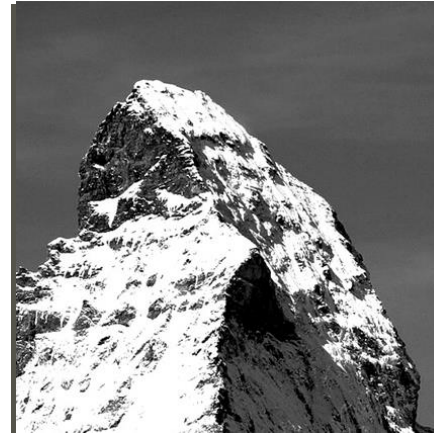
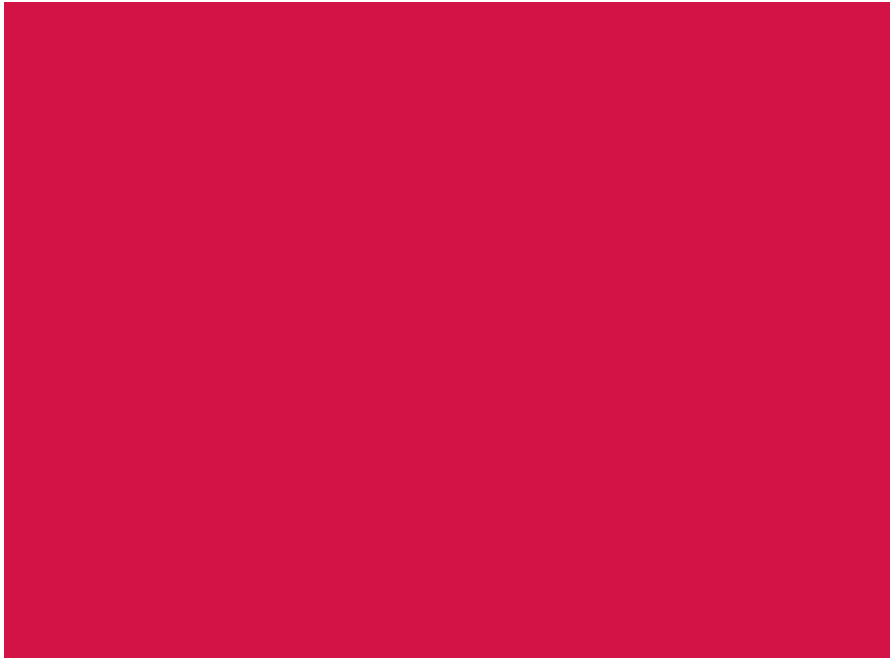


**CPLS**  
, P.A.

Attorneys | Executive Consultants | Mediators



# Leadership Skills for Mediators:

## The Thomas-Killman Conflict Resolution Model

January 28, 2019

# 6 Key Leadership Concepts

- 1. Leadership is the ability to understand and manage and/or influence change. Continuous, expanded or unexpected change causes most conflicts**
- 2. Self leadership in mediation requires continual self awareness, including knowing what causes conflicts for you and how you handle conflicts.**
- 3. Leadership in mediation requires an understanding of how others respond to stimuli.**
- 4. Leadership in mediation requires an understanding of how to help yourself and others change and/or adapt to change.**
- 5. Energy Leadership Index (ELI) –From victim to I win, to win win, to expand the pie, to better resolution for others, to society wins**
- 6. Thomas – Kilmann Conflict Resolution Model – From competing, to avoiding, to accommodating, to compromising, to collaborating**

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# LEADERSHIP

- **The ability to understand and manage/influence change in ourselves and in others**
- But, we are all wired to avoid change, so how does change affect us?

# PSYCHOLOGICAL CONSEQUENCES OF CHANGE

Change causes VUCA

- A. Volatility
- B. Uncertainty
- C. Confusion
- D. Ambiguity

Constant, expanded or unexpected?

