

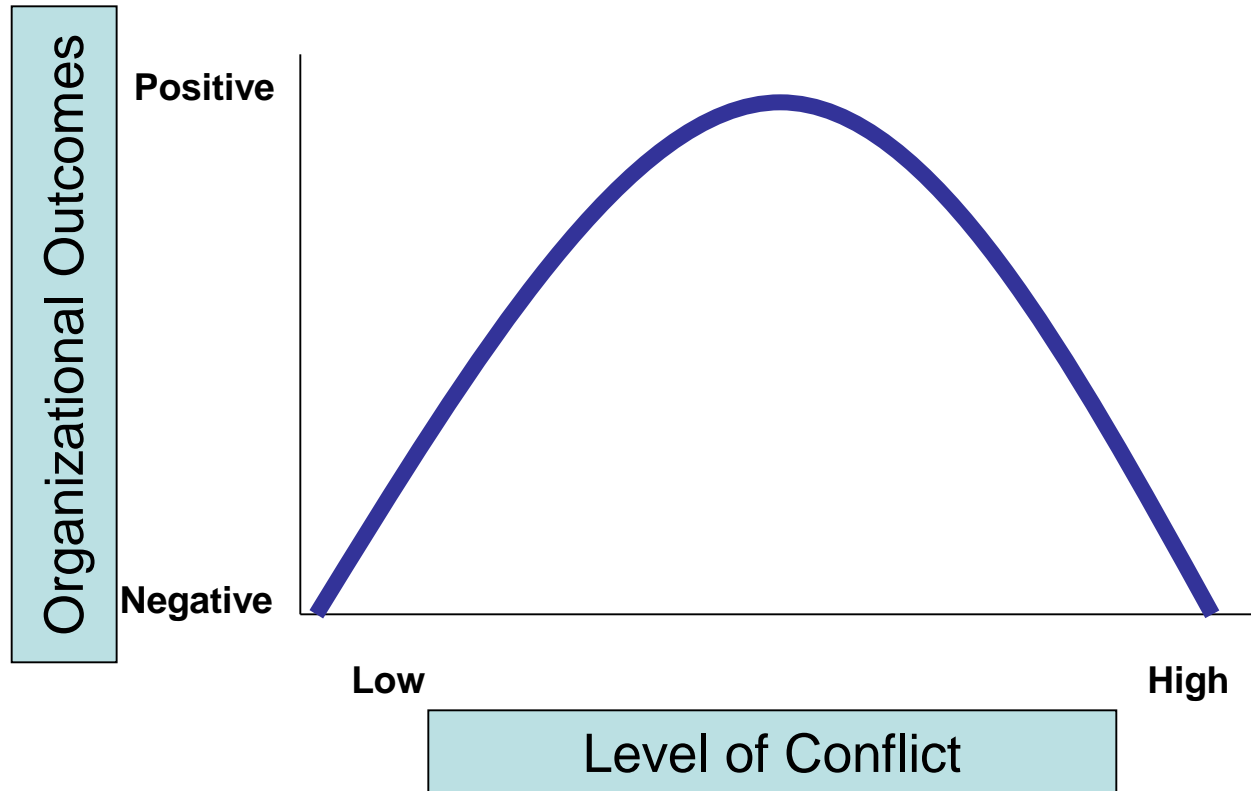
# Developing Management Skills

## **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





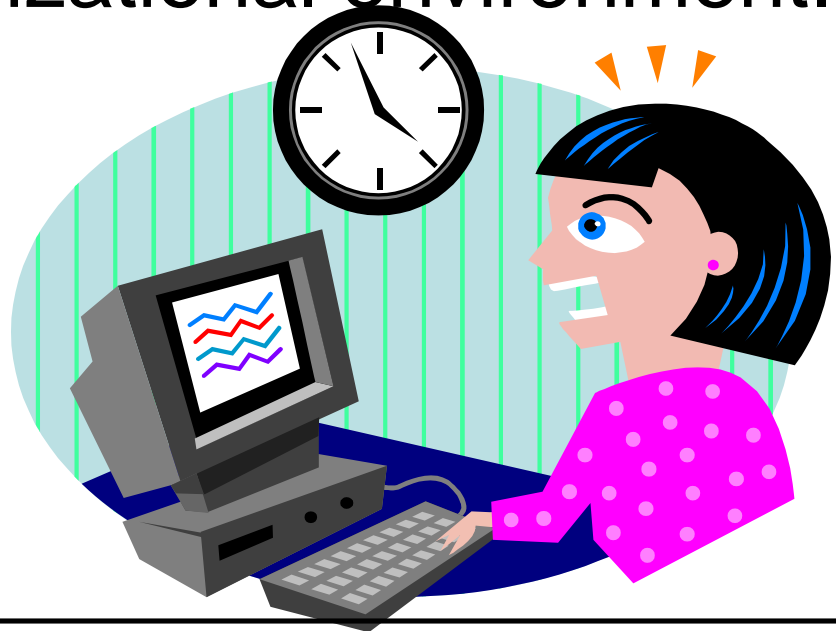
# Four Sources of Interpersonal Conflict

