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HRM 302

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## **Introduction:-**

Conflict Management is the process by which disputes are resolved, where negative results are minimized and positive results are prioritized. In other words, Conflict management involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues.

The aim for professionals in the workplace should not be to avoid conflict, but to resolve it in an effective manner. Employees with strong conflict resolution skills are able to effectively handle workplace issues. Individuals who handle conflict in a respectful, optimistic way create the chance for growth and learning within an organization. Communicating clearly, empathetically, and patiently leads to favourable outcomes and keeps professional relationships strong.

## **Conflict Management Styles:-**

Conflicts happen. How an employee responds and resolves conflict will limit or enable that employee's success. Here are five conflict styles that a manager will follow :-

**Accommodating:-** An accommodating manager is one who cooperates to a high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desired outcomes. This approach is effective when the other person is the expert or has a better solution.

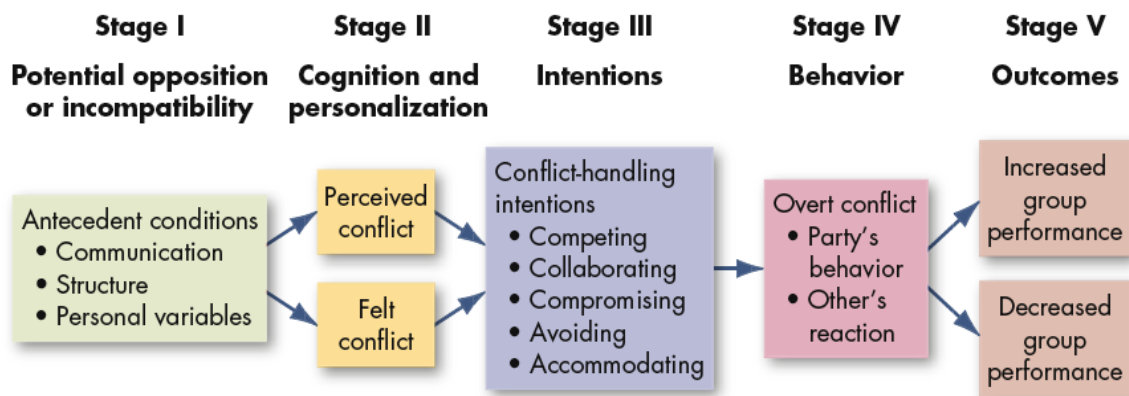
**Avoiding:-** It is an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning.

**Collaborating Style:-** A combination of being assertive and cooperative, those who collaborate attempt to work with others to identify a solution that fully satisfies everyone's concerns. In this style, which is the opposite of avoiding, both sides can get what they want and negative feelings are minimized.

**Competing Style:-** Those who compete are assertive and uncooperative and willing to pursue one's own concerns at another person's expense.

**Compromise:-** A person who typically uses a compromising conflict style attempts to balance the needs of both or all sides in a conflict by encouraging everyone to give in on at least some points. This style of conflict can be more time-consuming and require more "people skills" than other conflict resolution techniques.

## The Conflict Process:-



### Stage I:- Potential Opposition And Incompatibility:-

The first stage of the conflict process is called potential opposition or incompatibility. In this stage, there are potential areas of conflict that could develop, and they consist of communication, structure and personal variables:-

- **Communications:-** Different words connotations, jargon insufficient exchange of information and noise in communication channel are all antecedent conditions to conflict.
- **Structure:-** The term structure is used, in this context to include variables such as size, degree of specialization in the tasks assigned to group members, jurisdictional clarity, members/ goal compatibility, leadership styles, reward systems and the degree of dependence between groups.
- **Personal Variables:-** Certain personality types- for example individuals who are highly authoritarian and dogmatic- lead to potential conflict. Another reason for conflict is difference in value systems. Value differences are the best explanations of diverse issues such as prejudice disagreements over one's contribution to the group and rewards one deserves.

