



# CONFLICT MANAGEMENT MINISTRY IN MENTORSHIP

BY: GALEN J THOMPSON



## Introduction

Servant-Leaders will face a variety of conflicts and problems in his/her service: everything from plugged toilets and church mice to Sunday School kids in an all-out fist fight and two church leaders in an all-out silent treatment (or visa versa); not to mention one's personal conflicts in marriage, family, and relationships in and out of the church. It is imperative that God's people, especially leaders, know how to manage conflict effectively. After all, we still are humans dealing with humans! Where there are people there is conflict. Conflict is an inevitable part of life. Problems aren't \_\_\_\_\_. They are \_\_\_\_\_. They just need to be handled and solved.

*One who has no problems is already six feet under.*

Dr. Norman Vincent Peale

Not all conflict is negative. Having to solve problems and/or manage conflict is not a sign of weakness or failure in one's leadership skills. Some conflict is healthy and if viewed positively can be an opportunity to effect positive change! In fact, without problems one is doomed to fail because he or she is probably not taking risks as he or she strives to improve efforts and kingdom results. However, as inevitable as problems/conflicts are, one does not want to spend the majority of his/her time putting out fires! Where unhealthy conflict raises its head repeatedly, potential risk exists to cause negative consequences in the Kingdom. Unity, vision, and productivity (Kingdom advancement) tend to decrease as people focus energy on their distress rather than their work/mission/ministry. The negative consequence can have far reaching effects if not nipped in the bud quickly. Jesus admonishes, "Reach agreement quickly with your accuser" (Mt. 5:25). Effective leadership skills efficiently resolve and significantly reduce conflicts.

*A gentle response [soft answer] turns away anger, but a harsh word stirs up wrath.*

Proverbs 15:1 NET

*If the anger of a ruler flares up against you, do not resign from your position, for a calm response can undo great offenses.*

Proverbs 10:4 NET

## Objectives

1. Understand the anatomy of conflict.
2. Discover common causes and symptoms of conflict.
3. Learn to care-front.
4. Assess which Influence Styles you use, misuse and avoid.
5. Learn 8 principles to effective conflict resolution.
6. Solve common problems in seven simple steps.

## Anatomy of Conflict

Do Christians have problems/conflicts? Why or why not?

Brainstorm common conflicts:



*Yet is a man born unto trouble, as the sparks fly upward. Job 5:7*

## Defining “Problem”

**Problem:** Grk. *problema*, something thrown \_\_\_\_\_ < *pro-* forward + *ballien*, throw. **1.** a question proposed for solution or consideration. **2.** a state of perplexity or difficulty that needs to be resolved. **3.** a source of difficulty – a gap that deviates from a desired standard; an obstacle to achieving a goal/objective/purpose.

Forward motion is generally a good thing, provided the energy released in its inherent friction is harnessed for positive purposes! Thus, solving problems is a natural part of a growth process. It’s all in how you see it!

Do problems go away or self-solve?

When a problem is not resolved a \_\_\_\_\_. (Note: not all problems can be resolved proactively.)

## Defining “Conflict”

**Conflict:** Latin *conflictus*, act of striking together < *con-*, together + *flictus*, to strike. **1.** to fight; battle; contend. **2.** sharp disagreement or opposition, as of interests, ideas, etc.; clash. **3.** emotional tension resulting from incompatible inner needs or drives.

Conflict naturally triggers a \_\_\_\_\_ reaction. Seeing our culture teaches “flight” as cowardice, most people respond to a forward thrust by pushing back (fight). However, pushing resolves nothing! Conflict only escalates.

## Seven Common Causes of Conflict

1. \_\_\_\_\_: Communication is the glue that holds relationships together. Your department team players want to feel valued and know that you are interested in them. Poor communication is the number one topic raised by staff in questionnaires conducted in the workplace. The most common complaints: “I try to communicate my problems to my leadership, but he/she won’t take time to listen to me.” “He/she is unapproachable.” “He/she always spiritualizes things!”
2. \_\_\_\_\_: Negative stress has the power to cripple your ministry! It hinders the free flow of the Spirit. The most common complaint: “I’m stressed out because I can’t do my job with the resources and time allotted to me.” Sometimes leaders unwittingly allow personal stress to be transferred onto their staff, creating friction and decreased morale.

