

## **CONFLICT RESOLUTION IN THE ACADEMY**

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(Material taken from work of George A. Lopez

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### **Conflicts in the Academy and how to understand them**

- A. Conflicts rooted in miscommunication/mistrust
  - 1. Different patterns of dialogue and life patterns
  - 2. Tools of communication, e.g., email
- B. Conflicts over real goods/real values
  - 1. Raises
  - 2. Space
  - 3. Time
- C. Conflicts rooted in the changing nature of relationships
  - 1. Changed once he became Chair/Clinic Director
  - 2. Chart what happened to power and position of people
  - 3. Symbolic recognition
- D. Conflicts rooted in sense of threat, uncertainty, fear and anger
  - 1. How to defy expectations and stereotypes
  - 2. Need influences and mentors
- E. What else do we know about conflict?
  - 1. Natural to humor interactions
  - 2. Peaks and valleys; sometimes faculty members have conflicts

### **Good conflict management related to**

- A. Knowing power and pitfalls of conflict management style
- B. Understanding type of conflict

- C. Having some skills that apply to that conflict

### **Conflict – handling styles and survival skills**

- A. Does difficult person affect your happiness, work, or health?
- B. Must give and receive feedback in your work.
- C. Believe that people can change their attitude and behavior.

### **Conflict – handling styles**

- A. Avoider
- B. Confronter
- C. Engager

### **Dilemma of difficult people in Academy**

- A. Hostile, belligerent, angry
- B. Deceitful
- C. Manipulative
- D. Rude, arrogant, presumptuous

### **Why do we have so many difficult people and “people problems” within Academy?**

- A. Big EGOS
- B. How you move up, i.e., improve our salary, status, and prestige; threatens others
- C. No pain and no gain
- D. Pursuit of truth in world or ideas
- E. We can carry grudges
- F. Free speech

### **Dealing with difficult people**

- A. Know yourself, style, and standards
- B. Put others in proper perspective
- C. Know procedures, protections, and potential of the system
- D. Be discreet and direct; if fails don't deal with difficult people

- E. Have realistic expectations for change
- F. Find ways to create model of academy or community of seekers and learners