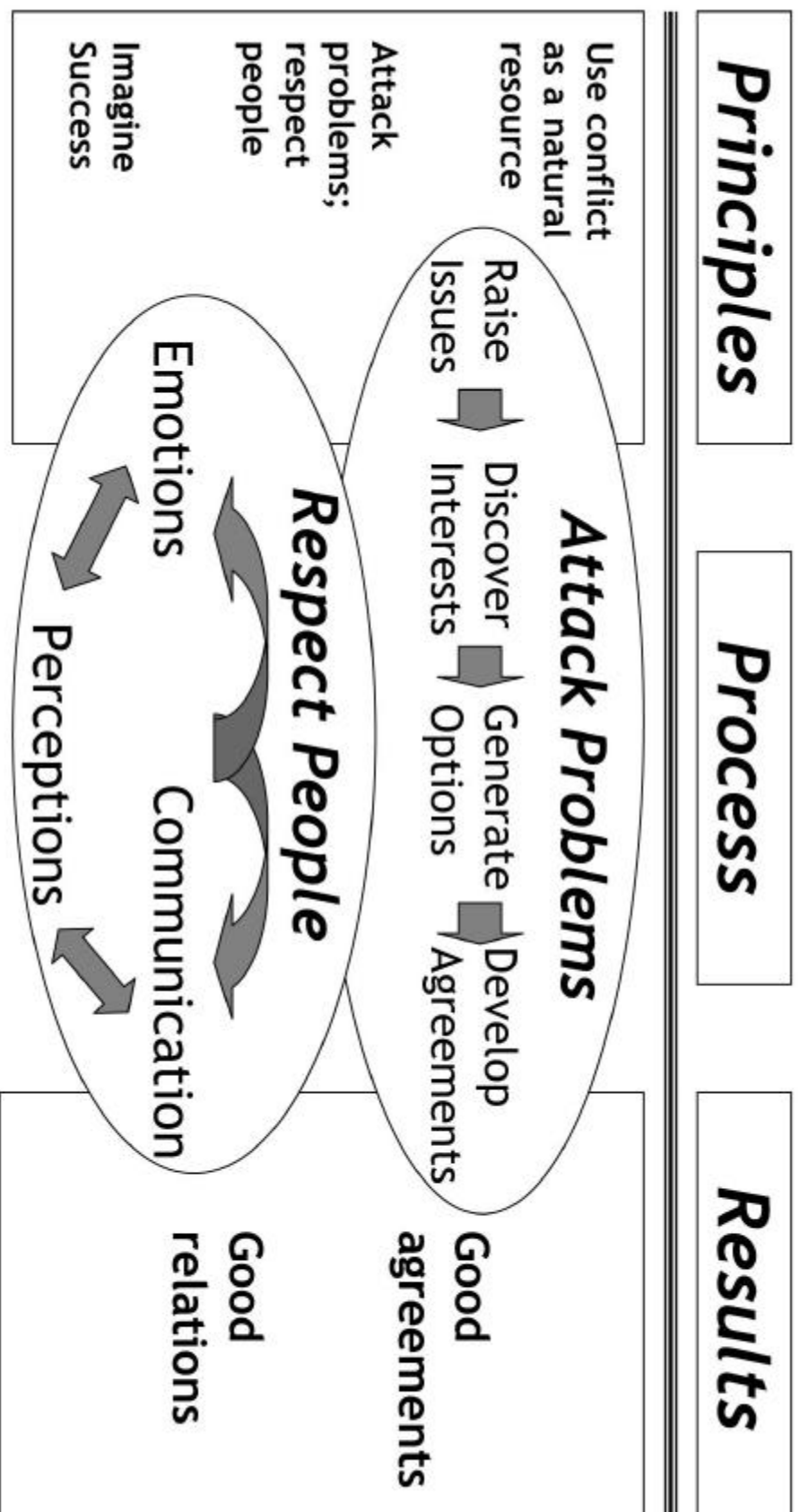
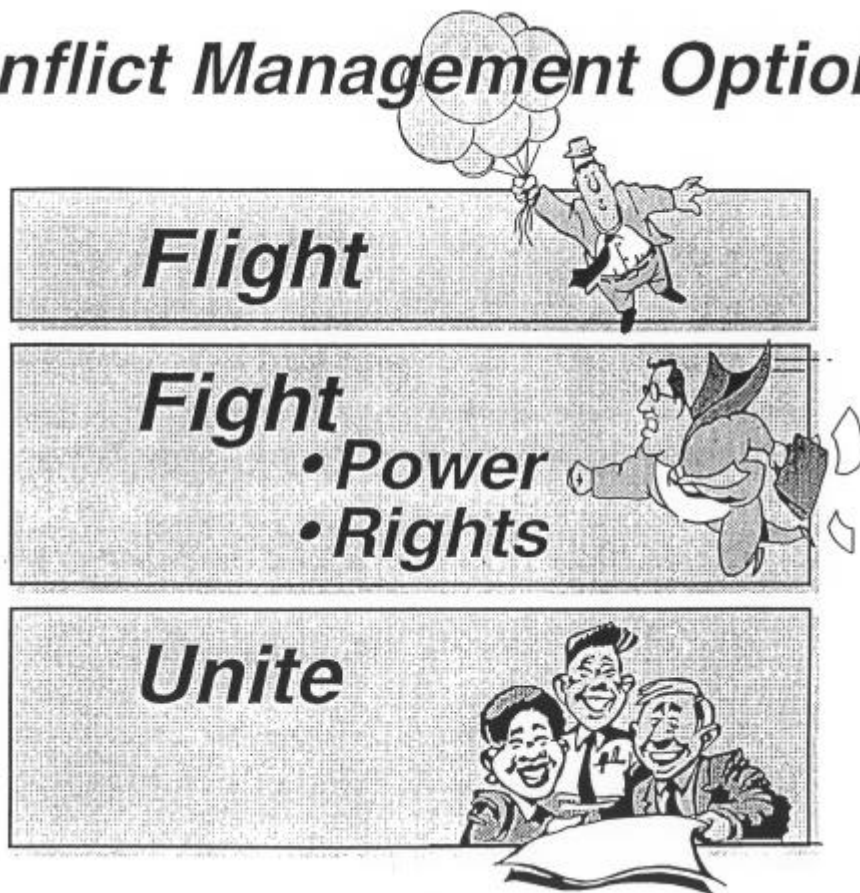


