

### CRITICAL CHOICES:

- Do I want to manage the difference?
  - why or why not?
  - what will be the impact on the organization?
- Is it manageable?
  - history with this group or person?
  - how critical is the issue?
  - what is the quality of the relationship?

### DIAGNOSIS:

- Facts**
  - What are the differences in facts between us?
  - What sources of information may be available to one of us and not the other?
- Goals**
  - What are the differences in goals between us?
  - If either of us achieves our goal, how will it affect the other?
- Methods**
  - What are the differences in our methods?
  - Why does each of us feel our method is best?
- Values**
  - What are the value differences in this situation?
  - How do these impact our conflict?

### PERSONAL SKILLS:

- Engaging the other in dialogue, using:
- assertiveness: stating my position clearly
  - active listening: hearing the other's position
  - support/confront: legitimizing the other's position for him or her
  - legitimizing my position for me
  - identifying clearly the differences between us

**validate diagnosis together by identifying core issues**

**CRITICAL CHOICES:**  
Do I want to manage the difference?  
Is it manageable?

**DIAGNOSIS:**  
What is the core difference?  
(Facts, goals, methods, or values?)

**PERSONAL SKILLS:**  
Engaging the other in dialogue, using:

- assertiveness
- active listening
- support/confront

**APPLICATIONS:**  
Making agreements that stick, using:

- problem-solving negotiation
- contracting for resolution
- structures for managing difference

**PREVENTION:**  
How shall we deal with future conflicts?

### APPLICATIONS:

Move toward agreement by using problem-solving negotiation with the structures below:

- Facts**
  1. Stop talking *at* each other and repeating facts.
  2. Clarify: there is a difference over facts.
  3. Establish criteria for acceptable/non-acceptable facts.
  4. Decide: can we prove (apply criteria to) the facts we have?
  5. Let go of the past.
  6. Develop next steps for resolution.
- Goals**
  1. State: there is a difference in goals.
  2. State clearly your own goals and the other's.
  3. Identify the differences.
  4. Determine the impact achieving either goal would have on the other.
  5. Try to establish a common goal.
  6. If no common goal, decide who will choose between your goals.
- Methods**
  1. Clarify: the difference is over *how* and not *what* to do.
  2. State clearly your method and the other's.
  3. Identify the differences.
  4. Together establish criteria for determining the most appropriate method.
  5. Try to establish alternate methods both can accept.
  6. Decide who will choose a method if you can't agree.
- Values**
  1. State: you have different values in this situation.
  2. State clearly your important value: hear and repeat the other's.
  3. Acknowledge both values as legitimate.
  4. Identify the difference in values *as it applies to this situation*.
  5. Translate the values into operational terms.
  6. Give appreciation.

### PREVENTION:

Before ending both parties agree on how to manage future conflicts over this issue.