

Module 7

Conflict Management

Upon completion of this module, you will be able to:

- Define and diagnose team conflict
- Identify the outcomes of team conflict
- Describe productive uses of conflict behavior
- Explain constructive conflict resolution
- Apply principled negotiation techniques
- Describe the role of managed conflict



"It's easy to get
the players.

Getting 'em to
play together—
that's the hard part."

Casey Stengel

Conflict



- A fight or battle
- A controversy or quarrel
- Opposition between interests or principles (a conflict of interest; conflicting opinions)
- Discord of action, feeling, or effect (conflicting emotions)
- Interference of one event or activity with another (a conflict in schedule)
- A mental struggle arising from opposing demands or impulses
- A collision

Causes of Conflict

- Different values, goals, and methods
- The tasking seems impossible
- Issues of group control
- Communication problems
- Functional loyalties
- Personality characteristics
- Status-seeking rather than team focus
- Frustration caused by lack of resolution

Symptoms of Conflict

- Members are impatient.
- Ideas are attacked before they are completely expressed.
- Members take sides.
- Comments are made with emotion.
- Anger and dislike are expressed.



Positive Outcomes of Conflict

- Increases energy and creativity
- Clarifies ideas
- Increases understanding
- Improves ground rules



Negative Outcomes of Conflict

- Decreased productivity
- Lack of communication
- Negative emotions about teamwork
- Poor decision making
- Dysfunctional working relationships
- Impaired process improvement



Conflict Identification

Productive	Unproductive
Team reaches decisions	Team is deadlocked
Cooperative climate	Competitive climate
Disagreement is a common problem	Disagreement is win-lose
Commitment to team goals	Commitment to individual goals
High esprit de corps	No esprit de corps
Members listen.	Members see own views
Disagreement on issues only	Personal attacks

Basic Types of Conflict

- Within the individual
- Between individuals
- Between an individual and the team
- Between factions

Conflict Behavior "Competing"

- Assertive and uncooperative
- Pursue own concerns at others' expense
- Power oriented; trying to win



Conflict Behavior "Avoiding"

- Unassertive and uncooperative
- Will not address the conflict
- Withdrawal



Conflict Behavior "Accommodating"

- Unassertive and cooperative
- Opposite of competing
- Sacrifice own viewpoint in order to satisfy that of another



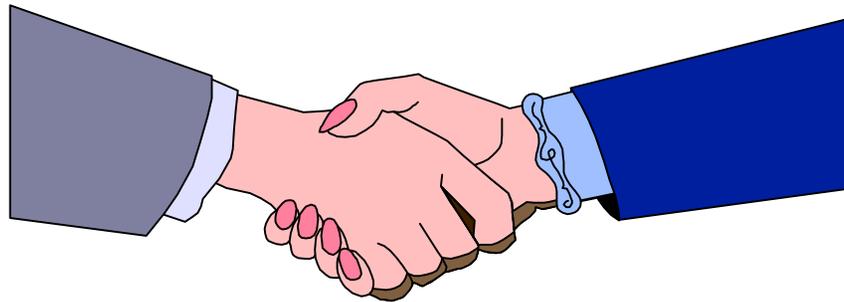
Conflict Behavior "Collaborating"

- Assertive and cooperative
- Opposite of avoiding
- An attempt to find a solution by consensus



Conflict Behavior "Compromising"

- The median between assertiveness and cooperativeness



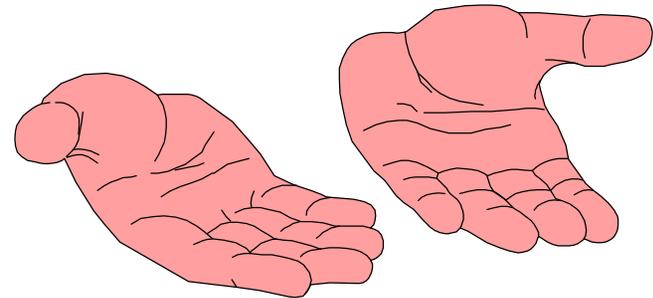
- Finds a mutually acceptable solution that will partially satisfy all parties

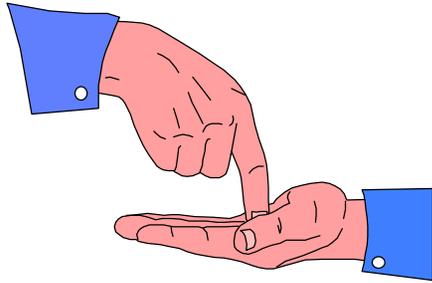
Conflict Assessment

- How does each team member define the issue?
- How do the parties pursue their objectives?
- Is each individual aware of the effect of his or her behavior on the other?
- Without intervention, what will happen to the team's performance?
- What is the win-win outcome?

Constructive Conflict Resolution Principles

- Rationality
- Understanding
- Communication
- Reliability
- Noncoercive influence
- Acceptance
- Goodwill





Final Pointers

- Maintain an open atmosphere
- Keep conflict resolution inside the team
- Examine past conflict behaviors
- Consider the consequences

Summary

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