# Map of Cooperative Problem-Solving



# *Conflict Management Options*



# ***PROBLEM SOLVING STYLES***

## **ADVERSARIAL:**

- ❖ The parties see themselves as adversaries
- ❖ Bargaining is based on positions
- ❖ Facts are used to buttress positions
- ❖ Polarization of parties and issues
- ❖ Face-to-face contacts are restricted among parties
- ❖ Winning arguments are sought
- ❖ Yields all-or-nothing resolution of issues
- ❖ Options are narrowed quickly
- ❖ Characterized by suspicion and high emotion
- ❖ Third parties intervene before issues are matured
- ❖ Authority for decision rests with judge
- ❖ Parties often dissatisfied with the outcome
- ❖ Often fosters bitterness and long-term mistrust

## **COOPERATIVE:**

- ❖ The parties see themselves as joint problem-solvers
- ❖ Bargaining is based on interests
- ❖ Parties make a joint effort to determine facts
- ❖ Joint search for underlying interests
- ❖ Face-to-face discussions encouraged among all parties
- ❖ Workable options are sought
- ❖ Yields resolution by integrating interests
- ❖ Field of options is broadened
- ❖ Characterized by respect and application of reason
- ❖ Issues can be identified before positions crystallize
- ❖ Authority for decision rests with the parties
- ❖ Outcome must be satisfactory to all parties
- ❖ Promotes trust and positive relationships

# *Benefits of Cooperative Problem Solving*

- ❖ Parties experience the process as fair
- ❖ Parties craft their own agreements
- ❖ Commitment to agreements
- ❖ Improved mutual understanding & respect
- ❖ Less time & lower cost