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

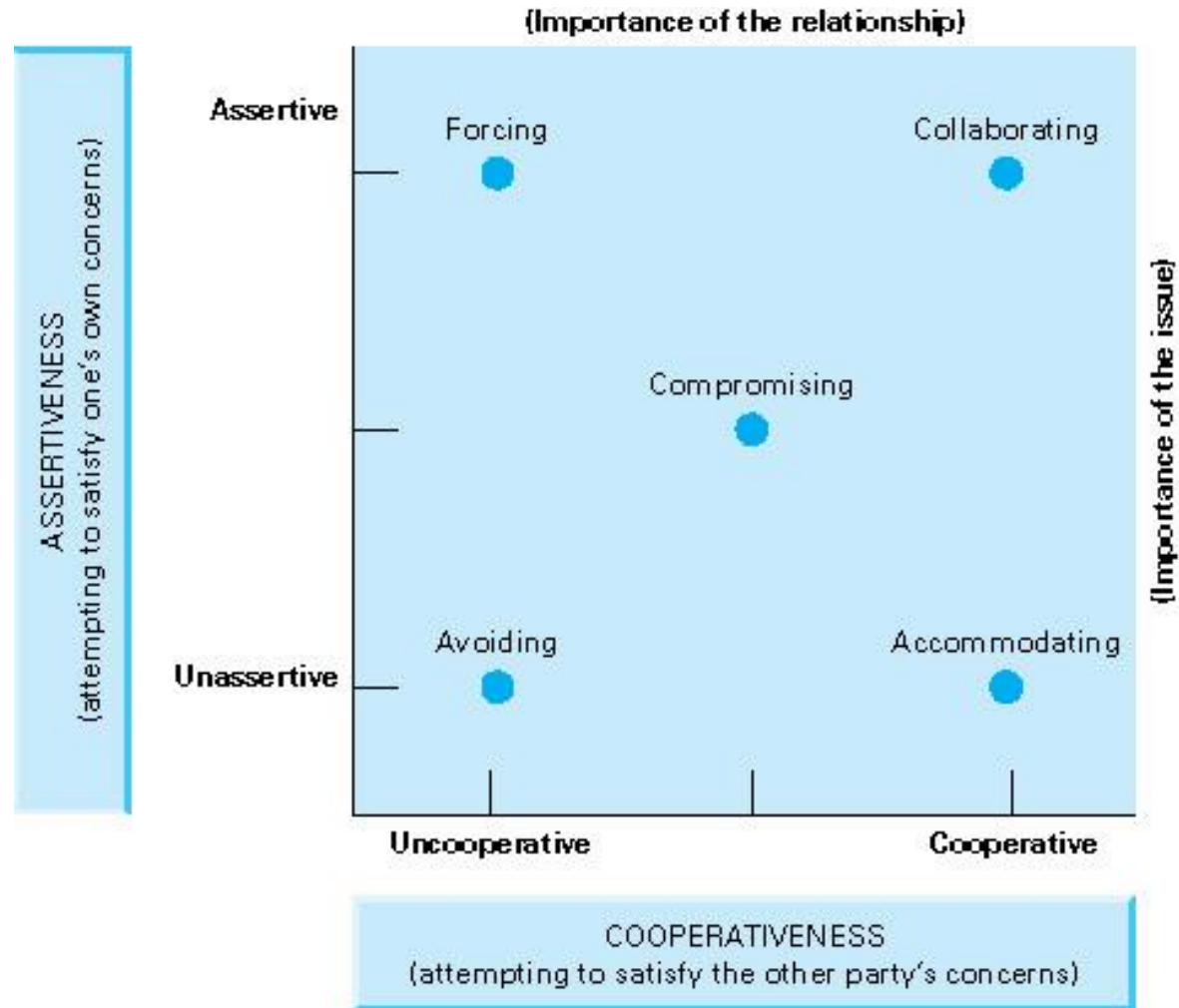


# Four Sources of Interpersonal Conflict

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



# Conflict Resolution



# Approaches and Objectives

Forcing: To get your way

Avoiding: Avoid having to deal with conflict

