



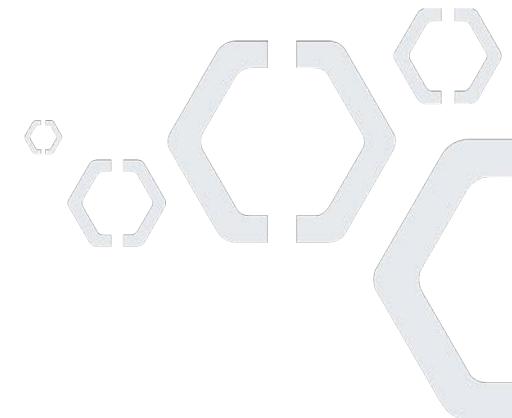
# BIORAFT

## “CONFLICT MANAGEMENT AND RESOLUTION”

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Jonathan Klane, M.S.Ed., CIH, CSP, CHMM, CIT  
Director of Risk Management and Safety Education

222 Third Street, Suite 0234, Cambridge, MA 02142 | [www.BioRAFT.com](http://www.BioRAFT.com)



A bit of shine and a reminder for how people can submit topic ideas for webinars:

<https://cshema.org/index.php/events-training/educational-opportunities/webinars/webinar-submission-form>



# SAVE THE DATE 2021 Annual Conference

July 23 - July 28, 2021

## Welcome!

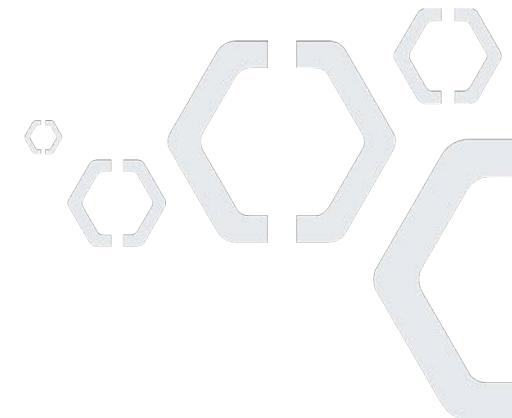
### Join us for the 68th CSHEMA Annual Conference

The Campus Safety, Health, and Environmental Management Association (CSHEMA) is the only organization focused entirely on serving EHS professionals in higher education. Our most vital function and overall purpose is to provide a forum for the interchange of ideas, methods, and information to improve the EHS profession in campus environments. Please join us for our 68th Annual Conference July 23-28, 2021, location (whether in person or virtual) is yet to be determined.

### 2021 Conference Highlights

**Dates:** July 23-28, 2021

**Location:** TBD



Matt Moustakas (Executive Director of Risk Management, Texas Woman's University) will be hosting a roundtable session soon! Please stay tuned for updates about the when, where, why and how particulars.

The topic will center around EHS professional-oriented certifications. What's right for you? How do you build on what you already have?

Let's have an open dialogue about it and give the CSHEMA community an opportunity to discuss and benchmark with one another!

# UPCOMING WEBINARS ...



Scott Bourdon (Sr. Manager, Risk and Environmental Health and Safety – California State University) is going to present on the OSHA/Cal State Injury and Illness Prevention Program on 2/17.

- ✓ This course will review the Cal/OSHA Injury and Illness Prevention Program (IIPP) requirement.
- ✓ OSHA considered adopting a similar requirement a few years ago, and many other states require one for certain industries.
- ✓ Whether or not your State requires an IIPP, it acts as a simple safety management system anyone can understand and use.
- ✓ Simple metrics can be adopted for it.
- ✓ And an IIPP will help your team and co-workers understand their safety roles and responsibilities.

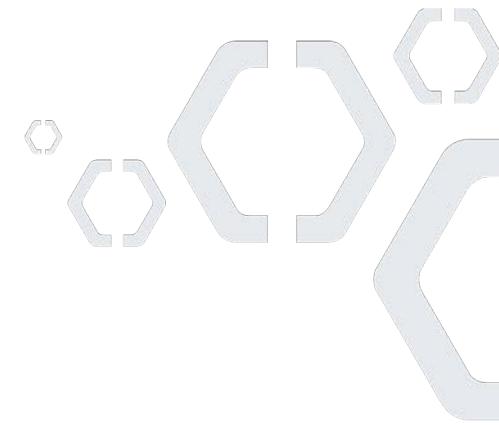
# UPCOMING WEBINARS ...