As shown in the video clip the Emily and her two teammates Sakon and Anna are indulging in a project. Earlier they used to had a morning conversation along while having coffee but as the deadline is coming closer, the level of stress is high and due to that they started having conflict. The main reason for their conflict is due to lack of communication among them and in addition to that they both are not aware of the duties and responsibilities they are responsible off. Due to lack of communication Sakon felt that he is the one who is doing all the stuff and he also don't told Anna what he wants from her to complete his work. So, due lack of communication their conflict started.

## **Stage II:- Cognition and Personalisation :-**

Conflict must be perceived by the parties to it whether or not the conflict exists is a perception issue, the second step of the Conflict Process.

If no one is aware of a conflict, then it is generally agreed that no conflict exists. Because conflict is perceived does not mean that is personalized.

As shown in the video Sakon send a disrespectful email to Anna and she send the same to Emily to talk about it. Emily then send an encouragement email to both believing that both are felling pressure of work. Emily is aware of the conflict that is existing among the both because the atmosphere of the office has been worse after the encouragement email sent by her to both the parties. She notices that the performance of both them is also getting effected and that is not good for the project.

## **Stage III :- Intentions**

Intentions are decisions to act in a given way, intentions intervene between people's perception and emotions and their overt behaviour.

Using two dimensions cooperativeness (the degree to which one party attempts to satisfy the other party's concerns) and assertiveness (the degree to which one party attempts to satisfy his or her concerns) five conflict-handling intentions can be identified.

There are 5 conflict-handling intentions:-

- Competing (I Win, You Lose)
- Collaborating (I Win, You Win)
- Avoiding (No Winners, No Losers)
- Accommodating (I lose, You win)
- Compromising (You Bend, I Bend)

As shown in the video when the deadline of the project comes closer both Sakon and Anna felt pressure. After few days Sakon felt angered that he keeps doing the work even after office hours because Anna is showing a careless behaviour and she is not taking the project seriously and he is the one who is doing the work alone. In anger, he even send a disrespectful email to Anna.

## **Stage IV :- Behaviour**

Behaviour is the stage where conflict becomes evident, as it includes the statements, actions and reactions of the parties involved in the conflict. These behaviours might be overt attempts to get the other party to reveal intentions, but they have a stimulus quality that separates them from the actual intention stage.

As shown in the video it becomes evident from the behaviour of Sakon that the conflict exist when he send and disrespectful email to Anna and When Anna leave the office after completing her work Sakon commented her of leaving early before completing her work. Emily also notices that both Sakon and Anna has stopped attending their morning coffee meetings and all these actions has made the office atmosphere so worse that this started impacting their performance as well.

### **Stage V:- Outcomes**

The action-reaction interplay between the conflicting parties results in consequences. These outcomes may be functional in that the conflict results in an improvement in the group's performance, or dysfunctional in that it hinders group performance. Conflict is constructive when it improves the quality of decisions that stimulates creativity and innovations encourage interest and curiosity among group members to provide the medium through which problems can be aired and tensions released and foster an environment of self-evaluation and change.

As shown in the video when the actions of Anna and Sakon becomes evident Emily Decided to resolve the issue among the both by clarifying the misunderstandings that has spread its roots deeply. She called another chief of mission and took help from him to resolve the conflict. The another chief of mission advise him to take the conflict seriously and first contact each person separately. She decides to do the same as urgently as possible so the the conflict does not escalate. She firstly ask the open ended questions to both of them and listens them actively. She then asks for a meet-up or we can say discussion, after the discussion Emily realised the lack of communication among both of them is the main reason for their conflict. Both Sakon and Anna also realised each other problems and mistakes. After the meeting the both agreed that they will communicate with each other and tell each other what they want from one other. After some days the office environment was back good and their performance was also good. Emily decides that after 3 weeks she will have a follow up meeting with both of them, both Sakon and Anna says it would not be required but Emily insists for the same.

### **Conclusion:-**

Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues. By doing this assignment I was able to relate myself more closely to What are conflict management skills, and how can they help you at work? Strong conflict management skills are an advantage in most positions, as conflict is virtually impossible to avoid. It is human nature to disagree, and disagreements are healthy when approached correctly.

Eliminating conflict entirely would cause its own problems: there would be no diversity of opinion, and no way for us to catch and correct flawed plans and policies.

**Video Link:-**

<https://youtu.be/iRg-HbqqBxI>