

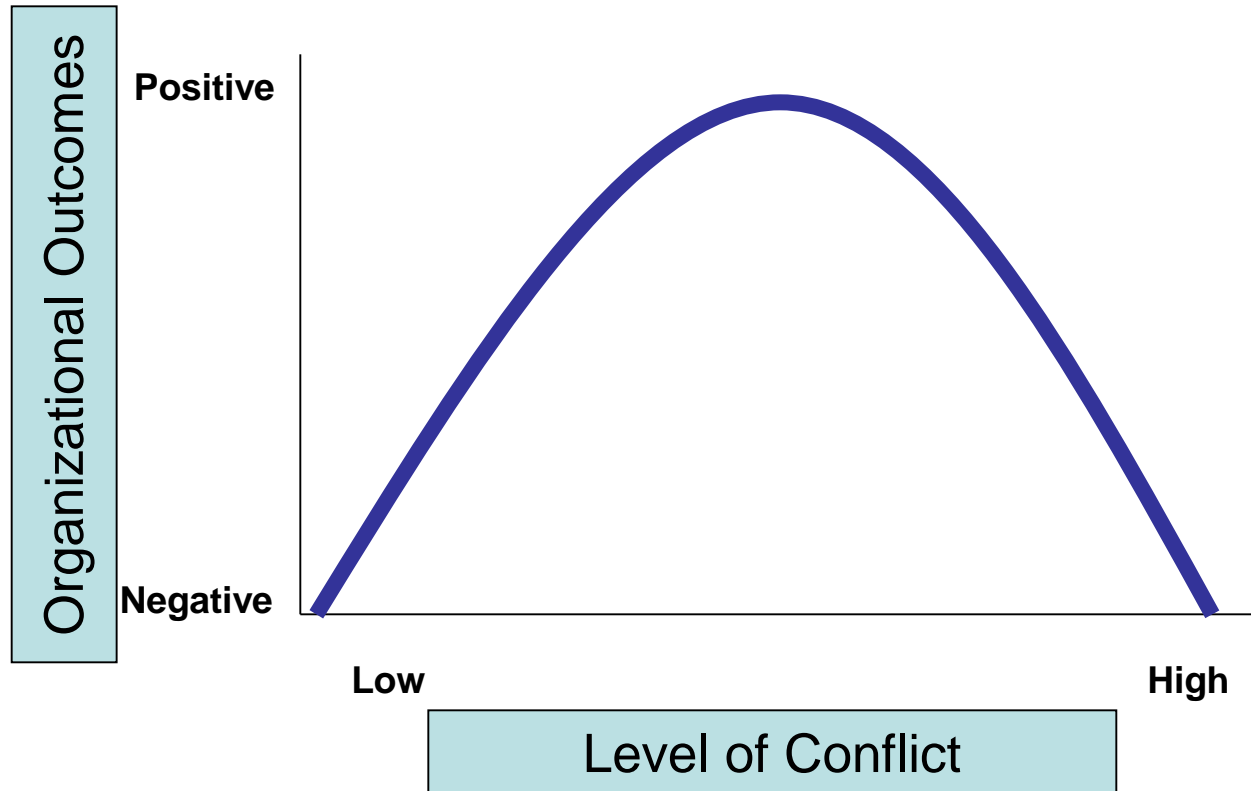
Developing Management Skills

Chapter 7: Managing Conflict

Learning Objectives

- Diagnose the focus and source of conflicts
- Utilize appropriate conflict management strategies
- Resolve interpersonal confrontations through collaborations

The Relationship Between Conflict and Outcomes



Rules of Engagement

- Work with more information
- Focus on the facts
- Develop multiple alternatives
- Share agreed-upon goals
- Inject humor
- Maintain a balanced power structure
- Resolve issues without forcing consensus

Types of Conflict

		Focus of Conflict	
		Issues	People
Source of Conflict	Personal Differences		
	Informational Differences		
	Incompatible Roles		
	Environmental Stress		

