

## CONFLICT MANAGEMENT

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HARVARD UNIVERSITY'S PROGRAM ON NEGOTIATION

### FACILITATORS NOTES:

Begin your time with prayer – asking God to bless your time and sharpen your team's ability to apply these principles to their situations. Note: if your team is larger than 6 or 7, you may want to divide up for the discussion part of the training so that everyone has the ability to participate.

### DISCUSSION OBJECTIVE:

In this session, participants will identify ways to create win/win scenarios in conflict and negotiation situations.

### SET UP THE CLIP:

In this clip, we will be learning from William Ury. [Read aloud the bio on the right.] Ury is an expert in negotiation – and in this clip he will talk about how we can better resolve and manage the conflicts in our church or organization. Let's watch the clip.

### TEAM DISCUSSION QUESTIONS:

1. "The greatest single obstacle in negotiation is YOU", says Ury. When in a conflict situation, a successful negotiator finds a place of mental, emotional or spiritual clarity—they "go to the balcony" and harness the power "not to react".
  - a. Take a few moments to think about a recent time when you negotiated a tricky work situation. Write your thoughts below.
    - In what ways did you "go to the balcony"?
    - In what ways did you harness the power "not to react"?
  - b. Now, as a group, have each person share one strategy that helps them "go to the balcony" during a conflict situation.
2. Another important negotiation strategy, according to Ury, is for each party to assess the interests of the other person (needs, desires, concerns, fears or aspirations) as compared to their position.
  - a. Reflect again on that tricky work situation you identified above. Spend two to three minutes and write out the interests (not position) of the person on the other side of the conflict.
  - b. Discuss with your team. How could an assessment of interests help you negotiate a "win" for both parties?



### ABOUT THE SPEAKER:

Dr. William Ury is a negotiator and mediator, with 30 years practical experience in conflicts ranging from corporate mergers to ethnic wars in the Middle East. A social anthropologist and teacher, he is the author of award-winning business books, including *Getting to Yes*, an eight million copy best-seller. He is co-founder of the International Negotiation Network, with President Jimmy Carter. He has worked with the U.S. and Soviet governments to create nuclear crisis centers – and has served as a third party negotiator to avert civil wars in Indonesia and Venezuela.



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Preventing Conflict. Some of the preventive measures that the management can take, according to Schein are: Goal Structure: Goals should be clearly defined and the role and contribution of each unit towards the organizational goal must be clearly identified. All units and the individuals in these units must be aware of the importance of their role and such importance must be fully recognized. Rewards System: The compensation system should be such that it does not create individual competition or conflict within the unit.