

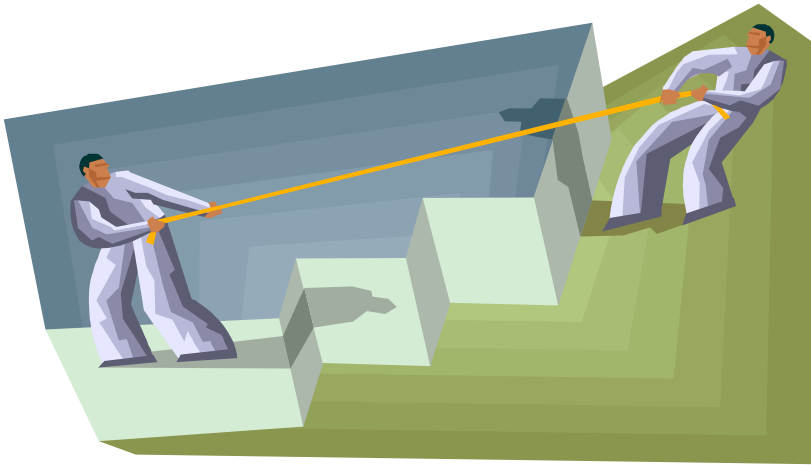
Becoming a Conflict Competent Attorney



Presented by
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What do you think of when
you think of the word . . .
"Conflict"?



Conflict is not inherently destructive, but our responses to it can be.

You have the power to choose how you respond to conflict, and in doing so, affect the outcome.

Responses to Conflict

How Do You Respond?

Before

When an unpleasant conflict with another person is just beginning, I . . .

When another person seriously provokes me before a conflict, I . . .

Responses to Conflict

How Do You Respond?

During

When am having a conflict with someone, I . . .

During a tense conflict with another person, I . . .

Responses to Conflict

How Do You Respond?

After

When a conflict has been going on for some time, I . . .

After an intense conflict with someone has ended, I . . .

We do not see things as they
are, we see things as we are.

-Talmud

What do
you see?



It's all a matter of perspective . . .

Five Themes . . .

An Introduction to the Conflict Dynamics Profile

1. The CDP is explicitly based on behavioral orientation
2. People can change the way they respond to conflict
3. Conflict can best be thought of as an unfolding process
4. The earliest responses to conflict have the largest effect on how conflict unfolds
5. The more people know, the better equipped they will be to change

Types of Conflict

Cognitive Conflict (task-oriented)

Focuses on ideas not personalities

Can occur during times of creativity and productivity

Affect is neutral or positive

Unrelated, or positively related to group functioning

Types of Conflict

Affective Conflict (personal)

Focuses on people, not ideas

Can occur at any time

Negatively related to group functioning

Can escalate rapidly

CDP Hot Buttons

Hot buttons refer to people or situations which may irritate you enough to provoke conflict by producing destructive responses.

The “hotter” the hot button, the more likely it is to produce:

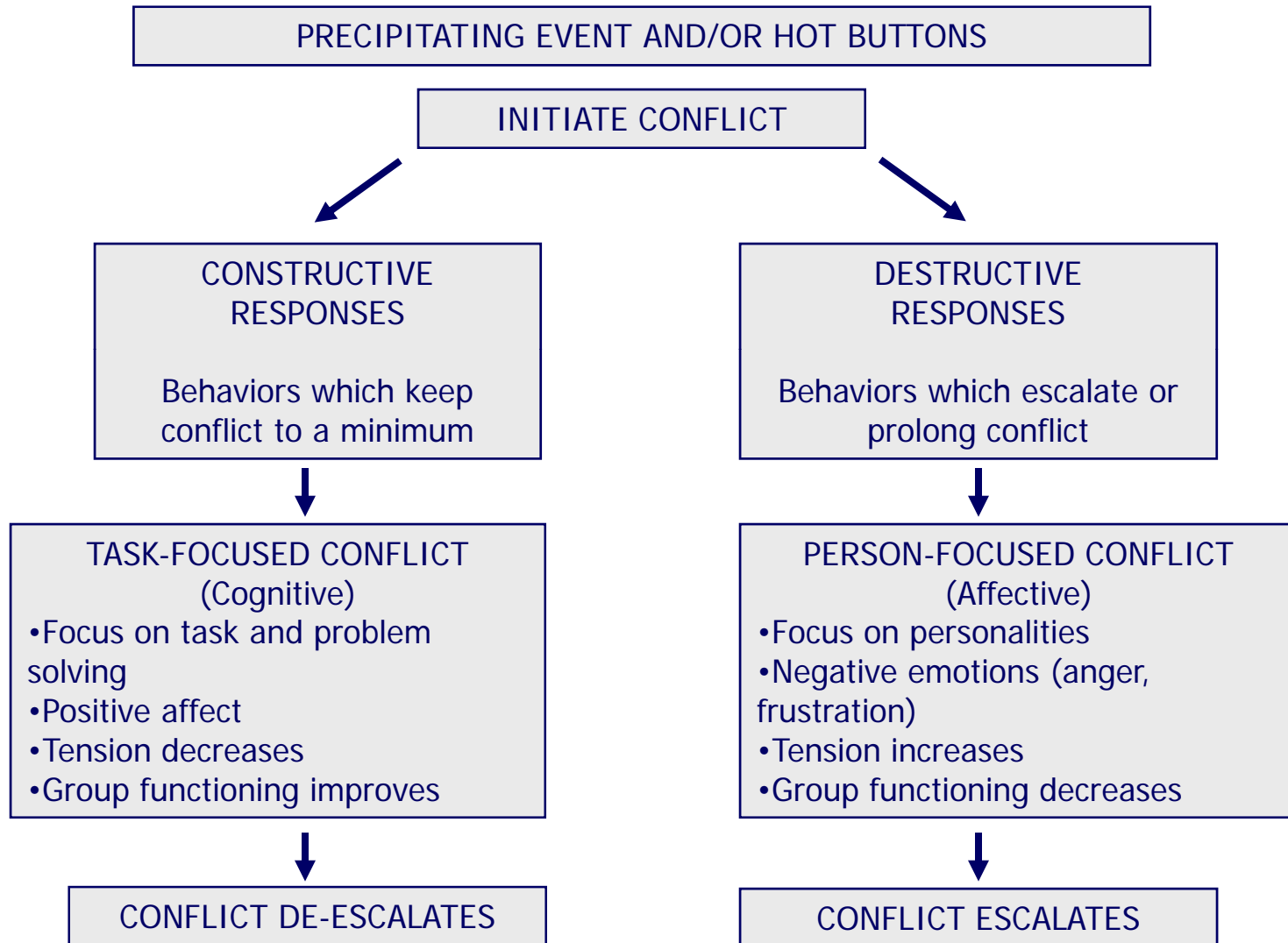
- Strong negative emotions
- Feelings of personal provocation
- Automatic and impulsive responding
- Increased tension