Conflict Focus

People-focused: “In-your-face” confrontations in which emotions are fueled by moral indignation

Issue-focused: negotiations in which participants agree how to allocate scarce resources

Four Sources of Interpersonal Conflict

Personal Differences: Conflicts stem from personal values and needs



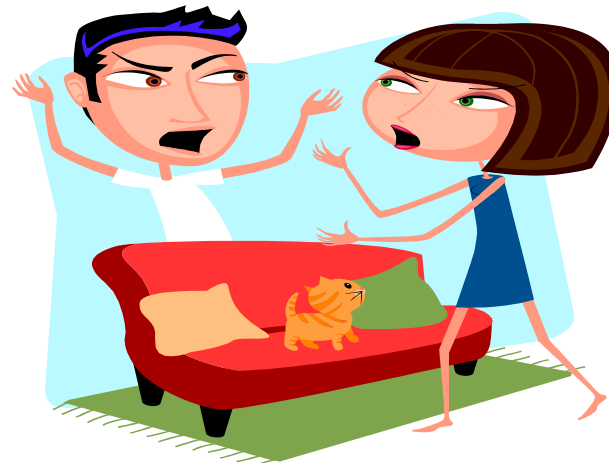
Four Sources of Interpersonal Conflict

Informational Deficiencies: Conflicts evolve from misinformation and misunderstanding



Four Sources of Interpersonal Conflict

Role Incompatibility: Conflicts evolve from the perception that assigned goals and responsibilities compete with those of others.