3. \_\_\_\_\_ : Having two opposing forces or ideologies at work competing against each other. So, ultimately, no one knows what's happening around here. The importance of unity and Kingdom-mindedness (vs. personal agendas) cannot be understated here. Plurality in leadership need not foster such effects as all must humbly yield to God's directives and each other.
4. \_\_\_\_\_ : Most common complaint: "I'm doing the work of 3 people." Utilize your resources. Share responsibilities. Allow the team to function as a team. Discover, equip and utilize others' strengths in your area of ministry. Stop being the "solo pilot." Realize that one can only operate at 100% capacity for a short period of time before they need a break, so allow for that. Otherwise you and/or your staff will soon reach burnout and you will have a much bigger problem to address.
5. \_\_\_\_\_ : Most common complaint: "My leadership doesn't apply policies/opportunities equally to different staff/volunteers." Few things create resentment as quickly as seeing others around you being given preferential treatment while you are being ignored or treated rudely. Take time to individually express respect and appreciation to all your staff and volunteers, even the difficult ones. Share ministry opportunities with qualified saints.
6. \_\_\_\_\_ : Common complaints: "My leadership won't do anything about another individual who's causing lots of problems." "Because my leader does not like confrontation he/she allows problems/conflicts to go unresolved and won't take care of issues." "I feel like I'm being 'hawked' – my leader hovers over my shoulder; He/she is a control freak!" Addressing problems is part of what your leadership responsibility and this course is about. Addressing problems with one team member not only takes care of the problem (hopefully), but it also sends a message to the other members that you do care about the work environment and will act to keep it running at its best. Trust your team members to work on their own, but check the work as you have concerns and address problems when they come up.
7. \_\_\_\_\_ : Personality clashes are often where one person on the team has an inability to get along with another colleague or simply doesn't want to! Chose members who are the right fit (possess strengths matched for the ministry) and team players (Kingdom- minded). Release those who aren't or don't want to.

## Symptoms of Conflict:

- Attitudes are negative
- Frequent unresolved misunderstandings and arguments occur
- Morale is low
- People do not like coming to the ministry/high team turnover.
- People do not feel they are making a contribution
- People feel they are not, or their work is not, respected or valued
- People feel unsafe
- People are talking about other people behind their backs
- Tension is high

Unresolved problems lead to conflicts. Conflicts call for resolutions.

## Conflict Resolution

How do you resolve conflicts?



Conflict affords you a \_\_\_\_\_. But, how do you use your influence? Are you an “in-your-face” (fight) leader or are you an “avoider-at-any-cost” (flight) leader? The US projects an “in-your-face” culture when it comes to conflict. Yet, when it comes time to confront and resolve conflict, in spite of all the potentially positive benefits of conflict resolution, our culture generally takes to \_\_\_\_\_. Why?! Conflict resolution entails \_\_\_\_\_ and confrontation is viewed as one of the most difficult aspects of managing and is commonly procrastinated (hoping the problem will go away) or altogether avoided.

In maintaining human relations, it is important for one as servant-leader to keep one’s people informed of how well or poorly they are doing without damaging trust. It is difficult to balance the support one’s people need with the level of candor necessary to

improve performance. The key is to create an environment where bad news, problems and/or correction or confrontation does not obscure the good.

We have misconceptions:

1. “ \_\_\_\_\_ ” is a bad word.
2. Confrontation causes hurt and must be avoided; that one doesn't hurt the people he/she care for.
3. To effectively confront one must lay aside care and consideration. Care \_\_\_\_\_ confrontation.
4. To genuinely care, candor and confrontation must, at least for the moment, be forgotten.

What is wrong with these misconceptions?

They just aren't true. If he/she truly loves, he/she will proactively and appropriately confront and deal with problems. The Bible speaks clearly to this issue:



*We were meant to speak the truth in love, and to grow up in every way into Christ, the head. For it is from the head that the whole body, as a harmonious structure knit together by the joints with which it is provided, grows by the proper functioning of individual parts, and builds itself up in love.*

Ephesians 4:15, 16, Phillips Modern English

Observe: to avoid *speaking the truth in love* is to avoid opportunity to allow someone to \_\_\_\_\_ *in every way into Christ*. True love then motivates one to \_\_\_\_\_.

Why don't we confront problems immediately?



---

*Do not hate your brother in your heart. Rebuke your neighbor frankly so you will not share in his guilt.*

Leviticus 19:17, NIV

Observe: in God's eyes, \_\_\_\_\_ in confronting is equal to \_\_\_\_\_. If one really loved him, he or she would do something about it. When one lovingly does, he or she "will not share [incur] his guilt." Negligence brings \_\_\_\_\_.