CDP Hot Buttons

36 items tapping the 9 situations/people causing the greatest degree of irritation to the individual. The CDP Hot Buttons measured are:

- Unreliable
- Unappreciative
- Micro-managing
- Abrasive
- Hostile
- Overly analytical
- Aloof
- Self-centered
- Untrustworthy

Path of Conflict - You are the Conductor



Constructive Responses

Behaviors which research has demonstrated to be highly effective in keeping the harmful effects of conflict to a minimum

Constructive responses emphasize:

- Task-completion and focus on problem-solving
- Creative problem-solving & focus on exchange of ideas
- Expression of positive emotions & optimism
- Not provoking the other person

Typical Outcomes of Constructive Responses

- Win-win solutions
- Open & honest communication of feelings
- Both parties' needs are met
- Non-judgmental actions
- Not sticking adamantly to one position
- Actively resolving conflict (not allowing conflict to continue)
- Thoughtful responses (not impulsive)
- Team performance improves

Destructive Responses

Behaviors which research has demonstrated to escalate or prolong conflict

Destructive responses emphasize:

- Displaying negative emotions
- Trying to win, no matter what
- Lack of respect for the other person
- Avoiding conflict rather than facing it

Typical Outcomes of Destructive Responses

- Feelings of anger & frustration
- Judgmental actions
- Getting even & keeping score
- Other party does not have its needs met
- Closed channels of communication
- Refusing to deal with issues
- Decreased self-confidence
- Tasks not completed
- Team performance decreases

Active & Passive Responses to Conflict

Research has further demonstrated the usefulness of classifying conflict-related responses into two additional categories.

Active

Behaviors which involve overt responses, taking action, or making an effort. Outcome can be either constructive or destructive.

Passive

Behaviors which involve withholding a response, not taking action, or not making an effort. Outcome can be either constructive or destructive.

Conflict Response Categories

Constructive

Destructive

Active

Perspective Taking
Creating Solutions
Expressing Emotions
Reaching Out

Winning at All Costs
Displaying Anger
Demeaning Others
Retaliating

Passive

Reflective Thinking
Delay Responding
Adapting

Avoiding
Yielding
Hiding Emotions
Self Criticizing

Sample CDP Items

Constructive Responses

Perspective Taking

- Imagines what the other person is thinking and feeling
- Tries to understand how things look from that person's perspective

Creating Solutions

- Attempts to generate creative solutions
- Brainstorms with the other person to create new ideas

Sample CDP Items

Constructive Responses

Expressing Emotions

- Talks honestly and directly to the other person
- Directly communicates his/her feelings at the time

Reaching Out

- Tries to repair the emotional damage caused by the conflict
- Makes the first move to get the communication started again

Sample CDP Items

Constructive Responses

Reflective Thinking

- Analyzes the situation to determine the best course of action
- Reflects on the best way to proceed

Delay Responding

- Delays responding until the situation has settled down
- Lets things calm down before proceeding

Adapting

- Tries to stay flexible and optimistic
- Tries to just make the best of the situation

Sample CDP Items

Destructive Responses

Winning at All Costs

- Argues vigorously for his/her own position
- Tries to win at all costs

Displaying Anger

- Raises his/her own voice
- Uses harsh angry words

Sample CDP Items

Destructive Responses

Demeaning Other

- Rolls his/her eyes when the other person speaks
- Is sarcastic toward that person

Retaliating

- Tries to get even
- Passively obstructs the other person

Avoiding

- Acts distant and aloof toward that person
- Keeps as much distance as possible from that person

Sample CDP Items

Destructive Responses

Yielding

- Lets the other person have his/her way in order to avoid further conflict
- Gives in to the other person just to make life easier all the way around

Hiding Emotions

- Hides his/her true feelings
- Feels upset but doesn't show it

Self Criticizing

- Is critical of himself/herself for not handling the conflict better
- Replays the incident over & over in his/her mind

Remember you are in control . . .

You have the power to choose how you respond to conflict, and in doing so, affect the outcome.

If you are patient in one moment of anger, you will escape a hundred days of sorrow.

- Chinese proverb

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