Confrontation Management helps leaders achieve their objectives in situations where meeting those objectives requires the cooperation of potentially unwilling parties.

1. Scene-setting
   - Build-up
   - Confrontation
   - Collaboration
   - Decision
   - Outcome

2. Define the current situation
   - What do I want from others?
   - What do others want from me in return?
   - Identify:
     - Parties
     - Options
     - Positions
     - Stated intentions

3. Specify doubts and preferences
   - Can I trust others?
   - Do others trust me?
   - Do the parties prefer others’ positions to the stated intentions?

4. Calculate dilemmas
   - Threat – is my threat credible?
   - Persuasion – is my threat sufficient?
   - Rejection – are others’ threats insufficient?
   - Cooperation – are my promises credible?
   - Trust – are others’ promises credible?

5. “Agile” Confrontation Management
   - 1. Your position – What do you want people to do?
   - 2. Other party’s positions – What does he/she/it/they want people to do?
   - 3. Threatened future – What is the consequence of people (unilaterally) following their stated intentions (threats)?
   - 4. Make your threats credible
   - 5. U nep the credibility of the other party’s threats
   - 6. Ensure that our promises are credible
   - 7. Ensure that your threat is sufficient
   - 8. Frame Positions/Threats
   - 9. Emotion
   - 10. Change
   - Commissions, beliefs and values

6. Implement the plan
   - Agreement
   - No agreement
   - Successful implementation
   - Failed implementation
   - Resolution
   - Conflict
   - Defective resolution
   - “Flunked” conflict

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