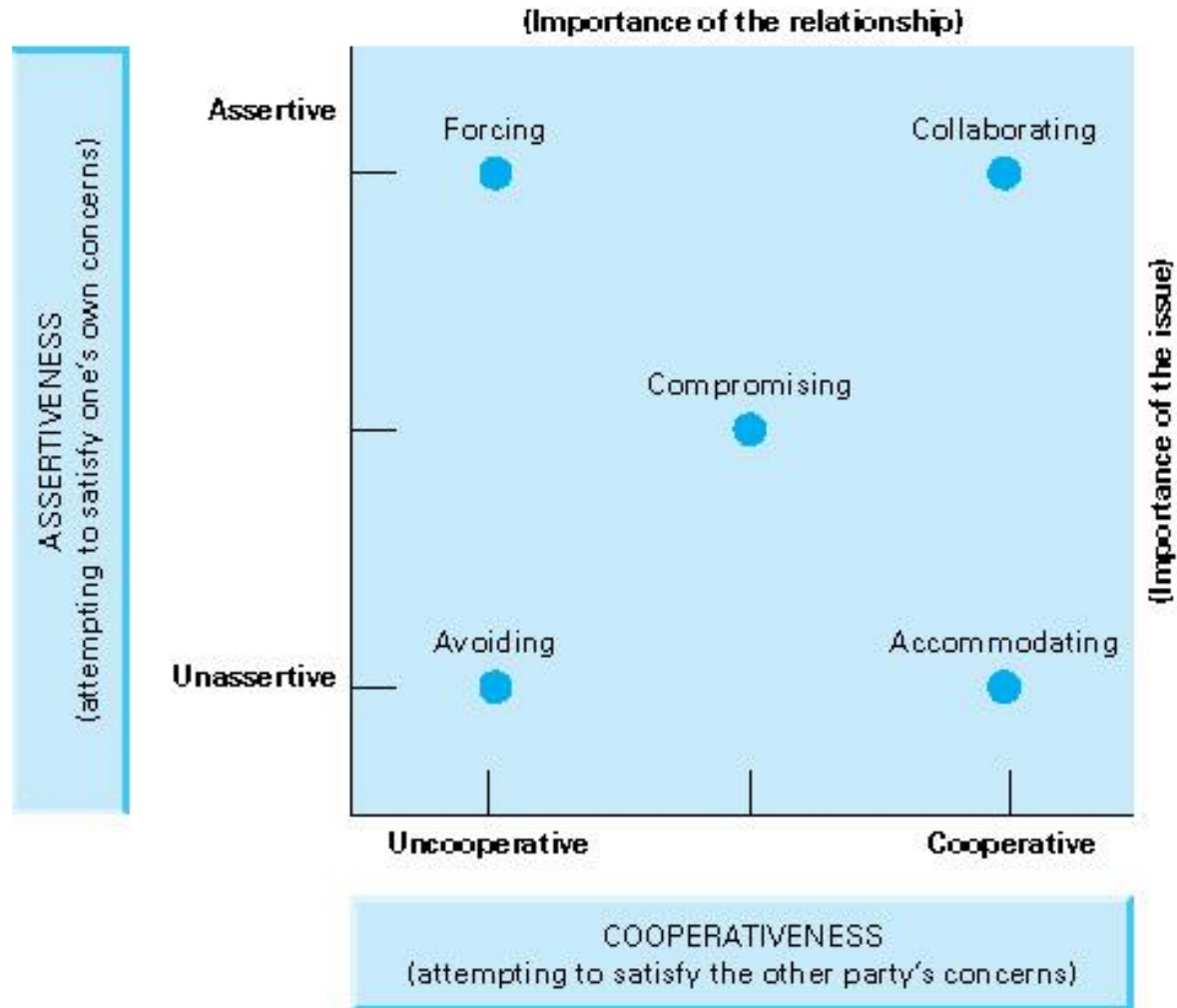


Four Sources of Interpersonal Conflict

Environmentally Induced Stress:
Conflict results from the stressful events of the organizational environment.



Conflict Resolution



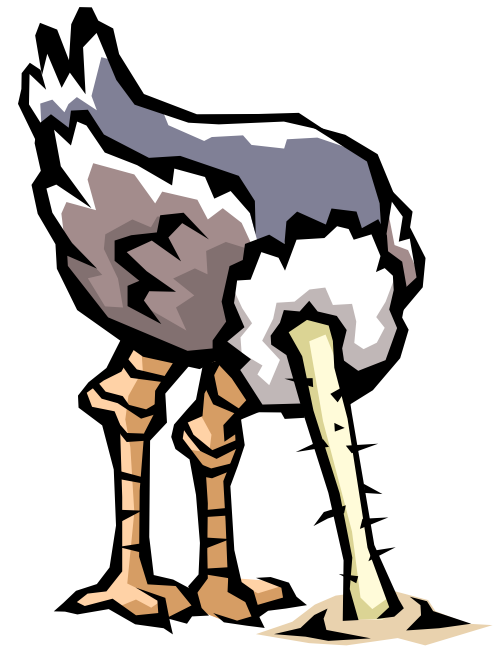
Forcing

- Satisfy personal needs at the expense of the other person
- Formal authority, bullying, manipulation, etc.
- Outcome: You feel vindicated; other person feels defeated



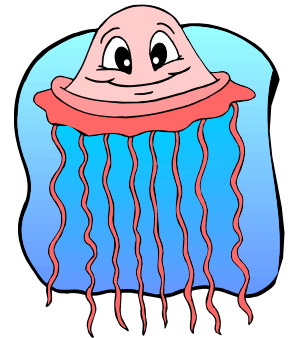
Avoiding

- Neglect interests of both parties by sidestepping or postponing
- Reflects inability to handle emotion of conflict
- Outcome: Nothing (or things get worse)



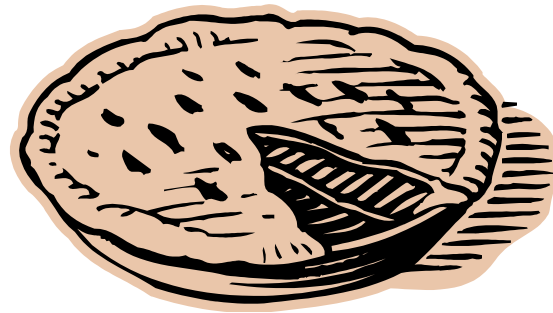
Accommodating

- Satisfy other party's concerns but neglect your own
- Preserve a relationship at the expense of genuine appraisal of issues
- Outcome: Other person takes advantage of you; decreased power and credibility



