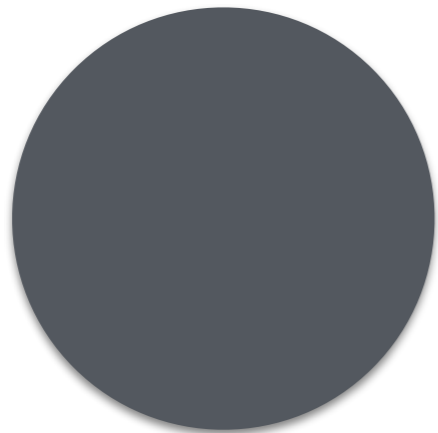
- **The larger the group, the more difficult the common resolution. Depending on size, send representatives**
- **Utilize tips from peer to peer: listen, flip the perspective, practice patience**
- **When a resolution isn't immediately possible, work to prevent conflict escalation**





# Subordinate

to



# Supervisor

# Government vs Business



## Government (elected)

- Few will enter elected office
- Elected position (longer time between “job” changes)
- Dissent tolerated & even encouraged by base

## Business

- Most will work in business environment
- “Hired” (termination can be rapid)
- Disagreement allowed within process, but dissent & conflict could lead to termination

# Approach

CONFLICT  
resolution

in our programs



"My door is always open,  
but don't simply come to  
me with a complaint—  
come to me with a  
solution."

—Manager

WIIFM or WIIFU

CONFLICT  
resolution  
in our programs



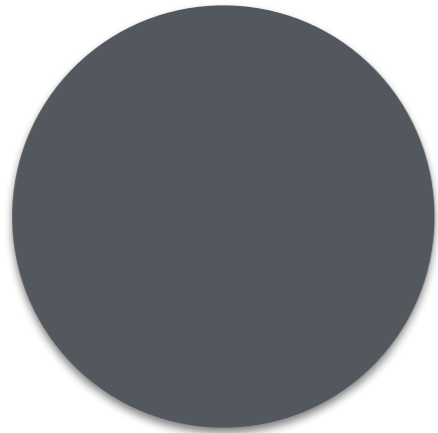
**Are you approaching conflict  
from a solution perspective of  
What's In It For Me?  
or a solution perspective of  
What's In It For US?**

# Tips: Subordinate to Supervisor

CONFLICT  
resolution  
in our programs



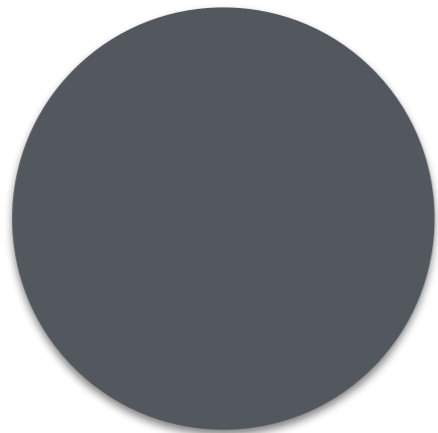
- **Schedule Appointment to Talk**
- **Be prepared (anticipate questions & answers)**
- **Work to adapt to her/his style (succinct? detailed? written? outline?)**
- **Ask appropriate questions**
- **Let her/him speak (don't interrupt, wait for full response)**
- **Be prepared to leave conversation, even if it means you don't get your desired solution**
- *NOTE: If supervisor is being abusive in role, seek outside support, but be prepared to provide documentation of steps taken so far*



# Supervisor



to



# Subordinate

# LEADER of the Group



- **Divide into groups of 4**
- **Members pick roles: Mayor, Governor, Senator, President**
- **Each role has 1 minute to “be the LEADER of the group. LEADER can lead group in anything as long as it A) remains in the room & B) does not violate school rules”**
- **Allow for one minute of silent brainstorming (no talking)**
- **Use a timer and track time, pausing only to allow groups to return to starting locations.**

