

# CONFLICT MANAGEMENT

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## Chapter 16 Lecture 2

# 5 ways to manage conflict

- Avoidance
- Competition (A)
- Accommodation (B)
- Compromise (C)
- Collaboration (D)

# Conflict Continuum

I win, you lose (competition—A)

I lose or give in (accommodate—B)

We both get something  
(compromise—C)

We both “win”(collaborate—D)

A

B

C

D



# Competition

- Plus
  - ◆ The winner is clear
  - ◆ Winners usually experience gains
- Minus
  - ◆ Establishes the battleground for the next conflict
  - ◆ May cause worthy competitors to withdraw or leave the organization

# Accommodation

- Plus
  - ◆ Curtails conflict situation
  - ◆ Enhances ego of the other
- Minus
  - ◆ Sometimes establishes a precedence
  - ◆ Does not fully engage participants

# Compromise

- Plus
  - ◆ Shows good will
  - ◆ Establishes friendship
- Minus
  - ◆ No one gets what they want
  - ◆ May feel like a dead end

# Collaboration

- Plus
  - ◆ Everyone “wins”
  - ◆ Creates good feelings
- Minus
  - ◆ Hard to achieve since no one knows how
  - ◆ Often confusing since players can “win” something they didn’t know they wanted

# What This Means

- Managing conflict means you need to develop several styles and decide which is valuable at any given point of conflict



# Tips for Managing Workplace Conflict

- Build good relationships before conflict occurs
- Do not let small problems escalate; deal with them as they arise
- Respect differences
- Listen to others' perspectives on the conflict situation
- Acknowledge feelings before focussing on facts
- Focus on solving problems, not changing people
- If you can't resolve the problem, turn to someone who can help
- Remember to adapt your style to the situation and persons involved