Compromising

- Seek partial satisfaction for both parties
- Expedient, not effective, solutions
- Outcome: Gamesmanship and suboptimal resolutions



Collaborating

- Seek to address concerns of both parties
- No assignment of blame
- Outcome: When collaborating is possible, problem likely to be resolved

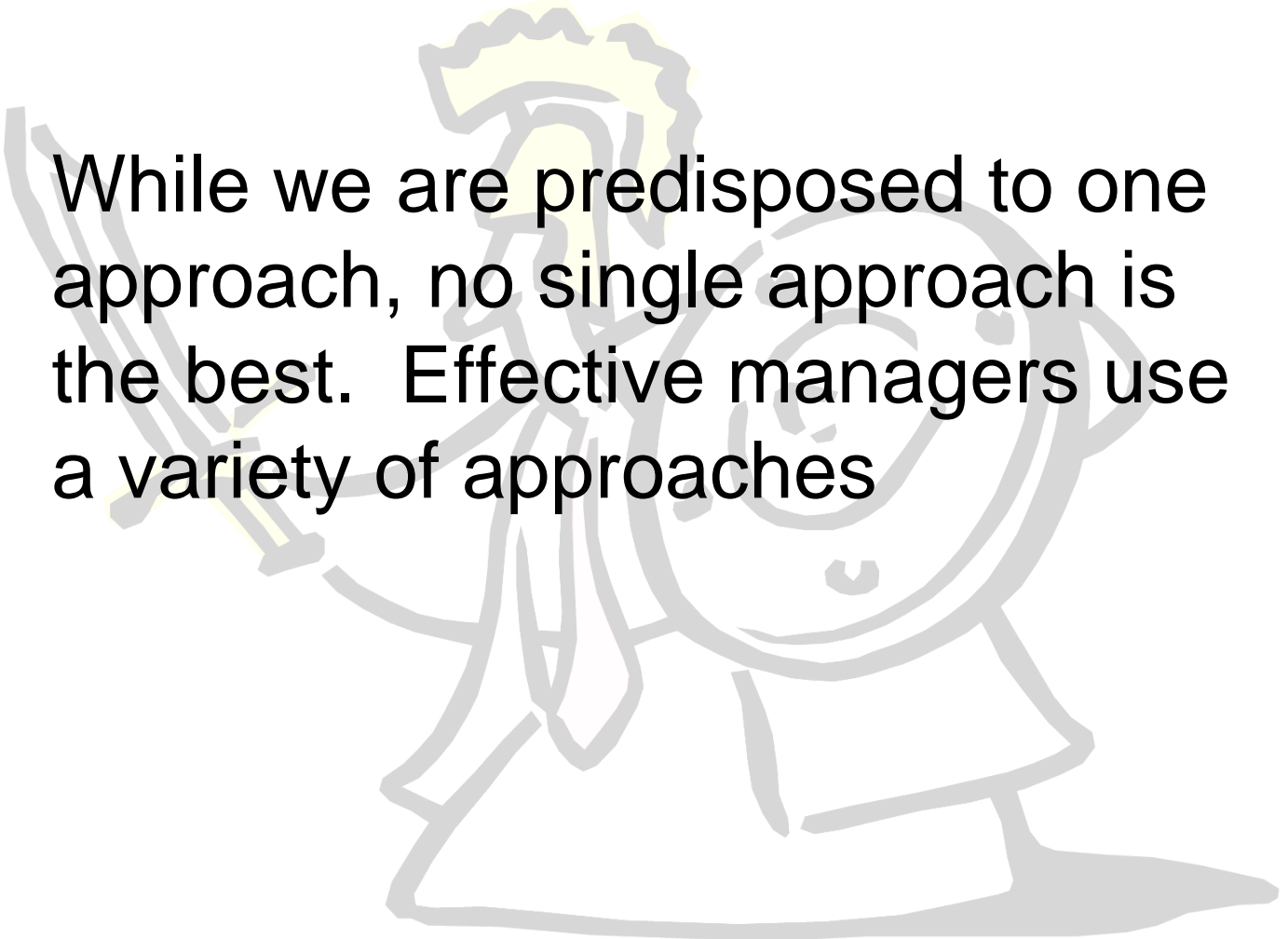



Selecting the Right Strategy

Two Perspectives on Negotiation:

Distributive: “Dividing up a fixed pie”

Integrative: “Expanding the pie”



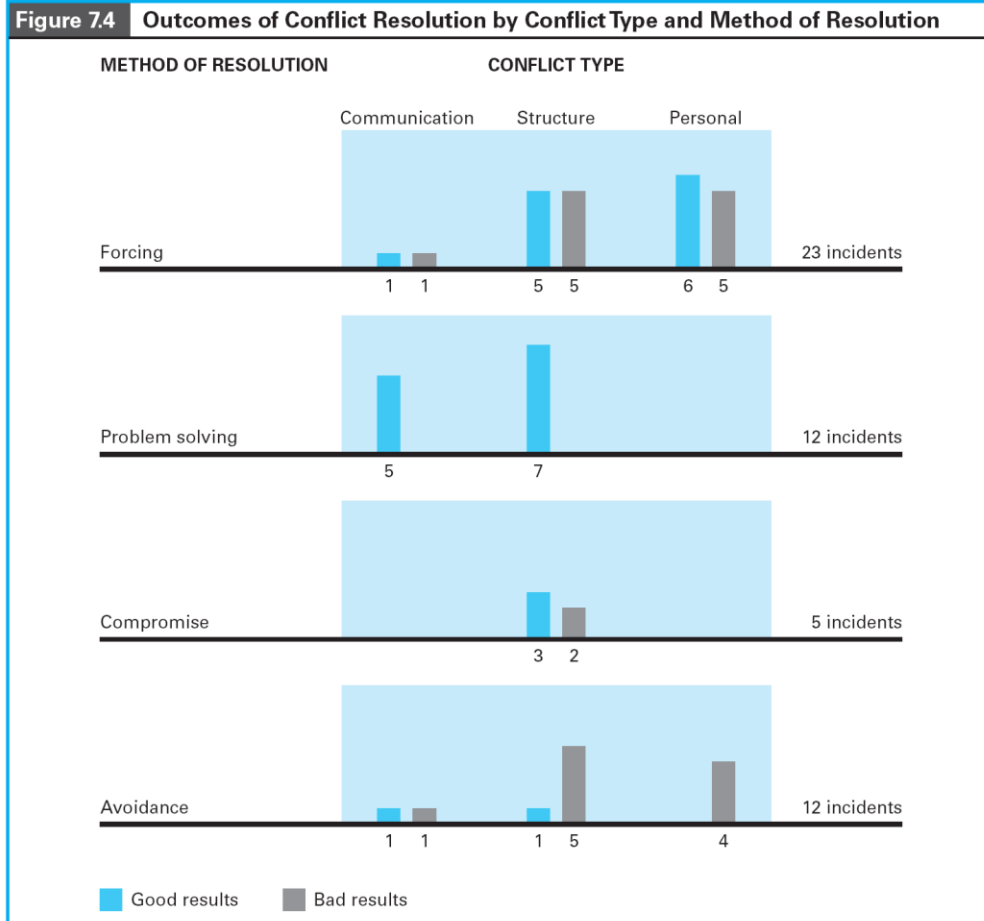
While we are predisposed to one approach, no single approach is the best. Effective managers use a variety of approaches

Situational Considerations

Select your conflict management approach based upon:

- Issue importance
- Relationship importance
- Relative power
- Time constraints

Conflict Resolution Outcomes by Type and Method



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A 'Default Strategy'

Of all the approaches, collaboration is the best. However, it is also the most difficult to implement.