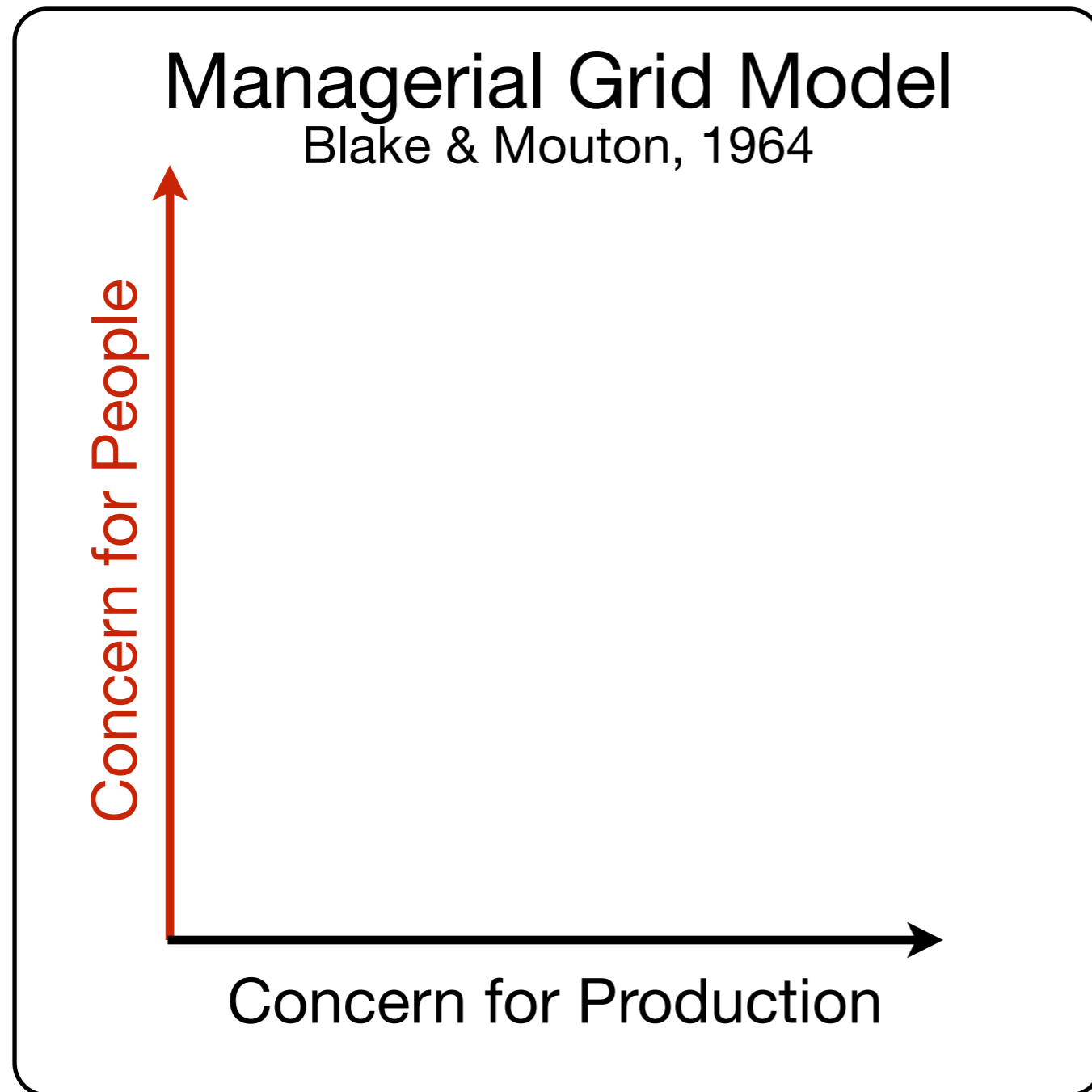
# LEADER of the Group



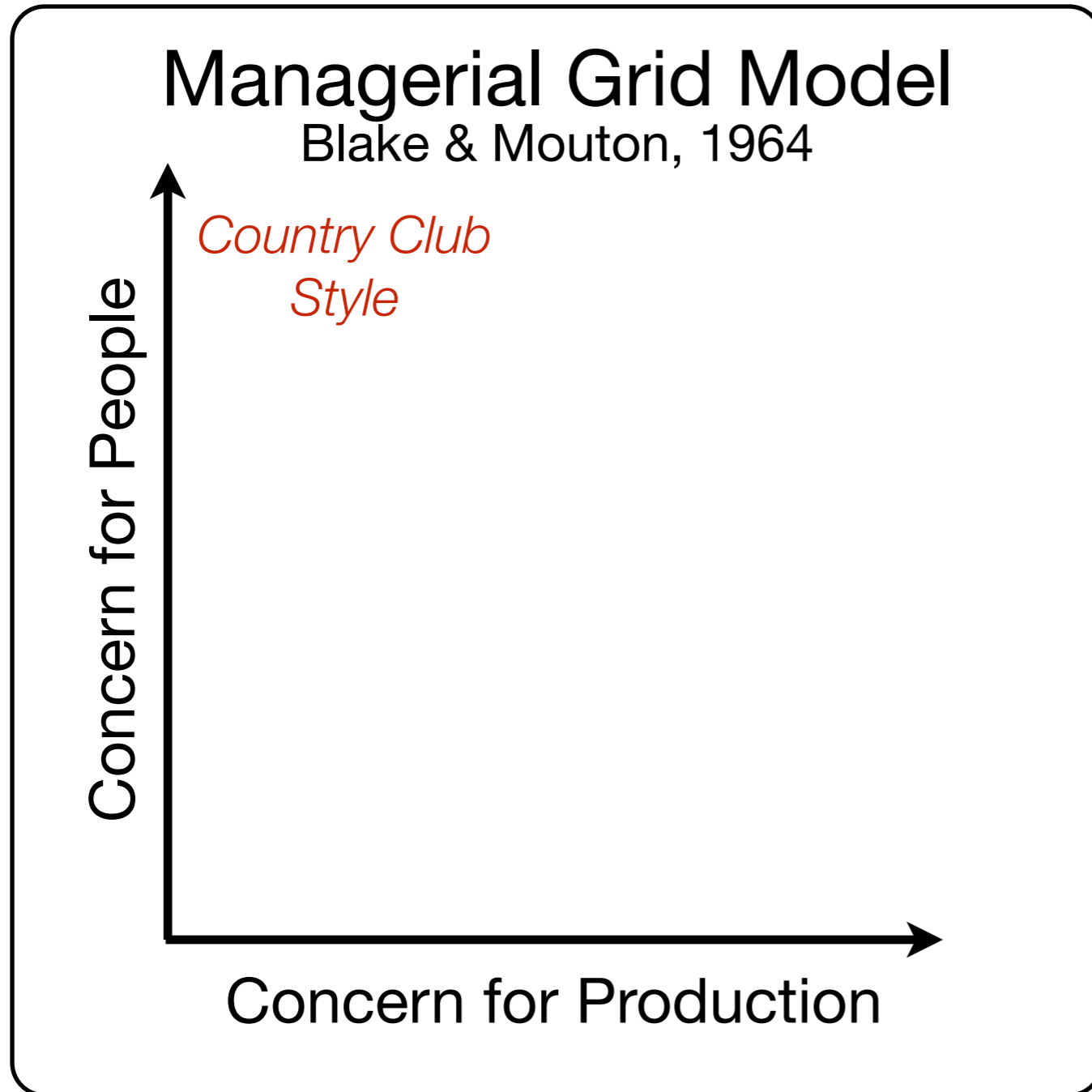
- **How did you LEAD?**
- **How did you communicate instructions?**
- **Did you also do the action?**
- **How did you utilize your time (was there purpose to your action)?**
- **Did members want to do what you had them do?**
- **How do your members feel about you as a leader?**



