


HOW TO BECOME COMFORTABLE AND CONFIDENT IN THE FACE OF CONFLICT

MODULE 6: THREE PERSPECTIVES

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Preparing to Collaborate

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The most important preparation you can do for collaboration is to shift yourself from non-collaborative attitudes or beliefs to collaborative ones.

Remember from lesson 2 that to be ready for and open to collaboration, some of the shifts you'll need to make are:



What are the shifts we need to make?

- from judgement or anger to curiosity (including a shift from certainty you know the other person's story to openness to listen)
- from firm ideas about what needs to be done to openness to any solutions that meet your needs
- from "I'm right" to "we each come at this with different perspectives and experiences and needs"



What are the shifts we need to make?

- from 'he's just a jerk' to 'every single action a person takes is about them trying to get their needs met and I have to figure out what his needs are'
- from a focus on good solutions for you, to good relationships and good solutions for you both
- from your positions to your interests



Why do you want to collaborate?

- What would the short and long-term impacts be if you weren't able to work this out collaboratively? If you competed? If you avoided? If you accommodated? If you compromised (ie if your needs were only partially met)?




Problems of Assumption

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Public	Private (Internal)
1. Action - says does (lack of)	2. Intent
	3. Effect

Communication Wall

When trust is lacking, the intent is assumed to be negative and the effect is negative.



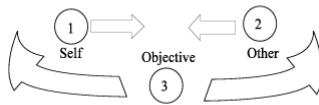
Three Perspectives

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In any conflict, there are at least three perspectives:


1. self
2. other
3. objective view

“I count, you count, the situations counts”



Perspective of Self (as you)


- What happened from your perspective?
- What was the effect or impact on you?
- What is important to you, ie. your interests? (Ask interest exploring questions of yourself and name your interests)
- Are you open to a variety of ways to meet your interests?



Perspective of Other

(imagine you are the other person)

- What do I imagine they might say about what happened?
- What do I imagine the effect or impact was on them?
- What do I imagine their interests could be? (ask interest exploring questions such as “what do I imagine would worry them about this idea?” and create a list of interests you think they might have)



Objective Perspective

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(imagine you are a neutral observer; a mediator)

- What might an objective person who observed the situation say happened?
- Are there any organizational factors need to be thought about as you work together to solve the problem (policies, resources, organizational interests, etc.)?



Plan to talk so you will be heard

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Spending some time on the 3 Perspectives Exercise will help you think about how to talk to the other person about your perspective and interests in a way they can hear you.

