



# Conflict Management for Property Managers

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# What is Conflict ?

Conflict occurs when we perceive that one or more of our values, needs or aspects of our identity are being challenged, threatened or undermined by another person

Conflict is an Inevitable part of Human Relationships

Conflict arises from the exchange of differing perspectives

It is important to understand the varying levels of how these levels manifest in different ways.

“Perhaps our greatest obstacle to making new discoveries is our habitual way of thinking. Discovery is not the seeing of a new thing but rather a new way of seeing things” .

Bernard McGrane

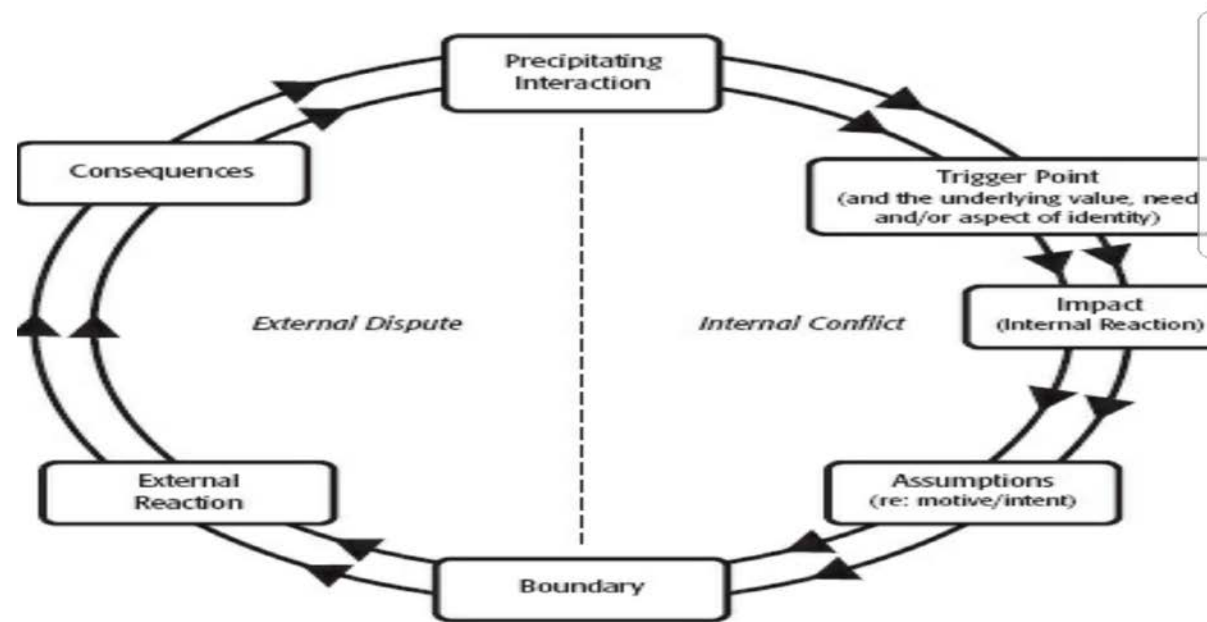
# Common Sources of Conflict

Conflict Type	Description
Values Conflict	Involves incompatibility of preferences, principles and practices such as religion, ethics or politics
Power Conflict	Occurs when each party wishes to maximize their influence in a relationship or social setting
Economic Conflict	Occurs when competing for scarce resources
Interpersonal Conflict	Occurs when two people have incompatible needs, goals and approaches to communication
Organizational Conflict	Occurs when there are inequalities in an organization structure
Environmental Conflict	Pressures from the outside such as unemployment rate, recession and changing government.

## Understanding the Conflict: What Conflict?

- Problem solving is fundamental to managing conflict but cannot be solved until it is identified.
- Getting to the root cause of a problem requires some emphasis on fact finding and asking good question.
  - Its important to understand that dialogue is a two way street and for it to be effective individuals must enter it with an open mind and be present in the moment.





# Understanding the Conflict

To Resolve it, You have to Know what it is.....

# The Five Approaches to Conflict

Thomas and Killman (1972) developed a model that identified five common strategies for dealing with conflict

The five approaches are: Avoiding, Accommodating, Compromising, Competing and Collaborating.