# CONTINUOUS, EXPANDED AND/OR UNEXPECTED CHANGE

INCREASES	DECREASES
Illness & Irritability	Resilience/Ability to recover
Irritability	Immune responses
Negative Emotions	Positive emotions
Mood swings	Cooperation/Collaboration
Need to turn inward	Openness/Sharing
Need to protect yourself	Desire to help others
Need to focus on your own needs	Desire to understand others
Emotional thinking	Logical thinking
Learned helplessness	Positivity
Multitasking & Distractibility	Focus and Task Mastery
Conflict	Agreement

# WE HANDLE CONFLICTS FOR A LIVING

Litigation is a method of Conflict Resolution

Arbitration is method of Conflict Resolution

Meditation is a method of Conflict Resolution

Negotiation is a method of Conflict Resolution

# NEGATIVE IMPACT OF CONFLICT

- Lost productivity
- Poor relationships
- Mental health problems
- Delay and avoidance
- Breakdown in cooperation
- Gaming
- Sabotage
- Bullying
- Violence



# POSITIVE IMPACT OF CONFLICT

- Conflict establishes identity
- Conflict increases group cohesion
- Conflict tests the strength of individuals and groups
- Conflict spurs needed change
- Conflict mobilizes energy
- Conflict causes competition to improve performance
- Conflict enhances communication

# What is conflict?

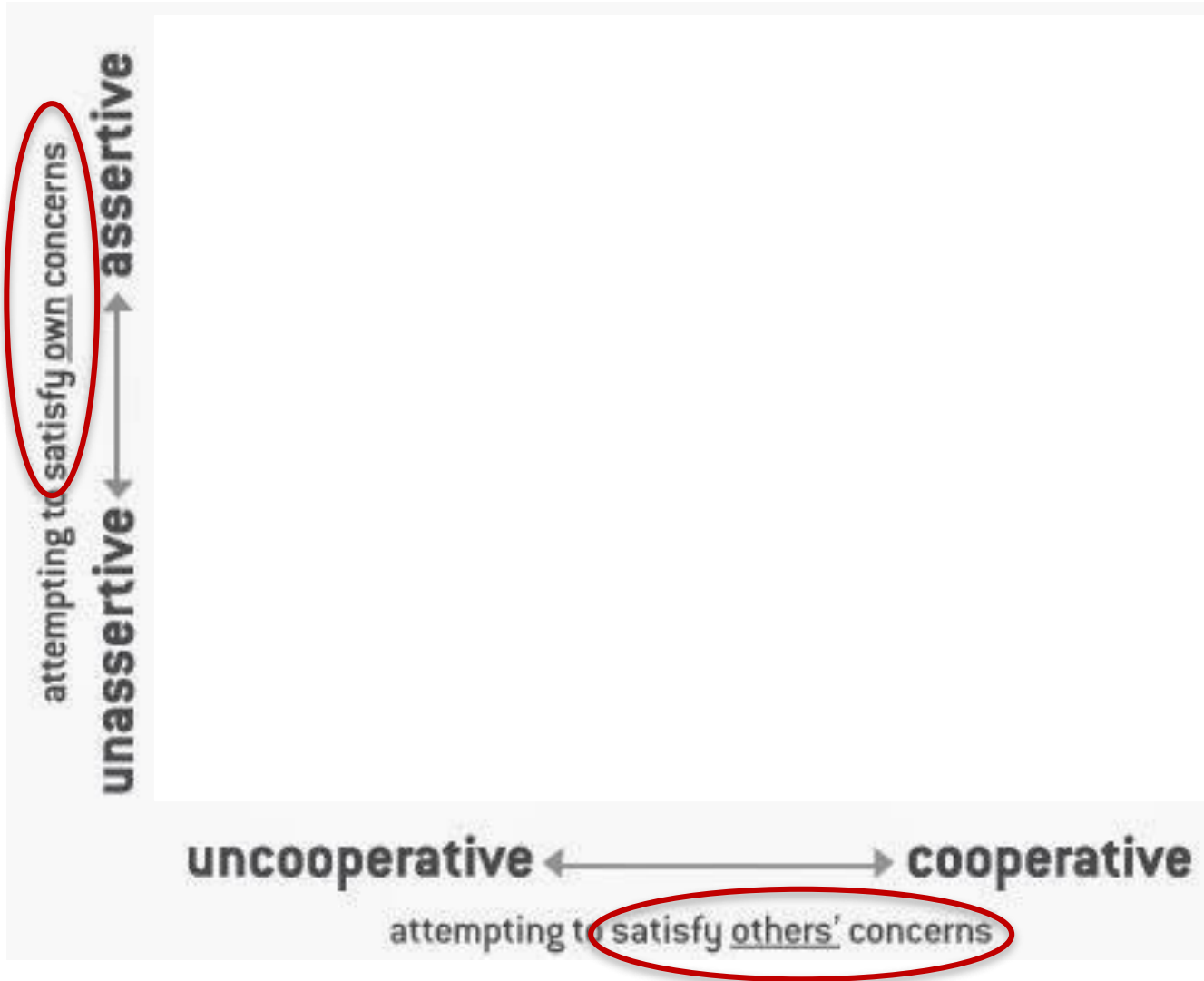
- Conflict is the condition in which two or more individuals' **concerns appear incompatible**
  - **NOT** automatically destructive or dangerous
  - **NOT** necessarily fighting, blaming, name-calling



