

Negotiation and Conflict Management

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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!

M: *%# you!

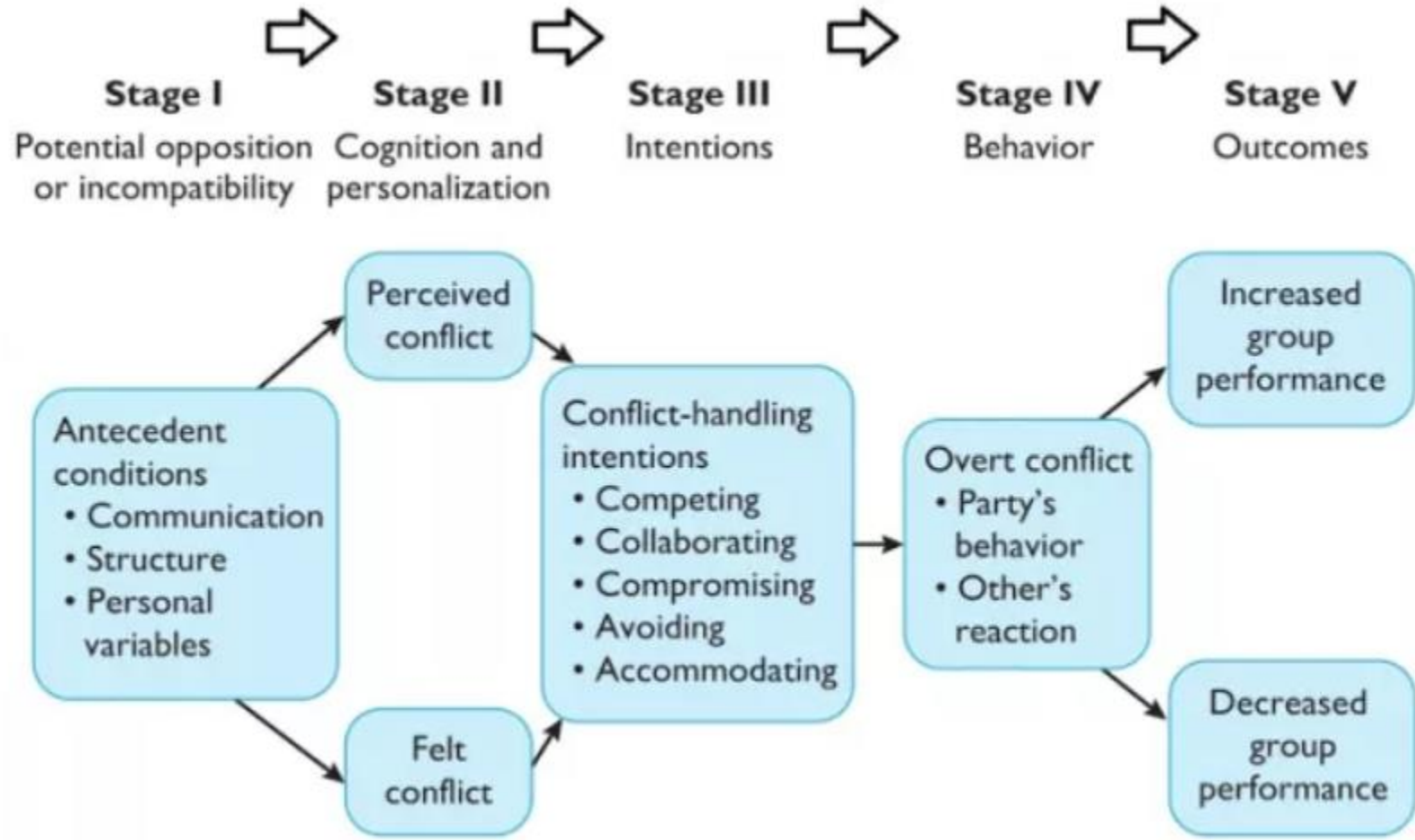
Unspoken

...and get to know each other better

...I'm not hungry

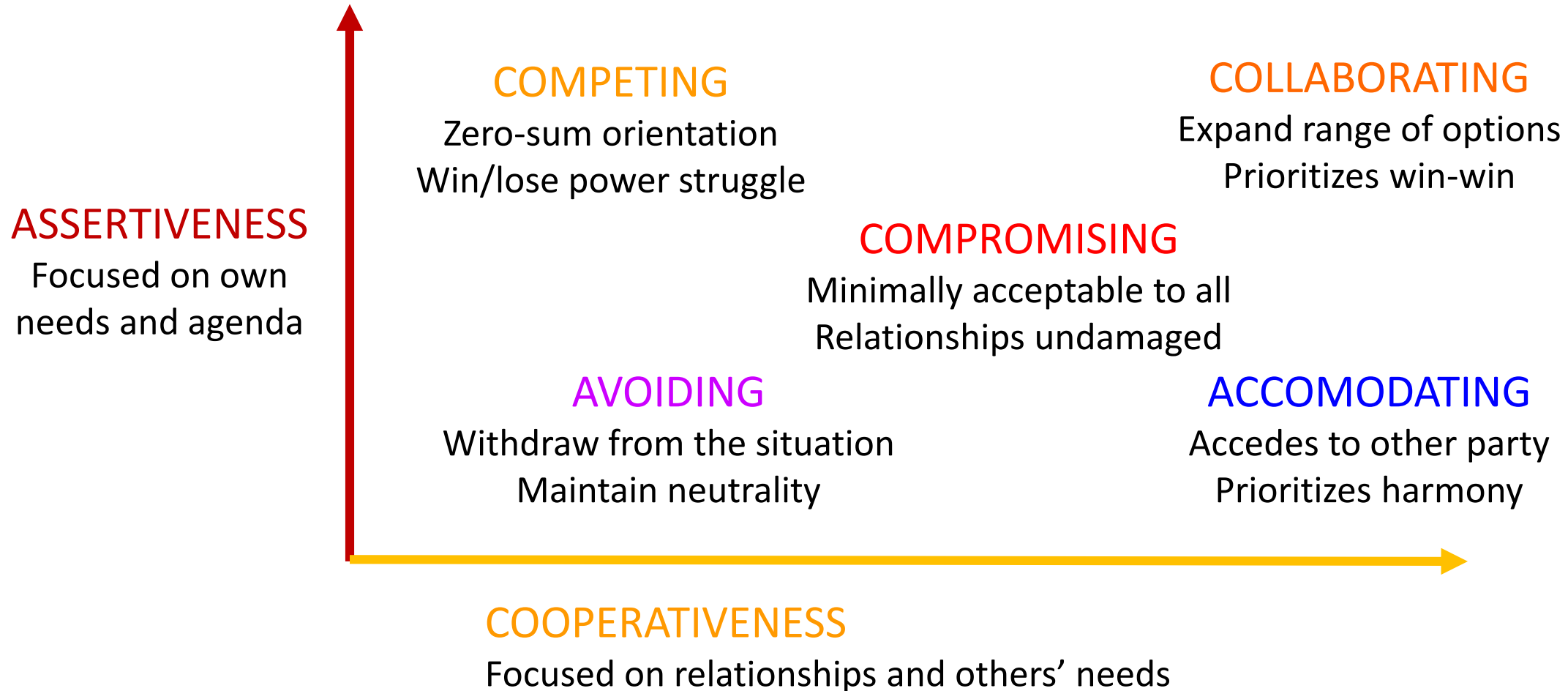


Stages of conflict process in an organization

