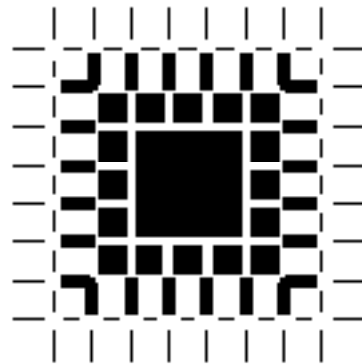


SuperFrame

Example:

RESOLVING CONFLICT



ABCD Conflict

Resolution Strategies

Resolving Conflict

Introduction This module will discuss how to resolve conflict among team members. Conflict in teams is natural and plays off the different goals of the different team members. This module will provide you with conflict resolution strategies and will give you the opportunity to practice applying those strategies.

Key Objective Given a case studies and a job aid, select the most appropriate conflict resolution strategy.

Resolving Conflict

Conflict Resolution Strategies

Agree

Bargain

Control

Delay

Job Aid: Conflict Resolution Strategies

Directions: Use this job aid to select the appropriate strategy for resolving conflict among project team members.

Strategy	When To Use This Strategy
<p>Agree</p> <p>Ignore your own needs while satisfying the needs of another team member.</p>	<ol style="list-style-type: none">1. The issue is not important.2. You realize you are wrong.3. The issue is within the other person's technical domain.4. The other person lacks a strong self-image.5. You want the other person to learn from making a mistake.6. You want the other person to agree with you on some other important issue later.7. The team is not very cohesive.
<p>Bargain</p> <p>Negotiate for a win-win resolution of the conflict.</p>	<ol style="list-style-type: none">1. The issue is important.2. Different members have the technical skills required for solving the problem.3. Collaborative problem-solving is likely to increase members' commitment.4. You want members of the team to learn from each other.5. The team is cohesive and can focus on the problem without personality conflicts.

Strategy	When To Use This Strategy
<p>Control</p> <p>Insist that the other person do what you want.</p>	<ol style="list-style-type: none"> 1. The issue is important. 2. You are sure you are right. 3. You have greater technical competence in the area than the other person. 4. You are dealing with a manipulative person. 5. You have the support of the rest of the team.
<p>Delay</p> <p>Ignore the issue temporarily.</p>	<ol style="list-style-type: none"> 1. The issue is not critical. 2. You don't have all the necessary information to make a definite decision. 3. The team does not have the technical competence. 4. You don't have a tight deadline. 5. You cannot get what you want. 6. You need time for the team members to calm down.

Case Studies: A, B, C, or D?

Directions. Read the following case studies. For each case study, decide what conflict resolution strategy would be most appropriate.

Case Study 1

**Answer = Bargain
Because nobody
is entrenched in
their position & it
is an important
issue.**

Scenario: You are the project coordinator and you are meeting with several other members of your instructional development team to make some important decisions about the media for the course.

Your preference is that the course should be delivered as a workshop with a subject matter expert (SME) as the instructor. Your CBT Specialist feels that everything should be packaged as a self-instructional tutorial. The SME wants a set of training manuals and reference documentation. Nobody appears to be entrenched in his or her position.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree

Bargain

Control

Delay

Case Study 2

**Answer = Agree
Because it is no
big deal and
Cathy needs
some support.**

Scenario

You are discussing revisions to a course. Cathy, your graphic designer, recommends that the margins be wider. You are happy with the current margin width. Cathy's changes are no big deal. They will not require major time or budget commitments because they just involve a one-shot change in the style sheet. Cathy is somewhat emotionally attached to her preference and is resentful of the other members of the team for frequently shooting down her ideas.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 3

**Answer = Control
Because it is an
important issue
and Jim is being
manipulative.**

Scenario

You are the project coordinator and today you are acting as a referee in a dispute between Linda, your instructional designer, and Jim, your evaluator. They are discussing changes to the course based on evaluation data. Jim has done an excellent job of presenting the data, but his suggested revisions indicate a lack of understanding of instructional design principles. Linda's prescriptions are much more effective but Jim does not want to do the additional analyses to provide in-depth information for the revisions. Jim is manipulating you to take his side by appealing to your instincts as a technical specialist.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 4

Scenario

You are a project coordinator and you are involved in a dispute between your instructional designer and the media designer. They are shouting at each other about the choice of the appropriate media. Personally, you feel that you don't have enough information from the field to make a logical choice. For example, you are not sure how many of the training centers have access to interactive video equipment.

