

ASU Sandra Day O'Connor
College of Law

Arizona State University

Lodestar Dispute Resolution Center

Managing Conflict Online

Conflict Resolution in a Post-Covid World



Conflict Resolution Strategies

Thomas-Kilmann Conflict Mode Instrument

01

Avoid

Ignore or
withdrawal
from conflict

No resolution

02

Compete

Win, lose
mindset

Assertive and
not
cooperative

03

Accommodate

Give into the
wishes or
demands of
the other
person

Assertive
takes control

04

Collaborate

Co-creating a
shared
solution

Assertive and
cooperative

05

Compromise

Each party
gives up a bit
of what they
want

Often
perceived as
fair

Common Types of Conflict

In the Office

Employee–Employer Conflict

- Shift in priorities
- Desire for more flexibility or benefits

Employee–Employee Conflict

- Differing perspectives on office procedures including safety measures
- Age group tensions

Individual Conflict

- Mental health including burn-out
- Desire to be heard

With Customers

- Shifting expectations for service
- Increased violence, specifically in retail and service based businesses
- Meeting customer needs with limited staff
- Negative online reviews and increase of customer complaints

Conflict Resolution Process



Listen

Understand the issue by listening openly and actively



Respond

Timely response with a focus on collaboration and compromise



Resolve

Reach a resolution that resolves the conflict in a way that is agreeable to all parties

Online Review

My husband and I came into this establishment on Monday. We were SO DISAPPOINTED! The service was awful. The person who assisted us was rude and distracted. We wanted to return an item, but we were told we couldn't with no explanation. And then, on top of everything, they didn't have the item in stock that we wanted to buy.

We used to love this place! What happened to it....



Listen

DO

- Listen carefully as the other person(s) shares their perspective(s)
- Identify the underlying issues rather than positions
- Ask questions for better understanding

DON'T

- Become defensive
- Shift the conversation to yourself





Respond

DO

- Thank the person for their feedback
- Address the specific issues raised
- Be clear, considerate, and timely
- Invite further conversation to find resolution

DON'T

- Answer immediately – Take a break
- Place blame or avoid fault
- Avoid responding all together

Resolve

DO

- Have written agreements that can assist in reducing uncertainty
- Brainstorm solutions that address interests
- Follow through on the determined resolution to fix the mistake

DON'T

- Choose a resolution based on primarily your interests



Questions?

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