

Conflict Resolution: Turning Tension into Transformation

NCACPA B&I Conference | September 2025

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Let's
Connect!



Welcome!

Introductions

- Me
- You

High Energy, Present, and Genuine

Would You Believe This 30-Day Story?



Today We Will

Explore the Nature of Conflict and Common Causes.

Discuss Conflict Resolution Techniques.

Overview Conflict Resolution Styles.

Apply Techniques to Conflict Scenarios in Groups.

Have FUN!



Understanding Conflict

Conflict Defined

Common Causes

Positive vs. Negative Conflict

Common Themes



Conflict Defined

Workplace Conflict:

- Disagreement or dispute;
 - between two or more people;
 - in a workplace.

Can Lead To:

- Decreased morale
- Increased absenteeism
- High employee turnover
- Poisoned workplace culture



Common Causes

Lack of Communication OR Different Communication Styles

Lack of Cooperation

Clashing Work Styles or Expectations

Verbal or Physical Abuse

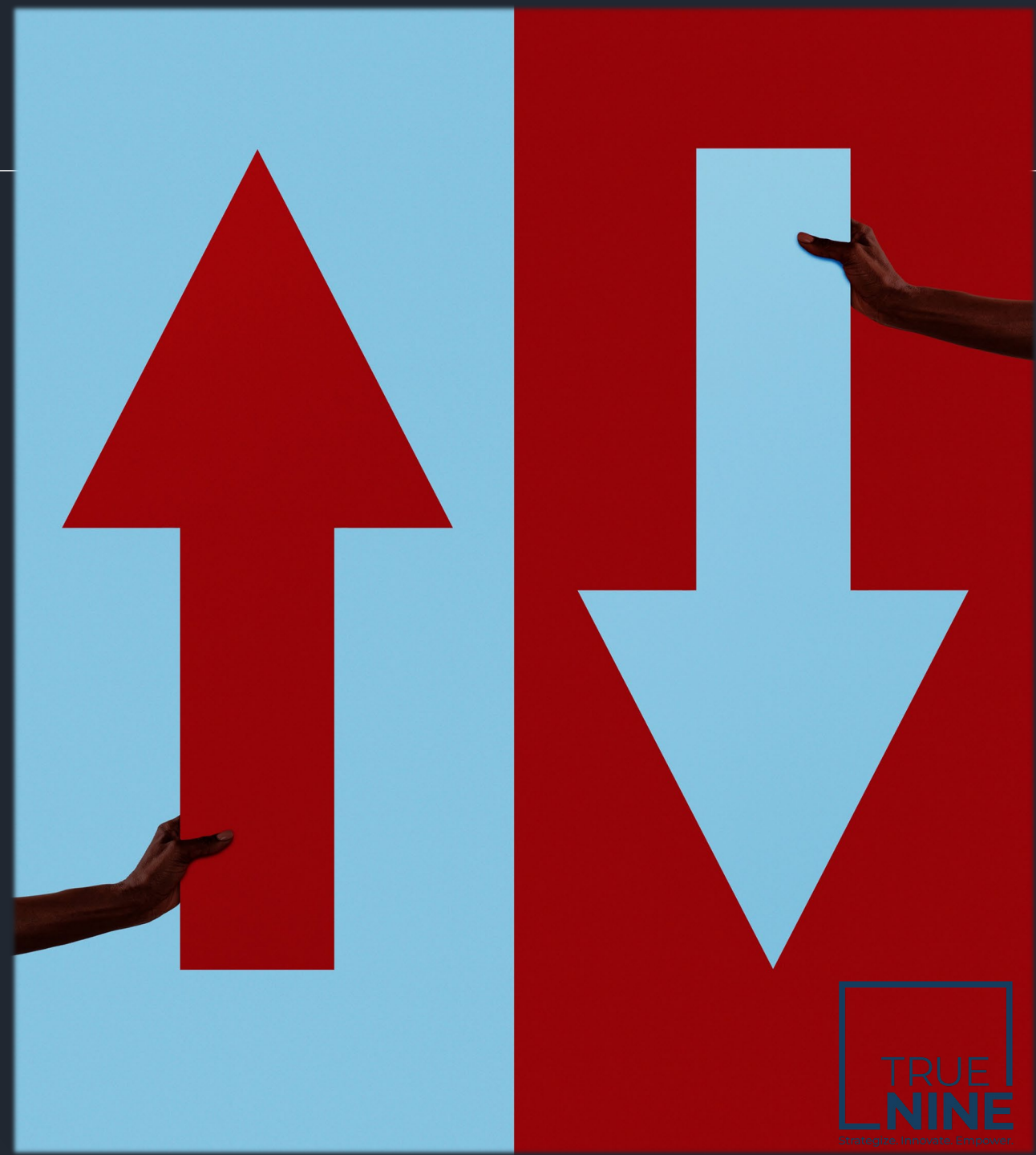
Substandard Work Product or Contribution



Positive vs. Negative

Positive Conflict Can Lead To:

- Improved Problem Solving
- Clarifying Issues or Communications
- Increased Employee Involvement
- Stronger Employee Commitment
- Better Decisions and Outcomes



Common Themes

Personality Clashes

Lack of Role Clarity

Conflicting Values or Beliefs

Resource Scarcity

Discrimination

Cultural Differences

Misalignment of Leadership Style



Care to Share?

