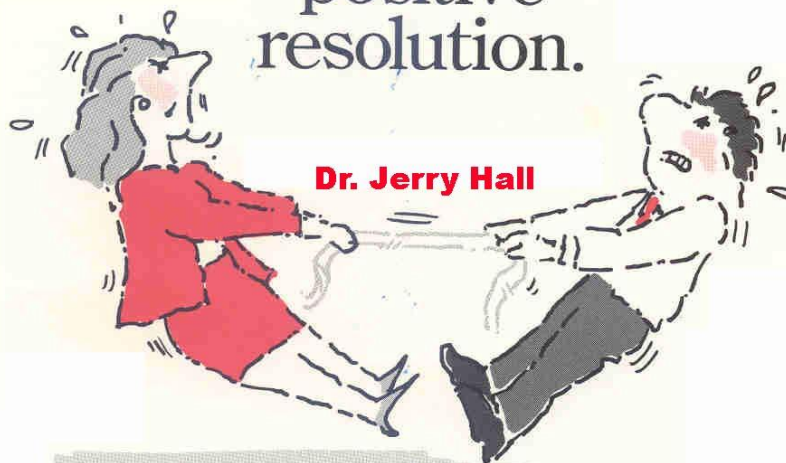


Dealing With Conflict & Confrontation

How to keep your cool,
stand your ground
and reach a
positive
resolution.



W O R K B O O K

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Part One

Introduction

Conflict and you

Many conflicts are a result of what you consider another person's difficult behaviors: temper tantrums, personal attacks, manipulation, threats, refusals to communicate. The underlying cause of conflict is individual differences.

Conflict occurs because of individual differences

Perhaps we should be amazed not at how often we have conflicts, but at how much give and take are part of our everyday relationships. We do it so often and so automatically that we are unaware of the numbers of situations in which we compromise, problem solve and influence each other.

Conflict is a fact of life

Dealing with conflict and confrontation is one of the most important skills you can learn. Most of us have a certain dread of confrontation — we fear being cheated; we're scared of letting others know what we really think and feel for fear they'll use it against us; we believe our honesty will hurt others so we avoid confrontation or put on a strong front. Here's what we want to accomplish in this program:

- 1. To accept human differences as inevitable**
- 2. To help you lose your fear of conflict**
- 3. To teach you maneuvers people use to get what they want so that you can protect yourself**
- 4. To present alternatives to the fight/flight behaviors most of us currently use in confrontations**
- 5. To learn to problem solve instead of wanting to get even**

Program overview

Analyzing conflict

1. **The differences between disagreement and conflict**
2. **Primary reasons for conflict**
3. **The two faces of conflict (when it's good, when it's bad)**

Five conflict resolution strategies and their effects

1. **Yielding**
2. **Withdrawing**
3. **Inaction**
4. **Contending**
 - Six contentious tactics
 1. Ingratiation
 2. Persuasive argumentation
 3. Promises
 4. Gamesmanship
 5. Threats
 6. Irrevocable commitments
5. **Problem solving**
 - Confrontation through problem solving

Analyzing conflict

The difference between disagreement and conflict

You'll eliminate a significant portion of your conflicts by distinguishing between disagreement and conflict, and realizing that you don't have to resolve disagreements.

There are three types of disagreements

1. **Different opinions about facts**
2. **Different interpretations of reality**
3. **Blame for past wrongdoing** • Can lead to the worst kind of argument

Disagreements don't have to be resolved

There are four ways to handle disagreements without resolving them.

1. **Agree to debate for the fun of it**
 - This can be interesting party entertainment
2. **Refuse to argue about the conflicting opinions**
 - Use silence — just don't take the bait
3. **Agree to disagree**
4. **Forgive past grievances or keep them to yourself**
 - Arguing can be costly in terms of time and good relationships
 - Focus on how you can change the situation now and in the future, and let go of what is done

Conflict

Conflict

True conflict is another matter and can jeopardize productivity at work and healthy relationships at home or at work.

Definition of conflict

"A perceived divergence of interest, or a belief that the parties' current aspirations (goals) cannot be achieved simultaneously." *

Simplified: A belief, not necessarily a fact, that if you get what you want, I can't get what I want.