Kevin Klich and Steven Fernandez of Stevens Institute of Technology will present on Small College/University's EHS programs – a program for which they won that award last year!

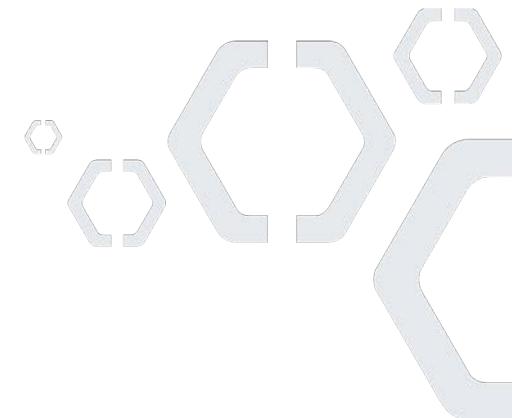
- Stevens Institute of Technology's Office of Environmental Health & Safety and Insurance Risk Management will discuss their experience in preparing, submitting, and earning CSHEMA's Complete EHS Program Award for Small Colleges and Universities.
- This award honors small colleges and universities that have three or fewer EHS professionals in the EHS office and have created safety programs and incorporated novel and/or original efforts while complying with standardized regulations.
- Stevens EHS staff will discuss the award process and the opportunities that the award program presents to benchmark your program and demonstrate best in class practices.

# 7 QUESTIONS, GOALS, REQUESTS, ETC.?



*Let's try our first break out room activity!*

## MY DISCLOSURES:



Used to teach at Thomas College

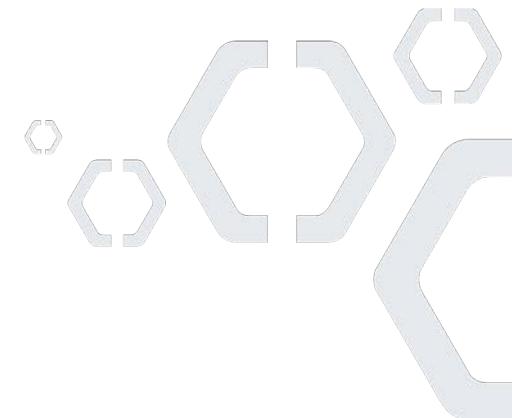
Part of my work + pay

Formerly did mediation work

Live with my son + his girlfriend (+ our dog)

Divorcing!

## MY SOURCES/RESOURCES:



*“Getting to Yes:*

*Negotiating Agreement Without Giving In”*

by Roger Fisher and William Ury

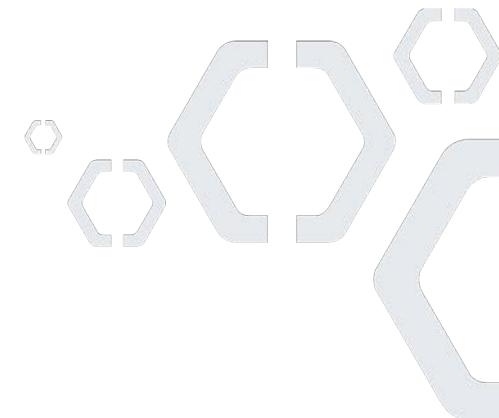
*“The Conflict Survival Kit:*

*Tools for Resolving Conflict at Work”*

by Cliff Goodwin and Daniel B. Griffin

Research on persuasion theory (for my PhD)

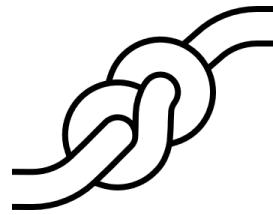
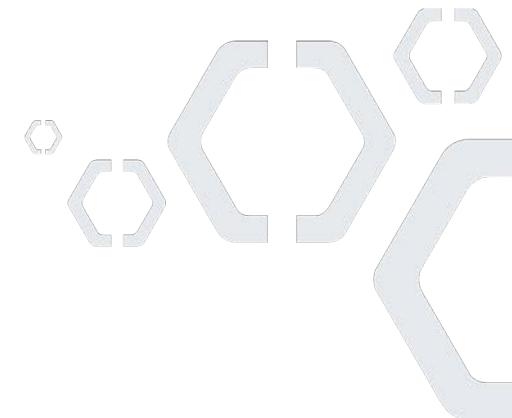
# NATURE OF HUMANS AND CONFLICT:



Why is there conflict?