Jesus gave us a problem solving process:

*If your brother sins, go and reprove him in private; if he listen to you, you have won your brother. But if he does not listen to you, take one or two more with you, so that by the mouth of two or three witnesses every fact may be confirmed. And if he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, let him be to you as a Gentile and a tax-collector.*

Matthew 18:15-17

Paul likewise commissions confrontation for restoration:

*Brethren, if any man be overtaken in a fault [misbehaves or is detected in some sin], ye which are spiritual, restore such a one in meekness [without a sense of superiority and with all gentleness]; considering thyself, lest thou also be tempted. Bear ye one another's burdens, and so fulfill ye the law.*

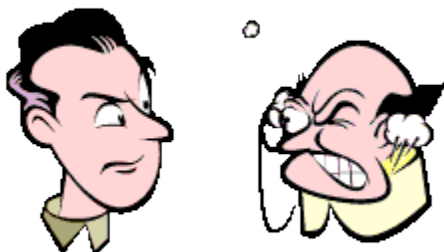
Galatians 6:1, 2, KJV, brackets added.

Confronting for restoration is clearly a spiritual leader's responsibility and truly what any God-fearing, soul-loving Christian wants to do. So then, why is it so difficult? In spite of the potentially positive benefits of conflict resolution, it is viewed as one of the most difficult aspects of the ministry and is commonly procrastinated (hoping the problem will go away) or altogether avoided. Why?



## “Confront” Defined

**Confront:** Latin *comfrons* < *com-* together + *frons*, forehead. 1. to face; stand or meet face to face. 2. to come to front; cause to meet.



Confrontation is N\_\_\_\_\_; neither avoided nor short-circuited.

Confrontation is N\_\_\_\_\_.

Confrontation is N\_\_\_\_\_; neither good nor bad.

David Augsburger, in his book *Caring enough to Confront*, puts a positive spin on confrontation:

A good word: C\_\_\_\_\_.

A bad word: C\_\_\_\_\_.

A third word: C\_\_\_\_\_.

*Care-fronting is offering genuine caring that bids another grow. Care-fronting is offering real confrontation that calls out new insights and understanding. Care-fronting unites love and power. Care-fronting unites concern for relationship with concern for goals. One can have something to stand for ( ) as well as someone to stand with (\_\_\_\_\_) without sacrificing one for the other or collapsing one into the other. Thus one can love powerfully and be powerfully loving. These are not contradictory. They are complementary.<sup>i</sup>*

*I love you.*

*If I love you, I must tell you the truth.*

*I want your love.*

*I want your truth.*

*Love me enough to tell me the truth.<sup>ii</sup>*

Viewing confronting as “care-fronting” eases the difficulty of the task. One CAN speak the truth in love because they genuinely care! Speaking the truth in love right relationships! It welcomes, invites, and supports growth in another. To confront effectively is to offer the maximum of useful information with the minimum of threat and stress.

“The two arms of genuine relationships are:

- 1) \_\_\_\_\_; and
- 2) \_\_\_\_\_.

Together they stimulate growth and security.”<sup>iii</sup>



More words from David Augsburger’s book, *Caring Enough to Confront*:

*Confrontation is not a matter of tact, diplomacy, and smoothness of tongue. It is basically \_\_\_\_\_, and \_\_\_\_\_, \_\_\_\_\_.*

*I differ from you.  
(To differ is not to \_\_\_\_\_.)*

*I disagree with you.  
(To disagree is not to \_\_\_\_\_.)*

*I will confront you.  
(To confront is to \_\_\_\_\_.)*

*I will invite change.  
(To change is to \_\_\_\_\_.)*

### Scriptural Witness:

No one has ever cared and confronted with greater effectiveness or simple clarity than Jesus.

1. Read John 8:1-11 – Jesus with the accused adulteress.
  1. To the “would-be-executioner’ scribes and Pharisees, Jesus cared enough to listen to their detailed accusations. Then He confronted: “He that is without sin among you, let him be the first to throw a stone at her” (Jn. 8:7). Care and confrontation are in balanced tension.

2. To the guilty adulteress, Jesus said, “Woman, where are they? Did no one condemn you?” He cared. After she replied, “No one, Lord.” Jesus said, “I do not condemn you, either.” He gave her affirmation with love. Finally, Jesus said, “Go, from now on sin no more.” He confronted her with truth. Care and confrontation are in balanced tension.
  