Two primary reasons for conflict

1. **We have different interests**
2. **We have the same interests, which are in conflict**

Position versus interest

Position = what you want (vehicle)

Interest = why you want it (cargo); your motivation or reason

It's important to talk about interests, not positions. If you focus on interests, you might find you have some of the same interests, and some that are different. You might discover there are many vehicles (positions) to transport your cargo (satisfy your interests) to where you want it to be.

Conflict

The two faces of conflict

Most of us dislike conflict. However, it's important to realize when it can be good.

Conflict is good when

- 1. It is a symptom of discontent**
- 2. It produces change for the better**
 - Signs: old, outdated policies; social inequities; etc.
- 3. It produces gains, innovations and new ideas**
- 4. It fosters unity and understanding**
- 5. It brings about behavior changes**
 - The dissonance can be so uncomfortable that you change your behavior in order to establish harmony between what you believe and what you do

Program note

When people address conflict, they talk about their interests and get to know each other better. Greater empathy and understanding occurs; people learn that diversity can be handled and can be interesting and productive.

Conflict

Conflict is bad when

- **Conflict escalates**

Researchers have identified five levels by which the parties become true enemies.

1. Accusations and threats

- Parties get angry, blame, accuse

2. Issues proliferate

- From one to many

3. Specifics are replaced by general issues

- From a specific behavior to the entire relationship

4. Concern for self turns into retaliation

- Primary interests of hurting you or getting even

5. The number of parties involved increases

- Factions and cliques form

Be alert to the escalation process. It usually happens in this order, so it's easy to predict what will happen next. The earlier you intervene, the better the chance for problem solving.

Conflict leads to hostility and fear

- When struggle leads to stalemate, parties experience negative psychological changes that are often irreversible

Conflict

Conflict is suppressed

- Many people's response to conflict is to:
 - Give in
 - Give up
 - Ignore the situation and pretend nothing's wrong
- This is often seen as the only alternative to fighting
 - It only sends the conflict "underground" and channels energy from constructive endeavors to destructive behaviors

Signs of underground behaviors

- High levels of stress
- Absenteeism, loss of productivity
- Non-cooperation or competition
- Chronic complaining
- Sabotage and back stabbing

Conflict resolution strategies and their effects

Five classic conflict resolution strategies and the pros and cons of each

Your choice of strategy will depend primarily on how much you care about meeting your goals versus how much you care about other people meeting their goals. A concern for both parties' interests is called the "dual concern model"* and provides the best chance for improved relationships.

1. Yielding is

- Giving in to the other person
- A unilateral coping strategy
 - You don't need cooperation or permission from the other party to use it

Yielding occurs when

- You have low aspirations
 - You realize what you want isn't that important compared to something else
- Other's goals are more important than your own
- The relationship is unstable
 - New love, new job
 - The trust level is still low and you feel insecure
- Approval from others is more important
- People feel threatened
 - An expectation of punishment, loss or deprivation

Conflict resolution strategies and their effects

Advantages

- Use it as a bargaining chip
- Making concessions on a low priority interest can save time and hassles
 - You can move on to more important issues
- Can prevent conflict escalation
 - Gives the impression that you're willing to negotiate

Disadvantages

- Produces low joint benefits
 - No effort is made to be creative and improve the situation
- If you yield to threats, you're rewarding intimidating behavior
 - Invites repetition of intimidation
- You can end up regretting giving in
 - You may feel cheated or manipulated
 - You may feel angry at yourself and the other person
 - You may carry a bitter feeling of loss

Conflict resolution strategies and their effects

2. Withdrawing is

- Abandonment of the conflict, physically or psychologically
- A unilateral, non-coping strategy
- Accomplished two ways
 - Breaking off (voluntary)
 - Giving up (involuntary)

Withdrawing occurs when

- High concern for self
- Low concern for others
- People have better alternatives
 - If I have an alternative that seems more attractive than settling my conflict with you, I can break off without any negative consequences
 - When the other party withdraws from a conflict, ask if they have a better alternative (especially important for sales)
- People feel spiteful and angry
 - The classic pouter
- People feel threatened
 - Fear of an emotional explosion

