



# CADRE

the center for appropriate dispute  
resolution in special education

## Turning Conflict into Positive Outcomes

*Melanie J. Reese, Ph.D.*  
*Director of CADRE*

Partners Resource Network  
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# Conflict

**When thinking about a conflict,  
what comes to mind for you?**

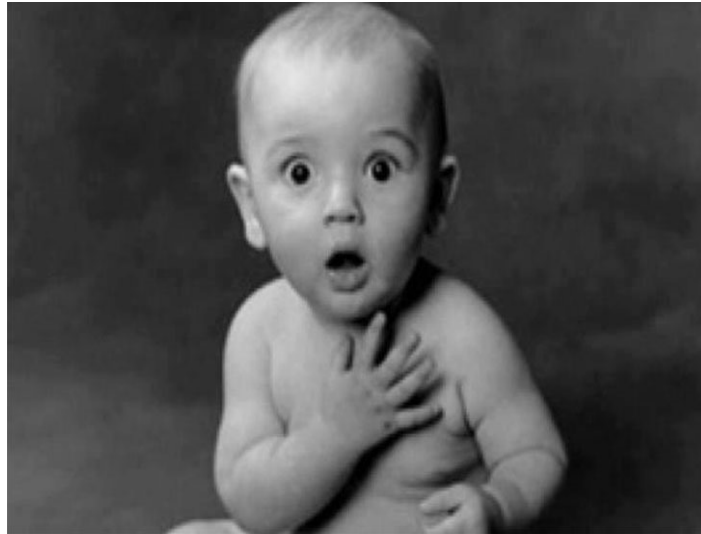
**How did you feel?**

**What did it look like?**

**What was the impact?**



# Conflict happens



**Don't be surprised by it.  
Conflict is normal, natural,  
and to be expected.**

# Conflict

危機

Danger

Opportunity

# Conflict is dangerous, but holds opportunities



- Clarification
- Healing
- Understanding
- Movement
- Creativity
- Problem Solving
- Growth
- Relationship improvement

# Dealing with emotions is hard.

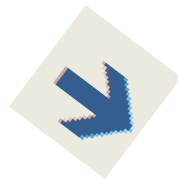


High emotions increase when an outcome holds critical importance to us.

# When conflict escalates, resolution is more difficult because:

- Tactics go from light to heavy
- Positions become more polarized and people more risk averse
- Issues expand
- Specific issues move to general issues
- Motivations change:

*Doing well*



*Winning*



*Teaching a Lesson*



# A Conflict Manager's Toolbox

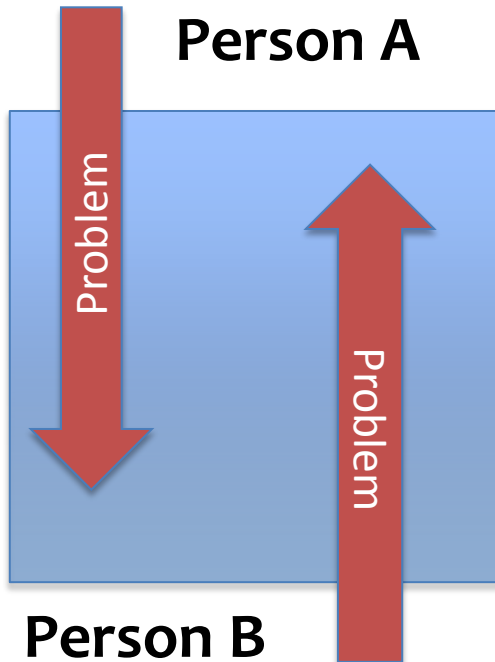


- Separate the person from the problem
- Find the interests
- Determining levels of a message
- Validation tools



# Goal: Problem Solving

Separate the person from the problem.



When people disagree, they often see the other person as the “problem.”

# Goal: Problem Solving

Separate the person from the problem.