3. Read Mark 4:35-41. How did Jesus show a balance of care and confrontation in these Scriptures?
  
  
  
  
  
4. Read Mark 10:17-21. How did Jesus show a balance of care and confrontation (love and power) in these Scriptures?
  
  
  
  
  
5. Read John 4:7-26. How did Jesus show a balance of care and confrontation in these Scriptures?
  
  
  
  
  
6. Read John 20:24-29. How did Jesus show a balance of care and confrontation in dealing with Thomas’ doubt?

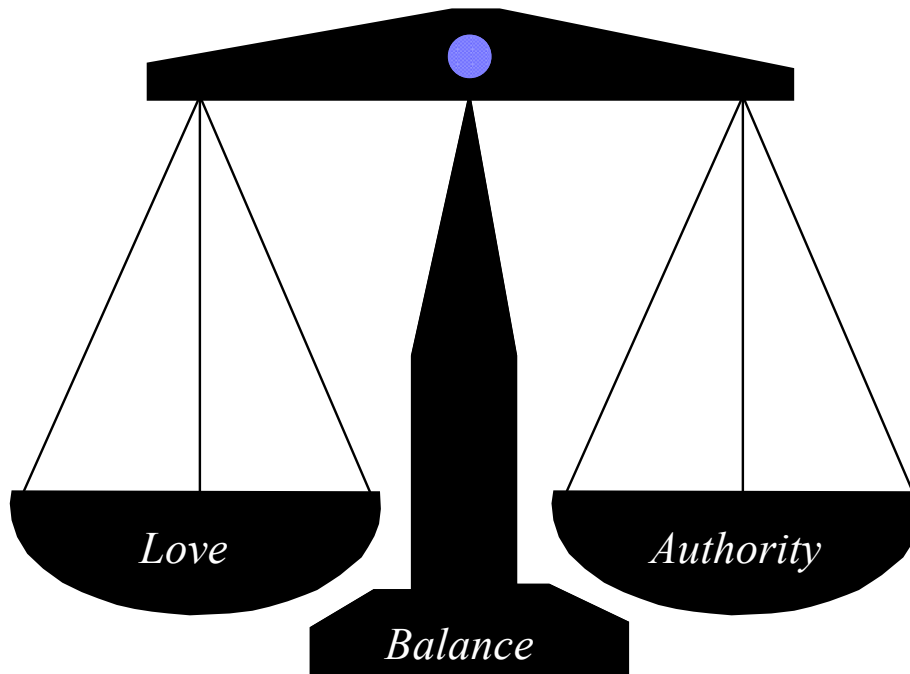
---

<sup>1</sup> David Augsburger, *Caring Enough to Confront*, Rev. Ed. (Ventura, California: Regal Books, 1983), p. 10.

<sup>1</sup> Ibid, 8.

<sup>1</sup> Ibid.

<sup>1</sup> Ibid, 51.



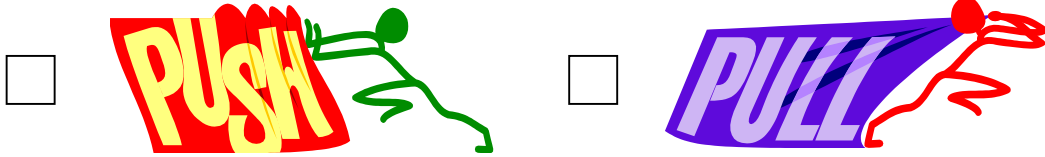
The authority to speak into one's life is earned (balanced) when one first loves and truly cares.

Life without confrontation is directionless, aimless, and passive. When unchallenged, humankind tend to drift, to wander, or to stagnate. Stink (problems) follows stagnation. Confrontation is a necessary stimulation to jog one out of mediocrity or to prod one back from extremes. Confrontation is an art to be learned. To affront is easy.<sup>iv</sup> Examples of being caustic, critical, or cutting are available in abundance, even in the church. To confront is hard. Models for being candid, clear, and confrontive without being uncaring are unusual if not rare. It is what separates a “good” leader from an “excellent” leader. It is an expected element in servant-leadership. **Servant-Leaders Care-front!**

## Review

- Fill in the blanks: A \_\_\_\_\_ (something thrown forward) that results in a \_\_\_\_\_ (a striking together of emotions) must be resolved through a \_\_\_\_\_ (face to face meeting).
- One's attitude and approach to this meeting impacts its outcome.
- Viewing confronting as “care-fronting” eases the difficulty of the task. It is using the \_\_\_\_\_ in a \_\_\_\_\_.