Conflict resolution strategies and their effects

Advantages

- Diminishes sense of frustration
 - Frees up time to do other things
- It can force you to develop better alternatives
- Temporary withdrawal can mean buying time
 - A good cooling-off strategy
 - It allows people to simmer down
 - Can also remind the other party of the stake he or she has in the relationship

Disadvantages

- Conflict doesn't get resolved
- Low joint benefits
 - No opportunity for improvement in the relationship
- High frustration level possible
 - If you want to talk and the other person won't cooperate

Conflict resolution strategies and their effects

3. Inaction is

- A unilateral, non-coping strategy that arises from either
 - Procrastination (maybe the problem will take care of itself)
 - Denial (there is no problem)

Inaction occurs when

- Low concern for both parties' goals
 - The issues on both sides seem unimportant
 - It's not worth the time or effort to resolve the conflict
- People are afraid of conflict
- People don't want to rock the boat
 - If the messenger of bad tidings gets shot in your organization, you tend to avoid being the messenger

Conflict resolution strategies and their effects

Advantages

- When time can take care of the problem, avoiding it may be your best option
- When the issue is sensitive
 - The person will become defensive
- When confronting the conflict would escalate it

Disadvantages

The disadvantages far outweigh the advantages

- Hostilities grow and fester beneath the surface
- The problem compounds
- No joint benefits
 - You're doing nothing to solve the problem
- High social and economic costs, high stress

Confrontation

The first three strategies were non-confrontational; that is, each party could act (or not act) alone. The next strategy involves both parties.

Your Best Value In Training

Conflict resolution strategies and their effects

4. Contending is

- A bilateral coping strategy; it won't work unless you cooperate by pushing back or giving in
- This takes place with
 - The mind-set that only one can win (and better me than you)
 - A scarcity mentality (there's a limited amount of any resource)

Contending occurs when

- High concern for self and low/no concern for others
 - "I'm right and you're wrong."
- People are scared of losing
- People feel hostile
 - "You made life hard for me, so I'll make life hard for you."
- People are rigid in their positions
 - "My way is the only way."
- People believe that joint gains aren't possible (the size of the pie is fixed)
 - Conflict as a sports event (winner/loser), not as an opportunity for creativity and innovation
- People have the ability to contend
 - Position, power, resources, better alternatives
- People believe the other will give in
 - You believe I'm not firm and don't know what I want
 - I appear to have no good alternatives

Conflict resolution strategies and their effects

Six contentious tactics

A contentious tactic is any influence or pressure people use to get what they want; the concern is primarily for oneself.

A. Ingratiation

- Based on the "principle of liking"
 - The more you like me, the more you'll cooperate

There are four factors that influence the degree to which someone likes us and, therefore, will give us what we want.

1. **Similarity**

2. **Flattery and compliments**

- Especially effective when the other person feels insecure and when delivered following a criticism

3. **Doing favors**

- Doesn't work if the other person realizes it's being done only to get a favor in return

4. **Demonstrating a positive image**

- "Actions speak louder than words"

Paradox

The more powerful you are, the better this works and the less you need it.
The less powerful you are, the less it works but the more you need it.

Conflict resolution strategies and their effects

B. Persuasive argumentation

This strategy works by getting others to lower their demands through a series of logical arguments (making them more flexible about their goals). It works two ways:

- Convincing you it will cost me too much
 - "If I grant your request, it'll cost me my job."
 - Laying a guilt trip on them
- Convincing you it's in your favor to ask for less
 - "If I grant your request, it'll cost you your job."
 - The fear factor

C. Promises

Offering a carrot, payoff or reward in exchange for compliance. "If you do this, I'll do that." This is a relatively light tactic that can foster goodwill, but there's good and bad.

