

Conflict management: building a common framework

EWC in time of Conflicts

Centro Studi CISL, Florence

October 25 th / 27 th, 2022

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Objectives of the session

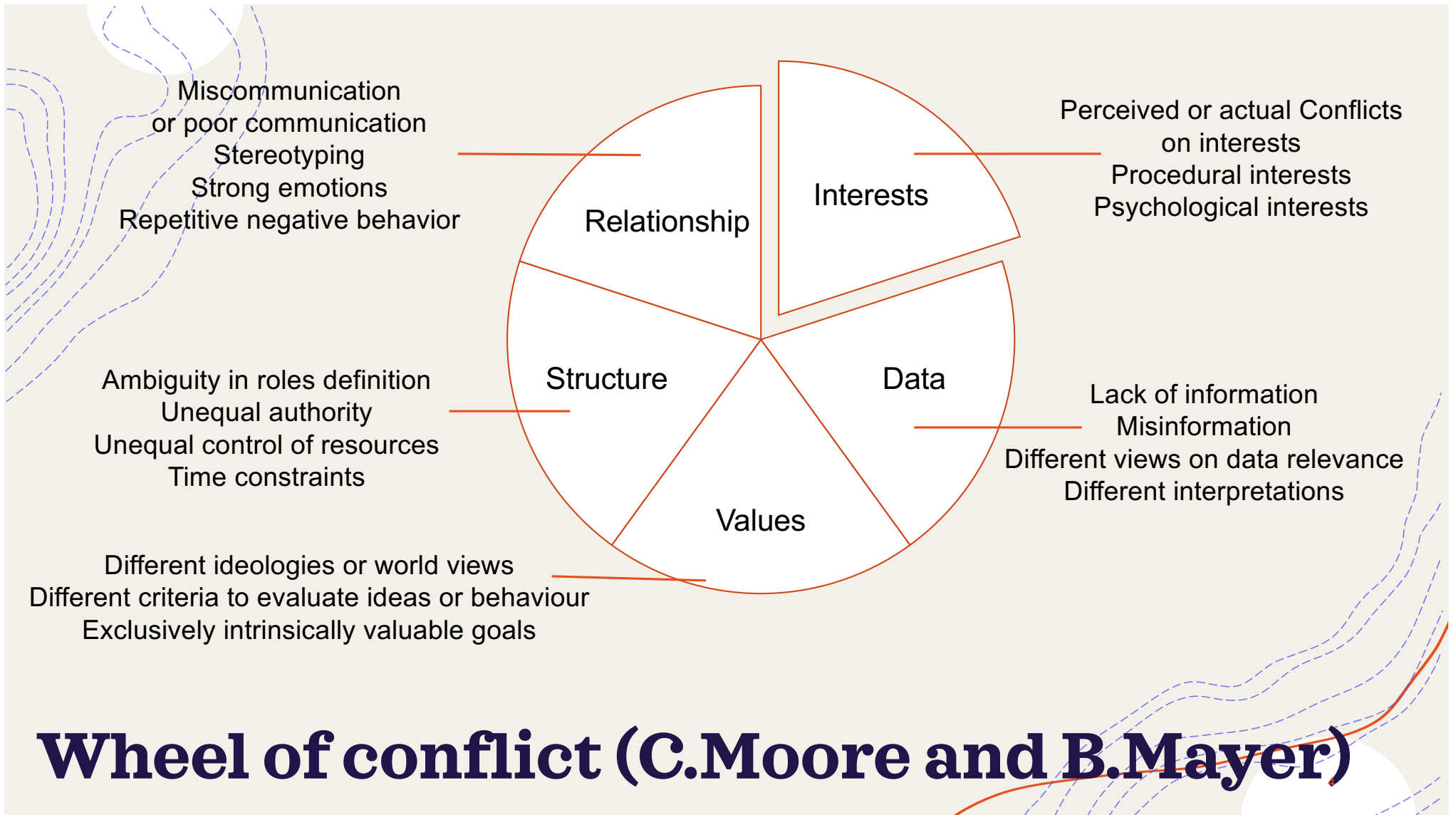
- + Building and sharing a common frame of reference on the issue of conflicts
- + To identify the different types of conflicts and the different personal styles and strategies to deal with conflicts
- + To explore and map what helps and what does not help to manage conflicts within EWC, basing on participants' experiences.

