constructive conflict resolution

Donna Benjamin @kattekrab and Gina Likins @lintqueen
Hello!
What is conflict?
friction causes conflict
conflict is strife
Photo: Anon US Officer  *Berlin Wall 1961*  Wikimedia Commons Public Domain
competition is not conflict
what causes conflict?
lots of things
“... a fundamental conflict at the heart of open source: the opposing forces of building community vs. deriving a sustainable level of revenue from an open-source project”  

- Andrew Binstock

or more broadly stated: it is “Us” or “Them”.

#osconCCR
types of conflict
unmet needs
Photo: dife88 Graffiti Saliva Hunger Orange Pixabay Public Domain
different values
different perspectives
Image:
Illustrator unknown 6 Blind Men and the Elephant Wikipedia Public Domain
underlying assumptions
YOU ASSUMED?

YOU KNOW WHAT HAPPENS WHEN YOU ASSUME—

I DON'T.

YET YOU'RE CONFIDENTLY ASSERTING THAT I DO.

...OH. HM.

CHECK AND MATE.
diverse languages & cultures
constructive conflict resolution - 建設性的冲突解决
रचनात्मक संघर्ष के संकल्प - resolución constructiva de conflictos
εποικοδομητική επίλυση των συγκρούσεων
kujenga utatuzi wa migogoro - konstruktiv münaquisènín héli
ગાતજક કોન્સ્ટ્રક્ટિબિઓ બેરેલ્ષ્યમન - réiteach coimhlinte cuiditheach
taumira papa mārohirohi - 건설 분쟁 해결
حُل النزاعات البناء - mahasoa famahana krizy
конструктивное вирішення конфліктів - okwakhayo yimibango

photo: J. Nathan Matias A Global Outlook Flickr CC BY-SA 2.0
are there others?
how should we deal with conflict?
5 step process

- Spot the Conflict
- ACK that it needs fixing
- Personal System Reboot
- Root Cause Analysis
  - Come to Resolution
  - Negotiate to Compromise
  - Agree to Disagree
1. spot the conflict
2. all parties ACK that this needs fixing
@age should allow numbers

closed-wont-fix
3. personal
system
reboot
We can’t solve problems by using the same kind of thinking we used when we created them.

Albert Einstein
Six critical success factors for constructive conflict resolution:

- Respect
- Compassion
- Empathy
- Understanding
- Flexibility
- Perspective
Compassion
Understanding
Perspective
Flexibility
Empathy
Respect
compassion = “feeling with”
sympathy

Oh! poor you.
(BUG logged)
Oh! poor you. (BUG logged)

I understand what you’re feeling, I’ve been there. (ACK bug is replicable)
sympathy
Oh! poor you.
(BUG logged)

empathy
I understand what you’re feeling, I’ve been there.
(ACK bug is replicable)

compassion
I am motivated to help.
(Let's FIX this)
perspective
Drunk octopus wants to fight!
respect
4. Root Cause Analysis
unmet needs
consider: state checks; “I statements”
different values
consider: negotiation & compromise
different perspectives
consider: stand in the other person’s shoes
underlying assumptions
consider: communication & building shared understanding
diverse cultures
consider: research; define terms; affordance
<table>
<thead>
<tr>
<th>Conflict Type</th>
<th>Definition</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmet needs</td>
<td>I need something &amp; am not getting it</td>
<td>State checks. Ping. Ack.</td>
</tr>
<tr>
<td>Different values</td>
<td>Different parties care about different parts of the equation</td>
<td>Negotiation - equation, finding balance. Think outside the box.</td>
</tr>
<tr>
<td>Different perspectives</td>
<td>We are seeing the problem from different angles</td>
<td>Stand in the other person’s shoes (role-playing)</td>
</tr>
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<td>Conflict Type</td>
<td>Definition</td>
<td>Approach</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>Underlying assumptions</td>
<td>We don’t agree/understand what parts of the equation are “fixed”</td>
<td>Communication &amp; building shared understanding</td>
</tr>
<tr>
<td></td>
<td>(what are constants)</td>
<td></td>
</tr>
<tr>
<td>Diverse culture</td>
<td>Language, belief systems, etiquette,</td>
<td>Research, define terms, provide affordances. Also patience and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>appreciation.</td>
</tr>
</tbody>
</table>
5. Resolve, Compromise, Agree to Disagree
Resolve

- Realized there wasn’t really a problem, or
- Found a new, win-win solution
Compromise

Everyone shifts a little towards the middle
Agree to Disagree

- Not a good first response
- Can be a good endpoint if process has been effective
- Parameters for agreeing to disagree are helpful to prevent accumulation of baggage
toolbox
Conflict...
“the root of personal and social change; it is the medium through which problems can be aired and solutions arrived at.”
- Morton Deutsch
Thank you

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and Gina Likins @lintqueen
<table>
<thead>
<tr>
<th>DICon Level</th>
<th>What it is</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Happy, happy land :-)</td>
<td>• Here are the modifications I’d suggest making.</td>
</tr>
<tr>
<td>Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 2</td>
<td>Insulting things</td>
<td>• That’s a terrible patch.</td>
</tr>
<tr>
<td>Blue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>Cursing/Profanity</td>
<td>• This is *#$%! bad code.</td>
</tr>
<tr>
<td>Yellow</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 4</td>
<td>Insulting people</td>
<td>• Whoever wrote this is an idiot.</td>
</tr>
<tr>
<td>Orange</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 5</td>
<td>Wishing people harm</td>
<td>• I wish people like you who break things and feel smug about it should go die in a fire.</td>
</tr>
<tr>
<td>Red</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Non Violent Communication

Observations
- what are we seeing? what are we hearing? factual statements. Be alert for specifics. Watch out for signposts “always!” always? every time? How often, when?

Feelings
- What feelings in play? Your own? Others? Ask?

Needs
- State or guess the need that underlies the feelings in play

Requests
- Ask for action that meets that need. Ask clearly and specifically for what you want right now, rather than hinting or stating only what you don't want.

(see http://www.wikihow.com/Practice-Nonviolent-Communication)
Non Defensive Communication

Ask questions
To gather information, and gain clarity about what people are saying the issues are.

Make statements
Judgement free observations
1) what we hear being said,
2) noting contradictions in tone, body language, or words,
3) what conclusions and assumptions are made based on 1 & 2
4) but finally, express personal reactions, feelings, beliefs, and reasoning.

Predict consequences
Create boundaries and security by stating clearly how we will react when different choices are made.

(see http://pndc.com/documents/summary-sheet-english.pdf)
Appreciative Inquiry Focus on identifying what is working well, analyzing why it is working well and then doing more of it. This idea contrasts with the problem solving approach of looking for what’s broken and trying to fix it.

This theory suggests action takes place in whichever direction people focus their attention.

The 4D model.
Discover, Dream, Design, Deliver (or Deploy or Do, or Destiny)