The good news

- Promises are usually reciprocated
- Promises create a sense of indebtedness that people want to get rid of
- Promises are a good problem-solving skill because they're based on a sense of fairness
- Positive incentives generally beget greater commitment than negative incentives

Conflict resolution strategies and their effects

The bad news

- Promiser has to make good on promise
 - It costs the promiser something
- The reward offered can lose its effectiveness over time
 - Then you'll have to offer more
- Promises can create excessive dependence
 - "I won't do it unless you give me something."
- Promises can be costly if broken
 - Future promises won't work if expectations not fulfilled
 - Disappointment, anger, frustration, distrust will occur if promises are not kept
- It's hard to know how much to promise
 - Promise too much and you'll pay more than you have to
 - Promise too little and you won't get cooperation

**In general, the advantages outweigh
the disadvantages**

Conflict resolution strategies and their effects

D. Gamesmanship

There are two types of maneuvers and both can be nasty tactics.

1. One-upmanship

- Maneuvers to distract and fluster
 - Intended to unsettle you so you can't think straight
 - This only works if you don't know what's going on
 - It's important to increase your awareness of these tactics
- Their number is only limited by people's imaginations
- The secret: to pull it off without you becoming suspicious
- Some gems
 - Making you wait
 - Suggesting you might find it hard to understand something
 - Taking real or fake phone calls during negotiations with you
 - Lack of eye contact
 - Making you sit on uncomfortable furniture
- Don't become overly suspicious
 - Look for multiple clues
 - Repetition of the maneuvers

Part Two

Conflict resolution strategies and their effects

2. Manipulation

The major difference between these two tactics is that one-upmanship is intentional and manipulation can be unintentional. Manipulation is often learned early in life.

- Maneuvers to exert emotional pressure, especially guilt, to get what you want

Three types of manipulation

1. Playing victim

- They give you a hard luck story; you feel sorry for them and take care of them (helplessness)

2. Crying or pouting

- Getting attention through inappropriate means

— You tip-toe around them

Tactic: Let them sit and compose themselves and then continue the discussion.

3. Blaming you for being selfish when you make a healthy choice

- You refuse to violate your interests, but they make you feel ashamed or guilty

Another form of blame

- Making you a member of a "nasty group"
- "You're a women's libber."
- "You're a socialist."
- "Why can't you be like .."

Conflict resolution strategies and their effects

E. Threats

- Making "if/then" propositions with punishment as the outcome (as opposed to promises that result in positive incentives)
- Can be spoken or unspoken

The good news

- They cost nothing if they work — no reward, no punishment
- They're more effective in the short run than promises
 - The threatener appears more powerful
 - People are more motivated to avoid losses than to get rewards
- Threatener can benefit even when reneging on threat
 - Can be seen as humane, kind, compassionate
- Risky, but not as risky as reneging on promises
- Threats are often seen as consistent with a sense of justice
 - "If you don't do what's required, you deserve what you get."

Conflict resolution strategies and their effects

The bad news

Far outweighs the good news.

- Threats elicit similar behavior from others —
Counter threats, which escalate the conflict •
Lead to dislike, suspicion, hostility, aggression
- Threats often lead to compliance ("have to do it"), but they typically don't lead to commitment ("want to do it")
- Those threatened tend to avoid the threatener and the entire work setting; possible loss of productivity
- When threats don't work they result in lose/lose outcome

Dirty tactics

When people feel threatened, they often hit below the belt. We'll look at three typical dirty tactics. Of all the strategies and tactics used in problem situations, dirty tactics are the least productive way to deal with conflict.

1. Personal attacks

- You are the problem instead of your behavior

2. Lies

- Giving you phony facts to get their way
- Lies are hard to deal with because if you accuse the other person of lying, they act outraged and the conflict escalates

3. Sabotage and back-stabbing

- Instead of talking to you about the problem, they talk about you as the problem
- Passive/aggressive behavior

Conflict resolution strategies and their effects

F. Irrevocable commitments

Two forms:

1. Threat of mutual disaster

- Making a commitment to a course of action that will end in mutual disaster unless you concede to certain demands

2. Contest of wills

- Refusing to budge
 - "It's company policy."
 - "Take it or leave it."

Escalation

We've been looking at contentious tactics, moving from light to heavy. Conflict escalation is the process of becoming enemies. We'll look at this process and the psychological damage that results from it.

The regressive spiral of push-counter-push

- Most people think escalation goes up, and a regressive spiral goes down
- Escalation is a regressive spiral because it only leads down into a pit

What happens when a conflict escalates

It's a process of fighting fire with fire. With each new turn of the spiral, the conflict intensifies and becomes more hostile, more vicious.