**Person A**

**Person B**

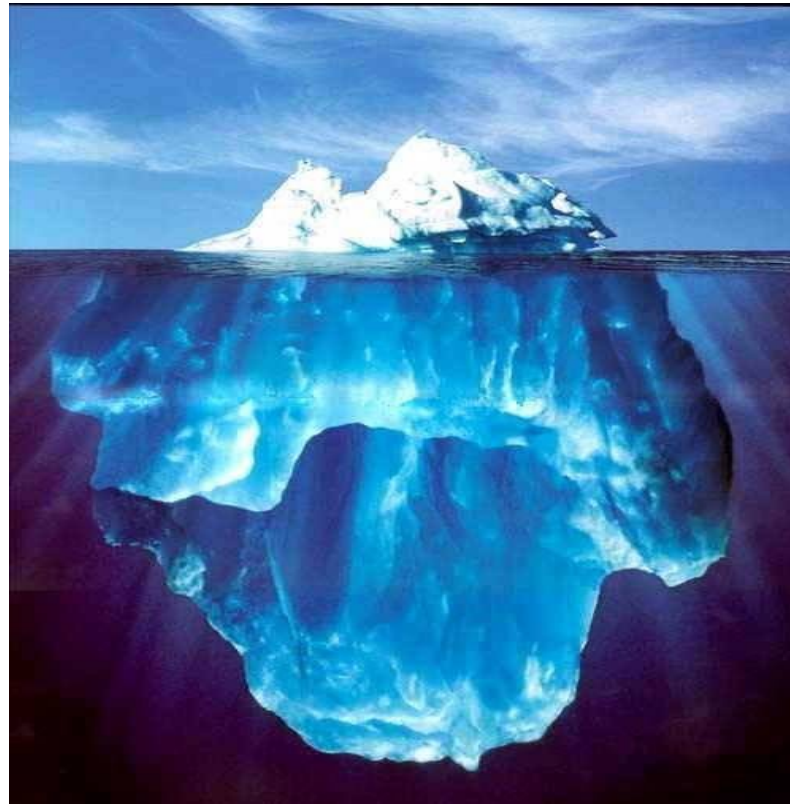


**Problem**

The goal is to put the “problem” on the other side of the table and work together to resolve it.

