Conflicts in organization

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Master Trainer
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1. Definition of Conflict..

CONFLICT IS AN INEVITABLE AND UNAVOIDABLE PART OF OUR EVERYDAY PROFESSIONAL AND PERSONAL LIVES.
2. Introduction:

How many people or groups does it take to have a conflict?
Conflict Between...

Executive

Manager

Worker

Spouse or Family Member

Team
Why Does Conflict Occur?

- Expectations
- Different Knowledge
- Fear
- Poor Communication
- Attachment
- Past Trauma
- Stress
- Incompatible Values
- Perceived Oppression
- Different Paradigms
- Misunderstanding
- Scarce Resources
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.
3. Causes of conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues
- Lack of cooperation
- Differences over methods or style
- Low performance
- Value or goal differences
Assumptions about, Causes of and Value of Conflict

<table>
<thead>
<tr>
<th>Causes of Conflict</th>
<th>What Does It Mean?</th>
<th>What is the Value to You?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Misunderstanding</td>
<td>When individuals do not hear what is being said?.</td>
<td></td>
</tr>
<tr>
<td>Personality Clashes</td>
<td>When individuals do not value “people just like me”.</td>
<td></td>
</tr>
<tr>
<td>Competition for resources</td>
<td>When employees believe they are better off competing for resources rather than cooperating.</td>
<td></td>
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<tr>
<td>Authority Issues</td>
<td>When employees lack confidence in their leaders or perceive overuse of authority.</td>
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### Assumptions about, Causes of and Value of Conflict

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<th>Causes of Conflict</th>
<th>What Does It Mean?</th>
<th>What is the Value to You?</th>
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<tbody>
<tr>
<td>Lack of cooperation</td>
<td>When one person does not share information with the whole group.</td>
<td></td>
</tr>
<tr>
<td>Differences over methods or style</td>
<td>When agreement does not exist on standard ways of completing a task.</td>
<td></td>
</tr>
<tr>
<td>Low performance</td>
<td>When individuals are not working to their potential.</td>
<td></td>
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<tr>
<td>Value or goal differences</td>
<td>When individuals value different outcomes or objectives.</td>
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</table>
## 4. Types of Conflict

Model for diagnosis and management of conflict

<table>
<thead>
<tr>
<th>Type of Conflict</th>
<th>Sources of Conflict</th>
<th>Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Intra individual</td>
<td>Conflicting goals, needs, motives</td>
<td>Role Definition</td>
</tr>
<tr>
<td>2. Interpersonal</td>
<td>Disagreements antagonism</td>
<td>IPC Skills, TA, Johari-Window, Creative PS, Assertive Behaviour</td>
</tr>
<tr>
<td>3. Inter-group</td>
<td>Power, Authority Status</td>
<td>Participative Mgt. Team Bldg. Training</td>
</tr>
<tr>
<td>4. Organizational</td>
<td>Hierarchical Conflict Functional conflict</td>
<td>Institutional Goal setting</td>
</tr>
<tr>
<td>5. Client Hospital</td>
<td>Quality of patient care and communication</td>
<td>Community Goal Setting, Public Relations</td>
</tr>
</tbody>
</table>
5. CONFLICT: CONSTRUCTIVE VS DESTRUCTIVE

The Value of Conflict

Conflict is destructive when it:

- Diverts energy from more important issues and tasks.
- Deepens differences in values.
- Polarizes groups so that cooperation is reduced.
- Destroys the morale of people or reinforces poor self-concepts.
The Value of Conflict

Conflict is **constructive** when it:

- Opens up issues of importance, resulting in issue clarification.
- Helps build cohesiveness as people learn more about each other.
- Causes reassessment by allowing for examination of procedures or actions.
- Increases individual involvement.
Desirability of Conflict

- Conflict can be desirable.
- Conflict helps eliminate or reduce the likelihood of groupthink.
- A moderate level of conflict across tasks within a group resulted in increased group performance while conflict among personalities resulted in lower group performance (Peterson and Behfar, 2003)
Undesirability of Conflict

- Conflicts can be hard to control once they have begun.
  - The trend is toward escalation and polarization.
  - When conflict escalates to the point of being out of control, it almost always yields negative results.
Conflict management is defined as “the opportunity to improve situations and strengthen relationships” (BCS, 2004).

