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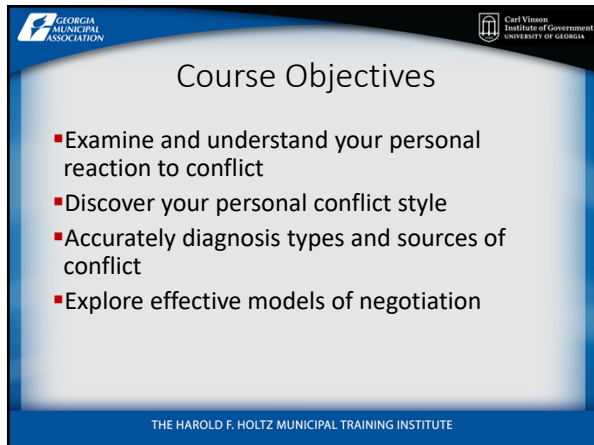
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Mixed Feelings about Conflict

- Managers agree that conflict is necessary in a free-enterprise system.
- Managers' actions demonstrate a personal preference for avoiding conflicts whenever possible.

David Whetten and Kim Cameron, *Developing Management Skills*

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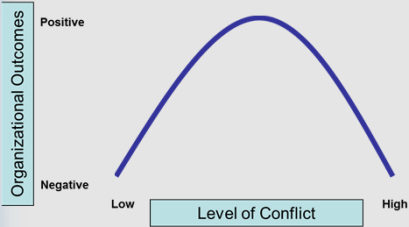


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Balancing Conflict



David Whetten and Kim Cameron, *Developing Management Skills*

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The Challenge

- The challenge becomes promoting a healthy amount of conflict among teams without destroying their ability to work together.

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## Interpersonal Relationships

- People perform better in tasks
- People learn more effectively
- People's intellectual capacities are broadened
- They learn more and more efficiently
- They make fewer mental errors
- Organization performance is enhanced

-David Whetten and Kim Cameron, *Developing Management Skills*

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## Interpreting Conflict

- Conflict is not always bad
- Conflict is not always a contest
- Conflict can be beneficial
- Conflict is necessary to be successful

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## Conflict Management Skills

- Accurately diagnosing the types of conflict
- Select appropriate management strategy
- Settle the interpersonal disputes effectively so that underlying problems are resolved and the relationship between disputants is not damaged

-David Whetten and Kim Cameron, *Developing Management Skills*

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## Types of Conflict

- Substantive (task-related) conflict
  - Goals, priorities, task accomplishment
- Interpersonal conflict
  - Personality clashes, arguments, enemies

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## Sources of Conflict

- Personal differences
  - Perceptions and expectations
- Informational deficiencies
  - Misinformation and misrepresentation
- Role incompatibility
  - Goals and responsibilities
- Environmentally induced stress
  - Resource scarcity and uncertainty

-Denhardt, Denhardt and Aristigueta, *Managing Human Behavior in Public and Nonprofit Organizations*

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## Diversity and Conflict

- Interactions among demographic groups
- Policies promoting a diverse workplace
- Diversity programs
- Minorities and women (job involvement)
- Discrimination and stigmatizing groups
- Globalization
- Culture

-Denhardt, Denhardt and Aristigueta, *Managing Human Behavior in Public and Nonprofit Organizations*

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## Typical Responses to Conflict

- Self-assessment
- Five styles
  - Forcing
  - Avoiding
  - Compromising
  - Accommodating
  - Collaborating

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## De-Briefing on Self-Assessment

- Examine your raw scores
  - Range of scores 4-20
  - Scores > 15 "high"
  - Scores 9-15 "moderate"
  - Scores < 9 "low"
- Primary strategy (1<sup>st</sup> highest score)
- Secondary strategy (2<sup>nd</sup> highest score)
- Least preferred strategy (lowest score)
- Examine differences across categories

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## Forcing Approach

Objective	Your posture	Supporting rationale	Likely outcome
Get your way.	"I know what is right. Do not question my judgment or authority."	It is better to risk causing a few hard feelings than to abandon an issue you are committed to.	You feel vindicated, but other party feels defeated and probably humiliated.

