

A background image showing a group of people in a meeting. One person is pointing at a document on a table, while others are looking on. The scene is dimly lit, with warm light coming from the side.

# How to solve a conflict during a decision-making ?



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Social psychology



## *Cuba Missiles Crisis - 1962*

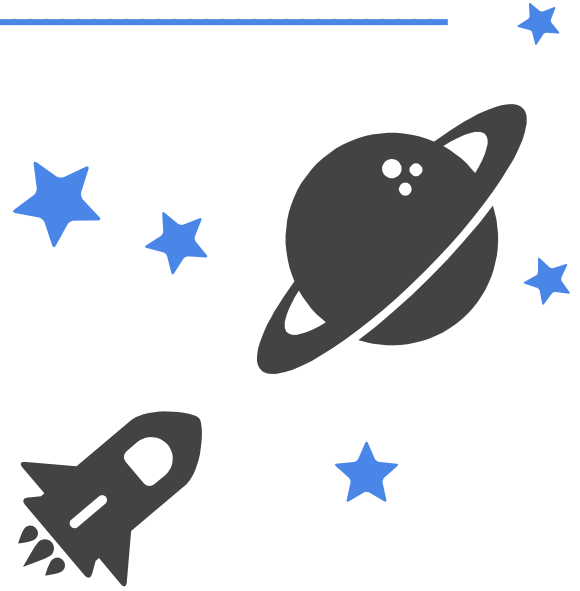


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# Decision-Making

What is it?





# **Decision Making**



- An act of making a choice among available alternatives.
- An integral part of modern management.
- Requires solid scientific knowledge coupled with skills and experience in addition to mental maturity.