# What is conflict?

- Conflict is the condition in which two or more individuals' **concerns appear incompatible**
  - **NOT** automatically destructive or dangerous
  - **NOT** necessarily fighting, blaming, name-calling
- People resolve **different conflicts** in **different ways**
- People are **predisposed** to resolve conflict in **different ways**

# Thomas-Kilmann Conflict Resolution Model



# Thomas-Kilmann Conflict Resolution Model



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# Thomas-Kilmann Conflict Resolution Model



# Conflict Resolution Styles Assessment

- Each statement provides a **strategy for dealing with a conflict**. Rate each statement on a scale of 1 to 4 indicating **how likely you are to use this strategy**. Be as honest as you can; no one else will see your ratings.
- 1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Always
- Be sure to answer the questions indicating how you **WOULD** behave, **RATHER THAN** how you think you **should** behave.

# Using the T-K Conflict Resolution Model

- **No single best mode** for handling every conflict
- Each conflict mode has **benefits** and **costs**
- Each can be effective when used in **right way** at **right time**

# Using the T-K Conflict Resolution Model

- **No single best mode** for handling every conflict
- Each conflict mode has **benefits** and **costs**
- Each can be effective when used in **right way** at **right time**
- Key to successfully engaging in conflict is **flexibly moving among** different modes and **developing skill to maximize benefits and minimize costs** of each mode

# Conflict Resolution Skills for Each Style

# Competing Skills

- Arguing **persuasively**
  - Basing position on **merits/evidence**
  - Explaining **specifically** and **credibly**
- Communicating **intentions**
- Appealing to **shared concerns**
- “**Fight**” **fairly**
  - Modulate **emotions**
  - Stay to the **issue at hand**
  - Be **respectful**

What else?

# Accommodating Skills

- **Conceding** gracefully
- Effectively **explain motives** so doesn't look like don't care
- **Plant seeds** of your long-term concerns
- Satisfying the **other party's complaint**
  - **Accepting anger** without surrendering to abuse
  - **Listening** without becoming defensive
  - **Communicating** tactfully

**What else?**

# Compromising Skills

- **Moving the other person** to a compromising mode
- Making **partial concessions** without giving away too much
- Using “**we**” language; communicating a **common effort**
- **Brainstorming** alternatives
- Focusing on **fairness**
- Remaining as **objective** and **neutral** as possible

**What else?**



# Avoiding Skills

- Differentiating between **avoiding** and **evading**
  - Actively communicating **why avoiding**
  - Setting **time for reengaging** with issue
- Deciding between **what matters** and **what doesn't**
  - Maintaining clear focus on **one's own goal**
  - Not losing sight of **shared agenda**

**What else?**

# Collaborating Skills

- Waiting until other person is **ready to collaborate**
- Setting **right tone**; not competitive or defensive
- Using **“we” language**; **common effort**
- Focusing on **other’s underlying concerns**
- Sharing and clarifying **own underlying concerns**
- Promoting **mutual positive outcomes**
  - **Brainstorming** solutions
  - Maintaining **flexibility** and **firmness**

