

LLMC

Conflict management and negotiation strategies

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Improving the workplace, one conversation at a time.
Améliorer le milieu du travail une conversation à la fois.

The Federal Informal Conflict Management System (FICMS)



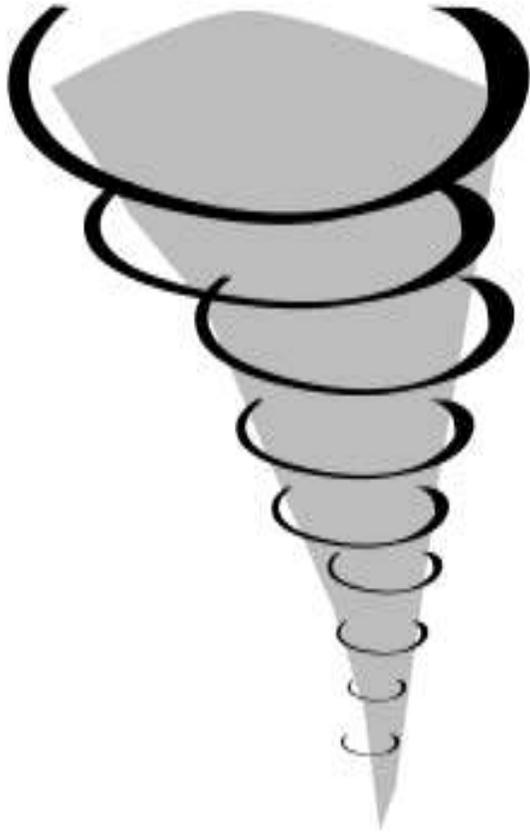
- ▶ **ICMS Community:** A group consisting of unions, management and conflict management professionals who are active in varying capacities in applying conflict management practices within federal departments, agencies and Crown corporations.
- ▶ **The Federal ICMS Network:** The network consists of representatives from the ICMS Community. We focus on communicating to and engaging with practitioners and stakeholders.

Nature of conflicts

A few definitions...

- ▶ *“Conflict may be viewed as a feeling, a disagreement, a real or perceived incompatibility of interests, inconsistent worldviews, or a set of behaviours”.*
- Bernard Mayer
- ▶ *“Conflict is inevitable, pervasive and an important aspect of social life... generated by differences in ideas, values and beliefs”.*
- Cheryl Picard

