



# CONFLICT RESOLUTION

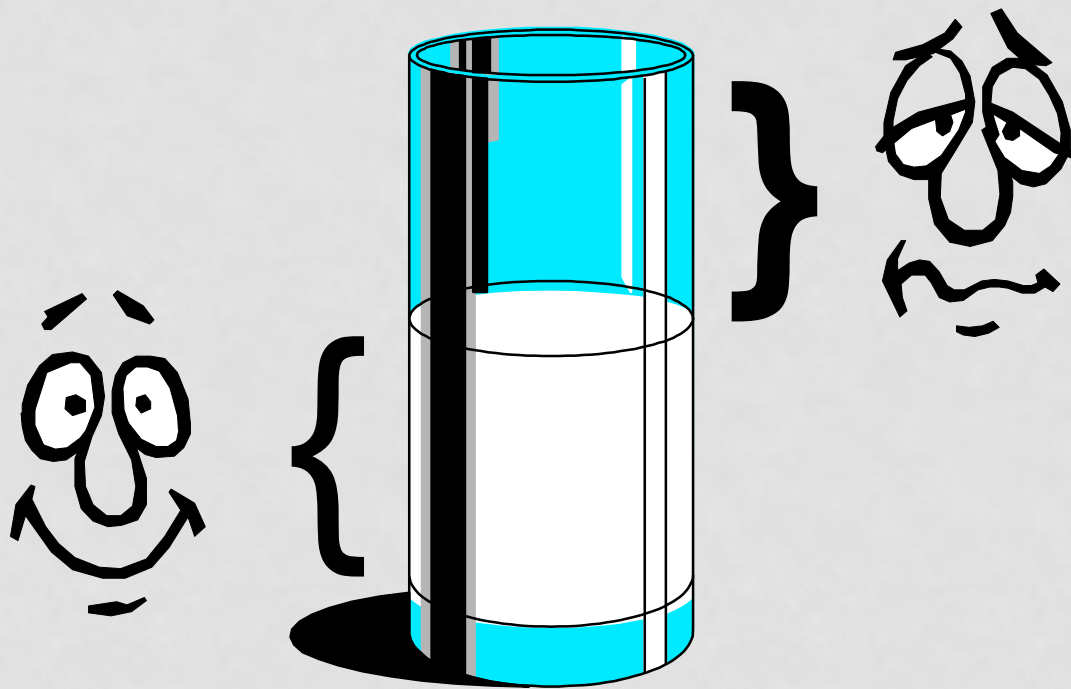
I DON'T HAVE TO ATTEND EVERY ARGUMENT  
I'M INVITED TO.



W.C. FIELDS

(1880 – 1946) COMEDIAN, ACTOR, JUGGLER  
& WRITER

# UNDERSTANDING CONFLICTS



# LEARNING GOALS

- Define conflict and conflict behavior in organizations
- Distinguish between functional and dysfunctional conflict
- Understand different levels and types of conflict in organizations
- Analyze conflict episodes and the linkages among them

# CONFLICT

- WEBSTER MEANING OF CONFLICT
- STRUGGLE; TRIAL OF STRENGTH; VARIANCE; CLASH; CONFRONTATION; FRICTION; TO BE ODDS WITH

# WHAT ARE OUR ASSOCIATIONS TO THE WORD, “CONFLICT” ?

- Beliefs about conflict...
- Conflict is generally negative and destructive
- It is better to ignore small problems
- Recognizing conflict can make it increase
- Problems will work themselves out
- Conflict is the result of bad management
- There are usually single, simple causes of conflict



# REASONS FOR CONFLICT

- LIMITATIONS OF RESOURCES.
- COMPETITION.
- DIFFERENT GOALS.
- VARYING ATTITUDES.
- DIFFERENT EXPECTATION LEVELS.

# FUNCTIONAL AND DYSFUNCTIONAL CONFLICT

- *Functional conflict* contributes to the achievement of the goals of the group or the organization. Functional conflict should be nurtured, if not encouraged.