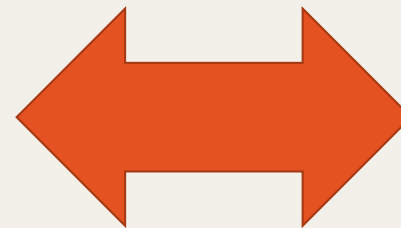
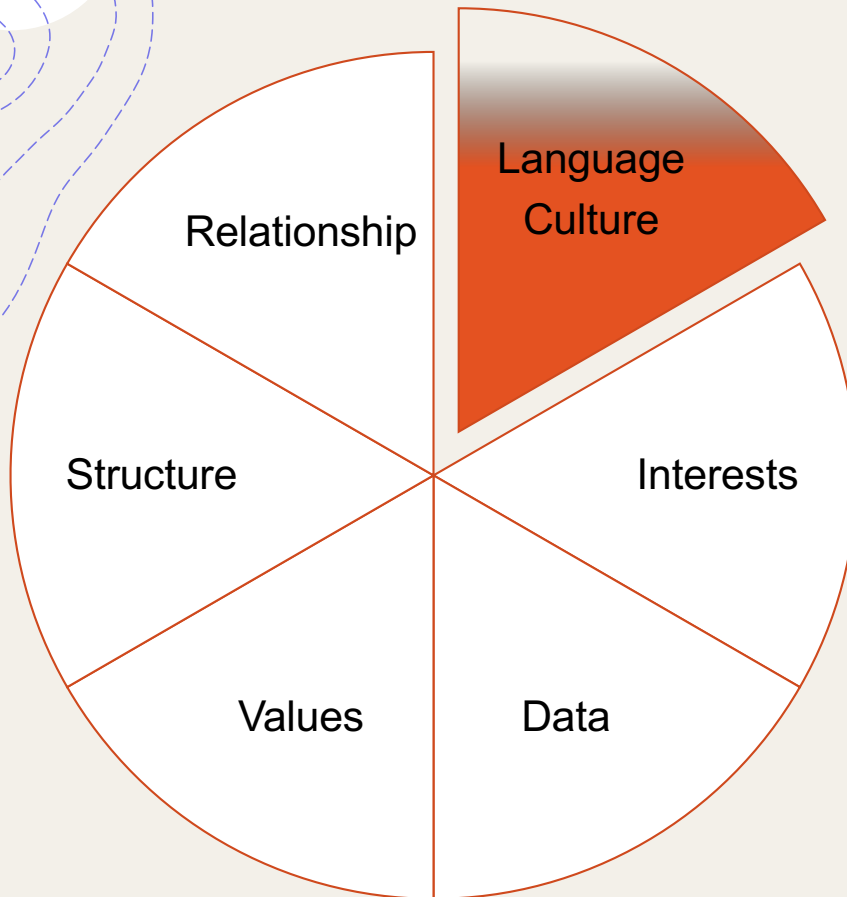