- First we accuse and threaten
- Then we find more issues to fight about
- We generalize our specific problem to the entire relationship

Part Three

Conflict resolution strategies and their effects

- We continue until we hate each other's guts and waste our energy on getting even
- Finally, we enlist other people to help us fight the battle

Psychological changes

The psychological changes that occur are not just temporary; they leave an irreversible impression.

Selective perception

Once I've decided you're my enemy, I'll look for evidence to prove I'm right.

- If I think you're a liar, I'll try to catch you in a lie
- If I think you're cutting me down, I'll interpret most of what you say as a personal attack
- If I think you back-stab and sabotage, whenever I see you talking to someone I'll think you're gossiping about me
- I'll never notice anything good that you do

Self-fulfilling prophecy

- Once I see you as an enemy, I'll treat you like the enemy I think you are
- The likely result: You'll give back as good as you get — I'll say you act like my enemy

Ceasing to communicate

- An impasse
- Very seldom, if ever, do we re-establish trust
- We may work politely together, but we're wary, and bitterness remains

Conflict resolution strategies and their effects

The good news: Escalation can be stopped at any time by problem solving

Four reasons impasses end

If you're at an impasse, keep in mind they usually end under the following conditions:

1. Contentious tactics have lost their impact

- "There are worse things than being called pond scum."

2. Disputants have run out of resources

- The parties involved have run out of time, energy and money

— The lawyers now own everything

3. Lack of support for the fight

- Everyone else is sick and tired of hearing you complain and no longer supports you

4. Risks have become too large

- Examples: divorce, losing the kids, losing the job, ulcers, substance abuse, suicide attempts

Three ways to break an impasse

1. Give in

- Begin the process
- Does not mean you are giving in on all your interests

2. Break off

- Find another job, another relationship, and promise yourself you'll never make another pit stop

3. Problem solve

- The best way to break an impasse

Conflict resolution strategies and their effects

5. Problem solving

More often than not, problem solving is the first thing people try in a conflict situation. When it isn't successful, they use contentious tactics, the conflict escalates until it reaches an impasse, and finally they're forced back into problem solving.

Preconditions

You need all four preconditions to be met for problem solving to occur.

1. A concern for mutual gain

- The premise of dual concern: cooperation and enlightened self-interest
 - Knowing that helping you meet your interests can help me meet my interests
- Maintaining or improving the relationship

2. Flexible on solutions, firm on interests

- Solutions = positions = vehicles
- Interests = cargo
 - Violation of your interests is reason for conflict
- Being firm on interests and flexible on solutions is the best chance for satisfying both parties and appearing negotiable

3. Creativity

- Develop a Plan B
 - Good alternative to an agreement
- **Determine:**
 1. What can you do by yourself to pursue your interests?
 2. What can you do by yourself so the other side respects your interests?
 3. How can you bring in a third party to further your interests?
- Willingness to brainstorm

Problem solving

4. Separate the people and the problem

- Be soft on people and hard on the problem
- Two elements influence problem solving
 - Trust and firmness

The four steps of problem solving

1. Determine if situation is a disagreement or a true conflict of interests

- If a disagreement, offer one of the four solutions discussed earlier
- If a misunderstanding
 - Ask the person to state problem from his or her point of view
 - Restate what you heard
 - State problem from your perspective
- If it is a conflict, go to Step 2

2. Analyze your interests and their interests

- Make a list of your interests and prioritize according to
 - Concessions I can give away
 - Concessions I can trade
 - Concessions I won't make
- Set reasonably high goals and stick to them
- Discuss the problem before solutions
 - Ask "Why, why not, what if ..."

3. Look for possible solutions to both parties' problems

- Brainstorm solutions; generate ideas together
- Consult; don't dictate
 - An imposed agreement is not stable
- Sit side by side to create a feeling of partnership
- Start with the easy issues, then go on to the tougher ones

Problem solving

4. If Step 3 doesn't resolve the situation, make some mutual low-priority concessions

- Recycle Steps 3 and 4 until you reach agreement
- Be patient; persist until Plan B becomes a better choice
- Set a follow-up date and/or put agreement in writing

Getting the other party to problem solve

Often the other party isn't automatically willing to problem solve.

