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Guiders Conference

- Training in Conflict Resolution

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Importance of Self- awareness

- **Awareness – knowing what is happening around you.**
- **Self-awareness – knowing what you are experiencing.**

“ I am able to control only that of which I am aware. That of which I am unaware controls me. AWARENESS empowers me.”



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Being a Leader – Managing Conflict Resolution

Psychological needs:-

- **Relationship**
- **Capability**
- **Independence**
- **Pleasure**



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Being a Leader – Managing Conflict Resolution

In any conflict, a useful question to ask is:-

What are the unmet needs here?

Whatever they are, they will most likely need to be addressed before the dispute will end.



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Conflict Management Strategies



- Different people use different strategies
- These strategies are usually learned during childhood; becomes automatic.
- Because it is learned, we can always change it by learning new and more effective ways of managing conflict.



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Conflict Management Strategies



- **Two major concerns:**
 - **Achieving personal goals**
 - **Keeping a good relationship with the other person**



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Conflict Management Styles

- Compromising Fox



- **Main concern is for goals and relationship with others.**
- **Willing to sacrifice some of their goals while persuading others to give up part of theirs.**
- **Compromise means being assertive and co-operative so it is win-win or lose-lose situation.**



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Conflict Management Styles



Advantage:

Relationships are maintained and conflicts are resolved.

Disadvantage:

Compromise may create less than an ideal outcome and game playing can result.



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Conflict Management Styles



Appropriate time to use the Fox Style:-

- When important/complex issues leave no clear or simple solutions**
- When all conflicting people are equal in power and have strong interests in different solutions.**
- When there are no time constraints.**



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Conflict Management Styles

-Collaborating Owl



- Main concern is both their goals and relationships.
- Sees conflicts as means of improving relationships by reducing tension between two persons.
- Begin a discussion that identifies the conflict as a problem.
- Maintain the relationship by seeking solutions that satisfy both themselves and the other person.
- Not satisfied until tension and negative feelings have been eliminated.



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Conflict Management Styles



Advantage:

Both sides get what they want and negative feelings have been eliminated.

Disadvantage:

Takes a great deal of time and effort.



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Conflict Management Styles



Appropriate time to use the Owl Style:-

- When maintaining relationships is important.**
- When time is not a concern.**
- When peer conflict is involved.**
- When trying to gain commitment through consensus building.**
- When learning and trying to merge different perspectives.**



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Conflict Management Styles

- Accommodating Teddy Bear



- Main concern is Teddy bears ignore their own goals and relationships are of utmost importance.
- Thinks that conflicts should be avoided in favour of harmony. Discussing conflicts will damage relationships.
- Unassertive and co-operative behaviour creates a win/lose situation (**Teddy is the loser**).
- Wants to be accepted and liked by others.
- Afraid that if conflict continues, someone will get hurt and that would ruin the relationship.



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Conflict Management Styles



Advantage:

Accommodating maintains relationships.

Disadvantage:

Giving in may not be productive, Teddy Bear may be taken advantage of.

Conflict Management Styles



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Appropriate time to use the Teddy Bear Style:-

- When maintaining the relationships outweighs other considerations.**
- When suggestions/changes are not important to the accommodator (Teddy Bear).**
- When time is limited or when harmony and stability are valued.**



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Conflict Management Styles

- Avoiding Turtle



- **Main concern is:**
Turtles avoid /ignore conflicts than resolve it, this leads them to be uncooperative and unassertive.
- **Tend to give up on personal goals.**
- **Display passive behaviour creating lose-lose situations.**
- **Believe that it is easier to withdraw (physically and psychologically) from a conflict rather than face it.**



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Conflict Management Styles



Advantage:

May help to maintain relationships that would be hurt by conflict resolution.

Disadvantage:

Conflicts remain unresolved, overuse of the style leads to others walking all over them.



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Conflict Management Styles



Appropriate time to use the Turtle Style:-

- When stakes are not high or issue is trivial.
- When confrontation will hurt a working relationship.
- When there is little chance of satisfying your wants.
- When disruption outweighs the benefit of conflict resolution.
- When gathering information is more important than an immediate decision.
- When others can more effectively resolve the conflict.
- When time constraints demand a delay.



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Conflict Management Styles

- Competing Shark



- Main concern is: a Shark assumes that conflicts are settled by one person winning and one person losing. Their goals are more important than the relationships.
- Display aggressive behaviour: attacking, overpowering, overwhelming and intimidating others, creating win-lose situations.
- Winning gives them a sense of pride and achievement.
- Losing gives them a sense of weakness, failure and inadequacy.
- Sharks try to overpower opponents by forcing them to accept their solutions to the conflict.
- Sharks can be autocratic, authoritative and uncooperative.



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Conflict Management Styles



Advantage:

If the shark's decision is correct, a better decision without compromise can result.