**What else?**

# Benefits and Costs

# Competing Mode

## ■ Benefits

## ■ Costs



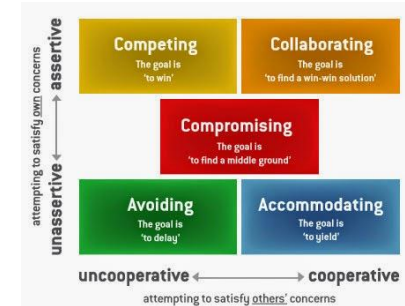
# Competing Mode

## ■ Benefits

- Elevating one's **own position**
- Possibility of **quick victory**
- Protecting **own interests** and **viewpoints**
- **Testing assumptions**

## ■ Costs

- Straining **relationships**
- Often **not highest-quality solutions**
- Decreased **initiative** and **motivation**
- Possible **escalation** and **deadlock**



# Accommodating Mode

## ■ Benefits

## ■ Costs



# Accommodating Mode

## ■ Benefits

■ **Helping** someone out; **encouraging**

■ Restoring **harmony**

■ Building **relationships** (doing favors; apologizing)

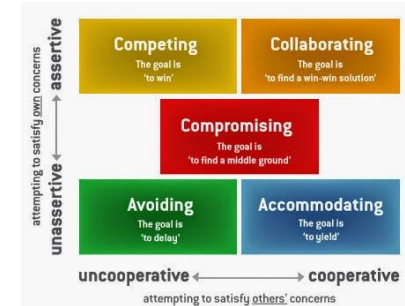
■ **Minimizing losses** in hopeless situation

## ■ Costs

■ Sacrificing **personal concerns**

■ Losing **respect of others**

■ Losing **motivation**



# Compromising Mode

## ■ Benefits

## ■ Costs





# Compromising Mode

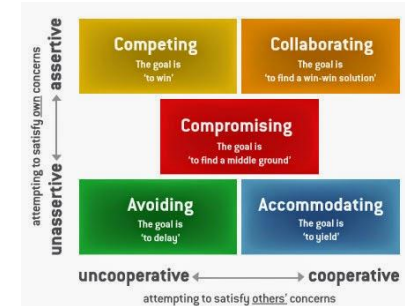
## ■ Benefits

- Pragmatic
- Speed and efficiency

- Fairness
- Maintaining relationship

## ■ Costs

- Frustration because issues not fully resolved
- Often not highest-quality solutions
- Superficial understanding



# Avoiding Mode

## ■ Benefits

## ■ Costs



# Avoiding Mode

## ■ Benefits

- Reducing **stress**

- Saving **time**

- Steering clear of **danger**

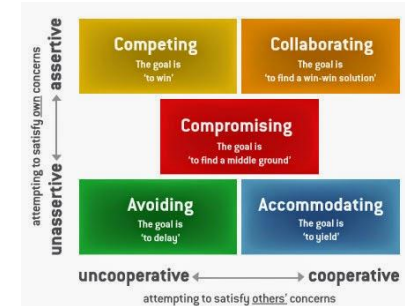
- Setting up for **more favorable conditions**

## ■ Costs

- **Work** doesn't get done

- **Resentment**, aggravation

- Degrades **trust** and **honest communication**



# Collaborating Mode

## ■ Benefits

## ■ Costs



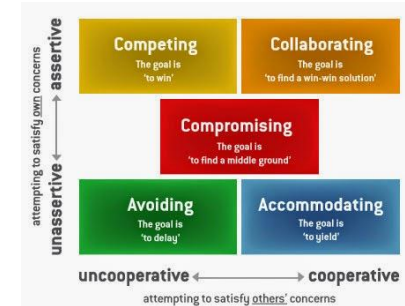
# Collaborating Mode

## ■ Benefits

- High quality decisions
- Communication and learning
- Resolution and commitment
- Strengthening relationships