# Managerial Grid Model



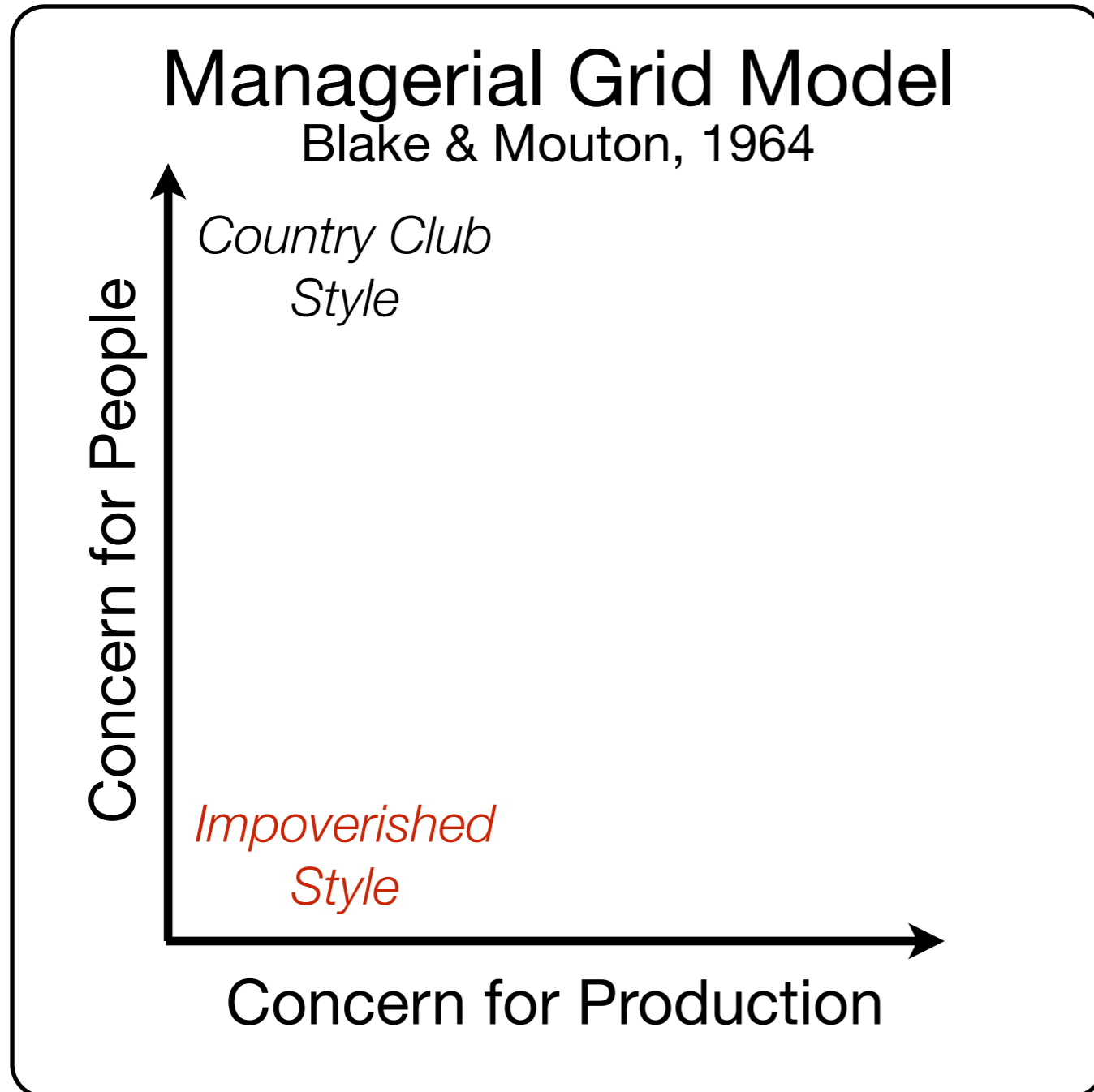
# Managerial Grid Model



## Country Club Style

- Pays attention comfort & security of employees
- Friendly atmosphere, but may lack productivity