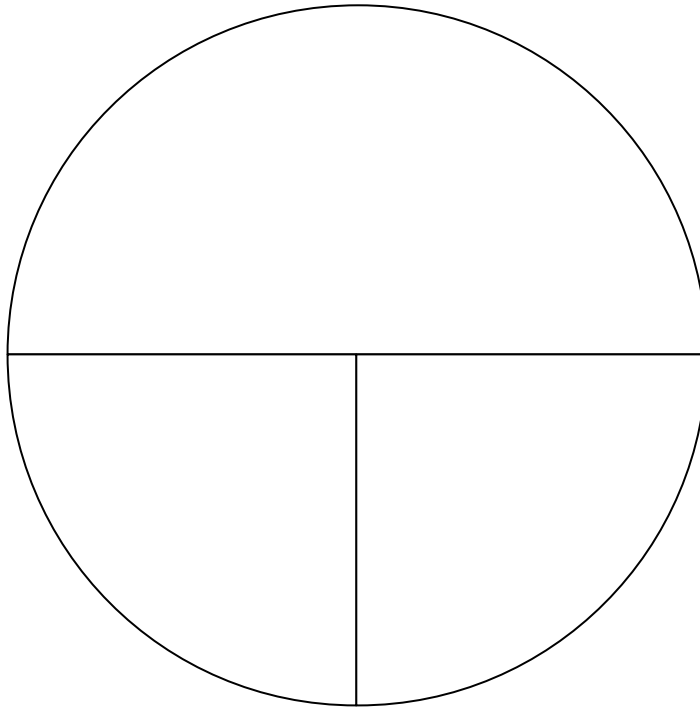
So, what approach do you take when persuading and influencing others? Are you a “pusher” or “puller?” How do you go about advancing your goals, ideas, and agendas? What do you do to influence others to change?



What it would be like to be the other side of your management efforts? Can you get yourself out of your own shoes long enough to know the effects you have on others when you go about pursuing an influence goal/resolving conflict? The follower, not the leader, determines the effects of one’s influence.

### 8 Effective Conflict Management Practices

1. \_\_\_\_\_



- Understand your “perception filter,” biases, triggers
- Create a personal affirming environment (eat, sleep, exercise)
- Assess which Influence Styles one uses, misuses, or avoids.
- Refine present skills, and develop alternative Influence Styles so as to maximize one’s impact across a wide range of situations.

## INFLUENCE STYLE INVENTORY

Think of a specific person or group in your work situation you find challenging to influence. Give each statement a rating according to the degree to which it describes the way you typically communicate to the person or group you’ve identified.

- +2 = This is very descriptive of me
- +1 = This is somewhat descriptive of me
- 0 = Neutral or uncertain if this is descriptive of me
- 1 = This is rarely descriptive of me
- 2 = This is almost never descriptive of me

Your ratings will *not* be seen by anyone unless *you* choose to share how you rated yourself with others.

**When communicating with the person or group I am attempting to influence, I typically**

...

**Rating:**

- \_\_\_ 1. ...speak freely about my ideas and opinions as they occur to me.
- \_\_\_ 2. ...wait and think about what has been said in our conversation so that I can carefully formulate an effective response to be used later.
- \_\_\_ 3. ...comment on inconsistencies or flaws in the reasoning or ideas presented to me.
- \_\_\_ 4. ...ask them to elaborate on what they are saying so that I can fully understand their point(s) of view.
- \_\_\_ 5. ...find a way to withdraw from the conversation when there is evidence of conflict emerging.
- \_\_\_ 6. ...talk about the areas where we are in agreement rather than focus on areas where we disagree.

When communicating with the person or group I am attempting to influence, I typically ...

**Rating:**

- \_\_\_ 7. ...offer more reasons why they should support my stance when they do not agree with my ideas.
- \_\_\_ 8. ...find a way to end the conversation when I feel defensive.
- \_\_\_ 9. ...focus harder on listening when they do not agree with what I am saying.
- \_\_\_ 10. ...summarize what has been said in order to emphasize areas of agreement, and to determine what has yet to be decided.
- \_\_\_ 11. ...use humor to change the subject when we seem tense or anxious.
- \_\_\_ 12. ...tell them my honest reactions when they do things I do not like.
- \_\_\_ 13. ...repeat my position or my ideas when I do not get a response from them in a conversation.
- \_\_\_ 14. ...hold back on stating my ideas and ask about their ideas so that if our thinking is similar, they can think the solution is their ideas.
- \_\_\_ 15. ...avoid reacting to sarcastic comments or implied attacks and pretend they never happened.
- \_\_\_ 16. ...keep my opinions to myself when I disagree.
- \_\_\_ 17. ...work on building a personal relationship with them, including subjects other than our immediate work together.
- \_\_\_ 18. ...add my own ideas and opinions to the ideas and suggestions presented by them.