Brainstorming

**«What types of conflicts
did you experience in the
EWCs?»**



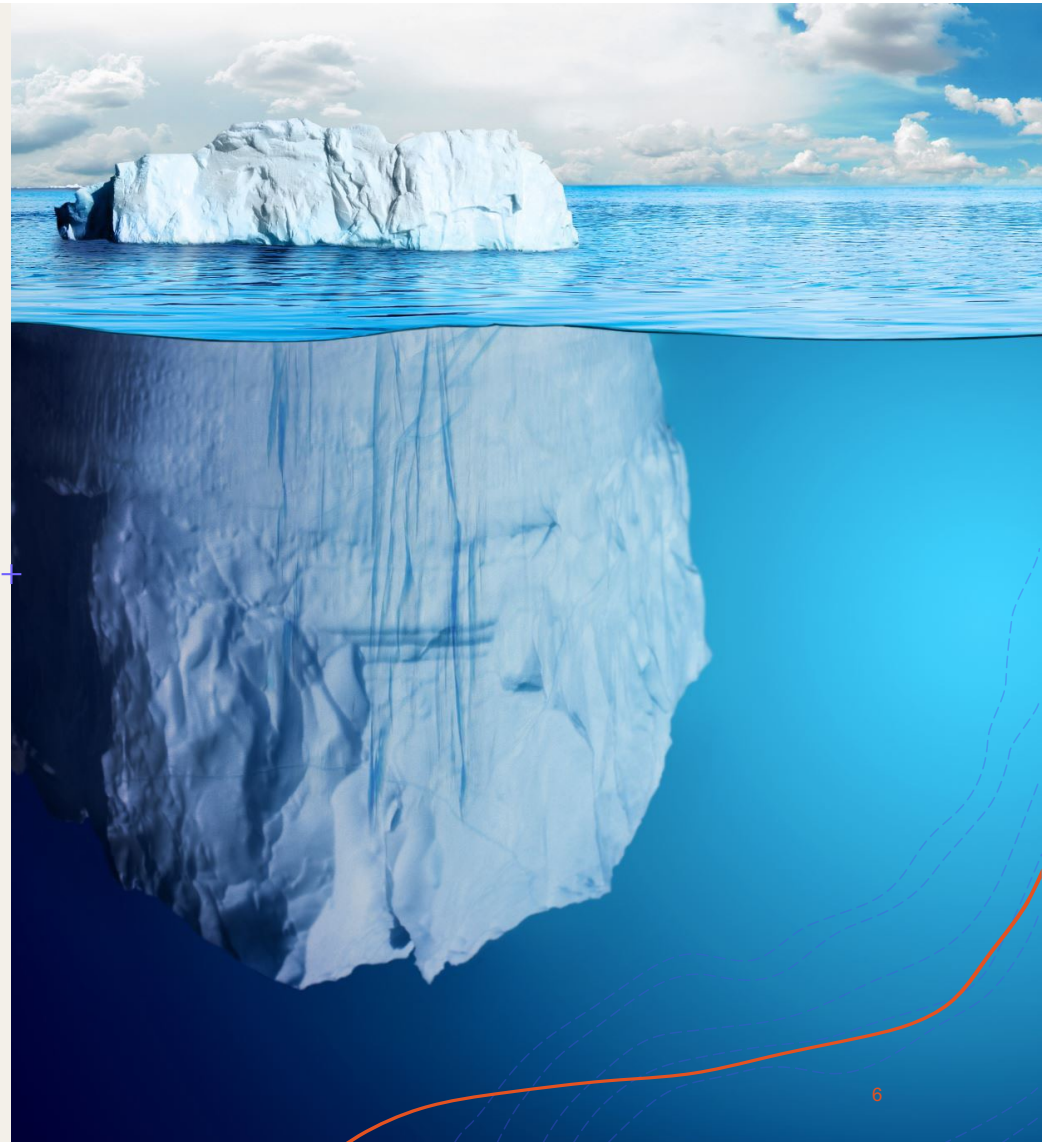




Within EWC

Intercultural differences

- * national cultures
- * organizational cultures
- * Trade Unions cultures



Some Intercultural Dimensions

(adaptation
from
G.Hofstede)

Time Space

- Rigid / Flexible
- Private / common
- Long-term / short-term orientation
- Specific / general

