

## CONFLICT MANAGEMENT

Addresses conflicts by focusing on the issues at hand to develop effective solutions when disputes or disagreements occur; helps others resolve conflicts by providing impartial mediation when needed.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>Approach to Conflict</b> Allows conflicts to build or waits for issues to blow over.</p>	<p>Openly addresses conflicts as they arise.</p>	<p>Proactively identifies potential areas of conflict and formulates a plan to manage or defuse areas of disagreement.</p>
<p><b>Win-Win Orientation</b> Demonstrates an inability to develop alternative solutions that meet the needs of all involved; resists accommodating others.</p>	<p>Takes a problem-solving approach to conflict, generating multiple solutions to issues so that involved parties are generally able to reach goals and objectives.</p>	<p>Develops highly creative and effective solutions to problems and builds consensus to arrive at win-win solutions even in the most difficult circumstances.</p>
<p><b>Anticipating Objections</b> Has difficulty predicting likely areas of agreement and objection among stakeholders and fails to find areas of common ground.</p>	<p>Recognizes the underlying agendas and needs of others and proposes solutions that should be acceptable to all affected parties. Provides rationale for decisions.</p>	<p>Anticipates and proactively responds to stakeholder objections and finds effective solutions acceptable to all or most parties. Ensures that all parties feel that their issues were understood and taken into account.</p>
<p><b>Compromising Appropriately</b> Agrees to solutions without evaluating effects on ability to accomplish individual or work unit goals.</p>	<p>Evaluates proposals and avoids accepting solutions that will not enable accomplishment of individual or work unit goals.</p>	<p>Analyzes present and future needs and ensures that compromise solutions will not have a detrimental effect on individual or work unit goals.</p>