## SCORING

To determine your PUSH score, record your ratings for the items listed below and determine the net total:

<u>Item</u>	
1	_____
3	_____
7	_____
12	_____
13	_____
18	_____

Net total: \_\_\_\_\_

To determine your PULL score, record your ratings for the items listed below and determine the net total:

<u>Item</u>	
4	_____
6	_____
9	_____
10	_____
14	_____
17	_____

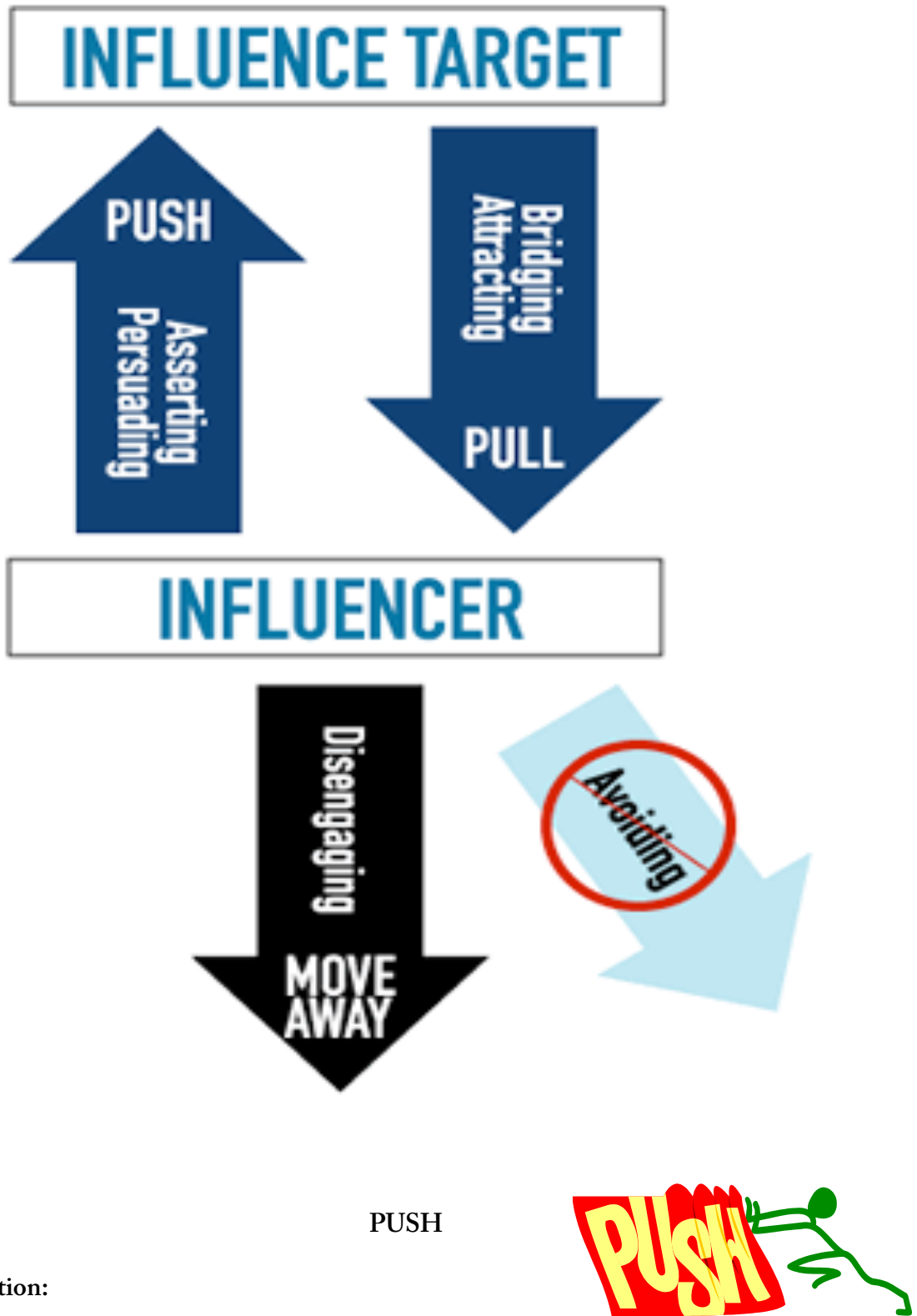
Net total: \_\_\_\_\_

To determine your MOVE AWAY score, record your ratings for the items listed below and determine the net total:

<u>Item</u>	
2	_____
5	_____
8	_____
11	_____
15	_____
16	_____

Net total: \_\_\_\_\_

We need not rely on one predominant influence style. Rather, we can apply the specific style best suited to each influence situation we face:



Definition:

PUSH



The influencer \_\_\_\_\_ his/her position or seeks to \_\_\_\_\_ key stakeholders. You are using push whenever you are advancing your own agenda. You can tell others what you want, persuade them, convince with evidence and logic. In all cases, when you are focused on getting your agenda *accomplished*, you are in *push* mode.

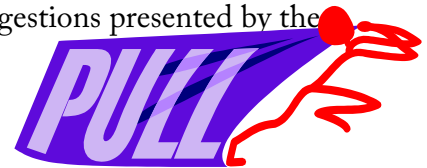
**Push skills are appropriate when...**

- \_\_\_\_\_.
- \_\_\_\_\_.
- \_\_\_\_\_.

**Push Skills from the Inventory**

1. I speak freely about my ideas and opinions as they occur to me.
3. I comment on inconsistencies or flaws in the reasoning or ideas presented to me.
7. I offer more reasons why they should support my stance when they do not agree with my ideas.
12. I tell them my honest reactions when they do things I do not like.
13. I repeat my position or my ideas when I do not get a response from them in a conversation.
18. I add my own ideas and opinions to the ideas and suggestions presented by the

**PULL**



**Definition:**

The influencer uses empathy (empathic listening) or other involving, cooperative, value-based behaviors to \_\_\_\_\_ and \_\_\_\_\_ to key stakeholders. When you are authentically searching for common ground and you actively listen, support areas of agreement and move forward using that common ground as a basis, you are using pull energy. You have to be willing to be influenced by others if you are going to listen and really move with the common ground.

**Pull skills are appropriate when...**

- \_\_\_\_\_.
- \_\_\_\_\_.
- \_\_\_\_\_.

**Pull behaviors from the Inventory**

4. I ask them to elaborate on what they are saying so that I can fully understand their point(s) of view.
6. I talk about the areas where we are in agreement rather than focus on areas where we disagree.
9. I focus harder on listening when they do not agree with what I am saying.
10. I summarize what has been said in order to emphasize areas of agreement, and to determine what has yet to be decided.
14. I hold back on stating my ideas and ask about their ideas so that if our thinking is similar, they can think the solution is their idea.
17. I work on building a personal relationship with them, including subjects other than our immediate work together.

**MOVE AWAY**

**Definition:** \_\_\_\_\_

The influencer \_\_\_\_\_ when perceiving a deadlock or other insurmountable impasse and \_\_\_\_\_ his/her influence strategy. Note: disengaging is not \_\_\_\_\_, as the influencer is still actively seeking to influence key stakeholders. There are two different ways we use move away... as a temporary disengagement (to think, refocus, buy time) with the intent of getting back together... examples are a cooling off period in labor/management negotiations, or walking away from a car dealer when they do not negotiate in the hopes they will reconsider and invite you back to the table with a better deal. Another type of move away is to diplomatically avoid something, which is a distraction to your priorities. If you take on every battle, you will spread yourself so thin that you cannot accomplish anything well. In that case, knowing how to "back burner" something will help you get focus and increase your effectiveness.

**Move Away Skills are appropriate when:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**Move Away Behaviors from the Inventory**

2. I wait and think about what has been said in our conversation so that I can carefully formulate an effective response to be used later.
5. I find a way to withdraw from the conversation when there is evidence of conflict emerging.
8. I find a way to end the conversation when I feel defensive.
11. I use humor to change the subject when we seem tense or anxious.
15. I avoid reacting to sarcastic comments or implied attacks and pretend they never happened.
16. I keep my opinions to myself when I disagree.

## INFLUENCING EFFECTIVELY

- Positive Influence is a process that involves appropriate balance between pull, push and move away.
- Your ability to be flexible in your influencing choices gives you access to a higher level of effectiveness.
- The key is to be aware of the impact your behavior is having on your team.
- If you pull more effectively, your team will pay more attention to your push and visa versa.