Communication

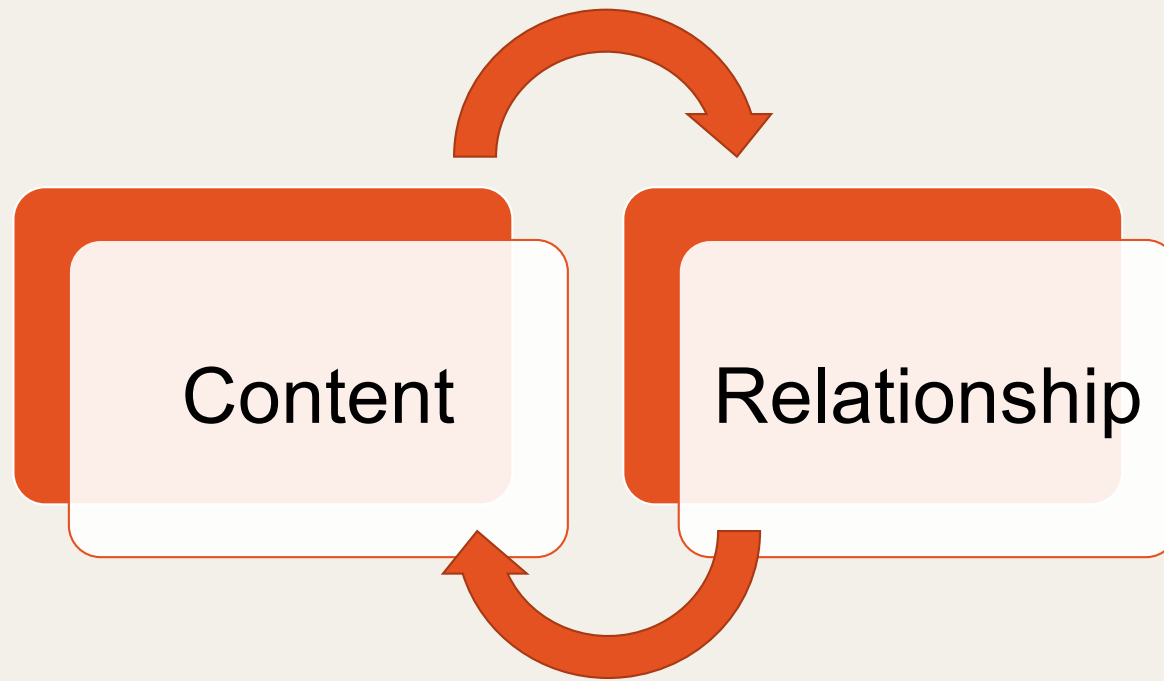
- Direct / Indirect
- Formal / Informal
- Expressive / Functional
- High Context / Low Context

Rules Structure Power

- Rigid / Flexible
- High power distance / low power distance

Relation to groups

- Individualism / Collectivism



Intercultural differences have an impact on the way people approach, experience and manage conflicts

