Negotiation and Conflict Management

Arden M. Morris, MD, MPH
Vice Chair of Research
Stanford Department of Surgery
Objectives

• Recognize functional and dysfunctional conflict
• Understand key differences between conflict management and negotiation
• Plan and prepare for an important negotiation
How do you define conflict?

- Traditional view (harmful)
- Human relations view (inevitable)
- Interactionist view (necessary)
How does interpersonal conflict develop?

**Spoken**

W: Do you want to get something to eat?
M: No.
W: *&%# you!

**Unspoken**

...and get to know each other better
...I’m not hungry

M: *&%# you!
Stages of conflict process in an organization

Robbins, Judge, and Vohra. Organizational Behavior, 18th ed.
Perception → Intention → Behavior

Thomas-Kilman Conflict Modes

- **COMPETING**
  - Zero-sum orientation
  - Win/lose power struggle

- **COMPROMISING**
  - Minimally acceptable to all
  - Relationships undamaged

- **AVOIDING**
  - Withdraw from the situation
  - Maintain neutrality

- **COLLABORATING**
  - Expand range of options
  - Prioritizes win-win

- **ACCOMODATING**
  - Accedes to other party
  - Prioritizes harmony

- **ASSERTIVENESS**
  - Focused on own needs and agenda

- **COOPERATIVENESS**
  - Focused on relationships and others’ needs

Stages of conflict process in an organization

- Improves decision quality
- Stimulates creativity/innovation
- Encourages curiosity & commitment

- Hampers communication
- Reduces group cohesiveness
- Subordinates group goals to the primacy of infighting
Functional vs dysfunctional conflict

Disagreement on viewpoints and goals (cognitive)

Disagreement on how the task is done

Interpersonal animosity (affective)

High Performing Groups

Low Performing Groups

Jehn and Mannix. Academy of Management J, 2001
Interpersonal conflict resolution: ↓ affective, ↑ cognitive

<table>
<thead>
<tr>
<th>Make the approach</th>
<th>Identify the key people, set neutral conditions, state intentions and goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share perspectives</td>
<td>Describe and paraphrase until correctly understood</td>
</tr>
<tr>
<td>Build understanding</td>
<td>Discuss issues one at a time, clarify assumptions, identify interests</td>
</tr>
<tr>
<td>Agree on solutions</td>
<td>Feasible, durable, responsive to each party’s interests?</td>
</tr>
<tr>
<td>Plan next steps</td>
<td>Agree on implementation, anticipate and plan for obstacles</td>
</tr>
</tbody>
</table>

Negotiation

Bargaining process between two or more parties to settle a matter of mutual concern or resolve a conflict.
Negotiation: Distributive vs. Integrative
You will benefit most from developing skills in integrative bargaining
Two basic approaches to negotiation

<table>
<thead>
<tr>
<th></th>
<th>Distributive</th>
<th>Integrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Get as much as possible</td>
<td>Expand the options</td>
</tr>
<tr>
<td>Motivation</td>
<td>Win-lose</td>
<td>Win-win</td>
</tr>
<tr>
<td>Focus</td>
<td>Positions</td>
<td>Interests</td>
</tr>
<tr>
<td>Interests</td>
<td>Opposed</td>
<td>Congruent</td>
</tr>
<tr>
<td>Information sharing</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Relationship</td>
<td>Short-term</td>
<td>Long-term</td>
</tr>
</tbody>
</table>
Negotiation 101: **Plan**, define, clarify, bargain, finalize

1. Plan and prepare
   - Define your goals and your BATNA
   - Generate a range of outcomes
   - Forecast the other party’s goals
   - Gather information
   - Consider strategies based on intel
     - Optimize your approach
     - Anticipate the other party’s approach
     - Manage the negotiation
Negotiation 101: Plan, define, clarify, bargain, finalize

2. Define the ground rules
   • Exchange initial proposals/demands
   • Agree on ground rules and procedures

3. Clarify and justify
   • Explain your original demands/position
   • Understand other party’s demands/position

4. Bargain and problem solve:
   • All items on the table
   • Concessions
   • Create new solutions
5. Finalize and implement:
   • Commit the agreement to a shared document
In summary...

• Conflict
  • Multistep process that usually isn’t recognized until behavior stage
  • Affective or relationship-based conflict is always dysfunctional
  • In the setting of respect/trust, cognitive conflict improves group performance

• Negotiation
  • Stakes vary based on interests and relationships.
  • You are practicing all the time.
  • Know your interests and match preparation effort to the stakes.
  • If the agreement is not in a document, it doesn’t matter.
Negotiation and Conflict Management

Arden M. Morris, MD, MPH
Vice Chair of Research
Stanford Department of Surgery