CONFLICT MANAGEMENT

- **Overview:**
- 1 Define conflict.
- 2. Explain the negative connotations associated with conflict situation.
- 3. Define the levels of conflict.
- 4. Describe the sources of conflict.
- 5. Explain the positive and negative factors of conflict.
- 6. Describe the methods for managing conflict.

THE NATURE OF CONFLICT

- **Conflict is disagreement or opposition resulting from incompatible goals, attitudes, emotions or behaviors in individuals or groups.**

- **Conflict is inevitable in any group that is together for any length of time.**

- **Different people will have different viewpoints, ideas, and opinions.**

- **Conflict occurs whenever there is no internal harmony within a person, or whenever there is disagreement or a dispute between individuals.**
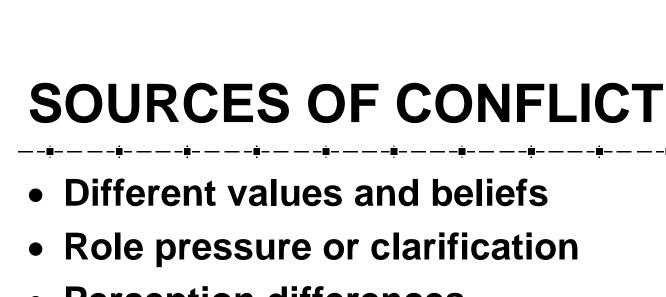
NATURE OF CONFLICT - cont

✳ Conflict can be functional or dysfunction depending on the process and style of managing conflict.

✳ Functional conflict is healthy and constructive. It results in production of new ideas, learning and organizational growth.

✳ Dysfunctional conflict is unhealthy and destructive. It takes focus from work, drains energy, results from emotion or behavior. E.g acting before thinking, threats and deception.

NEGATIVE CONNOTATIONS (ASS. WITH CONFLICT SITUATIONS)

- Getting angry is a waste of time
- They won't understand me
- I'm afraid how they will react or treat me later
- Confrontation is unprofessional
- They will only counter my argument

LEVELS OF CONFLICT

- **Intrapersonal conflict: conflict with the individual – from personal roles, interrole and intrarole**

- **Interpersonal conflict: between two or more individual differences**

- **Intragroup: between individuals in same group**

- **Intergroup:between two or more groups - projects**

SOURCES OF CONFLICT

- **Different values and beliefs**
- **Role pressure or clarification**
- **Perception differences**
- **Diverse goals or objectives**
- **Group status or identity**
- **Race, ethnicity, or gender differences**

SOURCES OF CONFLICT (CONT)

- **Personality clash or conflict**
- **Competition for limited resources**
- **Disagreement on how things should be done**
- **Personal, self, or group interest**
- **Tension and stress**
- **Power and influence**

CONFLICT MANAGEMENT

NEGATIVE FORCES OF CONFLICT

- **Diverts attention from important issues**
- **May damage morale**
- **May cause polarization**
- **Reinforces differences in values**
- **Produces irresponsible and regrettable behaviors**
- **Break down of group cohesion**
- **Increased hostility and aggression**

CONFLICT MANAGEMENT

- **POSITIVE FORCES OF CONFLICT**
  - **Stimulates interest – creativity, innovation, participation**
  - **Means for problems to be heard from group members**
  - **Increases cohesiveness - commitment, participation**
  - **Promotes change resulting in organizational vitality**
  - **Provides means to work together – group identity, safety valve**

METHODS FOR MANAGING CONFLICT

- **Denial or Avoidance**

- **Suppression**

- **Power or Dominance**

- **Third Party Intervention**

- **Compromise or Negotiation**

- **Integration or Collaboration**

- **Expand resources**

- **Change of structure**

WHEN TO USE CONFLICT STYLES EFFECTIVELY

* Accommodation is cooperative and unassertive – when you are wrong, issues more important to others, and building social credits

* Avoidance is a deliberate decision to take no action – effective when – trivial issues, no chance to satisfy parties, let people cool and gather information

EFFECTIVE USE OF STYLE – cont.

* Competing is very assertive and uncooperative – emergency situations or important issues e.g cutting costs
* Compromising is when each party gives up something – goals are important, commitment to mutual goals and temporarily settlement on complex issues

EFFECTIVE USE OF STYLE – cont.

* Collaborating is win-win style high on assertiveness and cooperativeness – find integrative solution, you want to learn, gain commitment and work through feelings

TIPS FOR MAKING CONFLICT FUNCTION

- Value diversity and confront differences
- Seek mutual benefits and unite behind cooperative goals
- Empower employees to feel confident and skillful
- Take stock to reward success and learn from mistakes

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