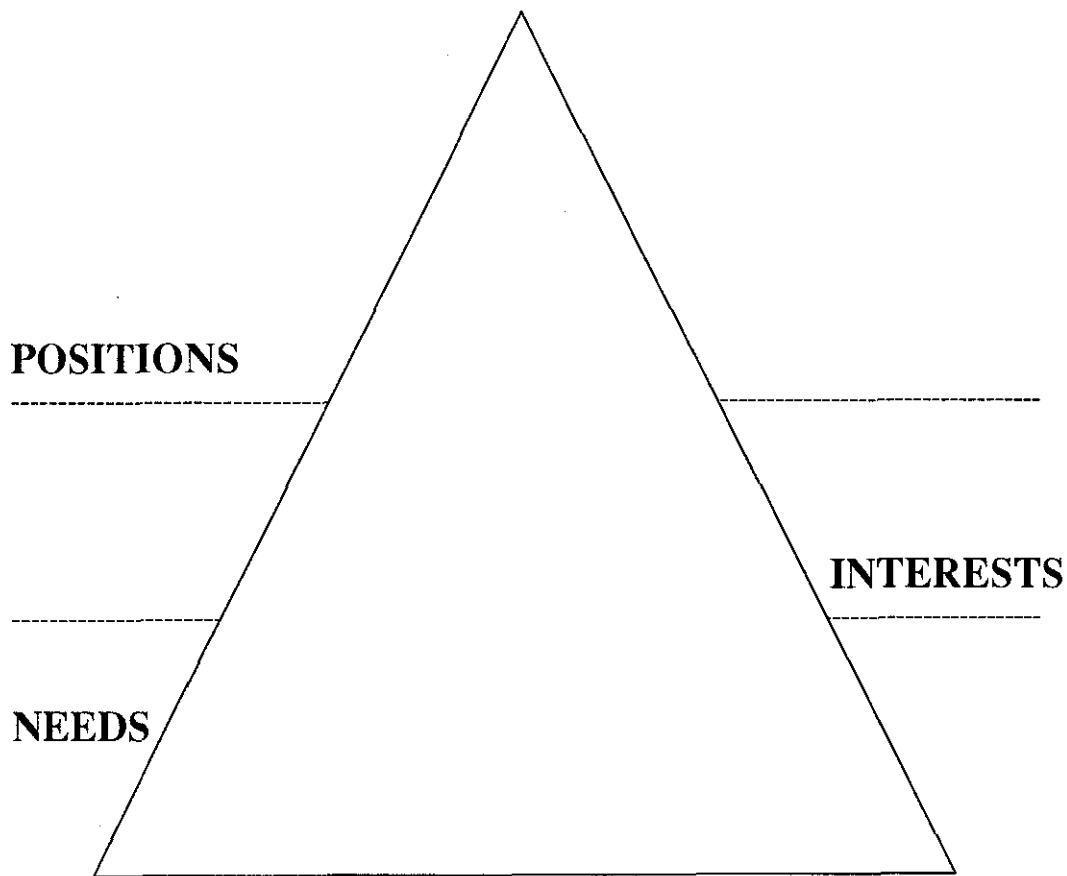


# **The PIN Model of Conflict**

**Positions: What we state that we want**

**Interests: What we really want**

**Needs: What we must have**



## **THE PIN MODEL**

**Example:** Amy and Latrice share an off-campus apartment together. Latrice is upset because Amy had a party last weekend without telling her and damaged Latrice's sofa, staining the cushions with food and drinks. Latrice is demanding that Amy pay \$600 for a new sofa and no longer use any of Latrice's belongings, including furniture.