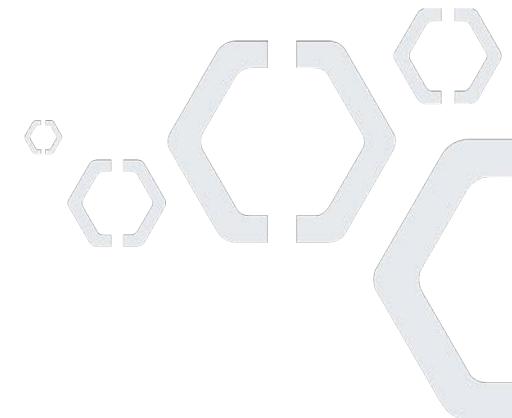


# NOT ALL CONFLICT IS “BAD”.

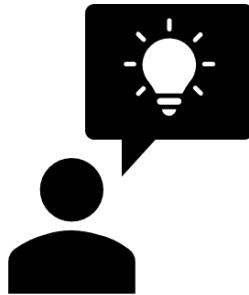


Binds and bonds us

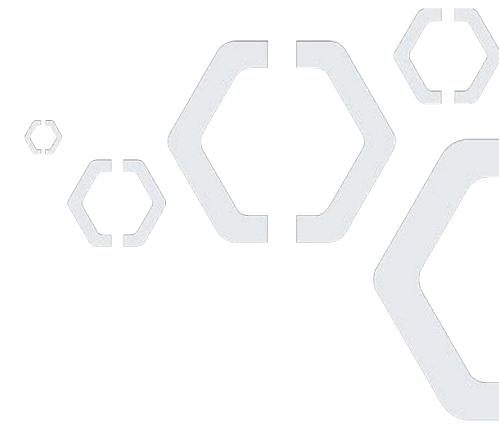
# SEPARATE *PEOPLE* ... ... FROM THE *PROBLEM*.



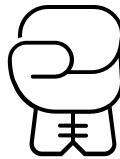
*How important is the relationship ?*



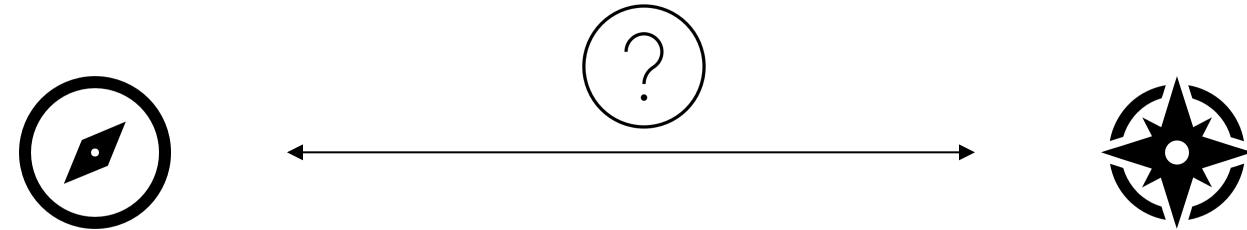
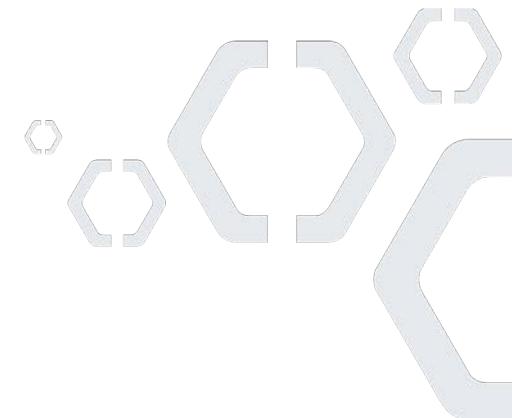
**“EASY” ON PEOPLE ...  
... “HARD” ON THE PROBLEM.**