Conflict Escalation



Crisis

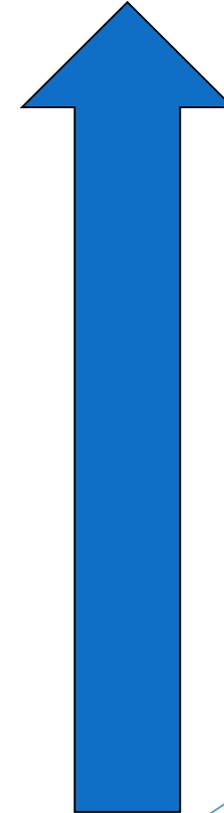
Camps form

Positions strengthen

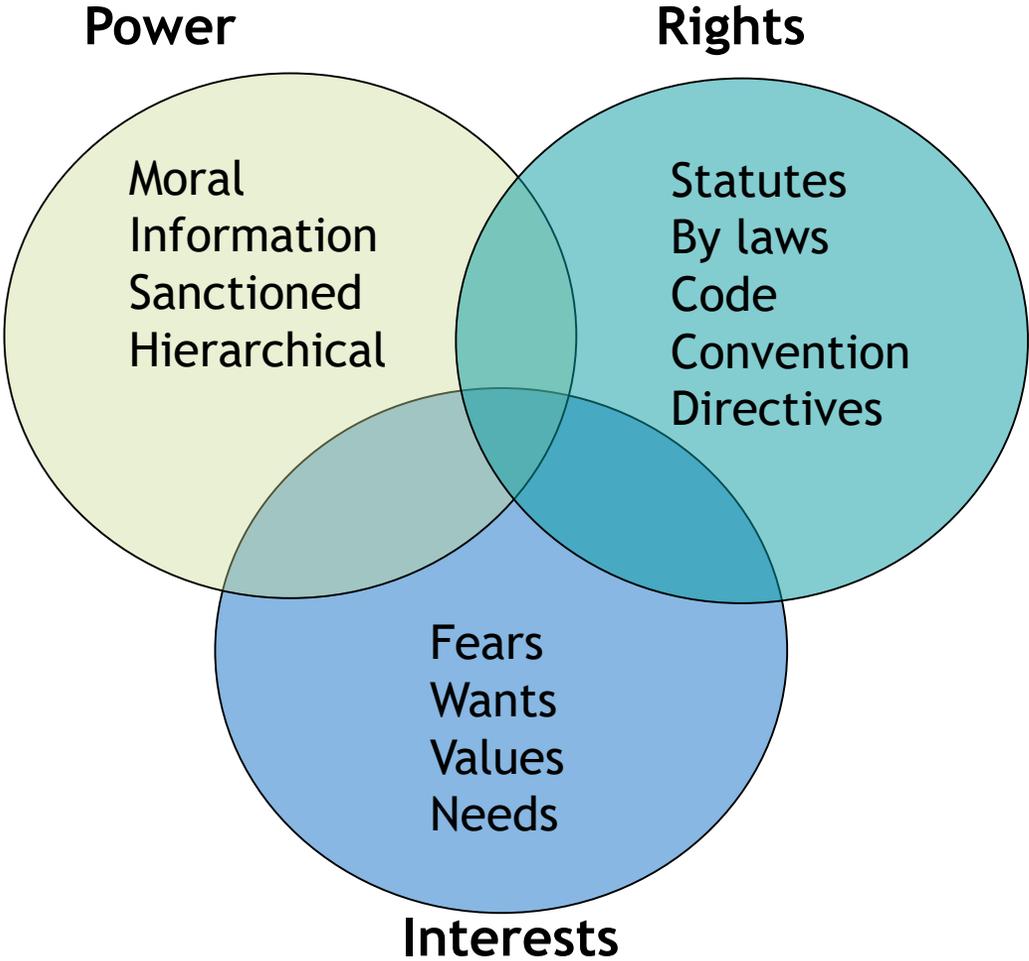
Perceptions become distorted

Direct communication stops

The issue appears



Resolution options



INTERESTS
lead to a resolution

RIGHTS
lead to a decision

PREVENTION

DISCUSSION

COACHING

NEGOTIATION

FACILITATION

MEDIATION

GROUP INTERVENTION

WORKPLACE ASSESSMENT

GRIEVANCES / COMPLAINTS

INVESTIGATION

ARBITRATION

ADJUDICATION

LITIGATION

INDIVIDUAL ABILITY

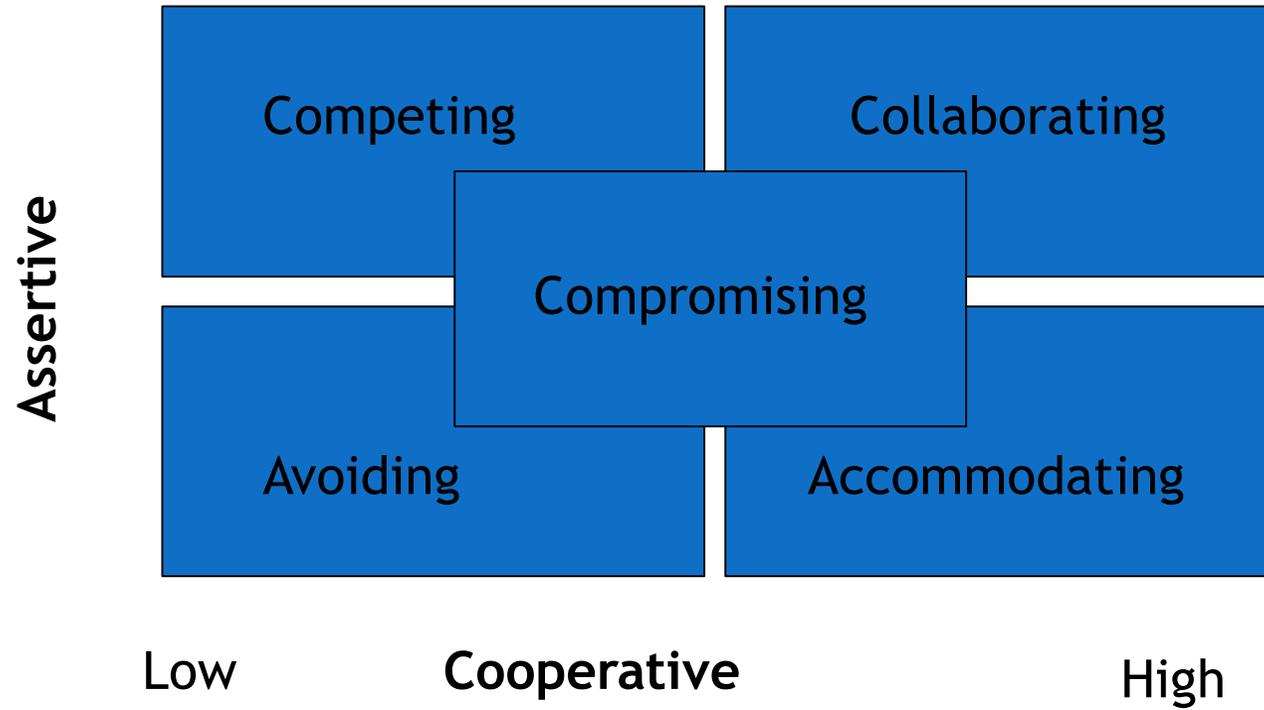
POWER OF OTHERS

(participants' degree of control)

- Potential for Win-Win is high
- Informal, voluntary
- Disputants directly involved
- Relationship central

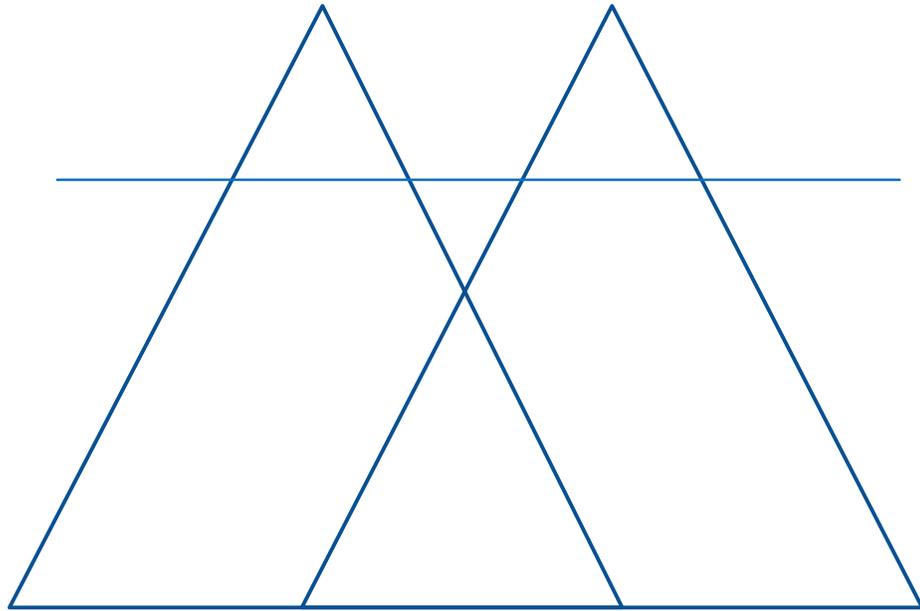
- Win / Lose
- Outcome decided by another
- Relationship peripheral

Strategies



Thomas-Kilmann Conflict Mode Instrument

Interest based negotiation



Listening

Why is listening important?



Definition of empathic listening

- ▶ Seek to understand before being understood
- ▶ Paying attention to the whole person
 - ▶ Words
 - ▶ Body
 - ▶ Emotions
 - ▶ Tone
 - ▶ Underlying issues
- ▶ Sympathy vs. Empathy

Steps to listen empathically

1. Listen without interrupting
2. Put yourself in others' shoes
3. Ask yourself if you have enough information
4. Ask clarifying question and/or summarize
5. Respond

Find your local ICMS office:

- ▶ <https://tinyurl.com/3hax5vck> (EN)
(Link to GC “Contact your ICMS Office” web page)