

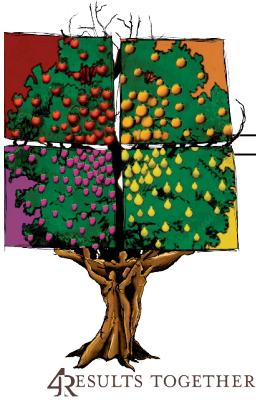
MANAGING CONFLICT

Building In Positive Change

Conflict is inevitable and, actually, highly desirable. Lack of conflict often indicates that issues are buried. And, like it or not, these issues will surface, openly or covertly, often at the very time that commitment is needed.

By not fostering conflict, the ability to change is limited. Conflict must be built into the life of the group. And some conflicts may never be resolved. Yet the group must expect, promote and manage conflict throughout the life of the collaboration. Here are ways to manage conflict, building positive change into the group.

Typical Problems that Lead to Conflict	Ways to Manage the Conflict
<p>Lack of individual passion and low energy; not showing up regularly; not making commitment; avoiding taking responsibility and leadership</p>	<p>Focus is on revealing the resources in each person and selecting the right level of involvement.</p> <ul style="list-style-type: none"> • Make sure each person's specialization is noted, appreciated and legitimized. • Frequently and publicly reinforce the appreciation. • Have each person state desired level of involvement: core, collaboration, coordination, or cooperation. • Frequently review the level of involvement, which may change and may differ depending on a given outcome.
<p>Lack of a strong power base to get things done; frequent questioning of the direction by member organizations; frequent disagreement on what to do and/or how to do it; differing memories of what was decided</p>	<p>Focus is on creating an integrated strategic plan that incorporates self-interests.</p> <ul style="list-style-type: none"> • Create a strategic map that states results, outcomes, indicators and outputs; list the inputs required. • Frequently revise the map as community needs and self-interests change, and as the group learns what works. • Build individual and organizational self-interests into the strategic map. • Revisit self-interests since they will emerge as trust builds and self-interests change over time.



Typical Problems that Lead to Conflict (continued)	Ways to Manage the Conflict (continued)
<p>Lack of group accomplishments; pressure by members for quick action or for programs that meet the individual needs; infrequent attendance or representative changes requiring continual updating; work not getting done; lack of member policies for collaboration participation thus creating work burden</p>	<p>Focus is on balancing long-term goals with commencing immediate actions by making decisions on what to do to align roles and responsibilities</p> <ul style="list-style-type: none"> • Conduct effective meetings that lead to decisions and assigned responsibilities each and every time. • Obtain agreement to consistent representation and to specific outcomes and indicators. • Ensure internal alignment of policies, procedures and performance measures within the collaboration. • Formalize responsibilities and contributions in writing in relation to duties and policies within home base organization.
<p>Lack of persistence over time; members not speaking with unified voice in public; members falling away; the larger community does not know the results and what is being accomplished</p>	<p>Focus is on gaining support from engaged stakeholders and advancing results-based messages out into the community.</p> <ul style="list-style-type: none"> • Involve key stakeholders by learning their opinions and self-interests, and incorporating those in the desired results and outcomes. • Amplify relationships with key stakeholders to generate resources (i.e. meet and talk and respond) <i>prior</i> to taking action. • Promote an image of accomplishing results through a variety of media, materials, personal contacts, groups and gatherings. • Segment approaches so different audiences know that their needs and issues are understood.
<p>Celebrate</p> <p>There is no such thing as burnout from over work; burnout comes from lack of success and lack of recognition. Demonstrate success and recognize everyone! <i>And celebrate, celebrate!</i></p>	