➤ *Dysfunctional conflict* impedes the organization from accomplishing its goals. Dysfunctional conflict should be reduced or removed.



# THE NATURE OF CONFLICT MAY CHANGE



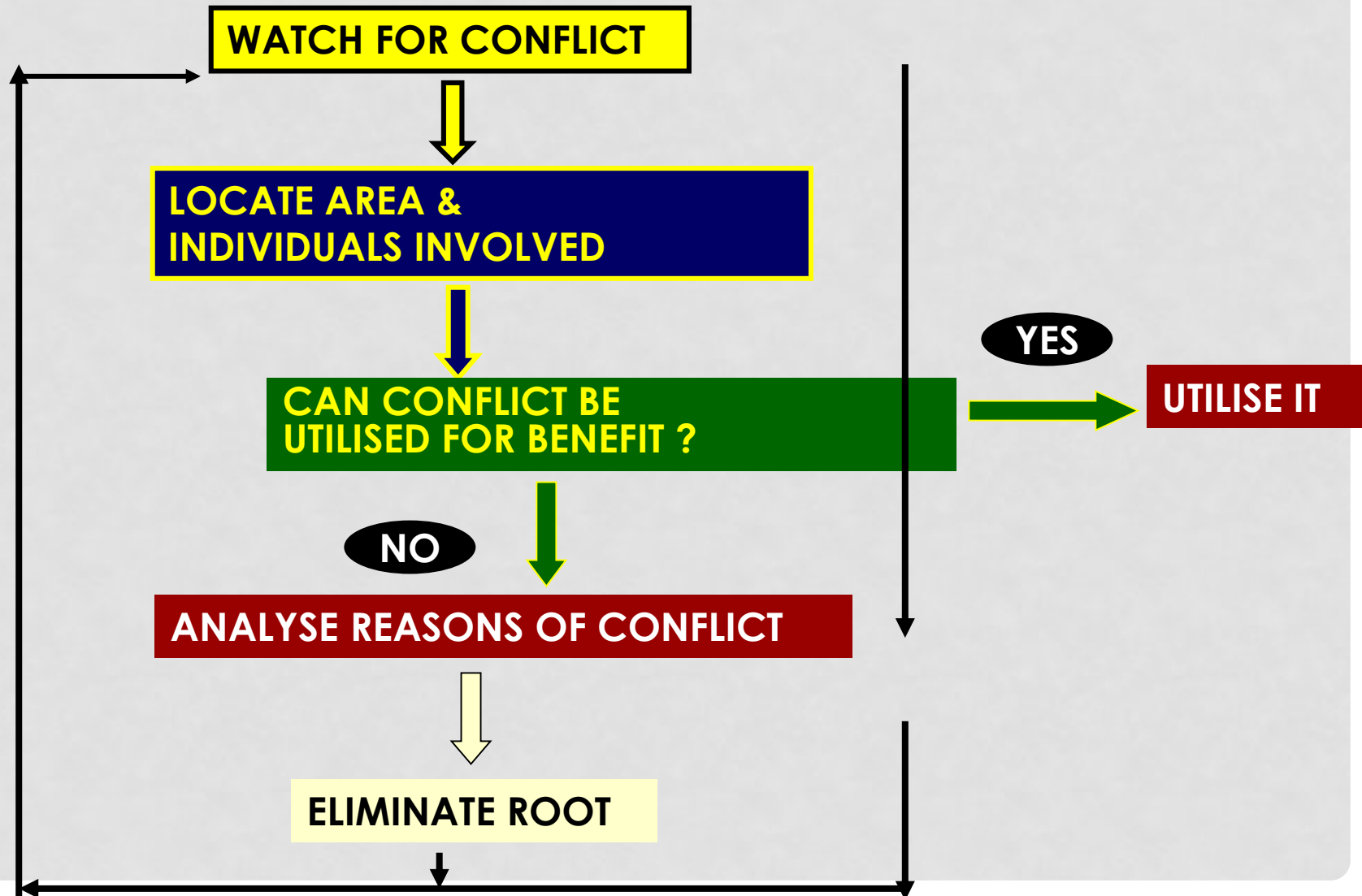
- Conflict that is functional in one group or organization may be dysfunctional in another group or organization.
- Or the nature of the conflict requirements of a group or organization may change with time.