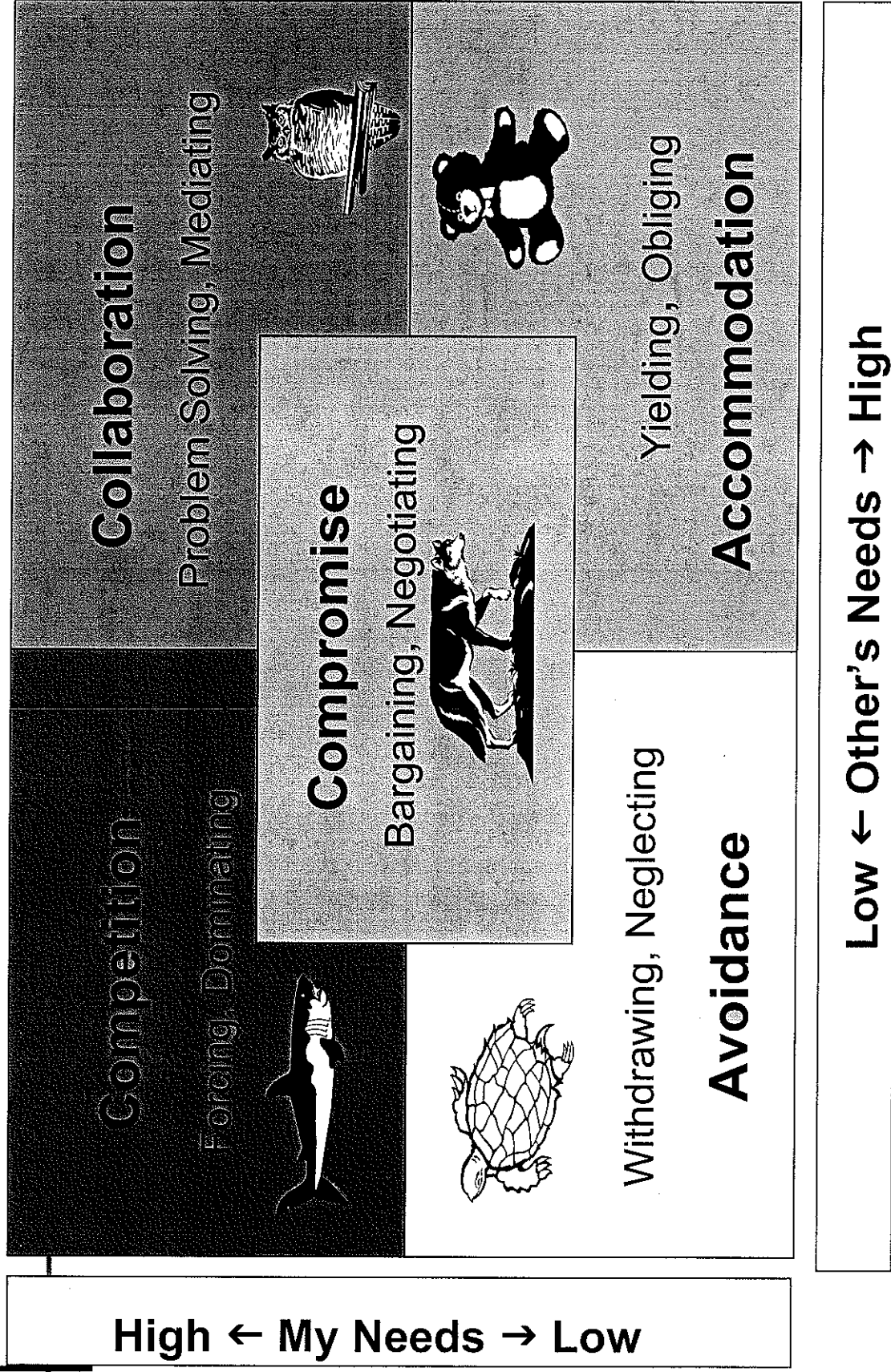
**Positions:**        "You and your friends have no respect for others."  
                         "Quit using my stuff."  
                         "Give me \$600 by the end of next week."

**Interests:**        "Please get the cushions cleaned."  
                         "Be more careful the next time you have people over."  
                         "Please let me know when you are going to have people over."  
                         "Please show me some respect."

**Needs:**

- to be able to trust her roommate
- for others to show respect for her and her property
- not to worry every time she goes away for a weekend
- to feel respected

# Thomas-Kilmann Conflict Response Modes



# Conflict Response Modes

## Avoidance

### *The Turtle*

- Withdrawing
- Neglecting
- Unwilling to engage in productive conversation
- Unachieved goals
- Frustration
- Escalation of conflict

## Accommodation

### *The Teddy Bear*

- Yielding
- Accommodating
- Gives up personal needs and goals
- Other's needs are more important than their own
- Wants to keep the peace
- Maintain the relationship

## Compromise

### *The Fox*

- Willing to surrender some personal goals/needs
- Doesn't see the whole picture
- Focuses on short-term quick fixes
- Limited creativity
- Unsatisfactory agreement
- Less likely that agreement is upheld
- Potential for escalation of conflict

## Competition

### *The Shark*

- Forcing
- Dominating
- Win/Lose mentality
- Intimidating
- Willing to do whatever is necessary
- Doesn't care about the relationship
- Aggressive