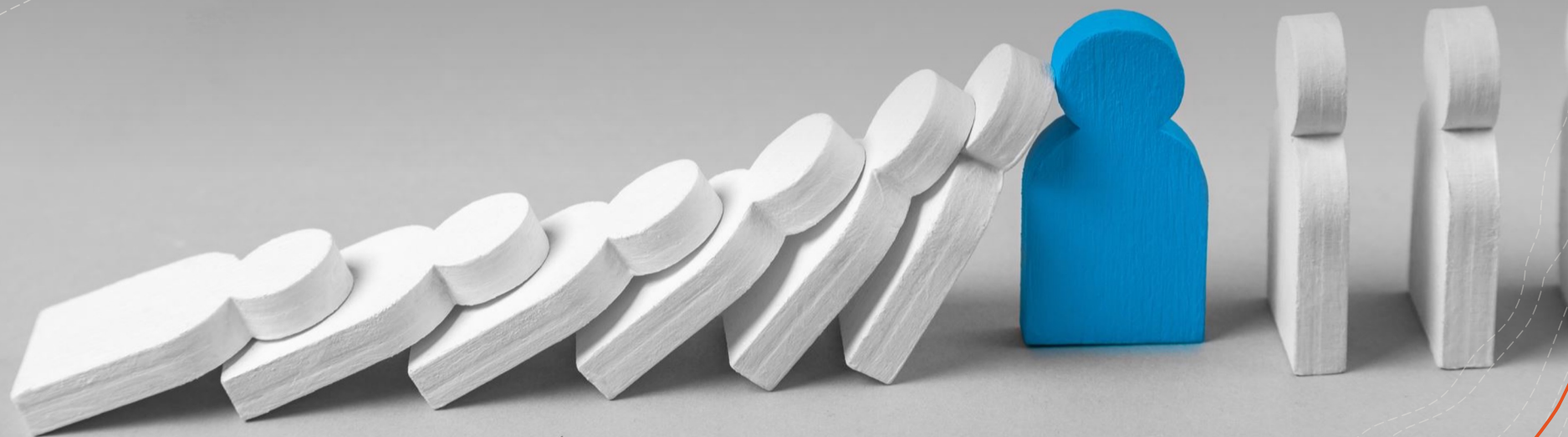
Make a step
aside



It's important
to analyze the
type of conflict,
to find a positive
solution



How to prevent the risk of escalation?





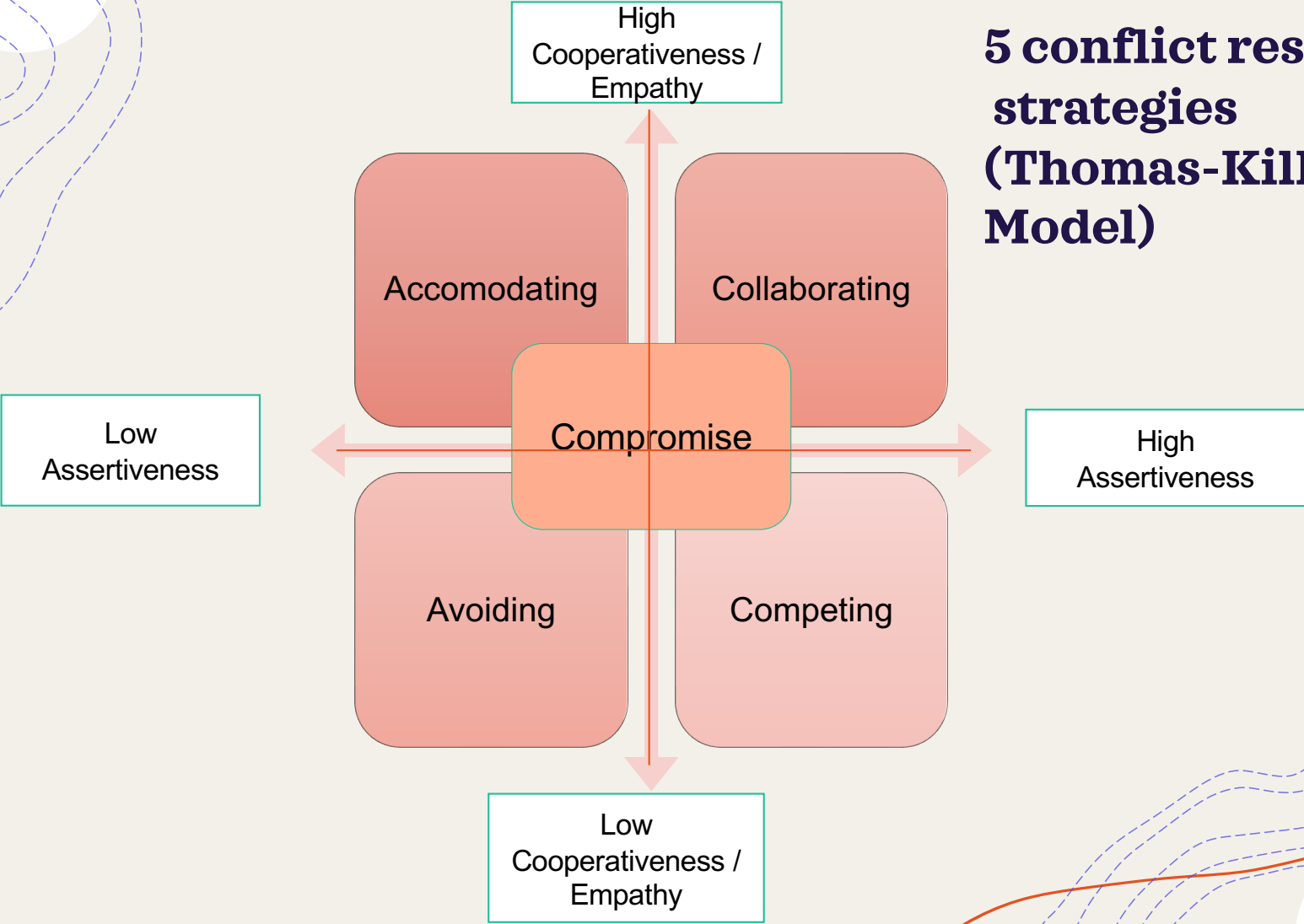
Is there always the
«right way»?