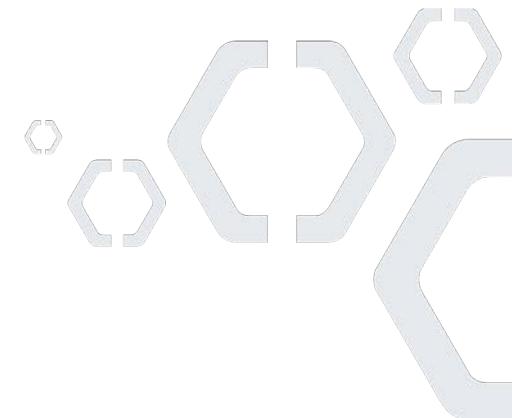


... or ...



# NEGOTIATE ON INTERESTS, NOT POSITIONS.





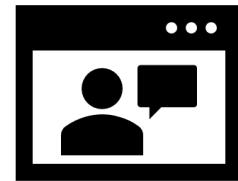
What's your role?



## 3 TYPES OF COMMUNICATION:



Verbal

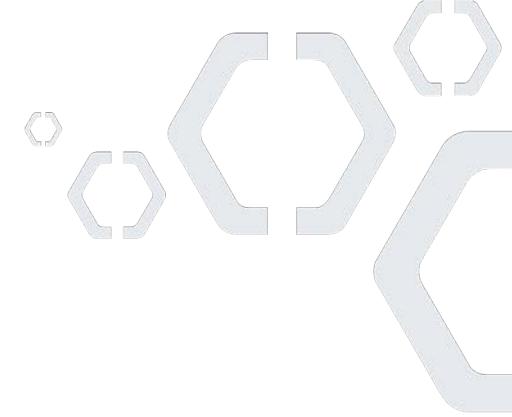


Non-verbal



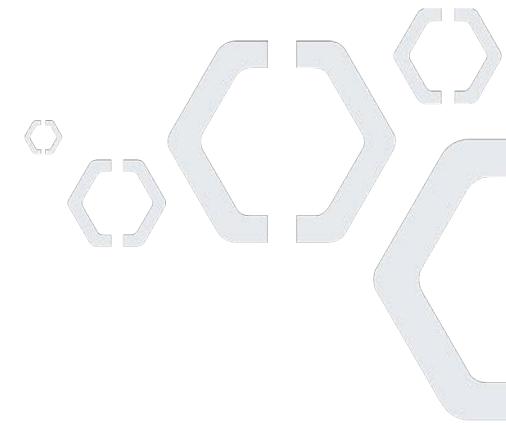
Para-verbal

# UNDERSTANDING EACH OTHER



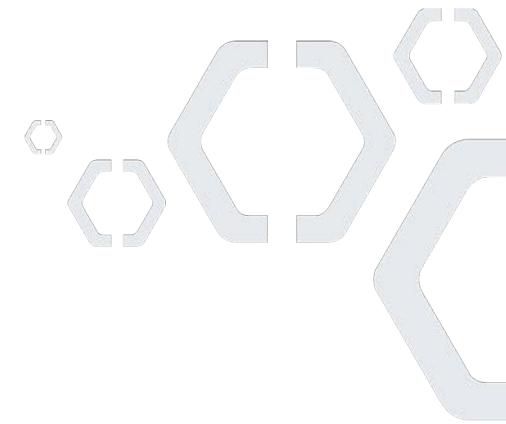
*“Seek first to understand,  
[only] then to be understood.”*

Habit #5 of Stephen Covey's  
*“7 Habits of Highly Effective People”*

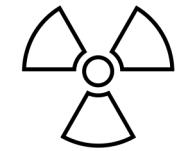
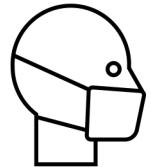


Trust vs. confidence?