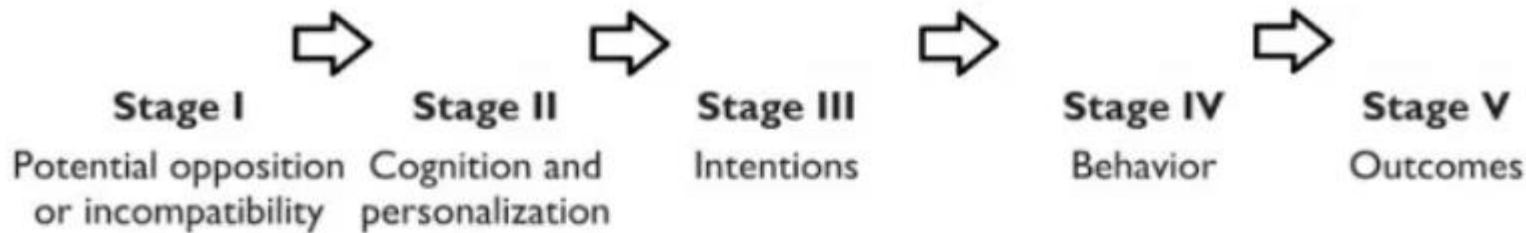


Perception → Intention → Behavior

Thomas-Kilman Conflict Modes



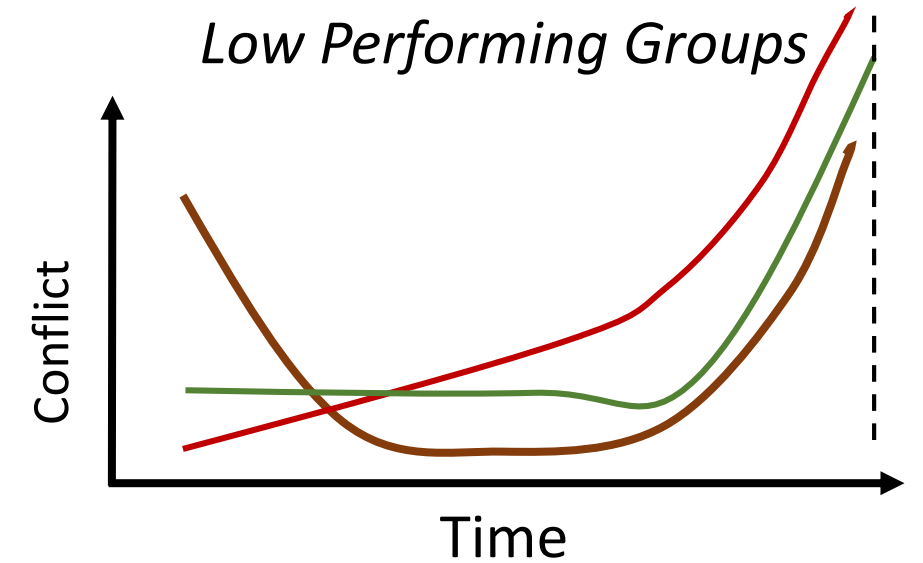
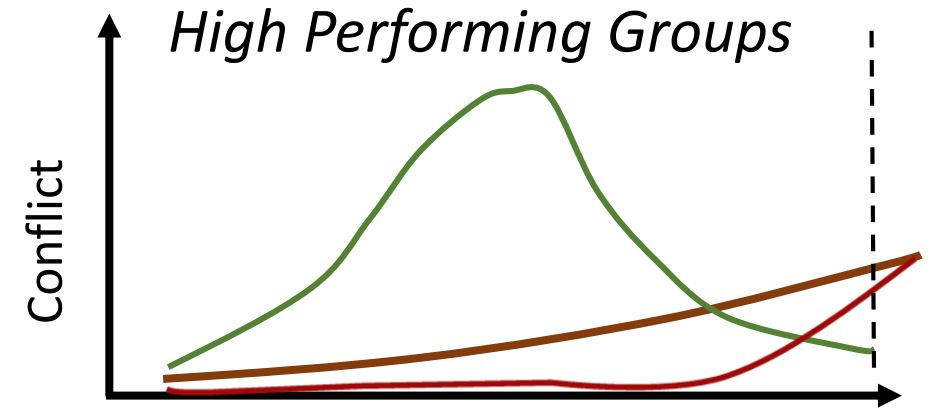
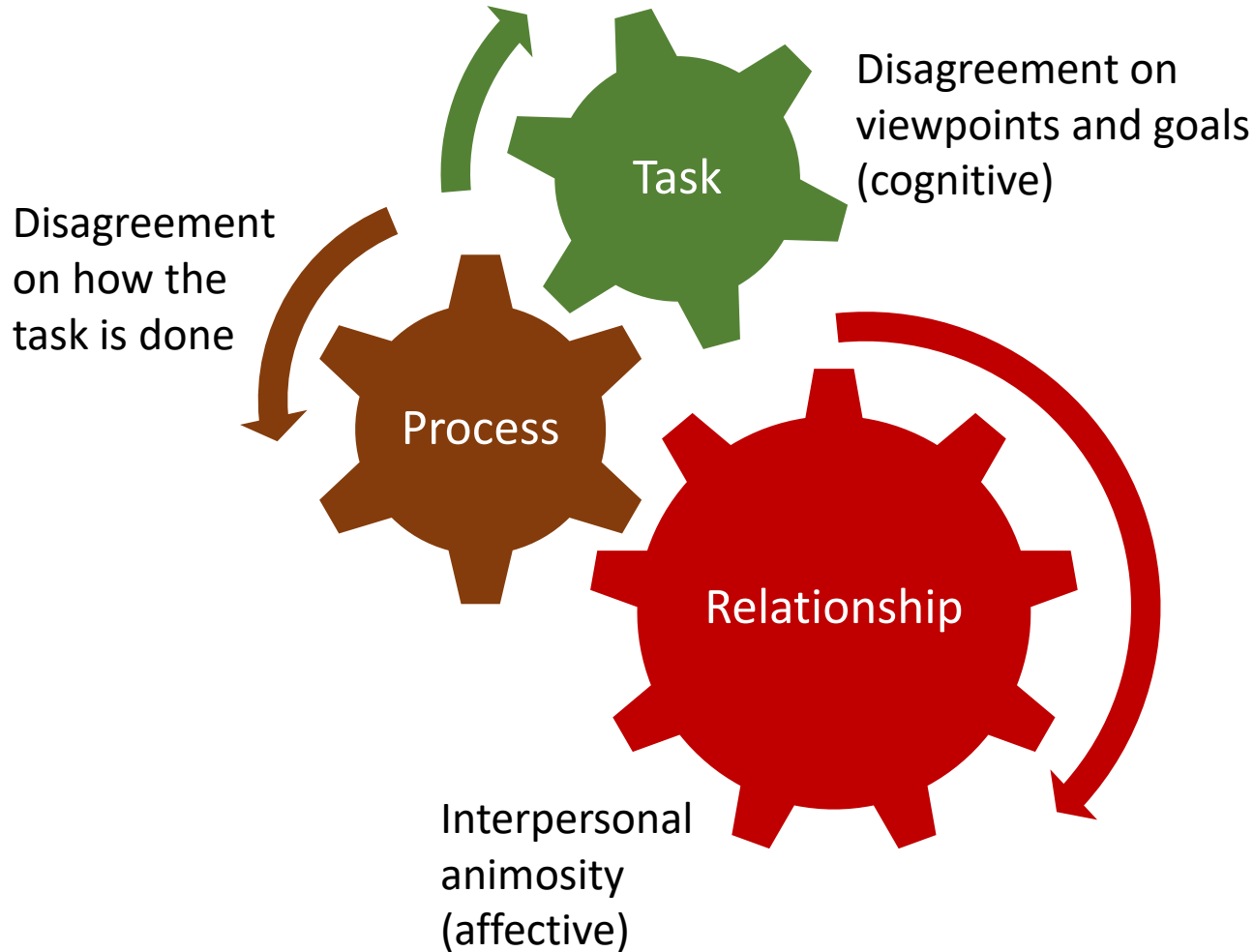
Stages of conflict process in an organization



- 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



Interpersonal conflict resolution: ↓ affective , ↑ cognitive

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



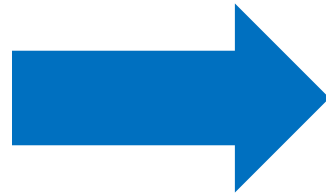
Negotiation

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

	Distributive	Integrative
Goal	Get as much as possible	Expand the options
Motivation	Win-lose	Win-win
Focus	Positions	Interests
Interests	Opposed	Congruent
Information sharing	Low	High
Relationship	Short-term	Long-term

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

Negotiation 101: Plan, define, clarify, bargain, **finalize**

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.

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