

Conflict , Community Leadership & Win-Win Resolution

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CONFLICT RESOLUTION

- Part I Understanding Conflict
- Part II The Road to Resolution
- Part III Negotiation Skills
- Part IV Communication

CONFLICT RESOLUTION

- Part I
Understanding Conflict

UNDERSTANDING CONFLICT



- What is Conflict?
- How do you define Conflict?

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UNDERSTANDING CONFLICT

- Conflict's Common Denominator:
- What do these definitions have in common?



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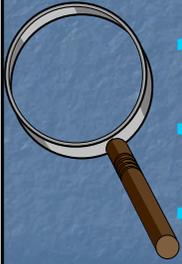
Constructive Conflict

"The reasonable man adapts himself to the world; the unreasonable man persists in trying to adapt the world to himself, therefore all progress depends upon the unreasonable man."

George Bernard Shaw

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ORIGINS OF CONFLICT



- Limited Resources
- Unmet Basic Needs
- Different Values
- **Communication Problems**

Limited Resources

- Time
- Money
- Property/ Space
- Employment Opportunities



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Unmet Basic Needs

- Belonging
- Power/Position
- Freedom
- Enjoyment of Life

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Different Values

- Beliefs
- Priorities
- Principles

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Communication Problems

- Lack of information
- Misunderstanding
- Misperception

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CONFLICT RESOLUTION

- Part II
The Road to Resolution

Conflict Resolution

“There comes a time in the affairs of men when you must take the bull by the tail and face the situation.”

W.C Fields

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APPROACHES TO CONFLICT

- Soft
- Hard
- Principled

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Soft Approach



- Withdraw
- Ignore
- Deny
- Give in
- Smooth In

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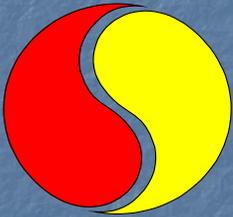
Hard Approach

- Threaten
- Physical altercation
- Verbal altercation
- Compete
- Resist
- Terminate relationship



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Principled or Balanced Approach



- **Listen**
- Discuss
- Explain
- Understand
- Respect
- Resolve

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Outcomes of Conflict ? (Depends on Approach You Take?)

SOFT

Lose-Lose
Lose-Win

HARD

Lose-Lose
Win-Lose

PRINCIPLE

Win-Win
No loses

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Strategic Styles of Handling Conflicts

Domination Bargaining Collaboration
Smoothing Coexistence Supportive Release
Maintenance Decision Rule
Non-resistance

From Herbert Kindler,
Managing Disagreement Constructively

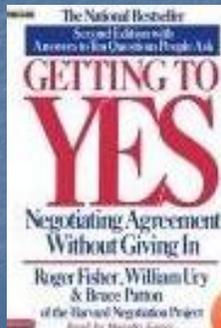
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CONFLICT RESOLUTION

- Part III
- Negotiation Skills

Interest Based Negotiations

Professors Bill Ury and Roger Fisher developed Interest-Based Negotiations (IBN), which focuses on developing "win/win solutions" and "expanding the pie"



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Interest Based Negotiations

- **Separate the People from the problem**
- **Focus on Interests not Positions**
(Yours and theirs)
- Understand your BATNA and theirs
- Search for options for mutual gain
- Use objective criteria

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Separating People & Problem

- Negotiators have the ability to separate the problem from the relationship
- People & problems get entangled by:
 - Perceptions
 - Emotions
 - Communications
 - Assumptions

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Separating People & Problem

Perceptions

- Do not misinterpret their motives by your fears
- Place yourself in their shoes
- Discuss perceptions

Emotions

- Do not react to them
- Recognize they exist & Acknowledge them
- Allow for venting

Separating People & Problem

- Communication
 - *Listen* to avoid misunderstandings
- Assumptions
 - Be careful to look at the situation for what it is – assuming is dangerous

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Focus on Interests

Positions are
pre-determined **OUTCOMES**
I want/ I need _____

Interests are
your **NEEDS TO BE SATISFIED**
I want it because _____

Focus on Interests

Positions

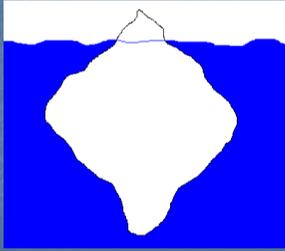
- Solutions to problems
- Specific & definite
- Basis for argument
- Require justification
- End discussion

Interests

- Why a particular solution is preferred
- Reasons underlying positions
- Require explanation not justification
- Start discussion

Positions vs. Interests

Parts of an iceberg



10%

Positions

90 %

Interests

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Focus on Interests

- Look for interests behind positions
- Prioritize your interests
- Consider the other side's interests and priorities

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How Do You Identify Their Interests?