Let's explore real-life examples of cause, theme, positive vs. negative.



Conflict Styles

Competing

Collaborating

Compromising

Avoiding

Accommodating



Competing

Characteristics

- High assertiveness, low cooperation
- Focus on winning, perhaps at the expense of others
- Stands firm on one's position or abuses power to get what they want

When It's Used

- Quick, decisive action needed (Emergencies)
- Outcome more important than relationship
- Defending against someone who is taking advantage

How to Identify

- Individual **INSISTS** on their way without considering others' views
- Prioritize achieving their goals over maintaining relationships



Collaborating

Characteristics

- High assertiveness, high cooperation
- Seeks a win-win solution
- Involves open communication, exploring underlying concerns, and finding creative solutions

When It's Used

- The goal is to find a solution that satisfies everyone
- Solving complex issues where different perspectives need to be integrated
- Building long-term relationships and trust

How to Identify

- Individual actively seeks input from others
- Willingness to explore alternatives



Compromising

Characteristics

- Moderate assertiveness, moderate cooperation
- Seeks a middle-ground solution where each party gives up something to reach an agreement
- Results in a partially satisfactory solution for all

When It's Used

- Time is limited, and a temporary solution is needed
- Goals are important but not worth the effort of collaboration
- Both sides have equal power and are equally committed

How to Identify

- Individual willing to make concessions and expects the same of others
- Aim to “split the difference” or find middle ground



Avoiding

Characteristics

- Low assertiveness, low cooperation
- Sidestepping or ignoring the conflict, hoping it will go away or resolve itself
- May involve withdrawing from the situation or delaying addressing

When It's Used

- Conflict is trivial or not worth the time and effort
- More important issues, or not time for this conflict
- Individual feels no power or influence over the outcome

How to Identify

- Individual avoids discussions or changes the subject
- May express discomfort or anxiety about dealing with the issue at hand



Accommodating

Characteristics

- Low assertiveness, high cooperation
- Involves the other party's needs and concerns above one's own
- Yielding to others to preserve harmony

When It's Used

- Maintaining relationships is more important than the issue
- Other party's position is stronger or more legitimate
- Conflict is minor, and the person wants to keep the peace

How to Identify

- Individual readily agrees to others' demands
- Often express willingness to sacrifice their own needs to satisfy others



Breakout Session 1

Competing | Collaborating | Compromising |
Avoiding | Accommodating

Self-Assessment through Reflection

Small Group Formation

Discuss Your Style in Your Group

Share Insights



Resolution Techniques

Active Listening

The “I” Statement Technique

Finding Common Ground

Interest-Based Relational Approach
(IBR)



Active Listening

Full concentration on what is being said!

Attention

Feedback

Defer Judgement

Respond Appropriately



“I” Statement

Feelings expressed without blaming or criticizing others!

“I feel [emotion] when [specific behavior or situation] because [reason]. I need [what you want to happen].”



Common Ground

Identify shared interests or goals!

Explore both party's interests;

Identify overlaps or alignment;

Build a foundation on commonality.



IBR Approach

Separate the relationship from the problem!

Acknowledge the person and their feelings as valid;

Draw attention to the problem itself;

Listen to all perspectives;

Explore mutual gains and agree on fair criteria and solutions.



Resolution Techniques

Active Listening

The “I” Statement Technique

Finding Common Ground

Interest-Based Relational Approach
(IBR)



Breakout Session 2

Active Listening | “I” Statement
Technique | Finding Common Ground |
Interest-Based Relational Approach (IBR)

Role Play Techniques in Small Groups

Scenarios:

1. Scheduling Personnel
2. Reporting Actuals
3. Approach to Innovation



Building Culture

Fostering a positive conflict resolution culture.

Encouraging open communication

Establishing clear conflict resolution policies

Training and ongoing support



Recap + Q&A

1. Conflict Defined
2. Positive vs. Negative
3. Styles: Competing, Collaborating, Compromising, Avoiding, Accommodating
4. Techniques: Active Listening, "I" Statement, Finding Common Ground, IBR Approach
5. Building a Conflict Resolution Culture



A Few Things About Me

Academic Director of the Executive Doctorate in Business Administration Program at the University of Houston

Two-Time Founder and International Speaker

Top 50 Women in Accounting Awardee

Board Member and Committee Chair

LinkedIn Top Leadership Voice

Former COO & Former CFO

Chief & Big 4 Alum

D2 College Athlete



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Indiana University of Pennsylvania
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Let's
Connect!

Let's Stay Connected

In soccer, or internationally, fútbol, a True Nine is focused on the goal. Calm under pressure and able to create opportunities for teammates, this player displays situational awareness, a high level of confidence, and a big-picture understanding.

Amy played soccer for over 30 years, including as a college varsity athlete. She brings the same team-driven mindset, resilience, and strategic thinking from the soccer field into her leadership philosophy today.



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