Compromise: Reach an agreement quickly

# Approaches and Objectives

Accommodating: Don't upset the other person

Collaborating: Solving the problem together

# Selecting the Right Strategy

Two Perspectives on Negotiation:

Distributive: “Dividing up a fixed pie”

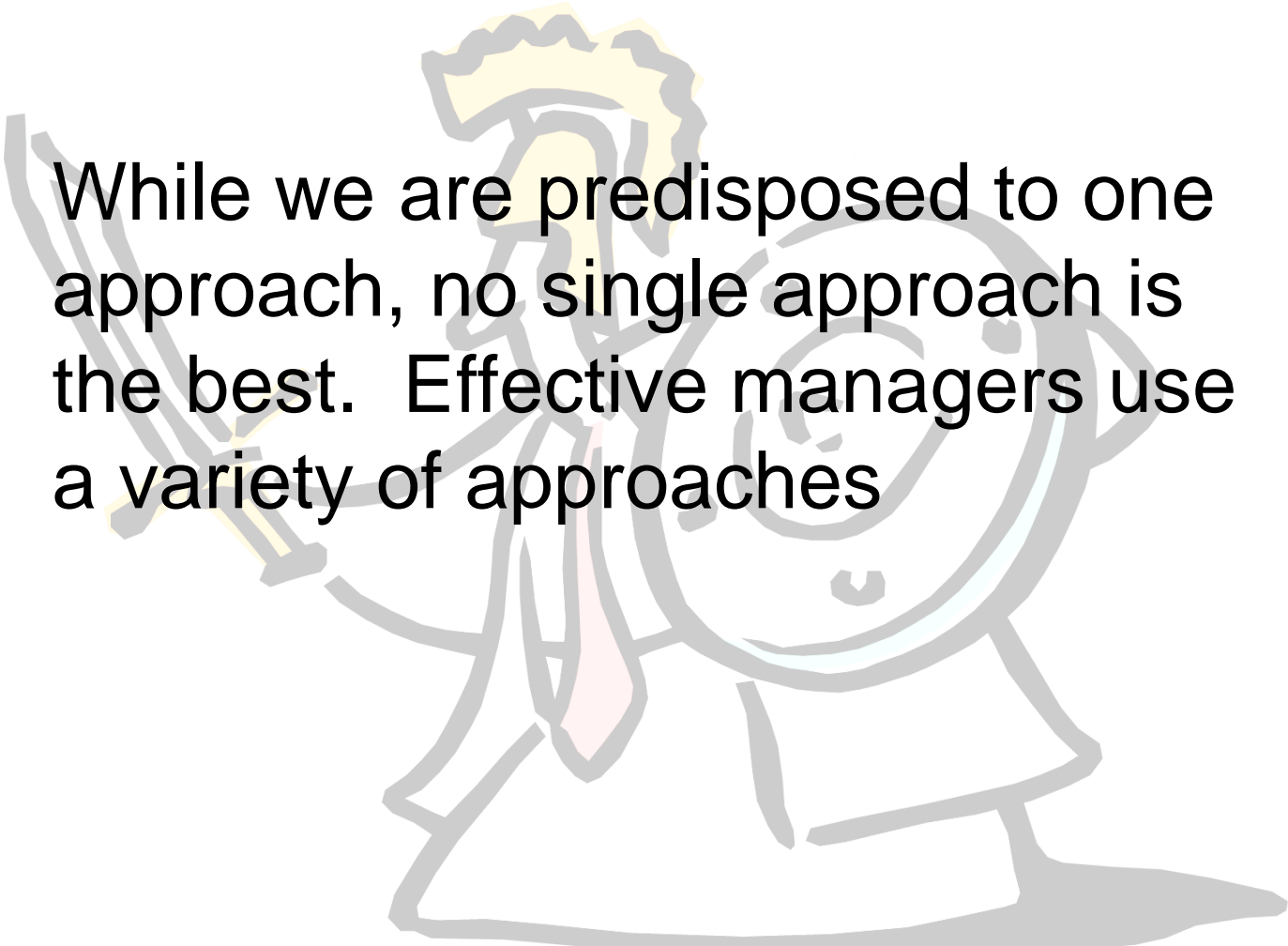
Integrative: “Expanding the pie”