# SOURCES OF CONFLICT



# APPROACH TO CONFLICTS



# BEHAVIOR AND ATTITUDE DETERMINE EACH SKILL

## BEHAVIOR

- AGGRESSIVE
- PASSIVE
- ASSERTIVE



## ATTITUDE

- SYMPATHY
- APATHY
- EMPATHY



# LEVELS AND TYPES OF CONFLICT

## Level of conflict

## Type of conflict

Individual



Within and between individuals

Group



Within and between groups

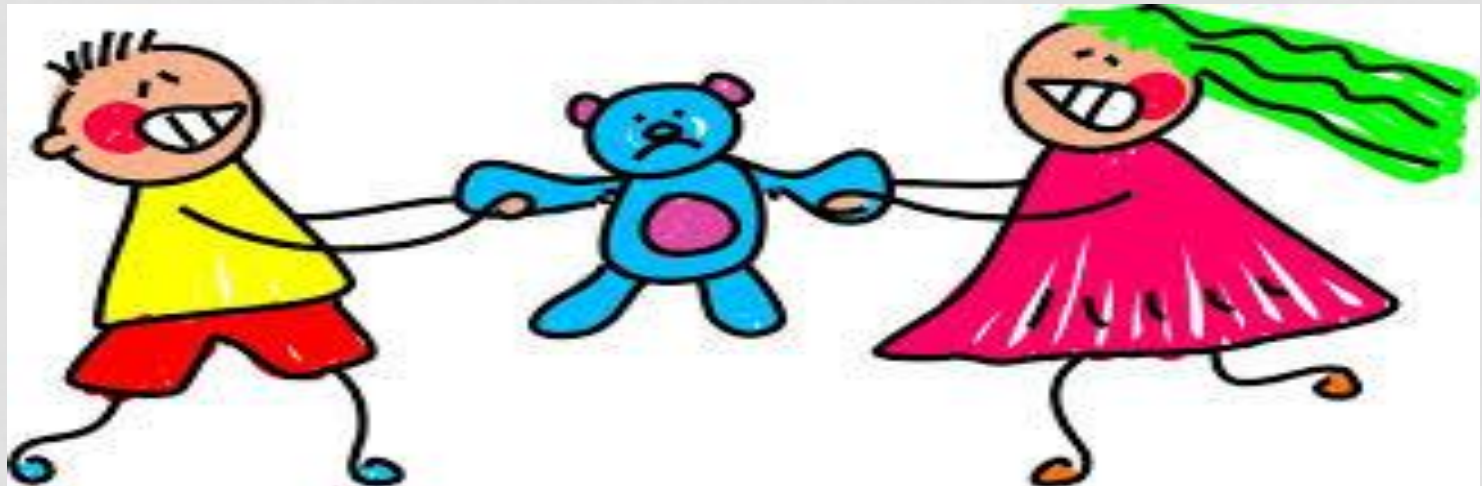
Organization



Within and between organizations

# LEVELS OF CONFLICT

- Level 1: Disagreement
  - Level 2: Judgment
  - Level 3: Threat
  - Level 4: Sanctions
  - Level 5: Attack
- Ego States
  - Transactions
  - Life Positions
  - Games People Play
  - Strokes



# TYPES OF CONFLICT

## Interpersonal Conflict

Conflict between individuals due to differences in their goals or values.

## Intragroup Conflict

Conflict within a group or team.