1. Keep your composure

- Focus on your interests
- Have a list of your interests to look at; it will:
 - Keep you focused on the real issues
 - Leave you flexible on solutions
 - Help you maintain your composure
- Recognize the nasty tactics
 - Be alert but not overly suspicious
 - Look for multiple clues or incongruent communication
- Know your hot buttons
- Pause and "leave your body"
 - Break the automatic link between emotion and action
- Maintain a healthy skepticism
 - Just because you are paranoid doesn't mean people are out to get you

Problem solving

2. Play it "side by side"; align with the other side

- Put yourself in their shoes
 - See the situation from their perspective, not just your own
 - Show respect, not hostility
- Express concern for the relationship
 - "I don't want you and me to be enemies."
- Let them save face
 - Make a reasonable request ("You won't mind if I check this out?")
- Ask questions and use silence
 - "What would you do in my place?"
 - Invite specific criticism
- Use humor

3. Let others know you are firm but agreeable to further negotiation

- Stand up for yourself
- Pinpoint the behavior
- Respond to reason, but not to force (or personal attacks)
 - Let them get it off their chest
 - Say "I respond to suggestions a whole lot better than to threats."
 - Take sarcasm at face value
 - Sidestep the attack and keep on talking about the problem

Problem solving

- Warn, don't threaten
 - There's a fine line between the two
 - Threat: "Here's what I'll do to you."
 - Warning: "Here's what the situation will be."
- Look to the future
 - Ask, "What do you think will happen if we don't resolve this conflict?"
 - "How do we make sure this never happens again?"
- Let them know your Plan B, but always leave the door open
 - Example for sulking: "I'm ready to talk when you are. Until then I'll just go about my business."
- You can walk away (break off)
 - Leave the door open
- If all else fails, suggest a third party (mediator)

Problem solving

10 on-task communication rules for problem solving

1. Both parties state their problem

- Use "I" statements
- Acknowledge the other's problem and indicate a willingness to help
- No zapping (name calling, put-downs)
- No cross-complaining
 - Don't answer a complaint with another complaint
 - Deal with one thing at a time

2. Let them talk and listen

- Don't interrupt
- Acknowledge
- Restate what you've heard
- Offer an apology when appropriate

3. Ask clarifying questions

- Why, why not, what if, etc.
- Not accusatory "why" questions — "Why are you being so stubborn?"
- Use silence

4. Stay in the present and the future, not the past

Problem solving

5. Stick to the topic at hand

6. Look for areas of agreement

7. If the discussion escalates, withdraw, but not before scheduling the next discussion

8. Mutual restating

- If either party feels misunderstood, agree to restate what the misunderstood person has said until the latter feels he or she has been understood correctly

9. All requests for change should be stated in behavioral terms

- Don't ask for a change in attitude
- Don't ask that the other person "feel" differently
- Don't ask the other person to be different
- If the request is to "stop doing" something, tell him or her what to do instead

10. Body language rules

- Be consistent with verbal and nonverbal messages
- Rely more on words when communicating negative feelings
- Show confidence: relax, don't fidget; use good eye contact; show interest and optimism; etc.

Mediation

Intervention of a third party

There will be times when a conflict can't be settled by the two people involved. Knowing how to be a mediator when two parties have reached an impasse will maintain good relationships at work and at home.

1. Structure communication

- Set up ground rules for the parties involved
- Encourage direct communication when hostility is low
- Discourage direct communication when hostility is high
 - Shuttle between the two parties
- Teach the on-task discussion rules
- Set time limits for conflict settlement

2. Use the four steps of problem solving

- Help the parties identify, prioritize and pinpoint their respective issues

3. Increase the parties' motivation to settle

- Draw attention to common interests
- Emphasize team goals, organizational goals
- Provide consequences for agreement/non-agreement
- Instill optimism

Action steps

Group activity

Stand up and face a partner. Without speaking, try to get your partner to come to your side.

Processing the information

- How many were successful?
- What did you do that worked?
 - Went to partner's side and pulled him or her — that's using power/contending/competing
 - You two switched places and you both won.

