

## Diagnostic Tools for Dealing with Conflict

Based on Sam Leonard's research

### Divergent/Convergent Scale

Place on the following scale where you would place the conflict.

<b>Divergent</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Convergent</b>
(Passive aggressive. Parking lot meetings. Issues not clear.)							(Confronts. Board room. Issue clear. Sides known. Dispute can be named.)

Conflict is dynamic and ongoing. Conflict is about interests, concerns, needs, or positions are opposed to one another either by perception or in reality. A dispute is a crystallized conflict problem that is more tangible and which offers the possibility of a settlement. Conflict can be “managed,” a dispute can be “settled.” Conflict is natural; neither positive nor negative. It just IS. It is not whether you have conflict in your life, it's what you do with the conflict that makes a difference. Conflict is not a contest. Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences.

### Methods of Handling Conflict

Note the different means people use for handling conflict. The different forms conflict takes, demand a variety of methods.

	<b>Method</b>	<b>Comment</b>
<b>1</b>	Enforcement	Want rules followed, regulations to be carried out. “I want you to do it my way.”
<b>2</b>	Avoidance	Moves away from conflict. This is not denial. There is awareness of the conflict but a conscious choice to avoid it.
<b>3</b>	Conciliation	Tries to meet as many needs of the other party as possible. Will put personal needs to one side.
<b>4</b>	Consensus Building or Collaboration	Identify needs and interests that are operative in the conflict situation. Build solution based on needs.
<b>5</b>	Bargaining or Compromising	One side is at point A, the other at point C and the conflicted sides move toward a meeting in the middle at B. This is incremental bargaining where parties inch toward the median.

## Conflict Intensity Scale

Determine the intensity of any conflict using the following scale. Note that the different parties may be locked in at different levels. If this is the case, intervention must happen at the highest level and then try to de-escalate the conflict to a mediable level. Note that the following form follows the Richter Scale structure where Code 2 is 100 times more intense than Code 1. The same exponential factor of 100 is found between each of the successive codes. Remember this fact.

Code		.0	.1	.2	.3	.4	.5	.6	.7	.8	.9
<b>1</b>	<b>Low-grade</b> (Discomfort. Probe for true feelings. Probing may raise the level of conflict.)										
<b>2</b>	<b>Problem to be Solved</b> (Issue exists. Need resolution. The focus is on resolution.)										
<b>3</b>	<b>Debate</b> (Goal is to persuade. Here begins the blurring of personalities with issues.)										
<b>4</b>	<b>Lose/Win Competition</b> (Win at the expense of other side. Lines are clear. Factions formed.)										
<b>5</b>	<b>Fight/Flight</b> (Hostile. The other is enemy. The goal is to harm. Avoidance.)										
<b>6</b>	<b>Search and Destroy</b> (Total breakdown. Misinformation or disinformation with depersonalization.)										
<b>7</b>	<b>Annihilation</b> (Wants the total destruction of the "other.")										

## Healthy Verses Unhealthy Index

Entering a conflicted situation, one needs to discover how people involved deal with conflict.

		<b>Unhealthy</b>	<b>Healthy</b>
<b>1</b>	<b>Nature of the Conflict</b>	<b>Wrong and sinful</b>	<b>Inevitable, a chance to grow</b>
<b>2</b>	<b>Focus of the Conflict</b>	<b>Mix people and problems together.</b>	<b>Focus is on the issues</b>
<b>3</b>	<b>Communication and Conflict</b>	<b>Diminished. Talk behind backs. Form coalitions</b>	<b>Open, look each other in the eye, speak directly to each other, listens</b>
<b>4</b>	<b>List of Grievances about the Conflict</b>	<b>Long, grows by the day, remembers and addresses old issues</b>	<b>Short, addresses issues at hand</b>
<b>5</b>	<b>Atmosphere of Participants in Conflict</b>	<b>Reactive, rigid, closed</b>	<b>Interactive, give and take, exchange of ideas, spirit of co-operation and openness</b>
<b>6</b>	<b>Relations to Issues in Conflict</b>	<b>Ignore problems, deny what is happening</b>	<b>Acknowledge problems and the need to solve them</b>
<b>7</b>	<b>Time Frame in Solving Conflict</b>	<b>Solve quickly, solution-oriented, do not want to feel the pain of conflict</b>	<b>Take the time needed to experience the pain, acknowledge it, and come out together on the other side</b>

## Taxonomy of Conflict

Scale used for classifying the various types of conflicts found in disputes. Often conflicts will combine several of these classes.

	Classification of Conflicts	Identify major points	Scale			
			1	2	3	4
1	<b>Substantive</b> Involving commodities, resources, and “things”	1. 2. 3. 4. 5 6.				
2	<b>Psychological</b> Intra-psyhic disruptions, emotional problems, self-generated conflict	1. 2. 3. 4. 5 6.				
3	<b>Relationship</b> Inter-personal issues, the disputing parties and the relationship must be dealt with. A three way conflict	1. 2. 3. 4. 5 6.				
4	<b>Information</b> Disputing parties have access to differing data, need all information placed on the table	1. 2. 3. 4. 5 6.				
5	<b>System</b> Poor structures create barriers, power imbalance, destructive interactions	1. 2. 3. 4. 5 6.				
6	<b>Value</b> Fundamental level in the way people view the essence of life, differing philosophies, world view, ethics	1. 2. 3. 4. 5 6.				