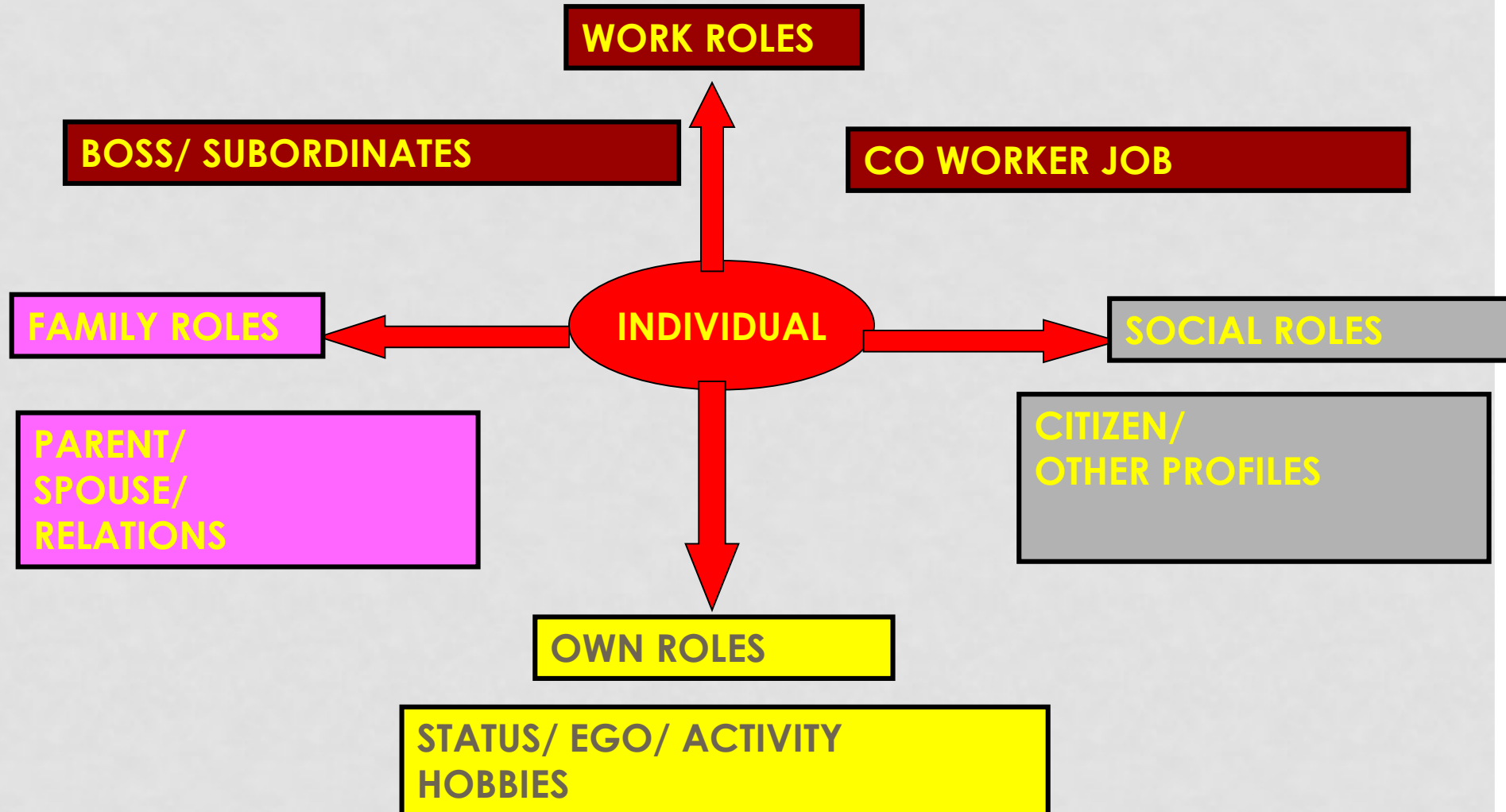
## Intergroup Conflict

Conflict between two or more teams or groups. Managers play a key role in resolution of this conflict.

## Inter Organizational Conflict

Conflict that arises across organizations.