# Steps



1

Identify the decision

2

Gather information

3

Identify alternatives

4

Weigh the evidence

5

Choose among alternatives

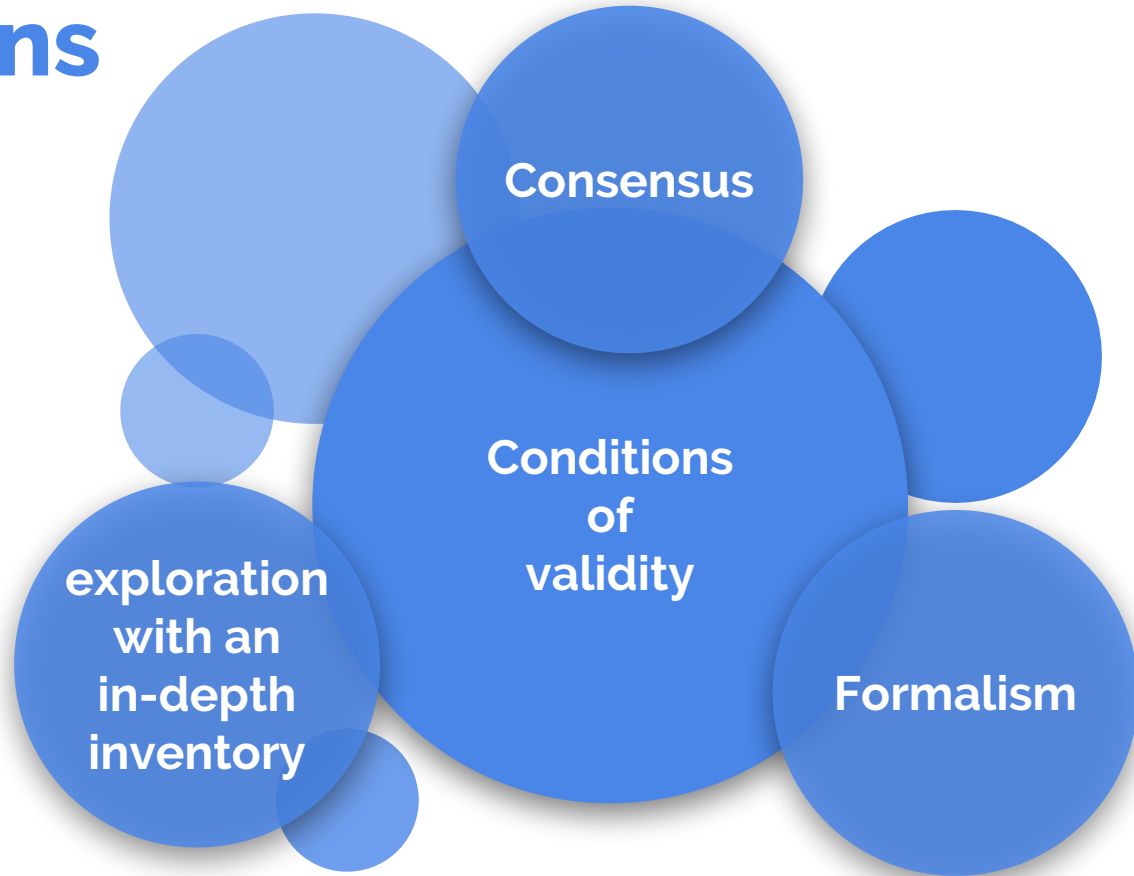
6

Take action

7

Review the decision

# Conditions





# Conflict

What is it?



# Cause of Conflict



Lack of  
Information



Lack of  
resources



**Conflict**

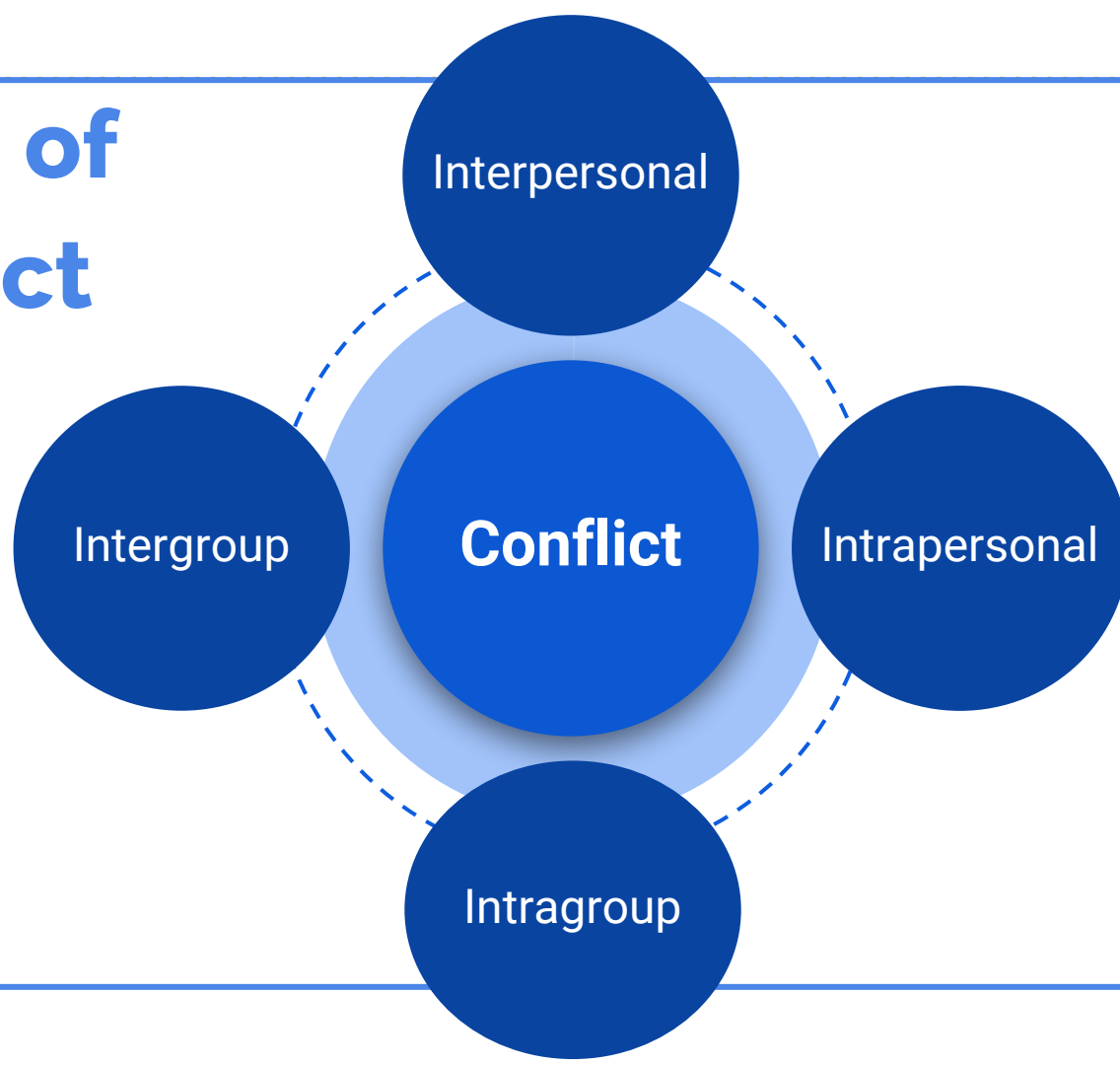
Personal  
Relationships



Issues with  
Management



# Types of Conflict



# Types of Conflict: Interpersonal



- Refers to a conflict between two individuals.
- Due generally to the varied or opposed personalities.
- Resolved with the interference of a mediator.