# Selection Factors

- Personal Preference

- Ethnicity
- Gender
- Personality





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



# Situational Considerations

The approach that is used may depend upon,

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

# A 'Default Strategy'

Of all the approaches, collaboration is the best. However, it is the 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 2: Solution Generation

## Initiator

Focus on commonalities as the basis for requesting a change



# 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 2: Solution Generation

## Responder

Ask for suggestions of acceptable alternatives



# 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

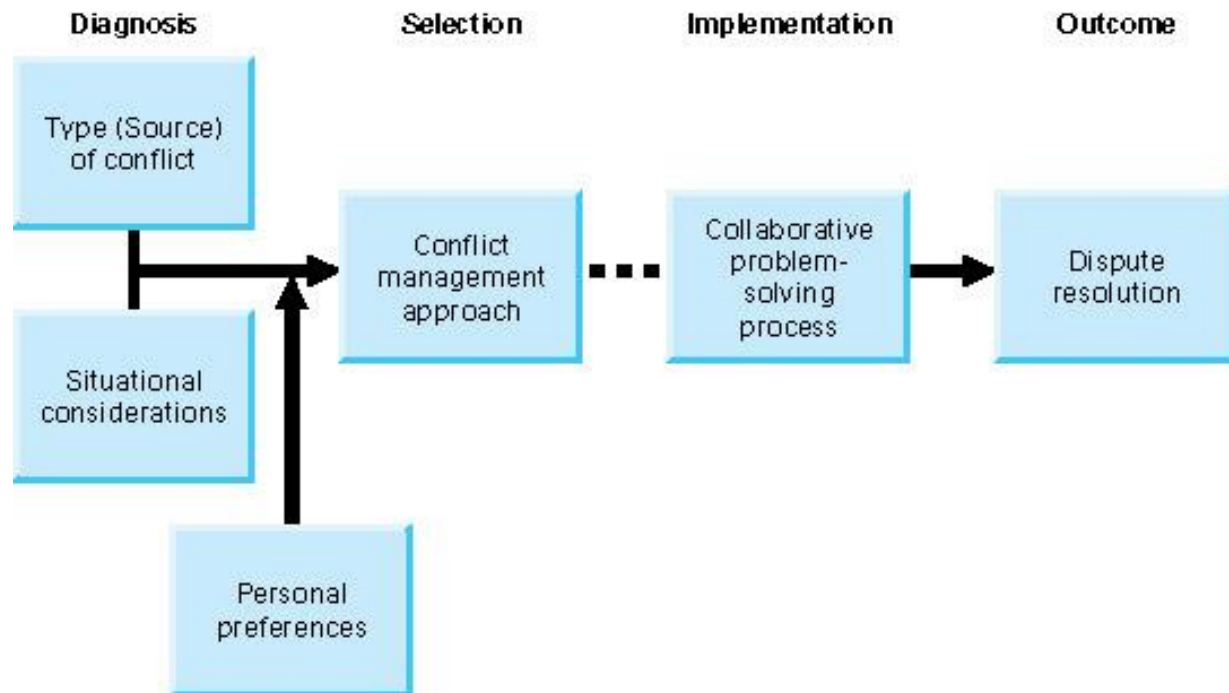
# Phase 2: Solution Generation

## Mediator

Explore options by focusing on interests; creates 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