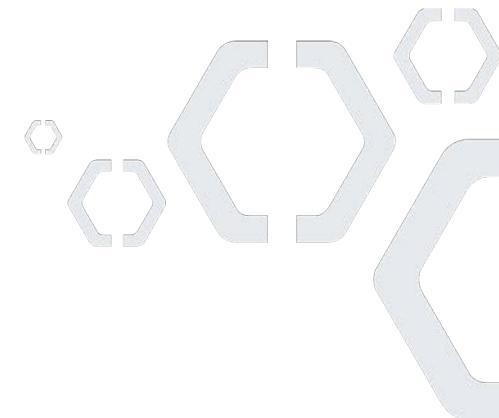




Risk + cognitive biases = risk perceptions ... -> decision-making



# “ACTIVE LISTENING”



<- or ->



Listen intently

Don't formulate a response

Rephrase/reframe their statement(s)

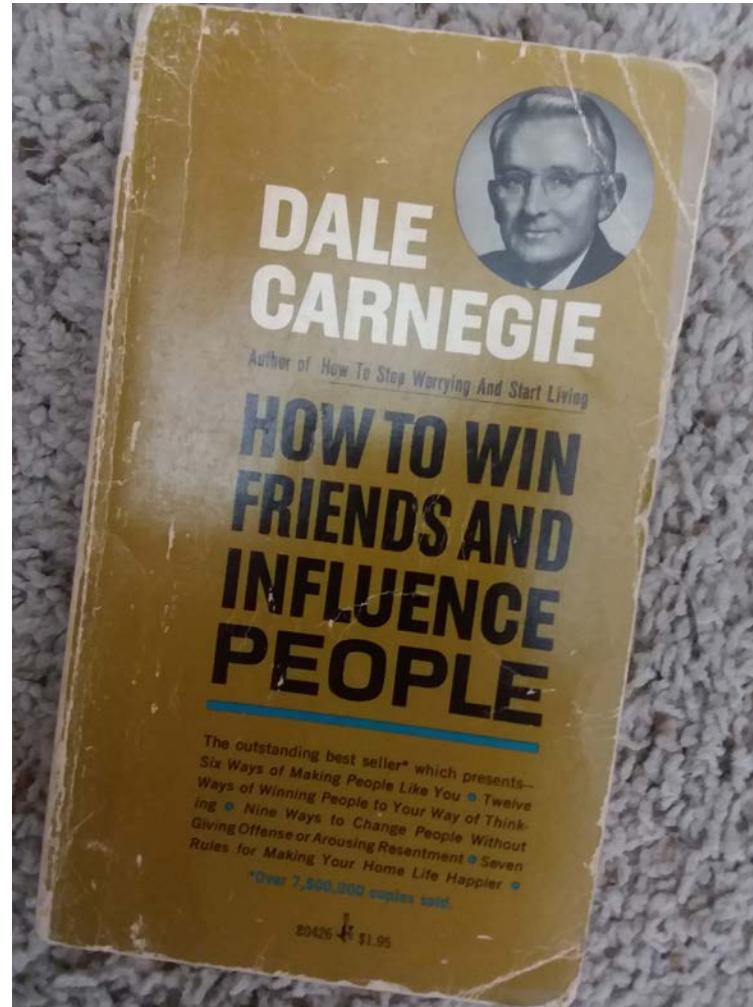
# “EMPATHIC STATEMENTS”



Use “I” or “we”/“us” statements  
(take ownership of it)

**Not** “you” statements

# RULE #1: “YOU CAN’T WIN AN ARGUMENT.”





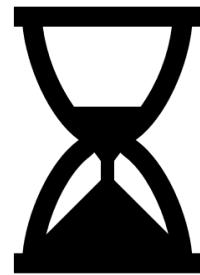
Relationships matter!

# BENEFICIAL TRAITS/CHARACTERISTICS...

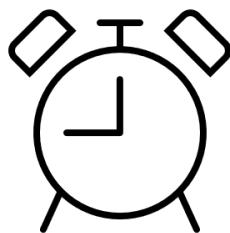


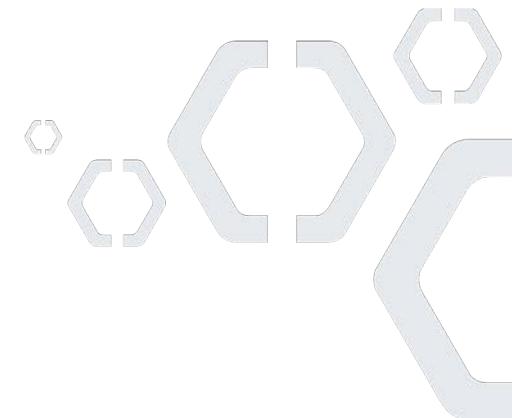
Honest  
Open  
Genuine  
Sincere  
Impassionate  
Transparent  
Objective  
Open-minded  
Patient