# Types of Conflict: Intrapersonal



- Occurs within an individual.
- A psychological conflict involving the individual's thoughts, values, principles and emotions.
- Resolved through communicating with other people.

# Types of Conflict: Intragroup



- Happens among individuals within a team.
- Arises from interpersonal disagreements or differences in views and ideas.
- Can be helpful in coming up with decisions which will eventually allow to reach objectives as a team.

# Types of Conflict: Intergroup



- Takes place when a misunderstanding arises among different teams within an organization.
- Due generally to the varied sets of goals and interests of different groups.

# Steps to resolve a conflict:



5. Develop an agreement that works for all

4. Generate options with the vision of a win-win outcome

3. Practice taking an active and empathetic listening position.

2. Clarify individual perceptions involved in the conflict

1. Identify a safe place and time to talk





# Case Study

Challenger disaster:  
what happened ?

# Challenger



- January 28, 1986
- Florida
- 7 crew members



# Challenger



- O-ring joint
- Tank explosion
- Not only this ...



# Challenger

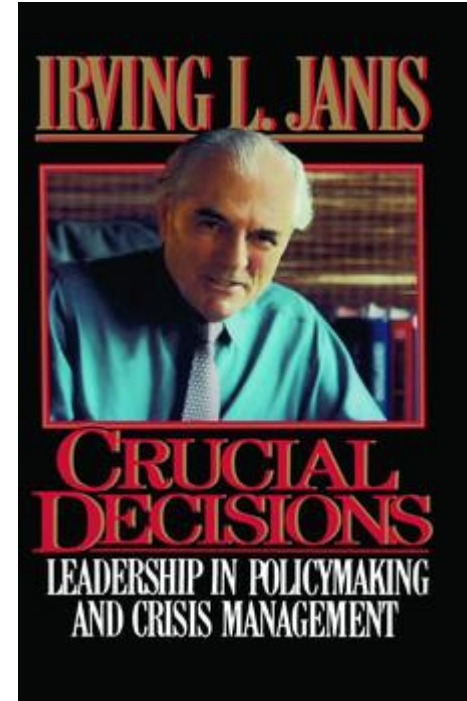


- Problem knowwed
- Conflict appeared
- Groupthink...



# Challenger

**Groupthink:** “a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members’ strivings for unanimity override their motivation to realistically appraise alternative courses of action”

