

# CONFLICT RESOLUTION



*National Training Department*





# WHAT YOU WILL LEARN

- 🌐 Assess Sources of Conflict.
- 🌐 Determine Your Style for Conflict Resolution.
- 🌐 Empathize with Other Viewpoints.
- 🌐 Deal with Emotions.
- 🌐 Negotiate Conflict Resolution.
- 🌐 Stimulate Appropriate Conflict.
- 🌐 Apply Conflict Management Procedures.



# WHAT IS CONFLICT?



- ✪ *A disagreement between two or more parties who perceive they have incompatible concerns.*



# ATTITUDES AND ACTIONS

- 🌐 Positive attitudes are contagious.
- 🌐 Responsive actions to positive comments are almost always productive.
- 🌐 Negative attitudes impact others in negative ways.
- 🌐 Reactions to negative speech or actions are almost always unproductive.



# KINDS OF CONFLICT

- 🌐 Disagreeing about ideas, goals, or changes.
- 🌐 Avoiding doing a job correctly or doing it at all.
- 🌐 Surprise comments in an open meeting.
- 🌐 Personality differences.
- 🌐 Addressing unacceptable behavior in a peer.
- 🌐 Overhearing inappropriate comments about peers.



# IS ALL CONFLICT BAD?

- ☪ Don't be afraid of opposition.
- ☪ Remember "***Kites rise highest against the wind - not with it.***"



# PHASES OF CONFLICT

- 🌐 Disagreement.
- 🌐 Confrontation (or withdrawal or ignoring).
- 🌐 Escalation (or seething internally).
- 🌐 Actions or reactions that are productive (or unproductive—taking sides).
- 🌐 De-escalation (or avoidance).
- 🌐 Resolution (or complete withdrawal).



# INTERPERSONAL CONFLICTS

- 🌐 How much do my personal biases affect this relationship?
- 🌐 Ask the other person how you could defuse the conflict; encourage feedback.
- 🌐 Put yourself in the other person's position; how do you think he/she views your commitment to reducing the conflict in your relationship.
- 🌐 List 5 strengths that you see in the other person; then list 5 ways improving the relationship will benefit you.





# EXTERNAL CONFLICT

- 🚤 How much control do I have over this factor?
- 🚤 Choose the battles that are worth the price.
- 🚤 Put your energy into things you “can do” rather than complain about what you “can’t do”.
- 🚤 Do something good for others.
- 🚤 Maintain perspective and a sense of purpose.
- 🚤 Talk to someone you trust.



# STYLES OF HANDLING CONFLICTS

- 🚢 Avoidance
- 🚢 Accommodating
- 🚢 Win/Loose
- 🚢 Problem Solving
- 🚢 Compromise

**Click on**

**[Conflict Resolution Styles](#)**

**to review these styles  
and take this  
exercise.**



# CONFLICT RESOLUTION PROCESS

- 🌐 Describe the specific conflict—get all facts.
- 🌐 Name the people involved.
- 🌐 Derive an action plan — assume there is a solution.
- 🌐 Describe the results expected — eliminate emotion.
- 🌐 Will a precedent be set?



# CONFLICT RESOLUTION PROCESS

- 🌐 Apply logic.
- 🌐 Accountability — find someone you trust to give you feedback on how things are going.
- 🌐 Do you need help — DCDR, DIRAUX.
- 🌐 ***REMEMBER: YOU WILL NOT PLEASE EVERYONE.***



# PROCESSING CONFLICTS

- 🌐 Ask: How much control do I have over this ?
- 🌐 Identify the root cause of the problem/conflict.
- 🌐 Analyze the improvement opportunity
- 🌐 Talk with the person.
- 🌐 Suggest a workable solution and plan.
- 🌐 Follow through on the plan and give recognition to the person.



# RESOLVING DISAGREEMENTS

**THINK ABOUT HOW YOU RESPOND TO OTHERS WHO MIGHT DISAGREE WITH YOUR IDEAS – DO YOU:**

- 🚫 Shut down people with whom I disagree?
- 🚫 Address the issue at hand diplomatically and not attack the individual?
- 🚫 Express thoughts and beliefs tactfully when they differ from those just expressed?
- 🚫 Listen to others' concerns with an open mind?



# RESOLVING DISAGREEMENTS (cont.)

- 🌐 Let my emotions get the best of me?
- 🌐 Raise my voice to make a point?
- 🌐 Tend to belittle others when making my point?
- 🌐 Look for ways to negotiate and compromise?



# REACHING AGREEMENT

- 🌐 Maintain and/or enhance the self respect of the other person.
- 🌐 Listen with empathy.
- 🌐 Engage the other person in the problem solving and conflict resolution process.





# EMPATHIZING WITH OTHERS

- 🌐 What is important to them?
- 🌐 Who has power?
- 🌐 What is at stake?
- 🌐 What is their time frame?
- 🌐 Where do they draw their personal and organizational bottom line?