Framework for Collaborative Problem Solving

- Establish superordinate goals
- Separate the people from the problem
- Focus on interests, not positions

Framework for Collaborative Problem Solving (con't)

- Invent options for mutual gains
- Use objective criteria for evaluating alternatives
- Define success in terms of real gains, not imaginary losses

Four Phases of Collaborative Problem Solving

1. Problem Identification
2. Solution Generation
3. Action Plan Formulation and Agreement
4. Implementation and Follow-Up

Phase 1:

Problem Identification

Initiator

- Maintain personal ownership of problem
- Describe problem in terms of behaviors, consequences, and feelings
- Avoid drawing conclusions and attributing motives
- Persist until understood
- Encourage two-way discussion

Phase 1: Problem Identification

Responder

- Establish a climate for joint problem solving
- Seek additional information by asking questions
- Agree with some aspect of the complaint

Phase 1: Problem Identification

Mediator's Role

- Establish a problem solving framework
- Maintain a neutral posture regarding the disputants
- Serve as facilitator, not judge
- Insure discussion to ensure fairness

Phase 2: Solution Generation

Initiator

Focus on commonalities as the basis for requesting a change



Phase 2: Solution Generation

Responder

Ask for suggestions of acceptable alternatives



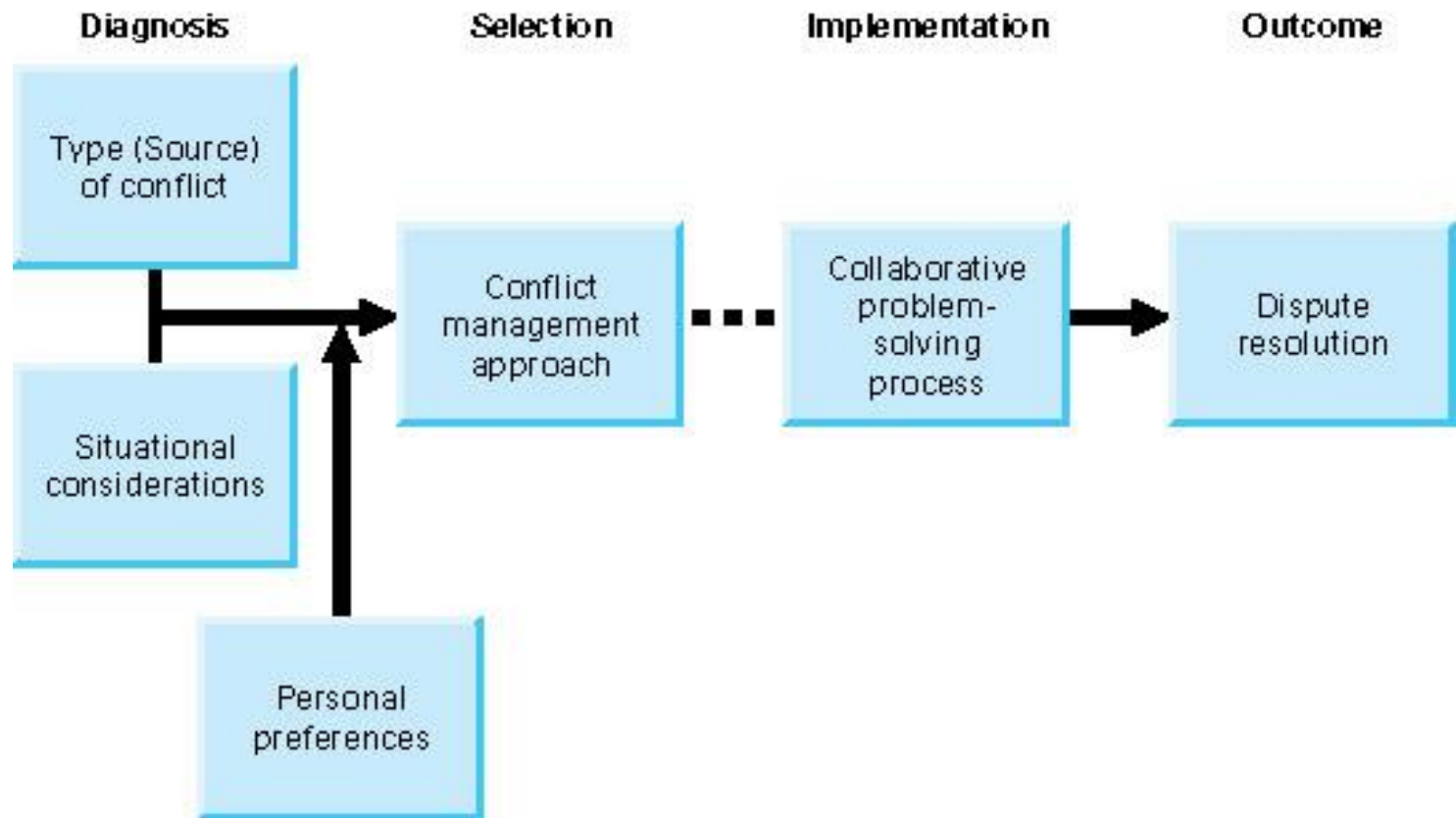
Phase 2: Solution Generation

Mediator

Explore options by focusing on interests; create agreement on action plan and follow-up



Summary Model of Conflict Management

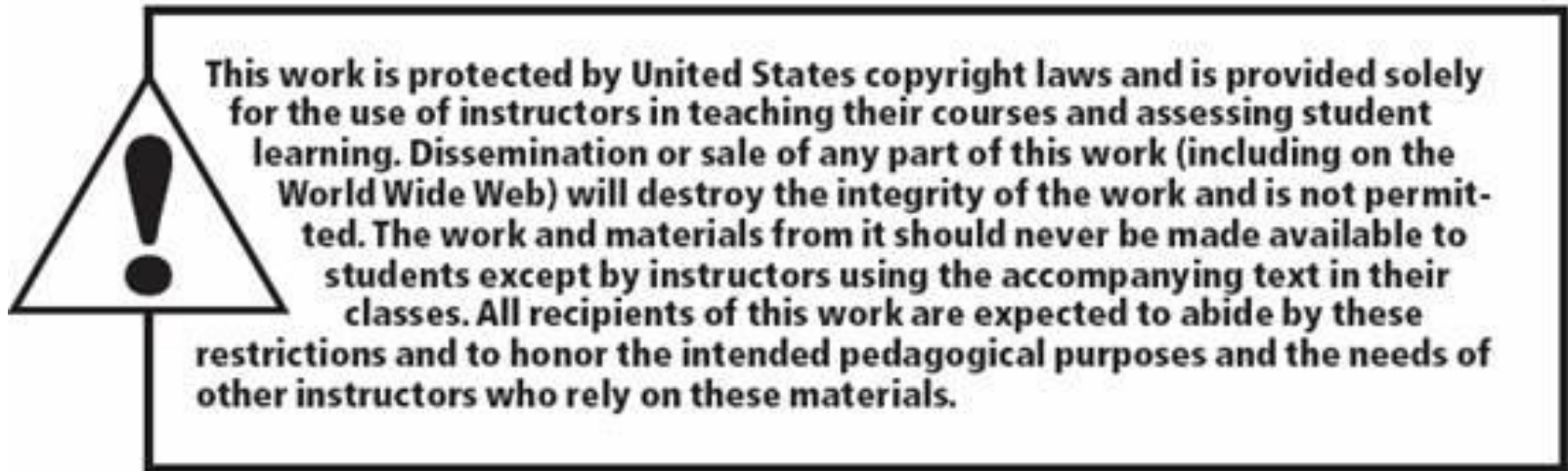


Behavioral Guidelines

- Collect information on the sources of conflict
- Examine relevant situational considerations

Behavioral Guidelines

- Take into consideration your personal preferences for using the conflict management approaches
- Utilize the collaborative approach unless conditions dictate the use of an alternative approach



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