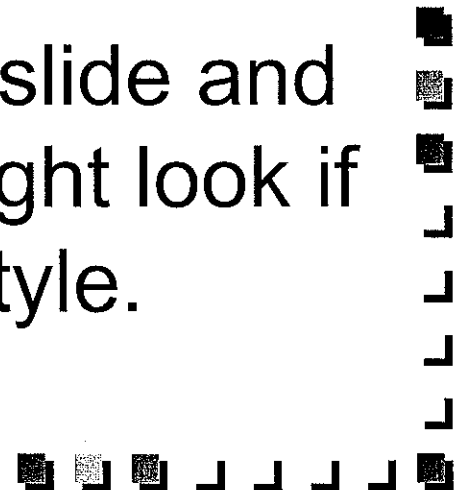
## Collaboration

### *The Owl*

- Mediating
- Long-term Problem Solving
- Broad definition of the conflict
- All parties needs and goals are met
- Creative solutions
- Commitment to see the agreements kept
- High probability that agreements are kept

# The Story with 5 endings

- Divide into groups of 3-4
- A Conflict Response Style will be assigned
- Review roommate agreement
- Read the scenario on the next slide and determine how the situation might look if handled using your assigned style.

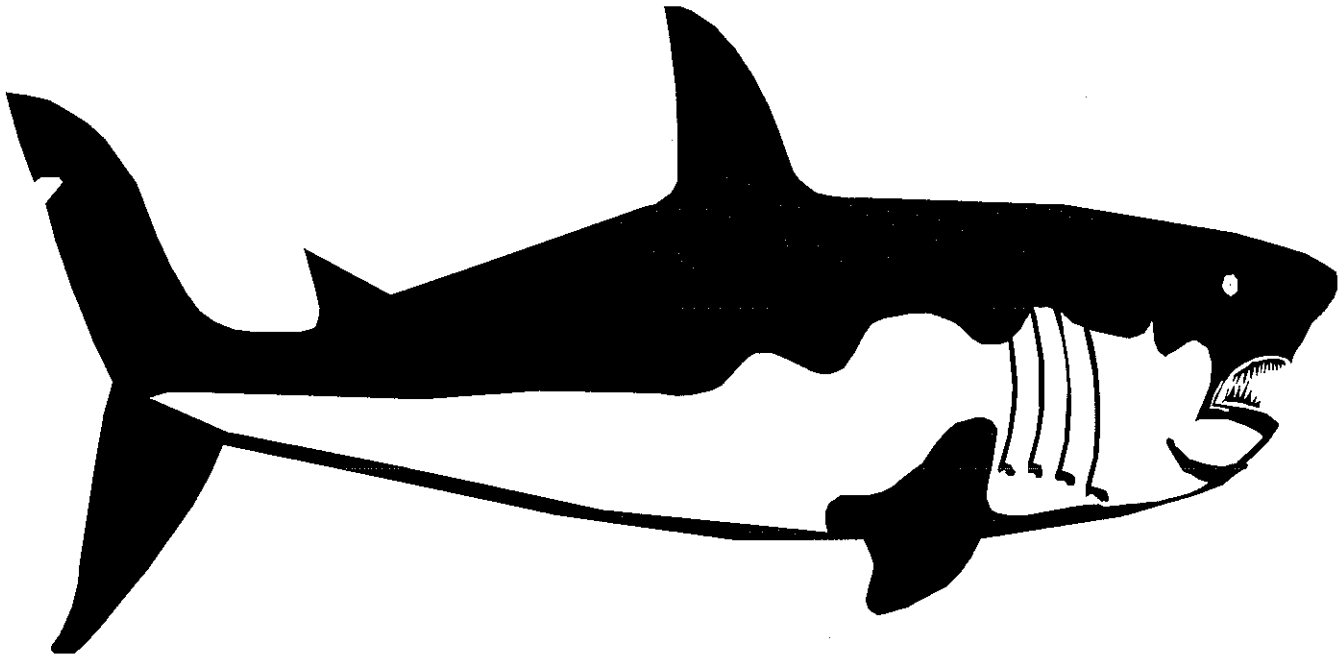


## The Story with 5 Endings

It's October and things are getting ugly between Chris & Alex. They have totally different class and studying schedules and hang out with two different groups of friends. Alex has been using Chris' stuff all the time and now Chris is missing about 5 cd's and the computer isn't working right. Alex has friends in the room constantly; making it hard for Chris to study. This morning Chris failed an exam because Alex had people over until 4 am. Chris is fed up and wants to do something.

Your group needs to decide how the story would end if Chris responded using the style your group has been assigned.

