

Negotiation/Confrontation

Steps in managing conflict effectively

Aiken, T., & Aiken, J. Here are 4 steps to handle any conflict. Ed Nursing, May 2000, 5, 98-99.

Facilitate Discussion

- Identify differences in perception and interpretations of the facts
- Have the parties discuss each of their needs
- Have the parties imagine themselves in the other parties' shoes
- Lay the ground rules that no one will be blamed for the problem
- Lay the ground rule that all will be discussed
- Encourage each side to make proposals that appeal to the other party or satisfy their interests
- Before beginning, make sure the key players with authority are a part of the negotiations and discussions.
- Acknowledge the other party's emotions, such as fear or anger. Do not ignore or dismiss the other's feelings.
- Maintain open communications in negotiations, mediations and discussions by listening carefully.
- Summarize points made by the other party and use body language that shows you are hearing what is being said (lean forward, nod your head, arms in open position)

Listen to what the other person is saying

- Demonstrate a true willingness to bring about a solution to the problem
- Try to identify underlying needs
- Instead of focusing on past events or problems, concentrate on future solutions.

Brainstorm for solutions

- Everyone's suggestions should be considered for a win/win solution.

Negotiation/Confrontation Assessment Form
Modified from APTA Clinical Instructor Training Manual

Self
YES NO

Partner
YES NO

PROBLEM PRESENTATION

- States rationale for the meeting
- States the problem clearly
- Illustrates the problem with specific examples
- States why the performance/issue presents a problem
- Checks accuracy of background information
- Requests other person's point of view

PROBLEM RESOLUTION

- Presents suggested solutions
- Checks feasibility of suggested solutions
- Considers alternative solutions
- Indicates limits of compromise
- Achieves consensus on solutions
- Offers help to implement changes
- Shares appropriate degree of responsibility in managing outcomes

INTERPERSONAL DIMENSIONS

- Expresses feeling about the problem directly,
Using "I" messages
- Focuses on behavioral dimensions of the situation
- Balances compliments and constructive criticism
- Allows time for the other person to respond
- Uses appropriate attending skills
- Maintains appropriate body language
- Show mutual respect and positive regard