



**LIONS CERTIFIED
INSTRUCTOR PROGRAM**

LCIP

Conflict Resolution

PARTICIPANT MANUAL



Lions Clubs International



Session Objectives

At the end of this session, participants will be able to:

- Recognize the causes of conflict
- Apply the Interest-Based Relational Approach to resolve conflicts
- Explain LCI's dispute resolution procedures

Common Causes of Conflict

Interests or values challenged

- Conflict occurs when a person ignores, challenges or misinterprets another's interests and values

Needs not met

- Conflict occurs when needs are ignored, obstructed, or not recognized

Power or authority challenged

- Conflict occurs when a person exerts control in an area where another claims authority

Misunderstanding

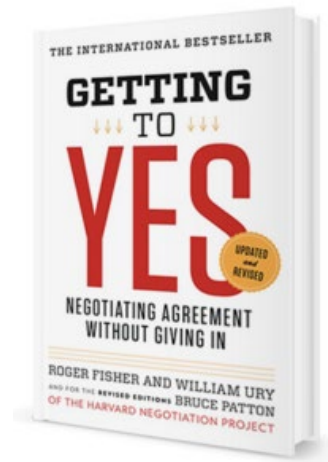
- Conflict occurs when a person fails to look at things from another's point of view or fails to get the "big picture" of the situation. Misunderstanding is a major cause of conflict.



The Interest-Based Relational Approach

“Your role as a leader is not simply to resolve conflict but to ensure that people feel respected and understood.”

-Authors, Roger Fisher and William Ury



Guidelines

Everyone involved in the conflict should...

- **Make sure that good relationships are a priority.**
Treat everyone with respect. Be courteous and discuss matters constructively.
- **Separate people from problems.** Recognize that, in many cases, a person is not just "being difficult" – real and valid reasons can lie behind conflicting positions. By separating the problem from the person, issues can be discussed without damaging relationships.
- **Listen carefully to different interests.** Try to understand everyone's point of view to see why they have adopted their position on the issue.
- **Listen first, talk second.** Listen to what everyone is saying before defending any one position. Something might be said that changes the perception of the situation.
- **Set out the "facts."** Together decide on the observable facts that might impact the outcome.
- **Explore options together.** Be open to the idea that solutions exist and that you can reach them together.

Five Core Steps to Conflict Resolution

► Step 1 – Set the Scene

- Establish the ground rules
- Review and agree to the Interest-Based Relational Approach guidelines
- Ensure everyone commits to being assertive without being aggressive, and being respectful, open and co-operative
- Practice active listening skills

► Step 2 – Gather Information

- Before you meet to discuss the issue, ask the people involved to fully prepare their own position and truly try to understand what is motivating them
- Begin to understand the position of each person
- Plan for a great deal of discussion based on mutual trust and honesty

► Step 3 – Agree on the Problem

- Go through the list of issues and concerns and make sure each side has a solid understanding of what exactly is causing the problem and what each person needs for a win-win solution

► Step 4 – Brainstorm Possible Solutions

- Get everyone together to brainstorm ideas
- Keep an open mind
- Do not allow yourself, or others involved, to get so attached to a position or solution that creative ideas are cast aside
- Remember that you are not aiming for a compromise situation; you are looking for a novel solution that each side owns and is committed to

► Step 5 – Negotiate a Solution

- If brainstorming does not result in a solution, move on to the negotiating stage
- Look for a win-win negotiation where there may be some trading of positions, however, the end result should still be a win for both sides

Practicing the Interest-Based Relational Approach

Scenario

Your Club has successfully recruited new, young members, but many of those new members leave within the first year. You have discovered that the reason for leaving is that they feel they are not given the opportunity to take an active role in the club.

President – You hope to improve member retention by persuading the club to provide its new members with a more thorough orientation and with more opportunities to be involved.

Club Officer – You have been a Lion for many years and believe that new members should be patient and learn from more experienced Lions. You are uncomfortable with a younger generation that seems to you to be too impatient.

New Member – You are a new member who is considering leaving the club. You have been a member for six months and have offered to help organize and participate in several community projects. Your offers have been ignored.

Club Dispute Resolution Procedures

► **Step 1:**

- File a written request with the district governor
- Pay filing fee

► **Step 2:**

- District governor appoints neutral conciliator

► **Step 3:**

- Conciliator arranges a meeting of the parties

Resources:

Dispute Resolution Guidelines and Procedures (club, district and multiple district):

<https://www.lionsclubs.org/fi/resources-for-members/resource-center/legal-resources>

District e-Book:

<https://www.lionsclubs.org/fi/resources-for-members/resource-center/district-governors>

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