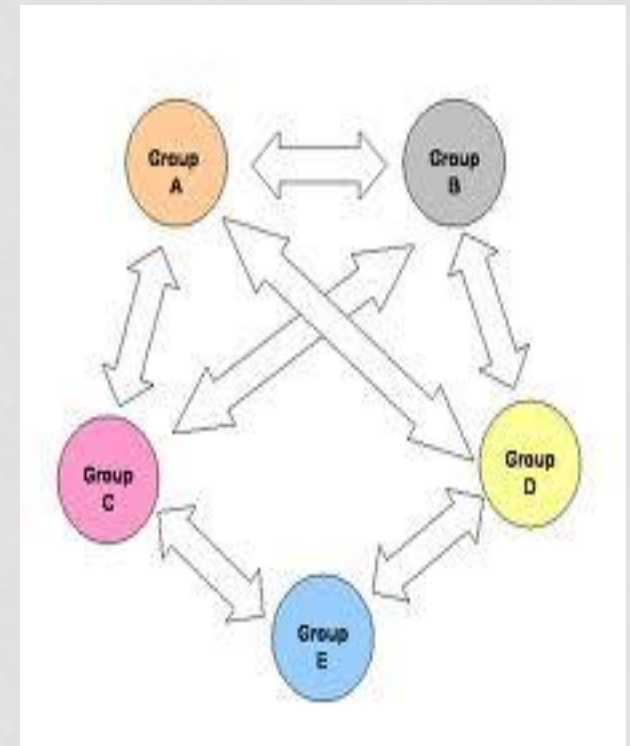
# INTRA PERSONAL CONFLICT





# INTRA GROUP CONFLICTS

- LEADERSHIP STYLES
- JOB AND TASK EXPECTATIONS
- AGE/SEX AND RELIGIOUS
- WORK NORMS AND ATTITUDES
- ROLE INCONGRUENCIES
- PERFORMANCE EVALUATION  
INCONSISTENCIES
- PERCIEVED INEQUITIES



# INTER GROUP

- ✓ DIFFERENTIAL REWARD SYSTEM
- ✓ LACK OF KNOWLEDGE OF EACH OTHERS
- ✓ FUNCTION MAY LEAD TO INDIFFERENCE
- ✓ SOME GROUPS HAVE MORE OPPORTUNITIES – SOME LESS.
- ✓ LEADS TO CONFLICT.



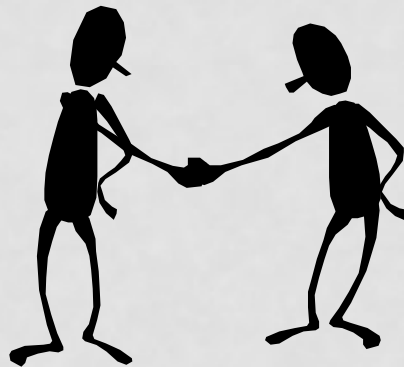
# INTER ORGANIZATIONAL CONFLICT

- **Intra Organization Conflict**

- Conflict that occurs within an organization
- At interfaces of organization functions
- Can occur along the vertical and horizontal dimensions of the organization
- Vertical conflict: between managers and subordinates
- Horizontal conflict: between departments and work groups