- proactive conflict management
- collaborative conflict management
Toward Conflict Management

Blake and Mouton’s Conflict Grid

<table>
<thead>
<tr>
<th>High Concern for People</th>
<th>Low Concern for Production of Results</th>
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<tbody>
<tr>
<td><strong>1,9</strong></td>
<td>Disagreements are smoothed over or ignored so that surface harmony is maintained in a state of peaceful coexistence.</td>
</tr>
<tr>
<td><strong>9,9</strong></td>
<td>Valid problem solving takes place with varying points of view objectively evaluated against facts, emotions, reservations, and doubts are examined and worked through.</td>
</tr>
<tr>
<td><strong>5,5</strong></td>
<td>Compromise, bargaining, and middle-ground positions are accepted so that no one wins—nor does anyone lose. Accommodation and adjustment lead to &quot;workable&quot; rather than best solutions.</td>
</tr>
<tr>
<td><strong>1,1</strong></td>
<td>Neutrality is maintained at all costs. Withdrawal behind walls of insulation relieves the necessity for dealing with situations that would arouse conflict.</td>
</tr>
<tr>
<td><strong>9,1</strong></td>
<td>Conflict is suppressed through authority-obedience approach. Win-lose power struggles are fought out, decided by the highest common boss or through third-party arbitration.</td>
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</table>
Toward Conflict Management

- The 5,5 position represents a willingness to compromise.
- The 9,1 is the bullheaded approach, also called competing.
- The optimum style for reducing conflict is the 9,9 approach, also called collaboration.
COMMUNICATION IS EXCHANGE OF INFORMATION, IDEAS AND MOST IMPORTANTLY FEELINGS. THE PURPOSE IS TO GET YOUR MESSAGE ACROSS TO OTHERS CLEARLY AND UNAMBIGUOUSLY.
POSITIVE IPC APPROACHES TO CONFLICT RESOLUTION

- THE UNDERLYING PRINCIPLE THAT UNDERSCORES ALL SUCCESSFUL CONFLICT RESOLUTION.

- THAT IS, BOTH PARTIES MUST VIEW THEIR CONFLICT AS A PROBLEM TO BE SOLVED MUTUALLY SO THAT BOTH PARTIES HAVE THE FEELING OF WINNING – OR AT LEAST FINDING A SOLUTION WHICH IS ACCEPTABLE TO BOTH
<table>
<thead>
<tr>
<th>BARRIERS TO COMMUNICATION</th>
<th>PHYSICAL OR ENVIRONMENTAL</th>
<th>PERSONAL</th>
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BEHAVIOR AND ATTITUDE DETERMINE EACH SKILL

<table>
<thead>
<tr>
<th>BEHAVIOR</th>
<th>ATTITUDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• AGGRESSIVE</td>
<td>• SYMPATHY</td>
</tr>
<tr>
<td>• PASSIVE</td>
<td>• APATHY</td>
</tr>
<tr>
<td>• ASSERTIVE</td>
<td>• EMPATHY</td>
</tr>
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</table>
SELF-AWARENESS

- SELF-AWARENESS INCLUDES A RECOGNITION OF OUR PERSONALITY, OUR STRENGTHS AND WEAKNESSES, OUR LIKES AND DISLIKES.

- A PREREQUISITE FOR EFFECTIVE COMMUNICATION RELATIONS, AND MANAGING CONFLICT AS WELL AS FOR DEVELOPING EMPATHY FOR OTHERS.
Assertiveness

- **Assertiveness**: is the process of expressing thoughts and feelings while asking for what one wants in an appropriate way.

- When people stand up for their rights without violating the rights of others, they are using assertive behavior.