These styles have two dimensions. Assertiveness and Cooperativeness

Assertiveness - extent to which the individual attempts to satisfy his/her own cooperativeness

Cooperativeness - the extent to which the individual attempts to satisfy another person's concerns



An avoider withdraws and delays dealing with the conflict

Avoiders will avoid conflict at all cost " Flight Mode"

Both low on assertiveness and cooperativeness

Pros:??????????

Cons:??????

Avoiding " I'll deal with it  
another time"

Accommodators neglect their own need to satisfy the concerns of another person.

Accommodators see the issue as being more important to the other person than it is for them.

Pros - Admit there is a better way.

Build social credit to use in future situations that are important to you.

Can preserve relationships.

Cons - Lead to resentment.

Needs not get met.

Diminish your influence.

Accommodating “ It’s ok with me

1

Compromisers look to find quick middle ground.

2

Parties find an expedient mutually acceptable solution. Both parties give up something and share a loss

3

Pros - ????

4

Cons - ????

Compromising “Lets meet in the middle”

# Collaborate

“Two heads  
are better  
than one”

Collaborators look to find a win-win situation.

The collaboration approach merges insights from people with different perspectives on a problem. Takes time and effort .

Both high on assertiveness and cooperativeness.

Pros - Finds the best solution for everyone.

Leads to higher commitment.

Creativity in problem solving.

Cons - Takes time and energy.

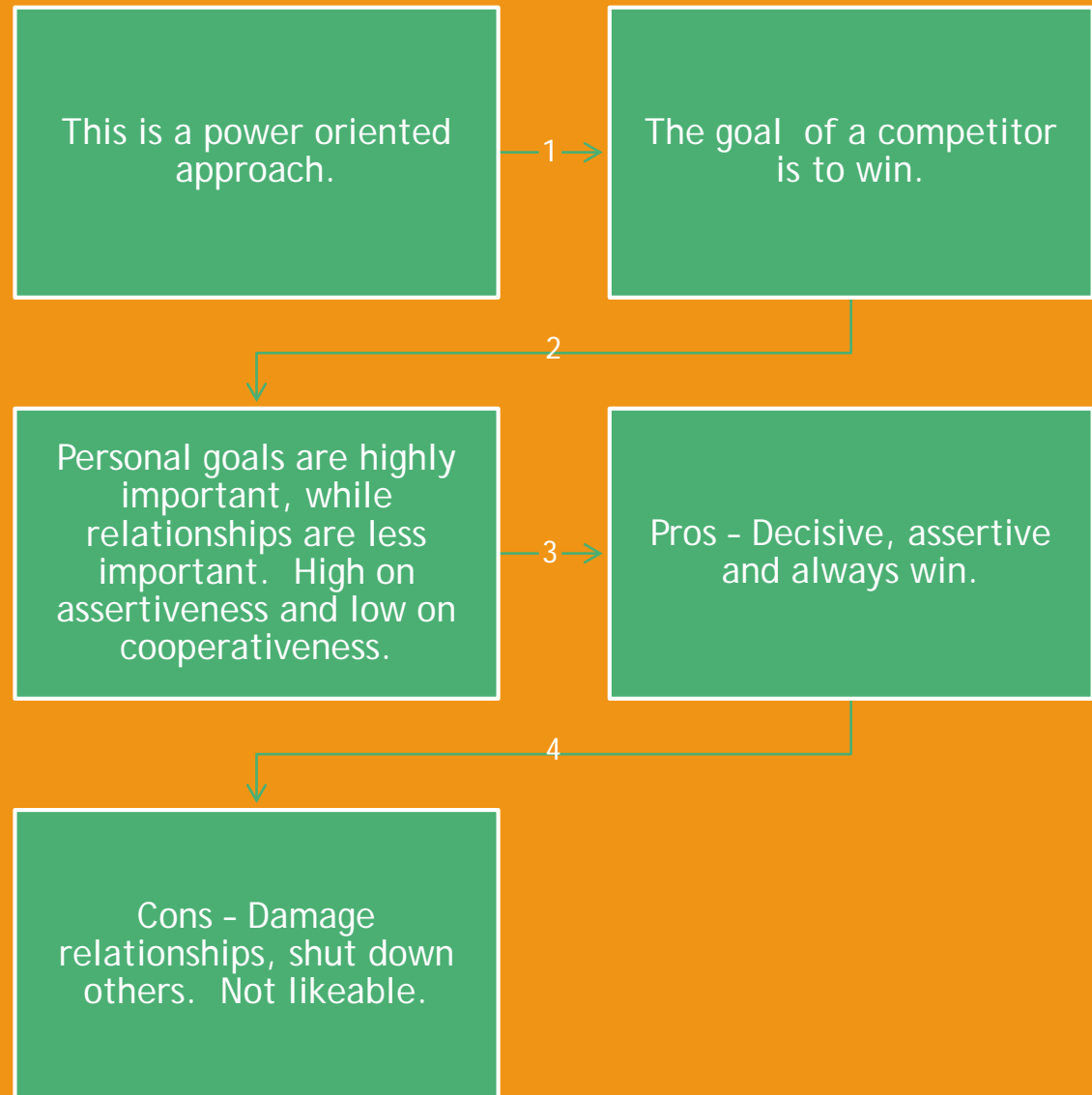
All styles are relevant and useful if used strategically.