# ... AND A FEW MORE BENEFICIAL TRAITS/CHARACTERISTICS:



- Removed
- Process-oriented
- Methodical
- Logical
- Even-keeled
- Persistent
- Uninvolved
- 3<sup>rd</sup> party
- Unbiased

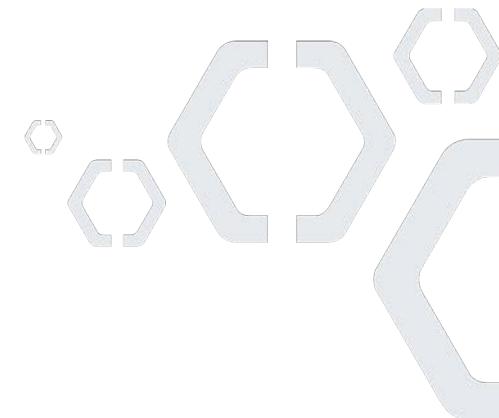




Science and powers of affective storytelling!

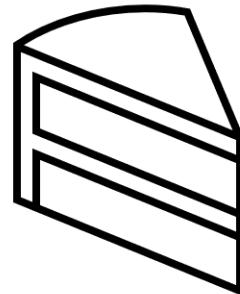


## EGO MATURITY (EQ):

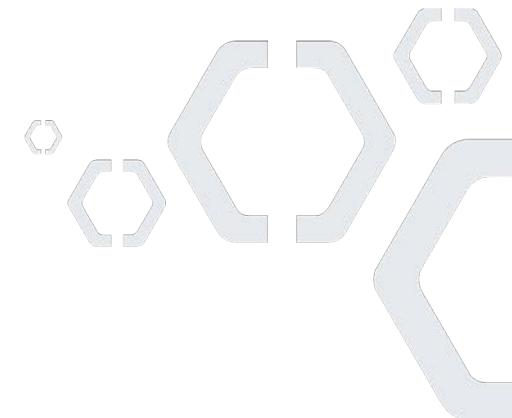


1. ***“Opportunist Level”***: win/lose, blames, manipulative, zero sum game view, us vs. them
2. ***“Rules Level”***: Follows rules closely, conformist, simplistic view, identifies with in-group only
3. ***“Self-Aware Level”***: Competent/able problem solver, *the* best solution, critical
4. ***“Goal Level”***: insights into their + others' motivations, collaborative, win/win, ownership

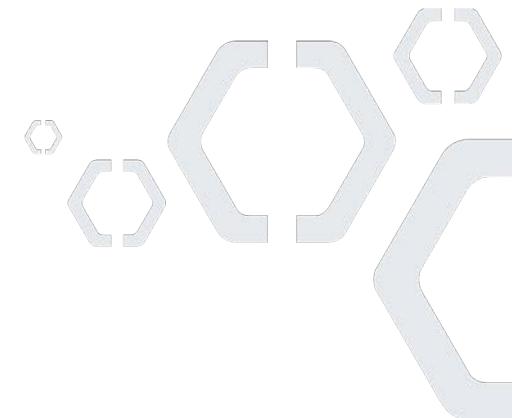
# WHAT IS “FAIR”?



- Same for all?
- Equal (shares)?
- Every person for themselves?
- Pro rata?
- Meet each one's needs?
- Needs vs. wants?
- Other ways?



Bumps vs. bruises vs. head-bangers?

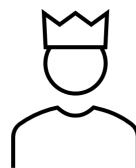
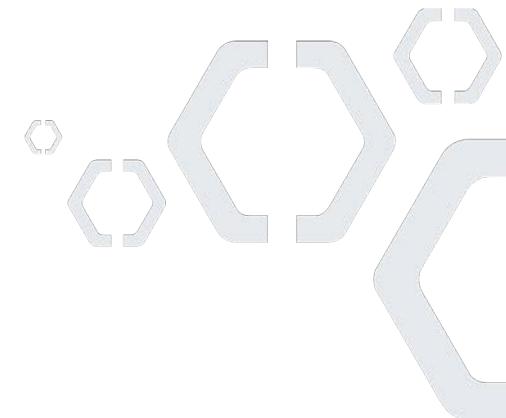


Consulting / teaching / helping

vs.