# MANAGING CONFLICT BETWEEN GROUPS

- 🚤 Increasing Communication.
- 🚤 Problem Solving.
- 🚤 Negotiating.
- 🚤 Expansion of Resources.
- 🚤 Third-Party Judgment.
- 🚤 Smoothing.
- 🚤 Avoidance.



# DISCIPLINARY MATTERS

- FCs are the front-line for diagnosing and handling potential disciplinary matters. Chapter 3 of the [AuxMan](#) discusses how to use counseling, Letters of Caution, Letters of Reprimand and other forms of disciplinary actions, including who can use them, and who can support the FC when needed.



# DISCIPLINARY MATTERS

- 🌐 FCs must live by the oath that all Auxiliarists take to "abide by the governing policies established by the Commandant of the U.S. Coast Guard". This requires that they to take action early on and document it when dealing with disciplinary matters.



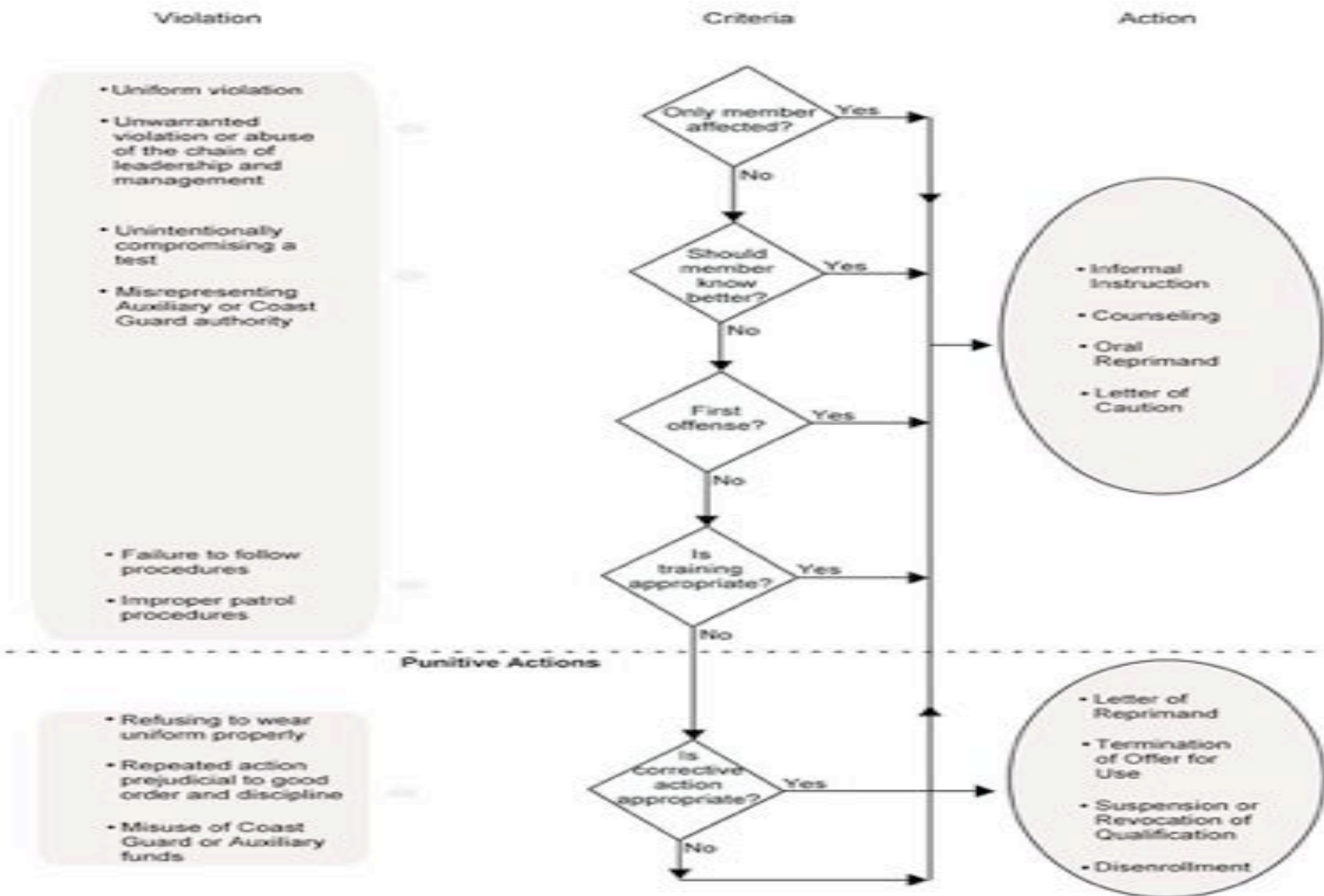
# DISCIPLINARY MATTERS

- Awareness of these provisions and the specific Commandant policy statements for:
  1. the Auxiliary Policy Statement;
  2. the Equal Opportunity Policy Statement; and,
  3. the Anti-Discrimination and Anti-Harassment Policy;

are essential elements that FCs must share with their Flotilla.



# Disciplinary Action Decision Tree





**USCGAUX  
AUXWeb**

Click on the box to access the USCGAUX AUXWeb

