A Comparison of Five Conflict-Management Approaches*
Negotiation Workshop September 30, 2004

Approach	Objective	Your Posture	Supporting Rationale	Likely Outcome
I. Forcing	Get your way.	"I know what's right. Don't question my judgment or authority."	It is better to risk causing a few hard feelings than to abandon an issue you are committed to.	You feel vindicated, but other party feels defeated and possibly humiliated.
II. Avoiding	Avoid having to deal with conflict.	"I'm neutral on that issue." "Let me think about it." "That's someone else's problem"	Disagreements are inherently bad because they create tension.	Interpersonal problems don't get resolved, causing long-term frustration manifested in a variety of ways.
III. Compromising	Reach an agreement quickly.	"Let's search for a solution we can both live with so we can get on with our work."	Prolonged conflicts distract people from their work and engender bitter feelings	Participants become conditioned to seek expedient, rather than effective, solutions.
IV. Accommodating	Don't upset the other person.	"How can I help you feel good about this encounter?" "My position isn't so important that it is worth risking bad feeling between us."	Maintaining harmonious relationships should be our top priority.	Other person is likely to take advantage of you.
V. Collaborating	Solve the problem together.	"This is my position, what is yours?" "I'm committed to finding the bet possible solution." "What do the facts suggest?"	The positions of both parties are equally important (although not necessarily equally valid). Equal emphasis should be placed on the quality of the outcome and the fairness of the decision-making process.	The problem is most likely to be resolved. Also, both parties are committed to the solution and satisfied that they have been treated fairly.

* From: Whetten, D.A., & Cameron, K.S. 2002. *Developing Management Skills* (5th ed.). Upper Saddle River, New Jersey: Prentice Hall, p. 361.