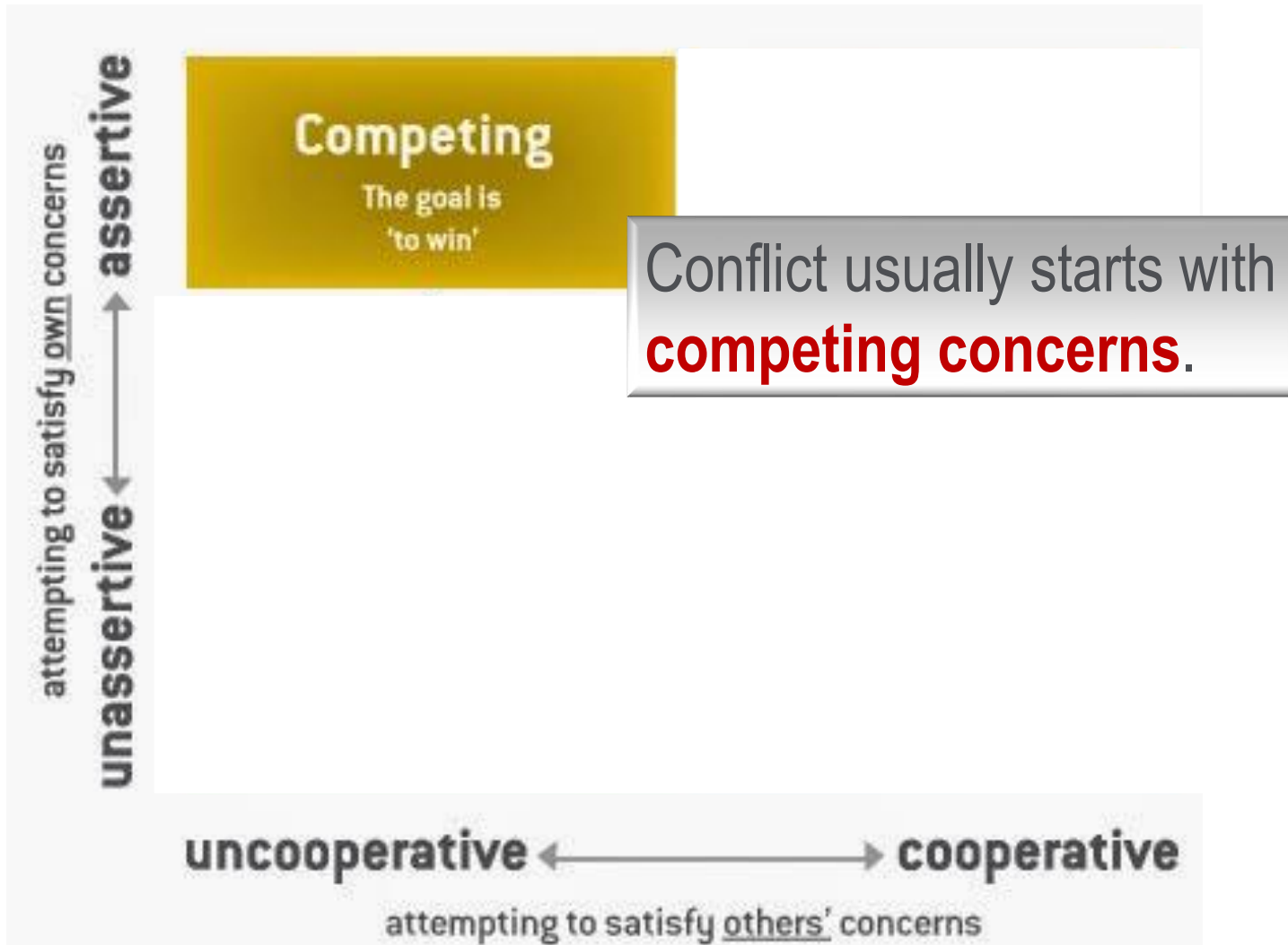
## ■ Costs

- Time and energy
- Possibility of offending
- Risking exploitation



# Getting From Competing to Collaborating

# Thomas-Kilmann Conflict Resolution Model



# Thomas-Kilmann Conflict Resolution Model





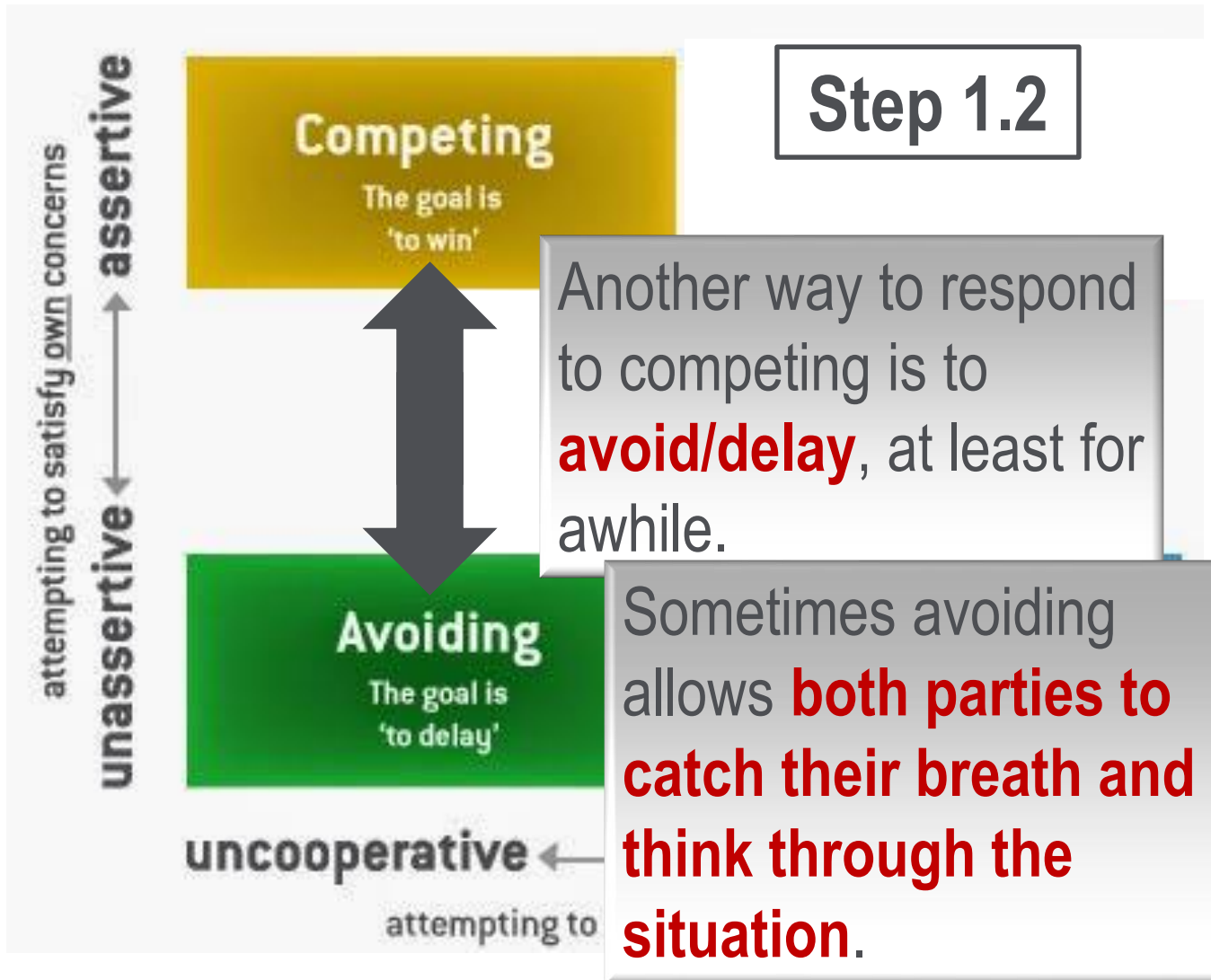
# Thomas-Kilmann Conflict Resolution Model



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# Flexibly Moving Among the Conflict Modes



When the only tool you own is a **hammer**, every problem begins to resemble a **nail**.

- Abraham Maslow

# Thomas-Kilmann Conflict Resolution Model



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# Difficult Conversations

[ HOW TO DISCUSS  
WHAT MATTERS MOST ]

Updated with Answers to the 10 Most Frequently Asked  
Questions About Difficult Conversations

DOUGLAS STONE ■ BRUCE PATTON ■ SHEILA HEEN  
OF THE HARVARD NEGOTIATION PROJECT

With a foreword by Roger Fisher, coauthor of **GETTING TO YES**



# THE CONFLICT HOUSE

## ■ Two Doors

1. Right/Wrong
2. Curiosity

## ■ Three Rooms

1. What happened
2. Feelings
3. Identity

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