Disadvantage:

May breed hostility and resentment towards the person using it.



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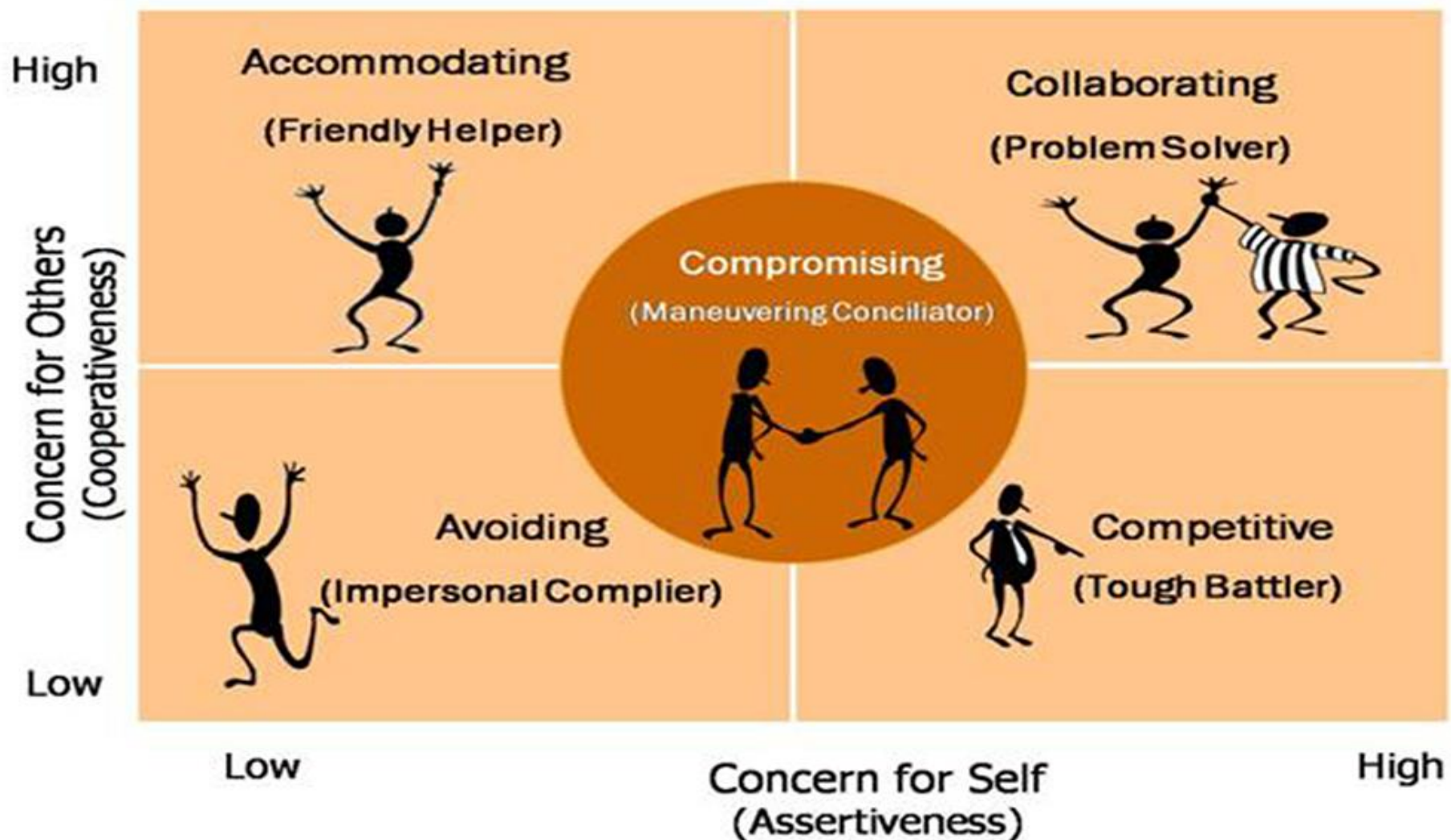
Conflict Management Styles



Appropriate time to use the Shark Style:-

- When unpopular decisions need to be implemented.**
- When fostering intimate or supportive relationships is not critical.**
- When others are likely to take advantage of non-competitive behaviour.**
- When conflict resolution is urgent; when decision is vital in a crisis.**

CONFLICT HANDLING INTENTIONS





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Good Common Habits

- **Do not bring up difficult issues when people are stressed or in a hurry.**
- **Start the conversation by showing thoughts instead of asking questions.**
- **Do not interrupt the speaker; let people finish their point before responding.**
- **In your own words repeat back what you heard the other person say.**



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Good Common Habits

- Do not disagree too strongly.
- Talk with the other person, not **at** them.
Don't lecture, accuse or insult.
- Monitor your own body language and facial expressions.
- If you feel that you are going to lose your temper, take a break and ask them to meet again later.