Conflict Resolution in Peer-Run Organizations

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Elise Padilla comes to the STAR Center from direct service delivery working with individuals experiencing co-occurring substance use and mental health issues using a peer support model. Mrs. Padilla is a peer in recovery who has been a peer support advocate focusing on systemic change and leadership development, and believes that lived experience can greatly benefit service delivery and research.

Mrs. Padilla received her Bachelor’s degree in Criminology/Sociology from the University of New Mexico and her Masters of Social Work- Leadership & Administration and Masters of Business Administration from New Mexico Highlands University in 2017. In her professional career she has worked in research, direct service delivery and organizational development, with an emphasis on leadership.
Learning Objectives

1. Define conflict and conflict resolution
2. Understand the implications of conflict
3. Identify styles of managing conflict in an organization
4. Explore skills for handling conflict in a peer-run organization (staff, volunteers, board members, outside agencies, etc.)
5. Identify resources to further support managing conflict
**Conflict:** an active disagreement between people with opposing opinions or principles. Conflict should not be seen as a negative interaction, but as an opportunity to view varying points of view.

**Conflict Resolution:** is the process by which two or more parties engaged in a disagreement, dispute, or debate reach an agreement resolving it.
Task & Emotional Conflict

**Task conflict** centers on disagreements about how to achieve a common objective.

**Emotional conflict** centers on relationships between individuals and can evolve from a task conflict.

Remember, conflict can facilitate development of a mutual understanding and create the necessary perspective for problem solving.
Implications of Conflict

Positive:
- Healthy competition
- Creativity
- Opportunity to clear the air
- Opportunity to increase communication skills
- Reveals differing perspectives and insight
- Offers opportunity to find common ground

Negative:
- Work disruptions
- Decreased productivity
- Increased absences
- High turnover
- Emotional stress
- Negative client interactions
- One-sided perspective
- No common ground
Styles of Managing Conflict

https://18692222communication.wordpress.com/management-styles-communication-conflicts/
Styles of Managing Conflict

**Accommodating** – This is when you cooperate to a high-degree, and it may be at your own expense, and actually work against your own goals, objectives, and desired outcomes.

**Avoiding** – This is simply avoid the issue. You aren’t helping the other party reach their goals, and you aren’t assertively pursuing your own.

**Collaborating** – This is where you partner or pair up with the other party to achieve both of your goals. This is how you break free of the “win-lose” paradigm and seek the “win-win.”

**Competing** – This is the “win-lose” approach. You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party, and it may be at the expense of the other party.

**Compromising** – In this situation neither party gets everything that they want, but accomplishes some of their objectives. It may also be a chance to find some common ground.
1. Address the issue as soon as possible. Time tends to allow the conflict to grow out of proportion as we ruminate.

2. Listen

3. Understand that there are different perspectives at play—people see the same situation very differently. Try to see the issue from their point of view.

4. Do not interrupt

5. Reflect: “So I’m hearing you say...”

6. Leave emotion out of the conversation—focus on discussing the issue, not the person.

7. Involve a mediator, an unbiased third person.
Collaborative Leadership: A Guide for Facilitators in Behavioral Health

SAMHSA’S Expert Panel On Strategies For Peer-Run/Recovery Community Organizations To Build Collaboration & Relationships With Local, County & State-Level Governments
http://facesandvoicesofrecovery.org/file_download/inline/60150d12-9b4a-4ce2-9a67-e5b385aec4ad
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