## PULL SKILLS

Pull Skills Help You:

- \_\_\_\_\_.
- \_\_\_\_\_.
- \_\_\_\_\_.

The skills of active listening, summarizing common ground and communicating a vision involve the following:

1. Being non-verbally attentive to the other person, asking questions to help you understand and paraphrasing the other person's message.
  2. Supporting areas of agreement, and choosing to de-emphasize areas of difference.
  3. Identifying values, beliefs and needs which all parties involved share.
  4. Disclosing your ideas for future possibilities without imposing them on the other person.
2. \_\_\_\_\_

Whenever we are confronted by a conflict, we have three sets of needs to be negotiated:

- \_\_\_\_\_ have to do with the “stuff” of the conflict...often the problem we feel needs to be solved.
- \_\_\_\_\_ relate to the process of addressing these substantive needs
  - Game plan
    1. Clearly and specifically identify the \_\_\_\_\_.
    2. Outline the \_\_\_\_\_ that get in the way of success.
    3. List support that will help your success.
    4. Identify \_\_\_\_\_ and possible outcomes.
    5. Decide on a course of action.
    6. Create a specific plan to implement the solution.  
Add timelines. Gain agreement. Implement.
    7. Follow-up.
  - Ground rules
    1. \_\_\_\_\_.
    2. \_\_\_\_\_.
    3. What we discuss together will be kept in confidence, unless there is explicit agreement regarding who needs to know further information.
    4. We agree to talk directly with the person with whom there are concerns, and not seek to involve others in “gossip” or “alliance building.”
    5. We agree to \_\_\_\_\_ and trust that the others are doing the same.
    6. We will support the expression of dissent in a harassment free workplace.
    7. We agree to attack \_\_\_\_\_, not \_\_\_\_\_.
- \_\_\_\_\_ relate to fostering a safe environment, one in which people are willing to take risks involved in honestly communicating their differences, concerns and potential similarities to one another.

3. \_\_\_\_\_

- Appropriate, private, and neutral space for discussion
- Mutual consent to negotiate/appropriate time

- Role of support people (Facilitators, Mediators, Pastors), as needed
- Agreement to ground rules

4.

---

- “Seek first to understand, then to be understood” (Covey)
- Use Active Listening Skills
  - Encourage
  - Clarify
  - Restate
  - Reflect
  - Validate

5.

---

- Use “I-messages.” Less is more.
- Offer feedback in a sandwich.

**“I appreciate all your hard work lately...”**

**“May I offer a suggestion?”**

**“Keep up the good work...”**

- Build from what you’ve heard – continue to listen well.
- Maintain your composure.

6.

---

- Identify issues clearly and concisely
- Generate options (brainstorm), while deferring judgment
- Stick to “Game Plan,” but be open to “tangents” and definitions
- Clarify criteria for decision-making

7.

---



- Clarify feelings
- Focus on underlying needs, interests and concerns
- Take a structured break, as needed
- Determine your alternatives
  - BATNA – Best Alternative to a Negotiated Agreement
  - WATNA – Worst Alternative to a Negotiated Agreement
  - MLANTA – Most Likely Alternative to a Negotiated Agreement

8. \_\_\_\_\_

- Review “Hallmarks” of a good agreement
  - Do all parties agree that it is fair and reasonable?
  - Is the agreement balanced? Do all parties have a stake and role in its implementation?
  - Are the action steps realistic? Do we have the time, energy, skills and resources to follow-through and implement this agreement?
  - Is the agreement specific enough to proceed? Does everyone understand what we need to do and when we need to do it?
  - To what degree is the agreement self-enforcing, or does it rely on others who were not present for the discussion?
  - Is the agreement future-oriented? Have we considered what we will do if there are other problems or conflicts in the future?

### Problem-Solving Practice

Identify a problem you are facing and use the Problem-Solving Process to help you improve.

**Problem Statement:**

**Obstacles:**

**Support Needed:**

**Alternative Solutions:**

A.

B.

C.

**Recommended Solution:**

**Action Steps:**

A.

B.

C.

**Follow-up:**

---

<sup>i</sup> David Augsburger, *Caring Enough to Confront*, Rev. Ed. (Ventura, California: Regal Books, 1983), p. 10.

<sup>ii</sup> Ibid, 8.

<sup>iii</sup> Ibid.

<sup>iv</sup> Ibid, 51.