

Module 4 Exercise: Diagnosing Disagreement

Understanding how to manage disagreement involves analyzing the kind of issues on which people disagree. Think about a situation *at work* in which you had to address a disagreement with another person or persons. With that situation in mind, answer the following questions.

A. Individual Work

Briefly state the disagreement you want to diagnose:

1. **Facts.** Is the disagreement about FACTS? Are there different definitions of the problem? Are conflicting parties coming at the problem with different pieces of relevant information? If “yes,” describe the situation below:

2. **Goals.** Is the disagreement about GOALS? Are there different views about **what** is to be accomplished? If “yes,” describe the situation below:

3. **Methods.** Is the disagreement about METHODS? Are persons disagreeing about tactics, strategies, how to get it done? If “yes,” describe the situation below:

4. **Values.** Is the disagreement about VALUES? Are persons disagreeing about the way power should be exercised, about what is “good” or “moral” or “ethical?” If “yes,” describe the situation below:

B. Underlying Factors

1. Do the disputing parties have access to the same information? If not, describe what you know about the information each is working with.

2. Do you think there a difference in the way each party perceives the information they have. Describe the difference(s).

Describe how you think the role or job of the other party may influence her/his attitude toward the disagreement.

3. Given this brief analysis, how would you now approach resolving this disagreement?

4. List the steps you will consider taking to tackle the situation.