Point: When you pull someone, you won't have a lasting agreement in the long run. When you willingly trade places, you will both honor the agreement.

Individual activity

Think of a time you yielded to someone or someone yielded to you, and share with a partner. What was the outcome in terms of the actual event and your feelings?

Group activity

Think of a time you had to give up because the other person refused to talk. Brainstorm with a partner possible alternatives to the situation.

Individual activity

Think of a time you avoided a conflict. What happened? Was the outcome positive or negative?

Action steps

Group activity

Working with a partner, practice using one or more of the tactics described earlier in the program and workbook. Identify which tactics your partner is using on you, then switch places.

Group activity

In small groups, develop a "good alternative," or Plan B, for the following situation: You have proposed to your boss that you attend a two-day training program. Your boss said no because the company couldn't afford the registration fee or to have you out of the office.

Action steps

Group activity

To help you practice the analysis of interests, read *The Case of the Lost Opportunity* in Appendix A. Then list as many interests as you can for each party. You'll find some that are the same and some that are different. When you have finished, compare your answers to the ones given in Appendix B.

Dan Lost	Ken Opp

Now go on to the next step. Brainstorm some integrative ideas. Look for the following opportunities.

- Expanding the pie
 - Ask how you can enlarge the pool of resources both parties want
- Getting a concession from one party by promising later compensation
 - Ask what one party can give to the other that he or she values
- Giving one party what he or she wants, while cutting the other party's cost of giving in
 - Ask how one party can minimize the discomfort of the other party's yielding

Action steps

- Trading one person's low priority item for the other's high priority item
— Ask which want is of low priority to one party, but of high priority to the other party and vice versa
- Reformulating the problem by addressing only the high-priority interests of both parties. Ask what are their most important issues and how can they be settled simultaneously.

Remember, the idea when brainstorming possible solutions is to ensure that both parties' primary interests are covered. It's very helpful to have both parties prioritize their interests so that it's easier to know where concessions can be made.

Appendix

Appendix A

The Case of the Lost Opportunity

Dan Lost was hired by an electronics store, one in a chain of such stores, as a retail clerk at a certain base pay plus commission on sales. He was promised that he could enter the store manager training program if he applied himself and achieved a certain monthly level of commissions. Eventually he would be given the opportunity to manage a store of his own.

Ken Opp, store manager, received commissions and a certain percentage of the overall store sales. He expected a promotion to manager of a larger store when his operation showed a high enough profit. One of his biggest headaches was the constant turnover of his retail clerks, and the time and money he had to spend training new employees.

Typically, a management trainee was paid a higher base rate and a higher commission rate than a regular sales clerk and spent four hours a week away from the store attending training sessions.

After six months on the job, Dan had achieved the required level of eligibility for store manager training. However, every time he asked to be allowed to enter the program, Ken would put him off, giving a variety of reasons: illness in his own family, maintenance work that needed to be done, shortage of help, declining sales, etc. Dan, however, persisted until one day he and Ken had a showdown. Dan accused Ken of having made false promises and using phony excuses in order to prevent having to pay a higher salary and commission rate.

Ken retaliated by blaming Dan for slow sales, not doing enough maintenance work and generally driving him crazy with his incessant pestering.

Appendix B

Dan Lost's interests

Promotion, status
Independence
Decision power
More money
Learning new skills
Time away from store
Less maintenance work
Good relationship with boss

Ken Opp's interests

Promotion, status
High profits
Higher income
Less turnover
Cost containment
Maintenance work done
Grooming successor
Adequate help
Peace of mind
Time for family

Possible solutions

- Clarify objectives and deadlines for Dan's formal management training
- Ken teaches Dan store management skills (keeping books, calculating commissions, etc.)
- Dan takes over some management duties; Ken can spend time with family
- Dan helps recruit and train new employees; Ken does some maintenance work
- Ken and Dan problem solve together on how to increase profits and cut costs
- Dan agrees to stop pestering Ken in exchange for some visible progress (learning new skills, getting more authority)
- Ken agrees to share a certain percentage of the overall store sales to compensate Dan for the additional responsibilities.