- A way of presenting a message without falling into stereotypical “too pushy” (aggressive) or “not tough enough” (nonassertive-passive) traps.
Assertiveness

Speakers Behaviors

- **Passive speakers** use self-limiting qualifying expressions without stating their position/needs.
- **Assertive speakers** state their position/needs without violating the rights of others.
- **Aggressive speakers** state their position/needs while violating the rights of others using “you messages” and absolutes.
- **Passive-aggressive speakers** may switch back and forth, may switch immediately after the situation, or may build hostility while behaving passively.
Assertiveness

- Comes through the adult ego state
- I’m OK — You’re OK.
- Creates a win-win situation.
- To be assertive:
  - Set an objective.
  - Determine how to create a win-win situation.
  - Develop an assertive phrase(s).
  - Implement your plan persistently.
Conflict Management Styles

- **Forcing conflict style:** user attempts to resolve conflict by using aggressive behavior.
- **Avoiding conflict style:** user attempts to passively ignore the conflict rather than resolve it.
- **Accommodating conflict style:** user attempts to resolve the conflict by passively giving in to the other party.
- **Compromising conflict style:** user attempts to resolve the conflict through assertive give-and-take concessions.
- **Collaborating conflict style:** user assertively attempts to jointly resolve the conflict with the best solution agreeable to all parties.
Competition

- **Plus**
  - The winner is clear
  - Winners usually experience gains

- **Minus**
  - Establishes the battleground for the next conflict
  - May cause worthy competitors to withdraw or leave the organization
Accommodation

■ Plus
  ■ Curtails conflict situation
  ■ Enhances ego of the other

■ Minus
  ■ Sometimes establishes a precedence
  ■ Does not fully engage participants
Compromise

- **Plus**
  - Shows good will
  - Establishes friendship

- **Minus**
  - No one gets what they want
  - May feel like a dead end
Collaboration

- Plus
  - Everyone “wins”
  - Creates good feelings

- Minus
  - Hard to achieve since no one knows how
  - Often confusing since players can “win” something they didn’t know they wanted
Conflict Continuum

I win, you lose (competition—A)
I lose or give in (accommodate—B)
We both get something (compromise—C)
We both “win” (collaborate—D)
Conflict Management Styles

- Passive behavior
  - Accommodating style
  - Avoiding style
  - I’m not OK — You’re not OK
- I’m not OK — You’re OK
- Assertive behavior
  - Collaborating style
  - Compromising style
  - Forcing style
  - I’m OK — You’re OK
- I’m OK — You’re not OK
- Aggressive behavior
  - I’m not OK — You’re OK

High concern for others’ needs

Low concern for others’ needs

High concern for own needs
Reducing Conflict

- **Overview**
  - **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
Reducing Conflict (cont.)

- Lose-lose methods
  - Avoidance
    - Withdraw, stay away
    - Does not permanently reduce conflict
  - Compromise
    - Bargain, negotiate
    - Each loses something valued
  - Smoothing: find similarities
Reducing Conflict (Cont.)

- Win-lose methods
  - Dominance
    - Overwhelm other party
    - Overwhelms an avoidance orientation
  - Authoritative command: decision by person in authority
- Majority rule: voting
Reducing Conflict (Cont.)

- 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
Reducing Conflict (Cont.)

- Summary
  - Lose-lose methods: compromise
  - Win-lose methods: dominance
  - Win-win methods: problem solving
10. Some Tips for Managing Workplace Conflict:

What This Means

- Managing conflict means you need to develop several styles and decide which is valuable at any given point of conflict.
Some Tips for Managing Workplace Conflict

- Build good relationships before conflict occurs
- Do not let small problems escalate; deal with them as they arise
- Respect differences
- Listen to others’ perspectives on the conflict situation
- Acknowledge feelings before focussing on facts
- Focus on solving problems, not changing people
- If you can’t resolve the problem, turn to someone who can help
- Remember to adapt your style to the situation and persons involved
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.
We made it!
THANK YOU