**Answer = Delay
Because they
don't have
enough
information to
make a good
decision.**

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 5

Scenario

You are the project coordinator and your team is being split into two hostile camps over a very trivial conflict about the color of the dividers which separate one module from the next in the binder. The two groups are at each other's throats, trying to win final approval for their color choices.

**Answer = Delay
Because the
issue is trivial
and the people
need time to cool
down.**

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 6

Scenario

You are in charge of a new course development team. Members of the team do not know each other. Some of them are located far away from your office.

Answer = Agree

Because you have plenty of time and you want John to learn a lesson.

John is the program evaluator in your team. He is a fresh graduate from a big Midwest university and is full of academic ideas related to research design. You want a simple needs analysis, but John wants an elaborate study using a stratified random sample and collecting a wide variety of qualitative and quantitative data using several different strategies.

You feel that John's plans are impractical and unnecessary. However, you do have plenty of time and you feel that if you give John enough rope, he will learn the realities of real-world projects soon.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 7

Scenario

You are the instructional designer and you are having some problems with Harold, your subject matter expert. Harold has a unique way of defining technical terms. You are not a technical expert, but you know enough about the content to feel these definitions are unnecessarily complex. The definitions are to be included only in the glossary at the back of the book. You will need Harold's support later to make a case for leaving out the module on skills which are likely to become obsolete in the very near future.

Answer = Agree
Because the definitions will go in the index so it isn't that important and you want Harold's support later.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 8

**Answer = Control
It is an important
issue and the
team agrees with
you.**

Scenario

You are the project coordinator and you have a problem with Larry, your instructional designer. You are working under tight deadlines and you feel that Larry should complete his task analysis quickly and get started on the design of the materials. If necessary, he can conduct additional analyses later. The rest of the team agrees with you. Your media designer is worried about not having enough time later.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 9

**Answer = Bargain
It is an important
issue and there is
mutual respect of
each others
expertise and
judgement.**

Scenario

You are a writer working with a specialist to design an interactive video course. Although you are a competent scriptwriter, you are new to this interactive video business.

The video specialist knows a lot about the technical capabilities and limitations of the medium, but she does not know much about good scripts and visual impact. In working with her, you have several differences of opinion on how exactly something should be done. However, both of you have mutual respect and trust in each others' judgement in your areas of expertise.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 10

**Answer = Agree
Because he
needs to be
reinforced and he
is competent.**

Scenario

You are the project coordinator and you are having some problems with your media designer, Mark. Mark is a very competent person, but he is not committed to the project. He offers his ideas, but if anybody comes up with even a minor objection, Mark withdraws and lets the other person have it his or her way. You are discussing with Mark how to lay out the CBT screen and it is clear that Mark is competent but indifferent. You wish he'd show more interest in the task.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 11

**Answer = Delay
Because you do
not have enough
information and
there is enough
work to keep the
team members
occupied.**

Scenario

You are the project coordinator and you don't feel that David, the subject matter expert, knows his technical area. You are talking with him about the issue of whether the course should include a final module on optional peripherals. David does not think so, partly because he has not studied the topic. You feel that these peripherals may become a critical component in future sales. However, you do not have enough information or technical expertise to make a final decision. There is enough work currently to keep the other team members occupied.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree Bargain Control Delay

Case Study 12

**Answer = Control
Because it is an
important issue
and Sheila does
not appear
to be a real
knowledgeable
subject matter
expert.**

Scenario

You are a subject matter expert and you have considerable clout over the way the project is being implemented. You are having some difficulties with Sheila your writer. You agree with Sheila that all content should be communicated in plain English, but you disagree with some of her explanations, which are factually inaccurate. Although she is an extremely competent writer, you have grave doubts about her understanding of the technical topic.

Your Response

Which conflict resolution strategy is most appropriate for this situation? (Circle one of the following strategies.)

Agree

Bargain

Control

Delay

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