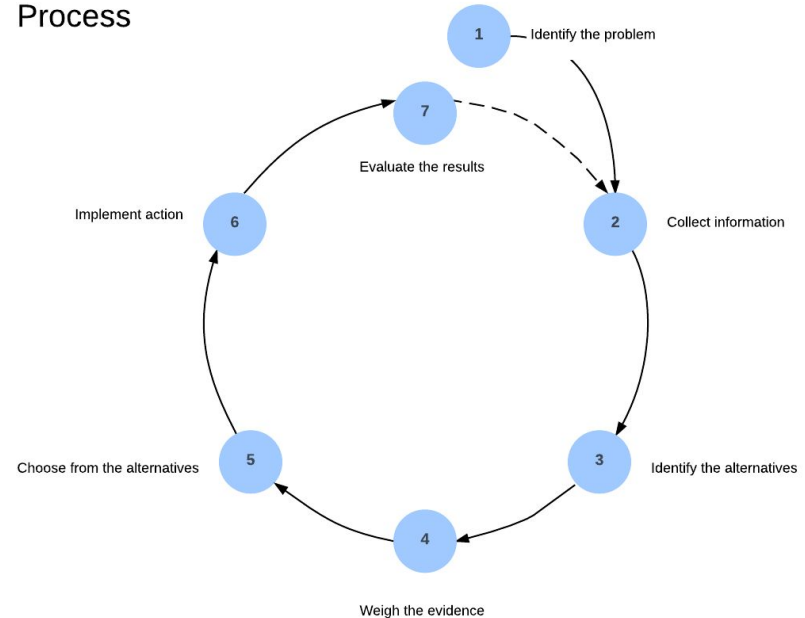


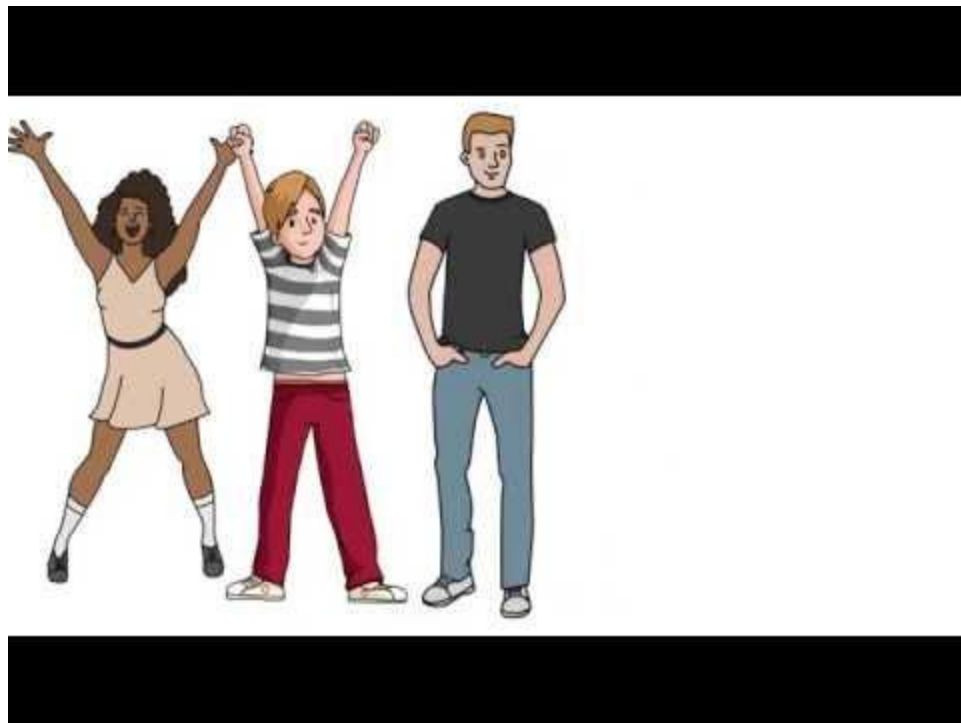
# Challenger



- Focus on the **GOAL** of the decision
- Emphasise **face-to-face meeting** rather than the use of ICT

## Decision Making Process





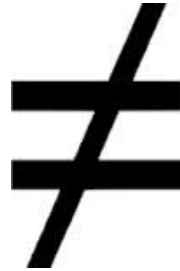
# Challenger



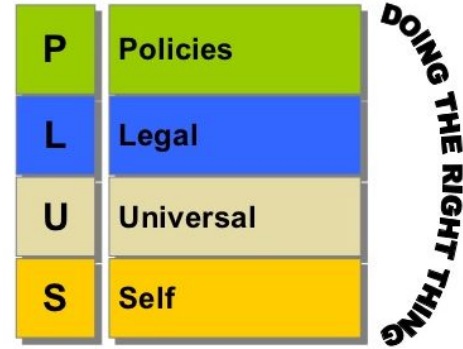
How can we ensure that the decision-making process is fair to everyone ?

Not easy ;

- Peer pressure
- Dominant minority
- Time



PLUS—A Process for Ethical Decision Making





# Conclusion





# Thanks!

Any questions?



# Sources



# 7 steps to effective decision making

[https://www.umassd.edu/media/umassdartmouth/fycm/decision\\_making\\_process.pdf](https://www.umassd.edu/media/umassdartmouth/fycm/decision_making_process.pdf)

## Types of conflict-four classifications

<http://www.typesofconflict.org/types-of-conflict/>



# Five steps to manage & resolve conflict in the workplace

<https://experiential.sg/five-steps-to-manage-resolve-conflict-in-the-workplace/>

## Challenger disaster:

## Remember the shuttle disaster

<https://storiesbywilliams.com/2014/01/28/a-tribute-to-the-shuttle-challenger-and-its-crew/>



# Challenger disaster: Groupthink by Irving Janis

<http://williamwolff.org/wp-content/uploads/2016/01/griffin-groupthink-challenger.pdf>

Youtube video:

## Groupthink: how it leads to disaster

[https://www.youtube.com/watch?v=oNs\\_dMPKLW4](https://www.youtube.com/watch?v=oNs_dMPKLW4)