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## Avoiding Approach

Objective	Your posture	Supporting rationale	Likely outcome
Avoid having to deal with conflict.	"I'm neutral on that issue." "Let me think about it." "That's someone else's problem."	Disagreement is inherently bad because it creates tension.	Interpersonal problems don't get resolved, causing long-term frustration manifested in a variety of ways.

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## Compromising Approach

Objective	Your posture	Supporting rationale	Likely outcome
Reach an agreement quickly.	"Let's search for a solution we can both live with so we can get on with our work."	Prolonged conflicts distract people from their work and engender bitter feelings.	Participants become conditioned to seek expedient, rather than effective, solutions.

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## Accommodating Approach

Objective	Your posture	Supporting rationale	Likely outcome
Don't upset the other person.	"How can I help you feel good about this encounter?" "My position isn't <i>that</i> important..."	Maintaining harmonious relationships should be the top priority.	Other person is likely to take advantage of you.

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## Collaborating Approach

Objective	Your posture	Supporting rationale	Likely outcome
Solve the problem together.	"This is my position, what's yours?" "I'm committed to finding the best possible solution." "What do you suggest?"	Both parties' positions are equally important. Equal emphasis should be placed on both to reach the best solution.	The problem will probably be solved. Both parties are likely to be satisfied with the solution.

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## Selecting the "Best" Strategy

- No one best strategy for managing conflict
- Things to consider
  - Issue importance
  - Relationship importance
  - Relative power
  - Time constraints

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	Force	Accommodate	Avoid	Compromise	Collaborate
Issue Importance	Hi	Lo	Lo	Med	Hi
Relationship importance	Lo	Hi	Lo	Med	Hi
Relative power	Hi	Lo	Equal-Hi	Equal-Hi	Lo-Hi
Time constraints	Med-Hi	Med-Hi	Med-Hi	Lo	Lo

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## Conflict Resolution

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## De-Briefing Negotiation Self-Assessment

- Examine your raw scores
  - Range of scores 6-30
  - Scores > 25 "basic understanding"
  - Scores 19-24 "room for improvement"
  - Scores < 19 "could use more work and practice"
- A score of 25 or above suggests a basic understanding
- Scores of 19-24 indicate room for improvement
- A score of 18 or less indicates that you could use more work and practice

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## Strategies for Negotiation

- Distributive**
  - Win-lose solution (fixed pie)
- Integrative**
  - Win-win solution (expanding the pie)
- Avoidance**
  - Withdraw

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## Strategies for Negotiation

- **Distributive**
  - Competitive – involves competing, demanding
- **Integrative**
  - Collaborative – involves a cooperative mutual orientation
- **Avoidance**
  - Involves minimizing discussion, avoiding issues

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## Principled Negotiation

- 1) Separate the people from the problem
- 2) Focus on interests, not positions
- 3) Generate a variety of possibilities
- 4) Base the result on objective criteria

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## Common Negotiation Mistakes

Mistakes	Description	Causes
<b>Irrational escalation of commitment</b>	Continuing a selected course of action beyond what is considered rational and in spite of contrary information	<ul style="list-style-type: none"> <li>• Wanting to win at all costs</li> <li>• Impression management (ego)</li> <li>• Perceptual biases</li> </ul>
<b>Mythical fixed pie</b>	There is a set amount on the table and one party has to win and the other party has to lose	<ul style="list-style-type: none"> <li>• Lack of creativity in problem solving</li> </ul>
<b>Winner's curse</b>	Making a quick high offer and feeling cheated when the offer is accepted	<ul style="list-style-type: none"> <li>• Lack of preparation</li> <li>• Lack of expertise</li> <li>• One party having more information than the other</li> </ul>
<b>Overconfidence</b>	Overestimating your ability to be correct	<ul style="list-style-type: none"> <li>• Lack of information</li> <li>• Arrogance</li> <li>• Distorted perception</li> </ul>

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## Ethics and Negotiations

- Selective disclosure
- Misrepresentation
- Deception and lying
- False threat and false promises
- Inflict direct or indirect harm

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## Special Case: Difficult Individuals

- Possible Causes:
  - Mismatch with the job
  - Personal Problems
  - Bigger issue with the work group
- Possible Solutions:
  - Training & development
  - Transfer
  - Performance management/Discipline
  - Counseling
  - Survey feedback/Larger scale intervention

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