# Problem Solving

Separate positions from interests

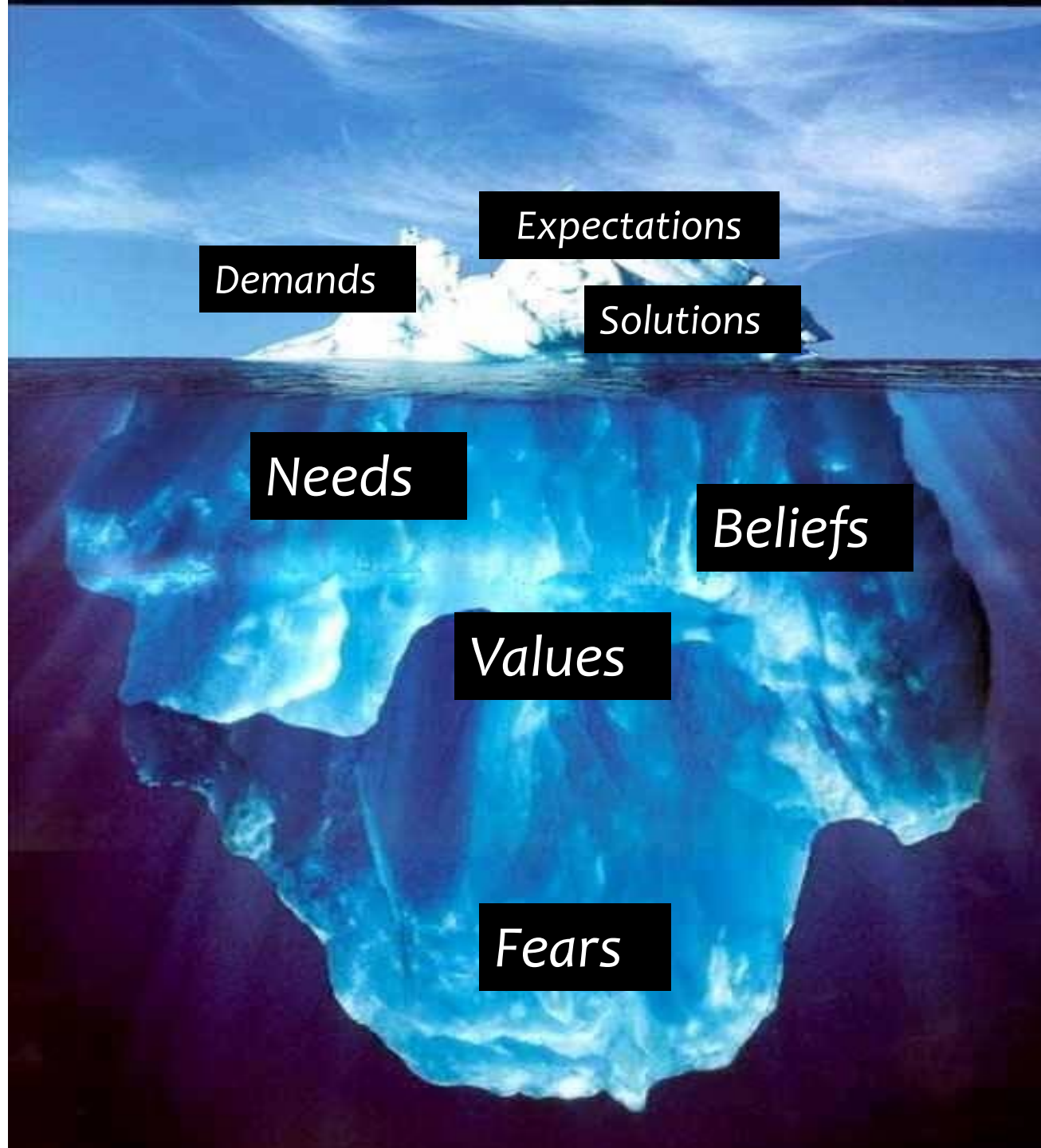


**20%**

**Positions**

**80%**

**Interests**



# Recognize the Positions and Uncover the Interests

- **Positions** are the solutions offered.

*“I expect ...”*

*“I want ...”*

*“You should ...”*

*“This is what must happen ...”*

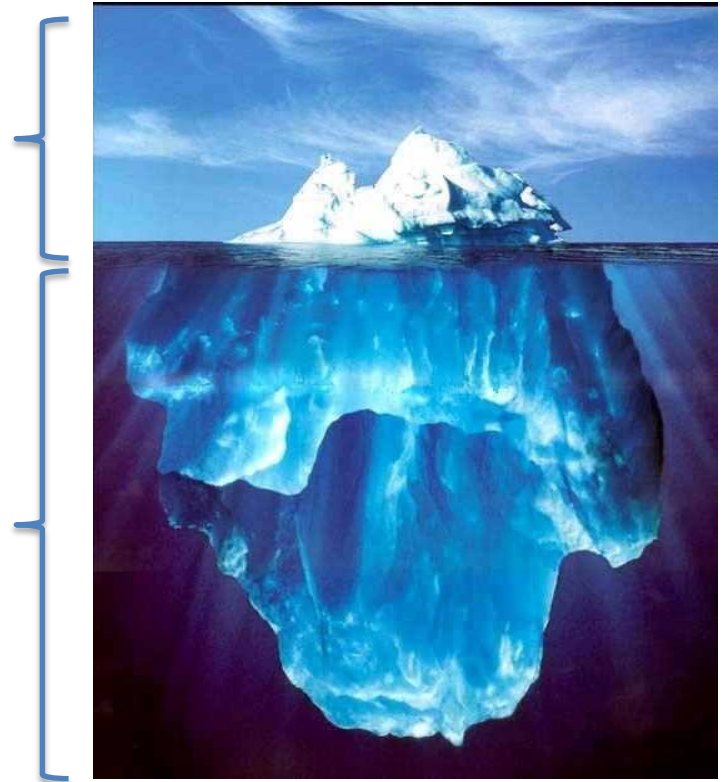
- **Interests** are the motivations.

*“I need ...”*

*“I value ...”*

*“I fear ...”*

*“I hope ...”*





# Go under positions to find the interests



- What need is this position attempting to satisfy?
- What is motivating the person?
- What is the person emphasizing so it will be heard and understood?
- What is the person afraid will happen if a demand is not fulfilled?

