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# Conflict Management



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# OVERVIEW

- < Effects of conflict
- < Conflict styles
- < Steps to effective conflict management
- < Conflict at work
- < Resources



WHENEVER YOU'RE IN CONFLICT WITH  
SOMEONE, THERE IS ONE FACTOR THAT  
CAN MAKE THE DIFFERENCE BETWEEN  
DAMAGING YOUR RELATIONSHIP AND  
DEEPENING IT. THAT FACTOR IS  
ATTITUDE.

-WILLIAM JAMES



CSUSBAumni

WE DEFINE THE *Future*

# CONFLICT HAPPENS!

- < Different approaches to problem solving
- < Poor communication
- < Differences in goals and values



# NEGATIVE EFFECTS

If conflict is not handled properly, it can:

- < Reduce productivity
- < Delay the decision making process
- < Diminish trust
- < Affect morale

# POSITIVE EFFECTS

- < Increases information and ideas
- < Encourages innovative thinking
- < Unshackles different points of view
- < Reduces stagnation



# MANAGING IS KEY

- < How you respond will dictate the outcome
- < Fosters change
- < Creates dialogue and growth
- < Issue focused and solution oriented

# WHAT DOESN'T WORK

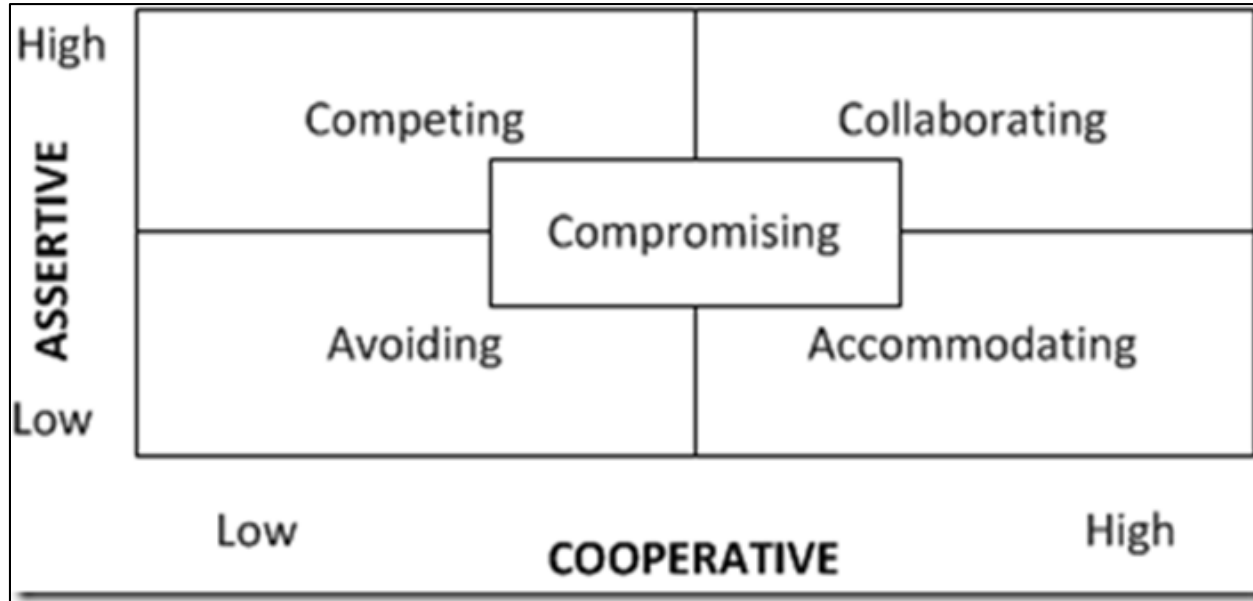
- < “That’s true *but*....”
- < Blaming
- < The Silent Treatment



# WHAT DOES WORK

- < “That’s true *and...*”
- < Addressing conflict in a timely manner
- < Allowing the other person ample time to speak
- < Using a positive, calm demeanor

# FIVE STYLES



# CONFLICT RESOLUTION STEPS

- < Make the approach
- < Share perspectives
  - Use “I” statements
- < Build understanding
  - Give the other person a chance to explain
- < Agree on solutions
- < Plan next steps

Mediation Services. (2003). *Foundational concepts for understanding conflict*. Winnipeg, MB, Canada.

# MAKE THE APPROACH

- < Reflect before you begin
  - Write down your thoughts and organize them
- < Invite conversation
- < Be clear about intentions
- < State your goal - a positive resolution

# NAME THE ISSUES

- < Identify important topics --- be issue focused
- < Focus on interests, not positions
- < Use positive, constructive language
- < Lead with good intent
- < Use reflective listening

# UNDERSTANDING INTERESTS

**WHAT vs WHY**

Positions answer “what?”

Interests answer “why?”

# POSITIONS AND INTERESTS

	Definition	Example
<b><u>Position</u></b> Your demand; what you <u>say</u> you want.	A specific outcome or action <u>perceived</u> as meeting immediate needs.	I need a \$10,000 raise or I'll have to find a new job.
<b><u>Interest</u></b> What <u>really</u> matters to you.	The desires, beliefs, and needs underlying your position.	Shelter, safety, financial security, fairness, respect social status, self-esteem, etc.

# SHARE PERSPECTIVES

- < Ask for the other person's perspective
- < Paraphrase what you hear
- < Acknowledge your contribution
- < Describe your perspective - "I" statements
- < Clarify assumptions
- < Explore interests and feelings
- < Encourage feedback

# AGREE ON SOLUTIONS

- < Be solution focused
- < Be realistic
- < Does the solution benefit all parties?

# NEXT STEPS

## REFLECT

Was this conflict solved?

Did we get to the root of the problem?

Can I identify ways to handle the situation better next time?

## CREATE AN ACTION PLAN

What needs to happen?

Who needs to do what?

By when?

# RESOLVING CONFLICT AT WORK

“ Conflict can destroy a team that hasn't spent time learning to deal with it”

-Thomas Isgar

- < Understand strengths
- < Identify ways to address conflict with each other
- < Share objectives
- < Distribute tasks fairly
- < Never criticize publicly
- < Meet frequently
- < Communicate often

# DIFFICULT CONVERSATIONS

1. Face your fears
2. Do your homework
3. Be positive
4. Leave your emotions out of it
5. Find the right setting

## HELPFUL LINKS

<https://www.causely.com/blog/quotes-on-resolving-conflict-at-work>

<https://www.insperity.com/blog/10-tips-for-keeping-your-cool-during-emotional-conversations-with-employees/>

<https://hbr.org/2015/01/how-to-handle-difficult-conversations-at-work>

# Questions?

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Website: <https://www.csusb.edu/career-center>

Alumni can access:

- < Handshake
- < Recruitment events
- < Workshops
- < Clothing closet
- < Career counseling (fee after one year)



Administration Building, Room 121

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Thank you for  
joining us!