If you think one is better than the other you limit yourself and get stuck.

Can utilize many modes in one situation.

Can help navigate conflict successfully.

# Competing "My way or the highway"



# Conflict Activity 5-10mins

# Gathering Information about the conflict

Asking Open Ended Questions

Gives the individuals the opportunity to tell the story in his/ her own words

Gives the greatest amount of information

Ex. Help me understand what happened?  
Tell me why this is important?

# Gathering Information about the Conflict(cont'd)

## Asking Closed Ended Questions

Used to obtain specific information or to clarify facts

Used to keep the discussions focused

Ex. On what date did you make your rent payment? When did you file the complaint?



# Gathering Information about the Conflict (Cont'd)

- Reflective Questions
- Provide an opportunity to clarify information previously stated
- Helpful if information appears to be conflicting or if person is hesitant
- Ex. Do I understand that you never received the document you were asked to review? Did you say you moved in on Monday or Tuesday?



# Gathering Information about the Conflict (Cont'd)



- Asking Factual Questions
- Provide specific and targeted information
- They are helpful in separating facts from assumptions.
- Use when you need supporting facts
- Ex. How many people attended the meeting? On what date did you receive the letter?

# De-Escalating High Conflict Situations

- Step 1. Active Listening
- Listening is a powerful tool. It is one of the most important skills you can have.
- We are terrible listeners and research suggest that we only remember between 25%-50% of what we hear.
- When other people think that you have not listened to their concerns they will see you as a threat.
- Make a conscious effort to not only listen to the words of what the other person is saying, but more importantly the message
- Avoid distractions and forming counter arguments



# De-Escalating High Conflict Situations

- Step 2. All about the other Person
- Walking in the other person's shoes
- Acknowledge and accept a person's feelings without passing judgement on them
- Allow the speaker to finish their point before interrupting with counter arguments
- This strategy can instantly bring the conflict energy down. It will also make the person feel heard.

Step 3. Acknowledge what is important to the speaker

By using listening skills to capture what is important to a person, you will send a message that you are present with them in the moment and have suspended judgement.

You can accomplish this by reflecting back what you have heard the speaker talking about.

Reflect what has been said using phrases such as "*What think I am hearing is*" and "*Sounds like you are saying*" always use a check in phrase with the speaker to see if you got it right.

Ex. "*What I think I'm hearing is that you are restricted financially and therefore unable to pay all of the rent, Is that right?*"

Ask questions to clarify points in a neutral and non-judgmental way.

Ex. "What do you mean when you say" or "Help me understand what you mean by..."

# De-Escalating High Conflict Situations

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- Step 4. Practicing self awareness
- The ability to manage feelings, emotions and control impulses
- Controlling your tone and body language
- Removing adversarial language from your conversation will go a long way with managing your tone
- Be aware of facial expressions, shrug shoulders etc. you never want to send the message that you are disinterested in what the person is saying based on your body language.

# Tying it all together

Practice Makes Perfect

# Questions or Comments

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# Appendix

- <http://www.cinergycoaching.com>
- [www.cpp.com](http://www.cpp.com)
- <http://mdmediation.org/>
- <https://www.mindtools.com/>