# Positions and Interests

**Dad's  
Position:**

**Be home by  
10:00 p.m.**

## Possible Interests:

**Safety**

**Worry about bad choices**

**Want to be a responsible parent**

**Values boundaries**

**Don't want son to turn out like his brother**



# Positions and Interests

**Son's  
Position:**

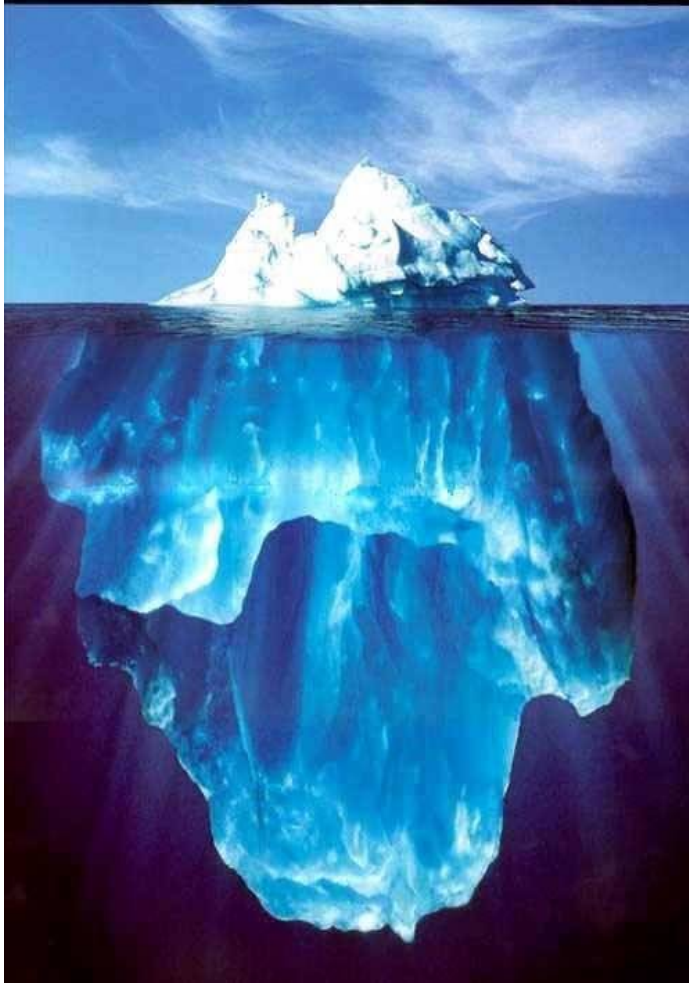
**Be home by  
2:00 a.m.**

## Possible Interests:

- Having fun
- Not being controlled
- Freedom/independence
- Peer approval
- Social interaction
- Time away from home
- Concert doesn't end until late

# Positions vs. Interests

**Position**  
“1:1 aide”



## **Interests:**

- safety
- social growth
- academic success
- physical assistance
- LRE
- individual attention



# Finding the Interests

- How has this affected you?
- What do you think will happen if we do \_\_\_?
- Can you explain how this is important to you?
- How does this solve the issue?
- What is blocking you from \_\_\_\_\_?
- What do you need to move forward?

# Unpacking Messages



# Distinguish Levels of a Message



Get it? Cat box.

Whew! The  
cat box  
stinks!

Content  
Level

*She noticed it smells bad.*

Emotional  
Level

*She seems irritated and  
anxious. She did ask me to  
clean it this morning and I  
said I would.*

# Content Paraphrase

Paraphrase the issue or the position that the speaker presents without agreeing or disagreeing.

This is a good tool to reassure you heard the message.



# Examples of a Content Paraphrase

- “As I understand it, you’re recommending the STAR reading program with additional supports with a small group.”
- “To clarify, you have concerns about how Taylor is managing transitioning from one subject to another during the day.”



# Distinguish Levels of a Message



Get it? Cat box.

Whew! The  
cat box  
stinks!

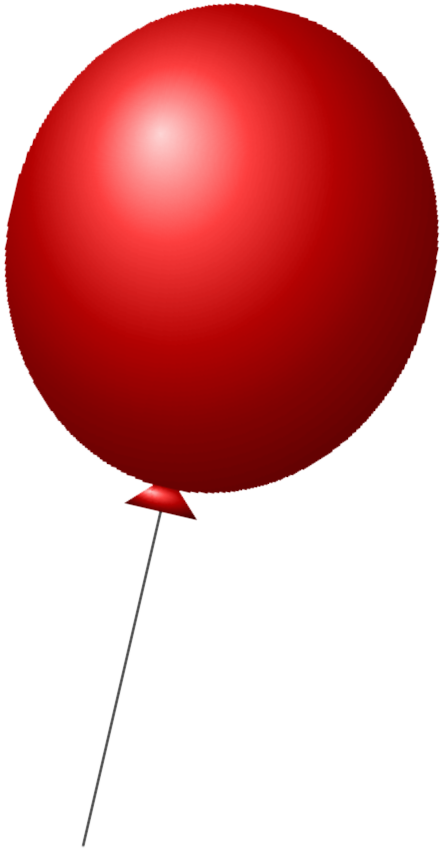
Content  
Level

Emotional  
Level

# Emotional Paraphrase

Paraphrase the emotion or relational level of the message.

***Don't be afraid to guess.***



# Effective Emotional Paraphrase



Paraphrase the emotion or relational level of the message.

You're     (emotion)     by/when  
    (situation/behavior)    .

“You’re bothered by \_\_\_\_\_.”

“You’re frustrated when \_\_\_\_\_.”

“You’re concerned with \_\_\_\_\_.”

# Emotional Paraphrasing

You're (emotion) by/when (situation/behavior).

- “You're frustrated by the amount of time spent on her math homework.”
- “You're worried about Jack's progress in handwriting.”
- “You're concerned this placement separates Jenny from her peers.”



**Don't be afraid to guess.**

# Effective Message Framing

HELPFUL HINT!

This is a very effective tool when you need to get across an important message, too.

**“I’m           (emotion)           by/when  
          (situation/behavior)          .”**

“I’m bothered by \_\_\_\_\_.”

“I’m frustrated when \_\_\_\_\_.”

“I’m concerned with \_\_\_\_\_.”

# Questions



# Want more?

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