Different
personal **styles**

Different
conflict
management
strategies



5 conflict resolution strategies (Thomas-Killman Model)



5 conflict resolution strategies

The Thomas-Killman Model

Competing

Acting strongly to satisfy your own needs or demands (eventually at the expense of the other parties involved).

Avoiding

Ignoring or sidestepping the conflict.

Accommodating

Taking steps to satisfy the other party's concerns or demands (eventually at the expense of your own needs or desires).

Collaborating

Cooperating to find a creative solution that entirely satisfies the concerns and needs of all involved parties.

Compromising

Making and exchanging concessions.
Searching an agreement with the other party on a medium common ground.

Competing

+ PROs

- + It helps you to reach your goals and satisfy your needs

+ USEFUL WHEN

- + You're standing up for yourself, or you're defending what you believe to be right.
- + You are in a commanding position and have limited time and resources to resolve the conflict.
- + You don't care about the long-term relationship with the other party

+ CONS

- + Competing usually leads to negative emotions such as anger, frustration, aggression and hostility.
- + It doesn't help you to build good relationships.
- + It might result in losing opportunities because the other party doesn't want to cooperate with you anymore.

Avoiding

+ PROs

- + You won't have to deal with the problem
- + You'll avoid tensions

+ USEFUL WHEN

- + You don't have any authority or power over the other party
- + It's safer to postpone dealing with the situation
- + The content of the possible conflict is not important for you

+ CONS

- + You neglect your needs and concerns
- + You could explode, at the end!

Accomodating

+ PROs

- + It keeps positive relationships between the parties involved

+ USEFUL WHEN

- + You lack power in negotiation

+ CONS

- + You neglect your own needs and concerns
- + You risk to lose control of your own agenda
- + The other party could take advantages of your «weak position» and you could feel resentment

Collaborating

+ PROs

- + Solutions which meet the needs of both the parties involved (win-win scenario)
- + It permits to create a common ground and shared goals
- + It fosters positive relationships

+ USEFUL WHEN

- + Both the parties are committed to find a mutual agreement
- + Long-term relationships are important

+ CONS

- + It requires time, trust, patience, creativity and open communication, which aren't always possible

Compromising

+ PROs

- + Both parties feel that they sorted something out from the conflict (partially satisfied)

+ USEFUL WHEN

- + The content is not crucial, if compared to more important issues
- + You have short time
- + You have the possibility to negotiate
- + There's no possibility to find a win-win solution (cooperating)

+ CONS

- + No one is really satisfied
- + It addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating.

Involvement of a third part

- +Facilitation
- +Mediation

- +Arbitrage
- +Litigation



The do's and don'ts of positive conflict management in EWCs

3 people work on **Propellers** (what helps to deal with / solve conflicts or to prevent conflicts within EWCs) **DO**

2/3 people work on **Ballasts** (what does not help to deal with / solve conflicts and to make things worse) **DON'T**

1 post-it for 1 concept!



The background features a light beige gradient with several wavy, dashed blue lines that resemble topographic contour lines. A solid orange line curves across the bottom right corner. There are two white circular shapes: one in the top left and one in the bottom right.

Thank you!