Managing conflict
Conflict

Conflict is unavoidable and occurs in every relationship as well as internally, with ourselves. In general, conflict signals an opportunity for change and growth, improved understanding and better communication.
Conflict Between
Top Causes of Conflict in the Workplace
Top Causes of Conflict in the Workplace

- Personality Differences
- Non-Compliance with Rules and Policies
- Misunderstandings
- Competition
The workplace brings together a wide array of personalities. Building awareness of personality differences is an important first step on the road to valuing and leveraging those differences. Differences give us more in terms of problem solving and creativity, and differences in the workplace go way beyond personalities. In the myriad of different backgrounds, genders, cultures, political and religious beliefs, there are countless opportunities for ruffled feathers. The best cure is respectful communication.
Non-Compliance with Rules and Policies

Whether you are pestered by another’s disregard for company policy, or are rebelling against a rule yourself, non-compliance is a common gateway to office conflict. Rules are usually in place for a reason; so whichever side of a policy dispute you may find yourself, you should be clear about why a rule is in place, and what the consequences are for slip-ups.
Misunderstandings

All communication has two parts: a sender and a receiver. The sender has a message he or she intends to transmit, and s/he puts it in words, which, to her/him, best reflect what s/he is thinking. But many things can intervene to prevent the intended message from being received accurately.
Competition

These behaviors are usefully categorized according to conflict styles. Each style is a way to meet one's needs in a dispute but may impact other people in different ways. Competing is a style in which one's own needs are advocated over the needs of others.
Conflict can come from a variety of sources:

• **Goals.** Conflict can happen as a result of conflicting goals or priorities. It can also happen when there is a lack of shared goals.

• **Personality conflicts:** Personality conflicts are a common cause of conflict. Sometimes there is no chemistry, or you haven’t figured out an effective way to click with somebody.

• **Scarce resources.** Conflict can happen when you’re competing over scarce resources.

• **Styles.** People have different styles. Your thinking style or communication style might conflict with somebody else’s thinking style or their communication style. The good news is that conflicts in styles are easy to adapt to when you know how.
•**Values.** Sometimes you will find conflict in values. The challenge here is that values are core. Adapting with styles is one thing, but dealing with conflicting values is another. That’s why a particular business, group, or Culture may not be a good fit for you. It’s also why “bird’s of a feather flock together” and why “opposites attract, but similarities bind.”
The model organizes 5 conflict management styles based on two dimensions: assertiveness and cooperativeness.
• **Accommodating** – This is when you cooperate to a high-degree, and it may be at your own expense, and actually work against your own goals, objectives, and desired outcomes. This approach is effective when the other party is the expert or has a better solution. It can also be effective for preserving future relations with the other party.

• **Avoiding** – This is when you simply avoid the issue. You aren’t helping the other party reach their goals, and you aren’t assertively pursuing your own. This works when the issue is trivial or when you have no chance of winning. It can also be effective when the issue would be very costly. It’s also very effective when the atmosphere is emotionally charged and you need to create some space. Sometimes issues will resolve themselves, but “hope is not a strategy”, and, in general, avoiding is not a good long term strategy.
**Collaborating** – This is where you partner or pair up with the other party to achieve both of your goals. This is how you break free of the “win-lose” paradigm and seek the “win-win.” This can be effective for complex scenarios where you need to find a novel solution. This can also mean re-framing the challenge to create a bigger space and room for everybody’s ideas. The downside is that it requires a high-degree of trust and reaching a consensus can require a lot of time and effort to get everybody on board and to synthesize all the ideas.
• **Competing** – This is the “win-lose” approach. You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party, and it may be at the expense of the other party. This approach may be appropriate for emergencies when time is of the essence, or when you need quick, decisive action, and people are aware of and support the approach.
**Compromising** – This is the “lose-lose” scenario where neither party really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution, or where both sides have equally important goals. The trap is to fall into compromising as an easy way out, when collaborating would produce a better solution.
REALITY OF CONFLICT & EFFECTIVE COMMUNICATION

CONFLICT BETWEEN PEOPLE IS A FACT OF LIFE.
CONFLICTS OCCUR AT ALL LEVELS OF INTERACTION.

THUS, CONFLICT IS A CRITICAL EVENT IN THE COURSE OF A RELATIONSHIP.

WHETHER A RELATIONSHIP IS HEALTHY OR UNHEALTHY DEPENDS NOT SO MUCH ON THE NUMBER OF CONFLICTS BETWEEN PARTICIPANTS, BUT ON HOW THE CONFLICTS ARE RESOLVED.
CONFLICT ARE FUNCTIONAL

- ALL CONFLICTS ARE NOT UNPRODUCTIVE.

- CONFLICTS CAN BE USEFUL CONSTRUCTIVE, AND POSITIVE

- IN FACT, A RELATIONSHIP WITH FREQUENT CONFLICT MAY BE HEALTHIER THAN ONE WITH NO OBSERVABLE CONFLICT

- CONFLICT CAN PROMOTE INNOVATION, CREATIVITY AND DEVELOPMENT OF NEW IDEAS, WHICH MAKE ORGANISATIONAL GROWTH POSSIBLE.

- IF IT IS HANDLED WELL, HOWEVER, CONFLICT CAN BE PRODUCTIVE – LEADING TO DEEPER UNDERSTANDING, MUTUAL RESPECT AND CLOSENESS.
Conflict Management

Conflict management is defined as “the opportunity to improve situations and strengthen relationships”

– proactive conflict management

– collaborative conflict management
AND THE REALITY IS ALL THE MAJOR REFORMS AND CHANGES OCCUR AS A CONSEQUENCE OF CONFLICT
Reducing Conflict

- Lose-lose methods: parties to the conflict episode do not get what they want

- Win-lose methods: one party a clear winner; other party a clear loser

- Win-win methods: each party to the conflict episode gets what he or she wants
Lose-lose methods

Avoidance
Withdraw, stay away
Does not permanently reduce conflict

Compromise
Bargain, negotiate
Each loses something valued

Smoothing
find similarities
Win-lose methods

Improve individual and company-wide competitive win ratios.

Establish clear benchmarks for understanding performance.

Increase the number of successful sales per employee.

Build a successful sales organization that is always improving.

Discover the reasons behind lost opportunities.

Increase your competitive advantage.

Enhance your understanding of competitors.
Win-win methods

- Problem solving: find root causes

- Integration: meet interests and desires of all Parties

- Superordinate goal: desired by all but not reachable alone
Lose-lose methods: compromise

Win-lose methods: dominance

Win-win methods: problem solving
Steps for Positive Resolution

When the following conditions are in place, the likelihood of a positive resolution increases:

- Commitment to find a resolution that is mutually beneficial.
- Trust.
- Frame of mind that there is more than one way to look at the issues.
- Belief that a solution exists.
- Commitment to stay in the communication process.
Thank You