



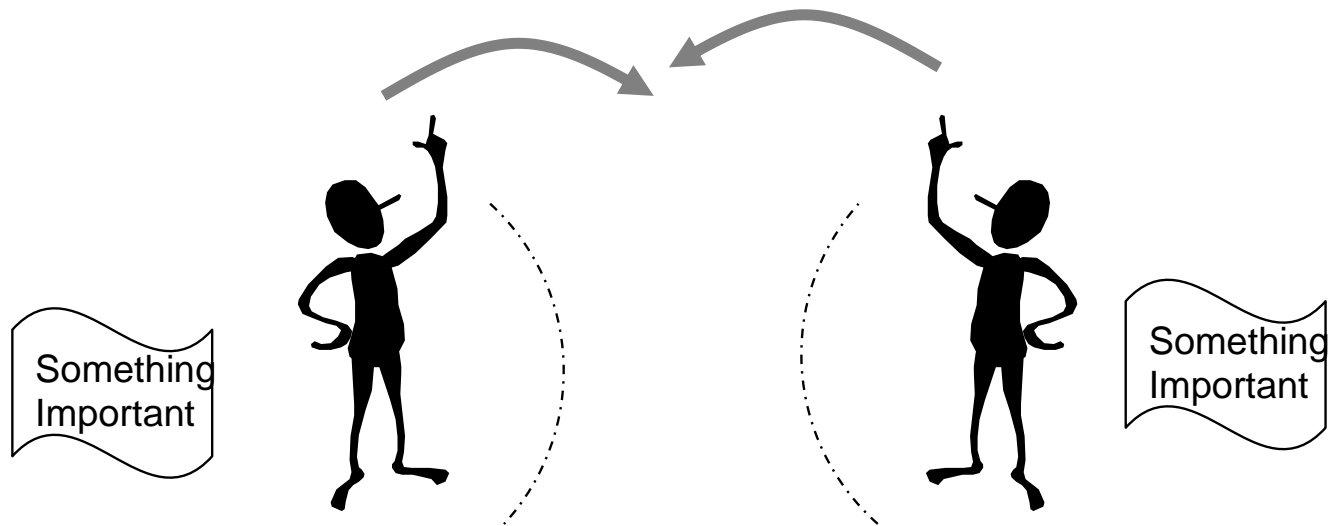
Communication Workshop

**By Suzanne Sherkin, Q.Med
For
St. Stephen's Community
House**

How Conflict Escalates

Cycle of Conflict Escalation

When the other hears the attacks, they respond similarly by defending themselves and attacking the other. This escalates the conflicts as both people shift their attention away from the problem and focus on defending themselves and attacking the other.



The effects of conflict escalation includes:

- Distrust
- communication breakdown as both avoid hurtful interactions
- misunderstandings that result from unchecked assumptions
- each person's sense of legitimacy is undermined by the other's criticisms
- problem-solving is minimal as each spends energy on defending themselves and attacking the other.

Approaches to Conflict

- **Power-based approach:** using force to make someone to do something they would not otherwise do. Power-based approaches include the use of threats, manipulation, physical force, intimidation, public pressure, wars, strikes, acts of civil disobedience, etc
- **Rights-based approach:** a general standard, a rule, a principle, a policy or a process. You ask, "What's the rule?" that applies to everyone and apply it in that instance. These standards may be explicit and codified in laws, policy manuals, contracts, religious moral codes, etc., or may be implicit in given cultures or contexts.
- **Needs/Interests-based approach:** seeks to uncover and meet the needs of both parties. You ask, "What needs or underlying interests are you trying to address by taking a certain position. What is important to you about having what you're asking for?" Interest-based approaches seek to generate new ways of meeting as many needs as possible. *

Four Personality and Conflict Styles

Drivers



Expressives



Analyticals



Amiables

How You Can Flex for Each Style

To Flex to a Driver

- Pick up your pace and energy
- Be task-oriented
- De-emphasize feelings
- Be clear about your goals
- Be well organized in your communication

To Flex to an Analytical

- *De-emphasize* feelings
- Be systematic
- Be organized and factual
- Slow down your pace
- Listen

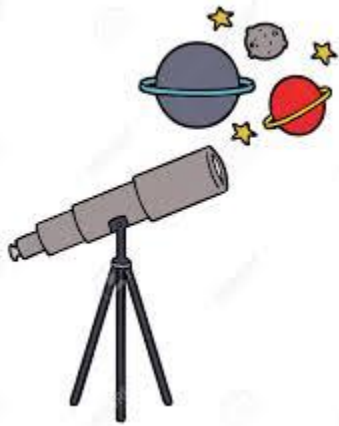
To Flex to an Expressive

- Pick up your pace and energy
- Focus on the big picture
- Say what you think
- Make personal contact
- Focus more on feelings

To Flex to an Amiable

- Have genuine personal contact
- Slow your pace
- Listen
- Focus more on feelings and show interest in the human side
- Be supportive

The Five Decision-Making Approaches



Visionary



Guardian



Motivator



Flexible



Catalyst

Creating a Collaborative Climate



Thank You

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