Compliance / telling / ordering

# ONE-SIDED POWER?



Seems impossible, not always so

Often other approaches or strategies

# OBJECTIVE CRITERIA AND EXISTING STANDARDS

Already in place

3<sup>rd</sup> party

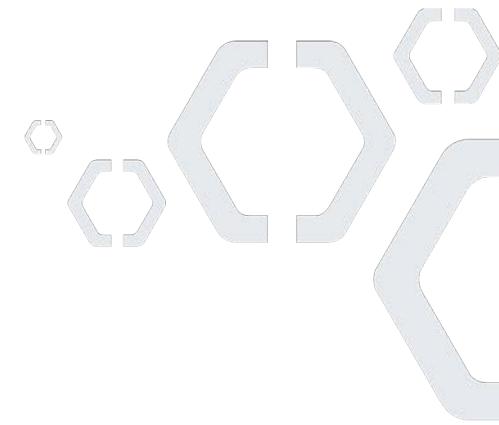
Gov't

Independent

Widely accepted



# TRUE COLLABORATION

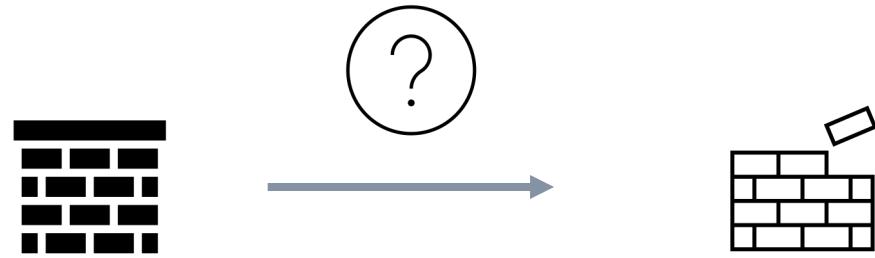
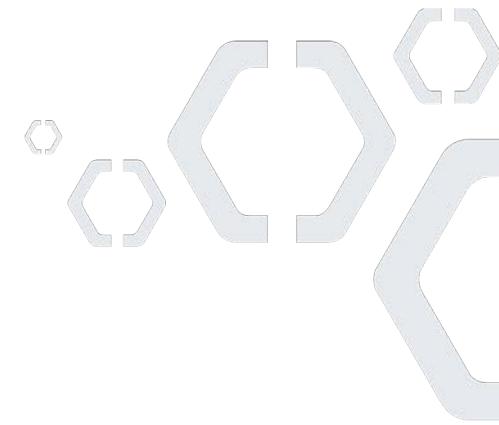


Seek mutual interests (on *same* side)

Strive for each to say “Yes!”

*Win-win-win* (cliché, but apt)

# OVER-COMING BARRIERS



Persistence?

Other solutions?

Alternatives?

Other ideas?