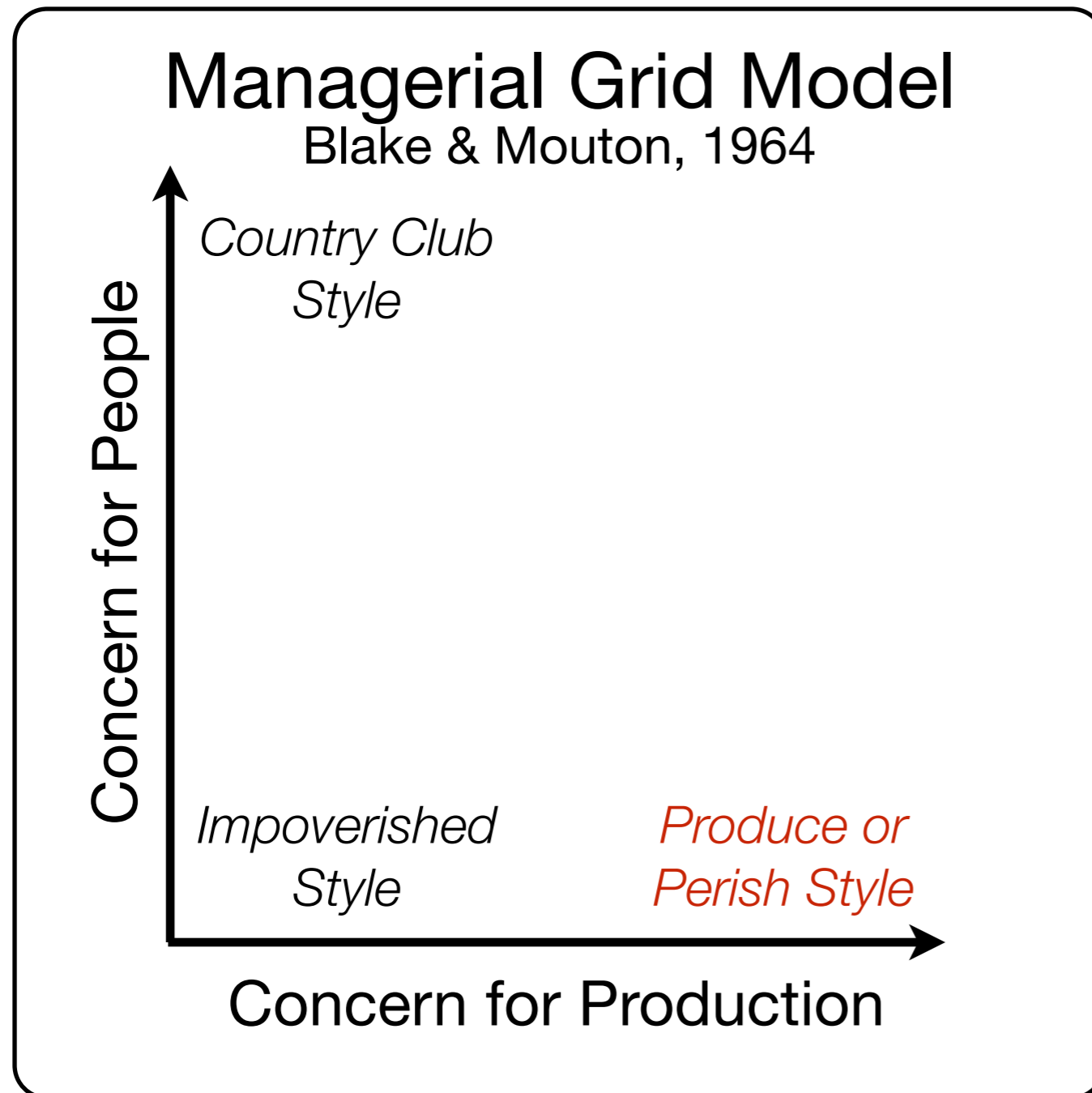
# Managerial Grid Model



## Impoverished Style

- Manager Avoiding Trouble/Lacking Innovation
- Employee Gives Little/Enjoys Little