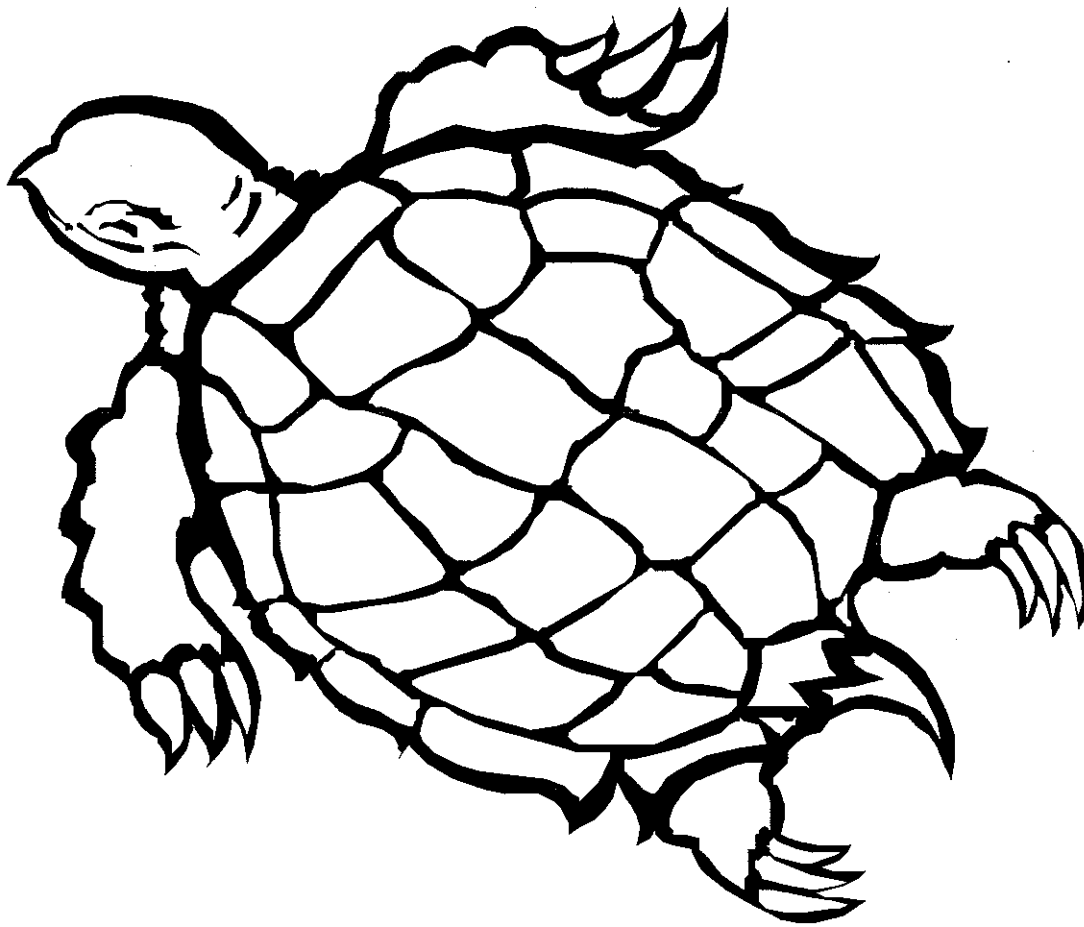
Be sure to consider both short-term and long-term outcomes.



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## **Eight Steps to Successful Conflict Resolution**

1. Create an effective atmosphere
2. Clarify and define the issue(s)
3. Understand one another's point of view
4. Find the common ground
5. Generate options
6. Agree on a solution
7. Develop a plan of action
8. Follow up

## Conflict Management Strategies

- ↳ Avoid Defensiveness
- ↳ Listen Actively
- ↳ Paraphrase
- ↳ Legitimize
- ↳ Describe – Don't Evaluate
- ↳ Distinguish between Content and Relationship
- ↳ Focus on the Future
- ↳ Know Your Style (Direct vs Indirect) and Be Flexible

Adapted from the video Conflict: The Rules of Engagement, Dr. Pat Heim, Corvision Media

# Key Principles in Resolving Interpersonal Conflict

**“Conflict is the engine that drives interpersonal and organizational growth”**

1. The more direct and timely the conflict is confronted, the better... usually.
2. Be direct and tough on resolving the problem, but gentle and respectful on the person.
3. If you err, err in the direction of empathy, warmth & being connected with the parties (being genuine) even if you mess up on the techniques.
4. Good conflict resolution skills are not hard to learn. You can do it!
5. Good skills & technique alone are not the answer.
6. The essence of good communication skills in resolving conflict is to be found in the presence of integrity...a consistency between that which we are thinking, are saying verbally, our bodies are communicating, how we are feeling, and the deeper values within our heart.
7. Understanding & responding to conflict must be viewed through appropriate and relevant cultural lenses.

Dr. Mark S. Umbreit, 1995