# CONFLICT MANAGEMENT STRATEGIES



# CONFLICT MANAGEMENT STYLES



Dominating

Accommodating

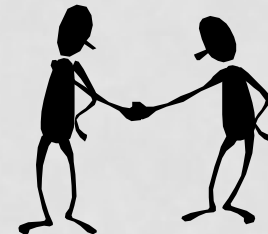


Avoiding

Compromising



Collaborating



# DOMINATING



GOALS



RELATIONSHIPS

# ACCOMMODATING



RELATIONSHIPS



GOALS



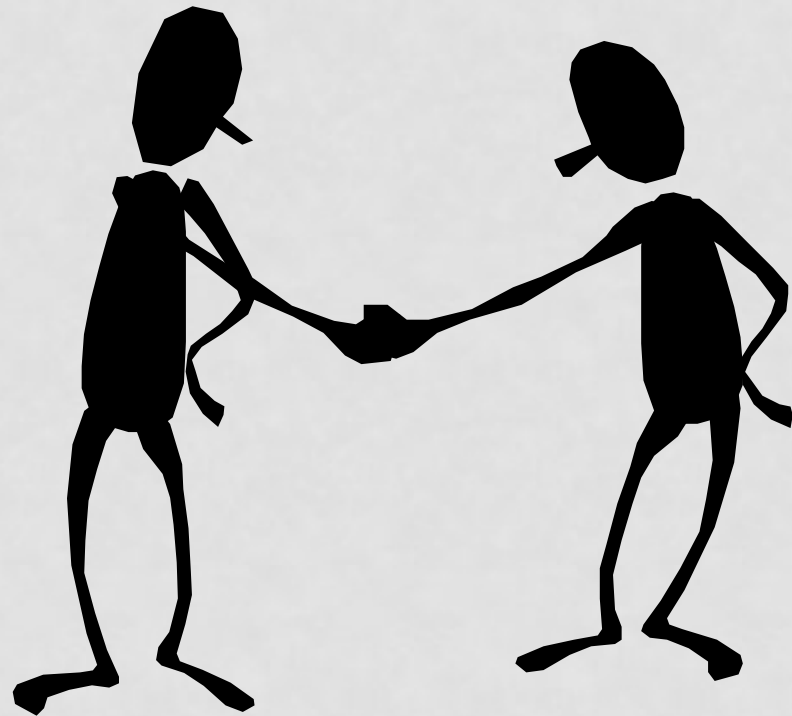


# AVOIDING

GOALS  
RELATIONSHIPS



# COMPROMISING



GOALS



RELATIONSHIPS

# COLLABORATING



GOALS



RELATIONSHIPS



# GUIDELINES FOR EFFECTIVE COLLABORATION

## Initiator

- **Maintain personal ownership of the problem.**
- **Succinctly describe your problem in terms of behaviors, consequences and feelings ( “When you do X, Y happens, and I feel Z.” ) Use a specific incident to explore the root causes of a problem.**
- **Avoid making accusations and attributing motives to the respondent.**
- **Specify the expectations or standards that have been violated.**

# GUIDELINES CONTINUED

- Persist until understood.
- Encourage two-way interaction by inviting the respondent to express his or her perspective and ask questions.
- Don' t “dump” all your issues at once. Approach multiple issues incrementally. Proceed from simple to complex, easy to hard.
- Appeal to what you share (principles, goals, constraints).

# GUIDELINES CONTINUED

## Response

- Respond appropriately to the initiator's emotions. If necessary, let the person "blow off steam" before addressing substantive issues. If the emotions are inappropriate, interject ground rules for collaborative problem solving.
- Establish a climate for joint problem solving by showing genuine concern and interest. Respond empathetically, even if you disagree with the complaint.
- Avoid justifying your actions as your first response.
- Seek additional information about the problem. Ask questions that channel the initiator's remarks from general to specific and evaluative to descriptive statements.

# GUIDELINES CONTINUED

## Mediator

- **Acknowledge that conflict exists and treat it seriously. Do not belittle the problem or chide the disputants for not being able to resolve the conflict on their own.**
- **Construct a manageable agenda by breaking down complex or multiple issues. Help disputants distinguish central from peripheral elements. Begin working on one of the easier components.**
- **Do not take sides. Remain neutral regarding the disputants as well as the issues as long as violation of policy is not involved.**
- **Focus the discussion on the impact the conflict is having on performance and the detrimental effect of a continued conflict.**



# INDICATORS OF CONFLICT

- LOW PRODUCTIVITY; STRIKES; HIGH TURNOVER; ABSENCE FROM WORK; LOW MOTIVATION AND MORALE
- POOR COMMUNICATIONS
- INTER GROUP HOSTILITY
- ESCALATION
- BACKING
- PROLIFERATION OF RED TAPE

# SUMMARY

- Conflict management is the responsibility of all employees
- Understanding your style can assist in working with others
- All styles have their place, but collaboration is best for most work situations

PEACE



**THANK YOU VERY MUCH!  
ENJOY THE REST OF THE DAY!**