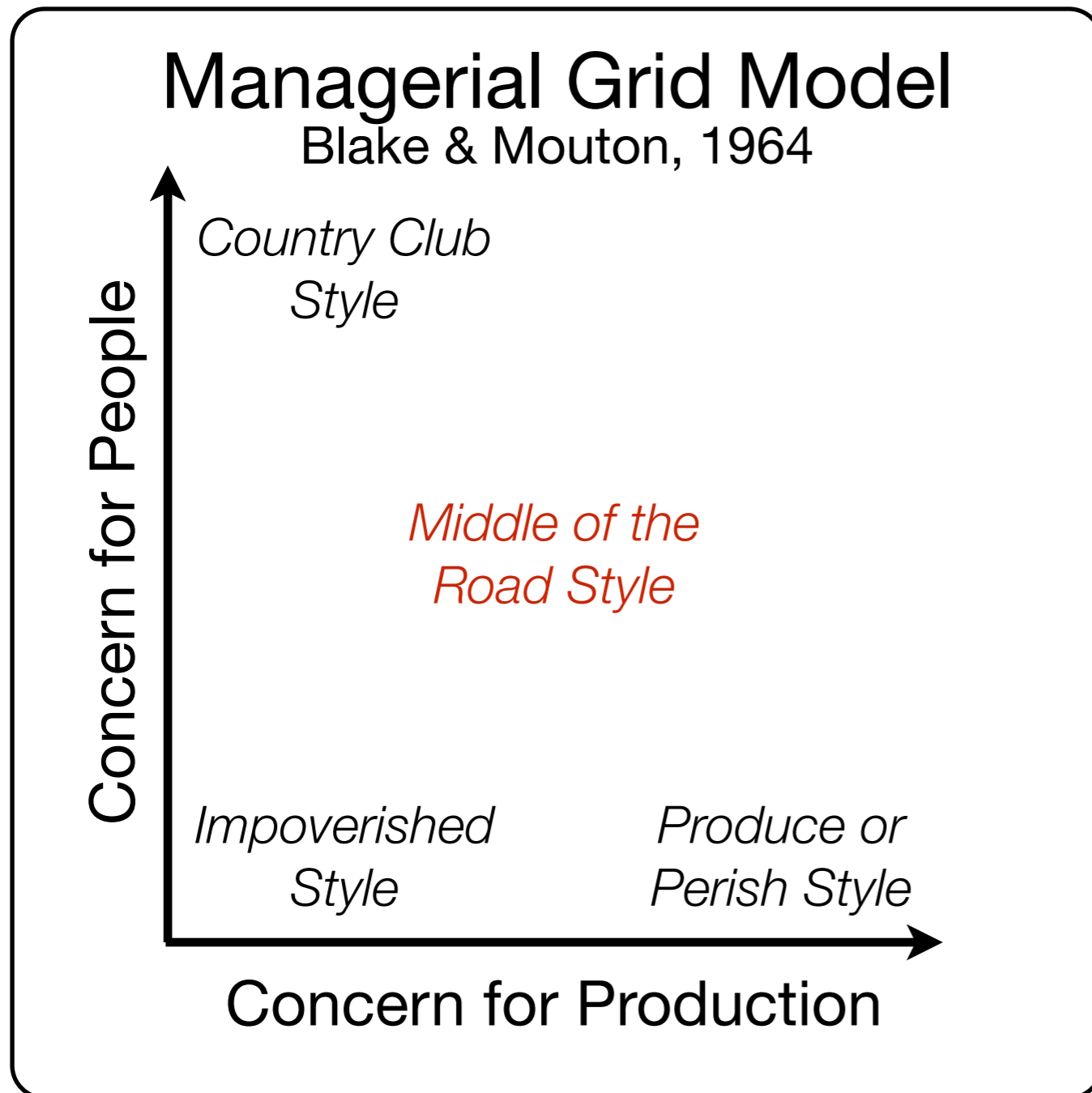
# Managerial Grid Model



## Produce or Perish Style

- Persuasion of employees through rules & punishment
- Dictatorial

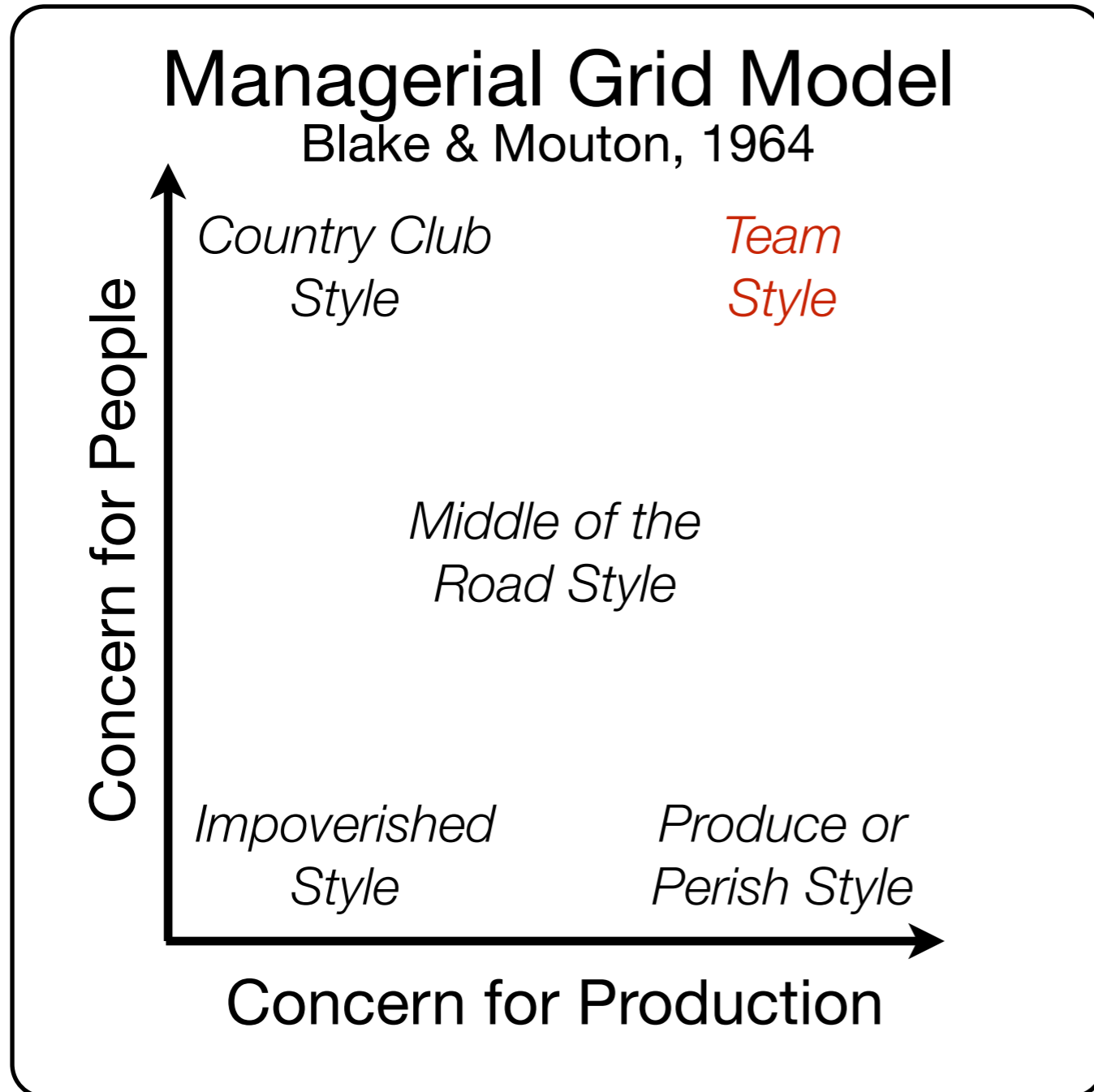
# Managerial Grid Model



## Middle of the Road Style

- Balance between styles
- Suitable performance, not necessarily extraordinary

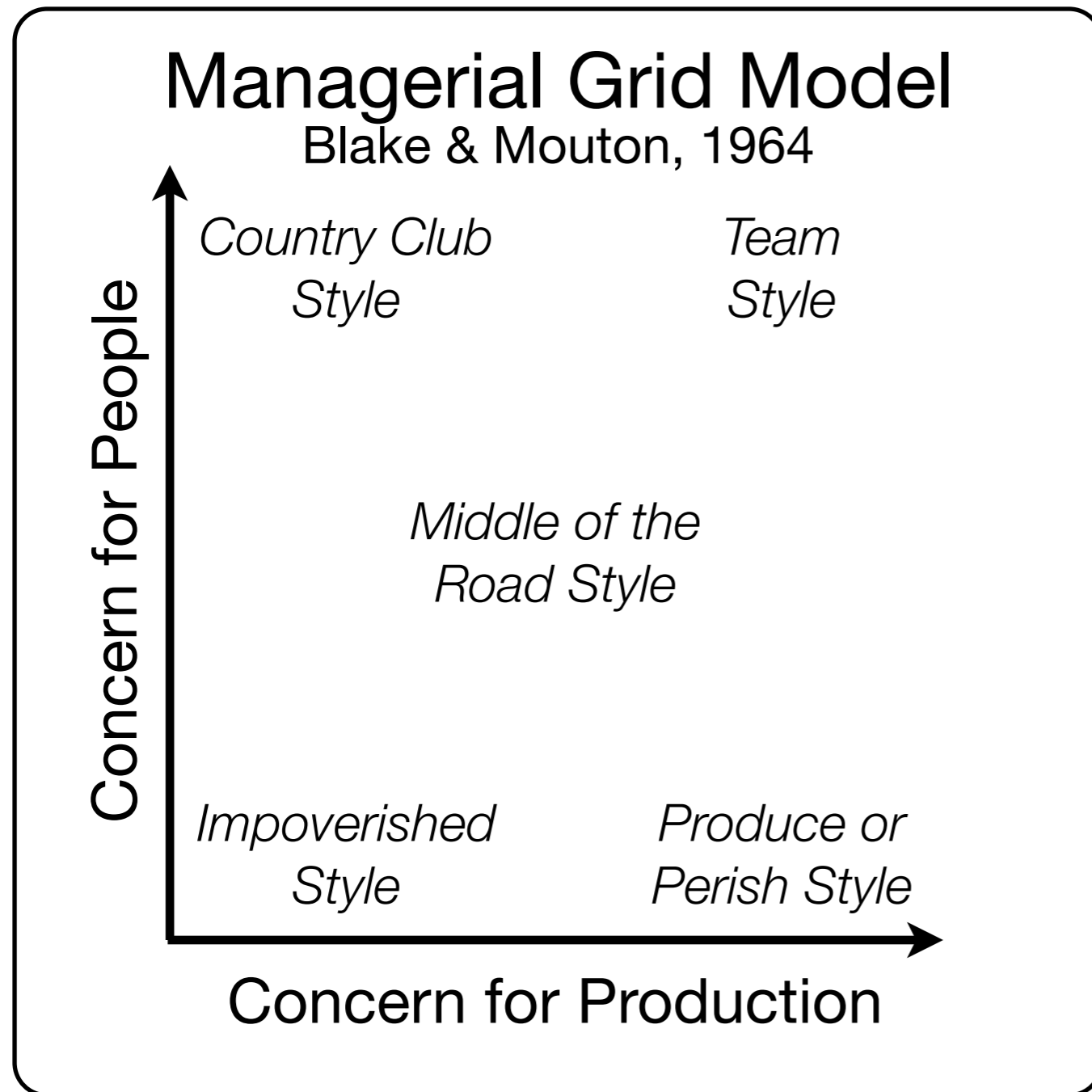
# Managerial Grid Model



## Team Style

- Employees feel like constructive part of company
- Commitment of employees and company to one another

# Managerial Grid Model



# Tips: Supervisor to Subordinate

CONFLICT  
resolution  
in our programs



- **Establish rapport**
- **Reduce Tension and Anxiety over situation**
- **Be prepared (anticipate questions & answers)**
- **Ask appropriate questions**
- **Validate responses, concerns, and ideas**
- **Remain calm. Maintain normal volume and tone.**
- **Maintain records of conversation**