# BEST ALTERNATIVE TO NEGOTIATED AGREEMENTS (BATNA'S)



Fall back position

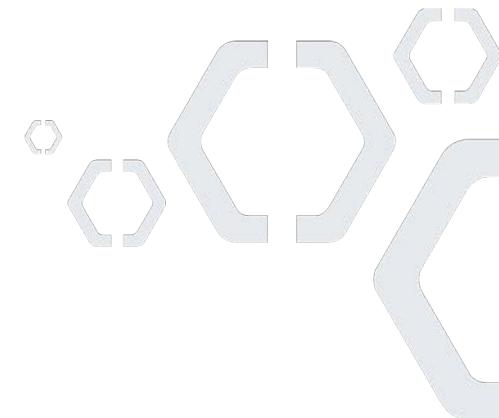


Strong one? *Tell them!*

Weak one? *Keep it secret!*

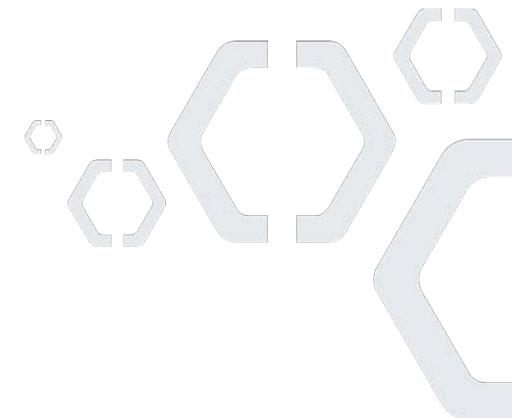
*Downsides?*

## SUMMING UP: (1 OF 3)



Many perspectives  
View conflicts as positive  
Relationships matter  
Negotiate the merits  
Easy on people, hard on problems  
Bumps vs. bruises vs. head-bangers

## SUMMING UP: (2 OF 3)



Risk perceptions + cognitive biases

It's not a win-lose contest

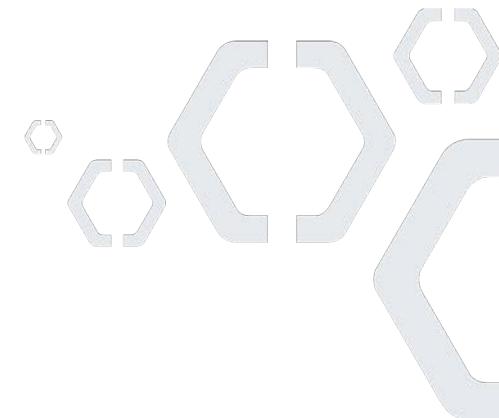
Trust + confidence

Give cons to your position first

Use objective criteria

Face-to-face (but on same side) whenever possible

## SUMMING UP: (3 OF 3)



Active listening and empathic statements

Powers of stories

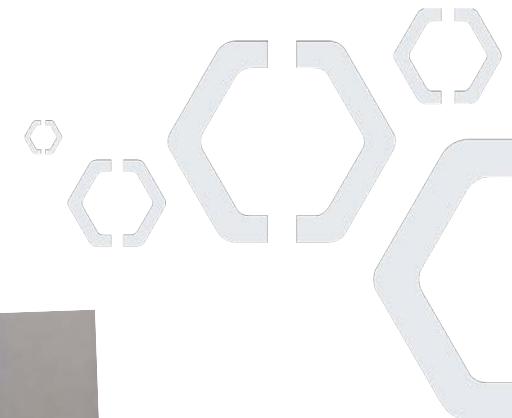
Mediators with beneficial traits

Consulting/teaching/helping vs.  
compliance/telling/ordering

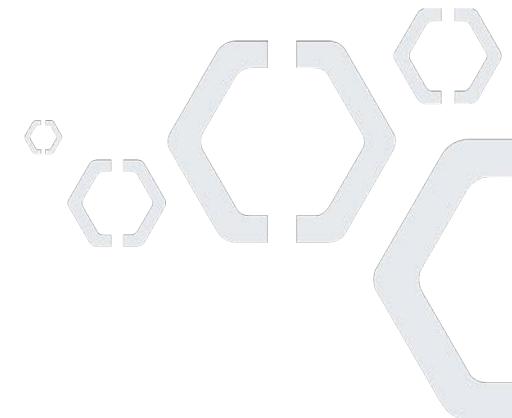
Know your BATNA

Others?

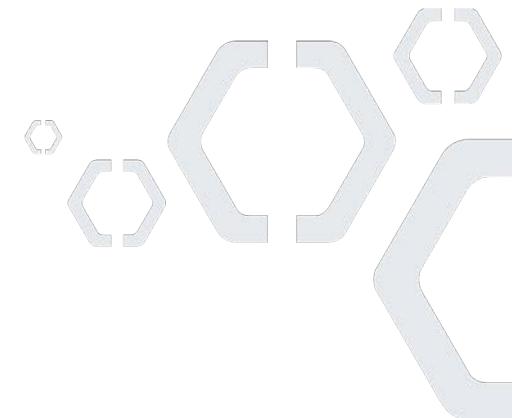
# QUESTIONS?



# "SO, WHAT'S YOUR PLAN?"



# PLEASE DO YOUR EVALUATIONS!





Jonathan Klane

[jonathan.klane@bioraft.com](mailto:jonathan.klane@bioraft.com)