Language to listen for...

"I have to do X because...."

"I cannot do X because...."

"I'm really concerned about...."

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How Do You Identify Their Interests?

Questions you can ask...

- "Why do you need to?"
- "Could you tell me a little more about your reasons for?"

Options for Mutual Gain

- Recognize there can be more than one option
- Expand the pie



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Generating Options for Mutual Gain

- Brainstorm possible solutions together
- Consider options for joint benefit
- Create what neither of you could do on your own
- Look for possible trade-offs
- Try exchanging a low priority for you to satisfy a high priority for your counterpart

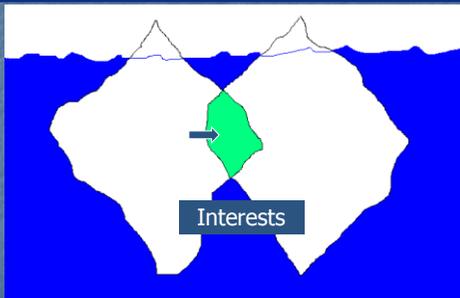


Options for Mutual Gain

Don't :

- Pre-judge
- Search for the SINGLE answer
- Assume "fixed pie"
- Assume solving their problem is THEIR problem

Options for Mutual Gain



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CONFLICT RESOLUTION

- Part IV
Communication

The art of communication is the language of leadership.

David Hume

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Communication: Definition

The **exchange** of meanings between individuals through a **common system** of symbols

Encyclopedia Britannica

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Communication Defined

The process of **sharing** an idea or information **with someone** in a fashion that **generates understanding**

The Supervisor as Communicator
Washington State University

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Communication:

The Problem

No one when he uses a word has in mind exactly the same thing that another has, and the difference, however tiny, sends its tremors throughout language....

Wilhelm von Humbolt

The Problem

All understanding therefore, is always at the same time a misunderstanding ... and all agreement of feelings and thoughts is at the same time a means for growing apart

Wilhelm von Humbolt

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The greatest problem in communication is the **illusion** that it has been accomplished



George Bernard Shaw

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Communication The Problem



One of the Most Important
Conflict Prevention
& Resolution
Skills

LISTENING

Poor Listening

- Interrupting
- Finishing a sentence
- Thinking of the response
- Daydreaming
- Tuning out to trigger words
- Judging Speaker
- Allowing Distractions

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Listening Skills

- Listen with your eyes
- Listen with your body
- Listen from within
- Recognize hot buttons or trigger words
- Keep an open mind
- Be 100% responsible for getting the message

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Listening Skills

- Concentrate on the Moment- & the person
- Don't let self be distracted
- Be Interested- not just act interested
- Listen for key words- criteria words
- Ask questions
- Hold the rebuttal and thinking what to say next

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Dispute Resolution Center

49 San Jacinto, Suite 220
Houston, Texas 77002
(713) 755-8274

www.drchouston.org

A nonprofit corporation sponsored by the Houston Bar Association
and funded through the Harris County Court System



Houston Bar Association

Community Service Projects

- **Dispute Resolution Center (DRC)**
- **Houston Volunteer Lawyers Program (HVLP)**
- **Houston Lawyer Referral Service (HLRS)**

Dispute Resolution Center

- To provide **conflict resolution assistance** to residents of Harris County through education, referral and alternative dispute resolution services, with emphasis on assisting parties who might not otherwise have access to such services.

Community Based Mediation

Types of Cases

- Neighbors
- Landlord/Tenant
- Automobile Repair
- Consumer/Merchant
- Justice of the Peace Courts (Small Claims)

Other DRC Programs

- Litigation Mediation, Arbitration, Moderated Settlement Conference
- Juvenile Mediation
- Special Education Mediation
- Victim Offender Mediation
- Family Mediation
- Child Protection Mediation
- Truancy Mediation
- Conflict Resolution and Mediation Training and Workshops

DRC Courses

- 40 Classroom Hour Basic Mediation
- 24 Classroom Hour Family Mediation
- 8 Classroom Hour Child Protection Mediation
- 8 Classroom Hour Victim Offender and Juvenile Mediation

- Also..... Conflict Resolution (2, 4, and 8 Hour Workshops)

Thank You and
Good Luck !

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