CONFLICT  
resolution

in our programs



So What Do WE  
Do?

# Build the Structure



- **Retreat Bonding**
- **Communication Instruction**
- **Conflict Instruction**
- **Build in-house “HR” – place to report and begin to process conflict**
- **Co-create Conflict Solution Agreement**
- **Mimic businesses and provide structured feedback both to subordinates and supervisors – highlighting success and areas of improvement**
- **Ongoing Teambuilding**
- **Structured positive closings to classes, meetings, weeks, months, and/or semesters (frequent, but not necessarily daily)**

# Solution Agreement Sample



- **Whenever possible, conflict resolved in face-to-face conversation**
- **Schedule Appointment to Talk**
- **Outside neutral mediator okay if one party wants it**
- **Sides get turns with no interruptions**

# Instructional Design



## RETREAT

**Teambuilding**

**Communication (questions interview)**

## PAIR to PAIR

**Toothpaste Activity**

**“I am glad you are here today”**

**Conflict Mode Chart (7-11-21/Slap Hands/Toe Tap)**

**Tips Peer to Peer**

**Conflict Agreements *(if breaking up conflict unit)***

# Instructional Design



## GROUP to GROUP

**Win As Much As You Can**

**Brainstorm ways to collaborate with other groups**

**Tips Group to Group**

## SUBORDINATE to SUPERVISOR

**Establish Relevance: Government vs Business**

(potential unit discussion comparing/contrasting leaders in both areas—  
successes and flaws)

**WIFFM vs WIFFU**

**Tips Subordinate to Supervisor**

# Instructional Design



## **SUPERVISOR to SUBORDINATE**

**LEADER of the group**

**Managerial Grid Model**

**Tips Supervisor to Subordinate**

## **STRUCTURE**

**If unit is quick (two weeks or less), use this time to design structure and conflict solution agreements for your group**

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