

GITAM University

**Directorate of Learning and Development
Department**

EMOTIONAL INTELLIGENCE AND REASONING SKILLS

CLAD 1001

SELF LEARNING MATERIAL

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Unit VI: Conflict Management

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1.0. Objectives

After reading this unit, you should be able to:

- Understand what is conflict management
- Interpret the stages of a conflict
- Analyse the strategies for conflict management
- Determine how to manage conflict

1.1 INTRODUCTION

How do YOU handle conflict ?

		
Mouse	Monster	Me
Ignore Hide feelings Whine Fake Cry Give in Tattle Roll Eyes Gossip/Tell Secrets Avoid	Yell Hit Threaten Fight Deny Loudly Stomp Around Slam Doors Loud Put Downs Break Things	Apologize Report Compromise Talk it Out Find a WinWin Listen Use Manners I Message Be Assertive

Do you handle conflict like a mouse or a monster or like me?

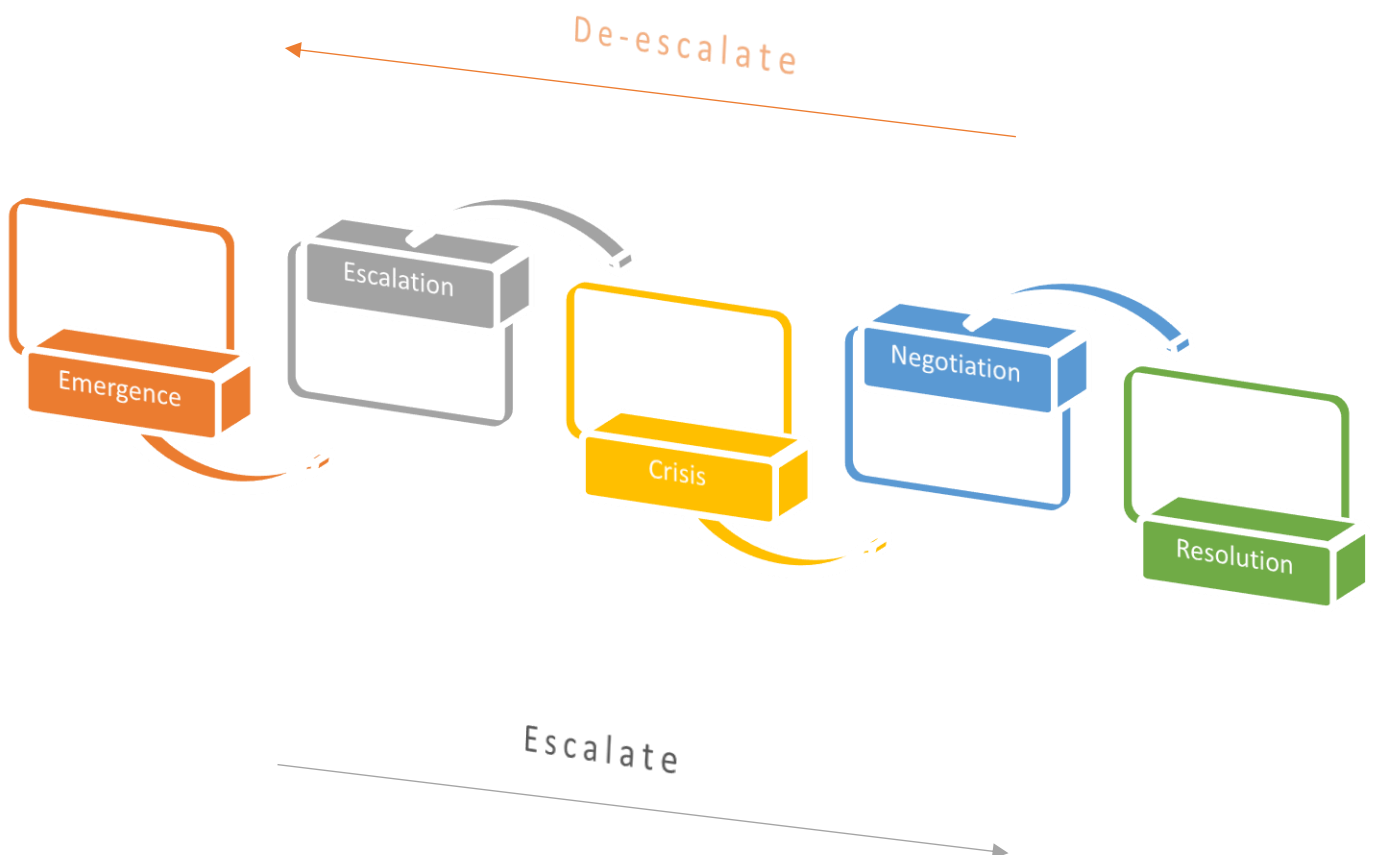
1.1.1 What is Conflict Management?

Conflict management is the process by which disputes are resolved, where negative results are minimised, and positive results are prioritised.

*“If you avoid the conflict to keep the peace,
you start a war inside yourself.”*

So, before we learn how to resolve a conflict, let us understand how does a conflict happen?

1.1.2 5 STAGES OF CONFLICT



1.1.2.1 *Emergence*

- This is the first stage of a conflict.
- Emergence is when *a situation for a conflict arises*, and a potential conflict occurs.
- When the situation for conflict is ripe due to communication, action or personal issues and if anyone party is negatively affected by these conditions, a conflict arises.

1.1.2.2 *Escalation*

- This is where the conflict gets a *proper escalation*.
- In this stage, the conflict escalates as people involved perceive the other's intentions, either correctly or erroneously.
- And people start exhibiting behaviours in direct opposition to the opponent's intentions, such as competitive statements and avoidance tactics.

1.1.2.3 *Crisis*

- This is the stage where *the conflict becomes so extreme* that nobody wants to give up, although neither is poised to win the conflict.
- Often this is when *a stalemate* occurs.

1.1.2.4 *Negotiation*

- Once everyone realises that they have reached a stalemate, their determination or emotional intensity lessens, and they become interested in hearing the other party.
- This is where *the de-escalation stage begins*, and some sort of settlement emerges.
- *Compromise and bargaining* take place in this stage.

1.1.2.5 *Resolution*

- In the "outcomes" stage, "Settlement/Resolution" and "Post-Conflict Peacebuilding and Reconciliation" happens.
- This fifth and final stage is when the conflict is in some way resolved, peaceably if possible.

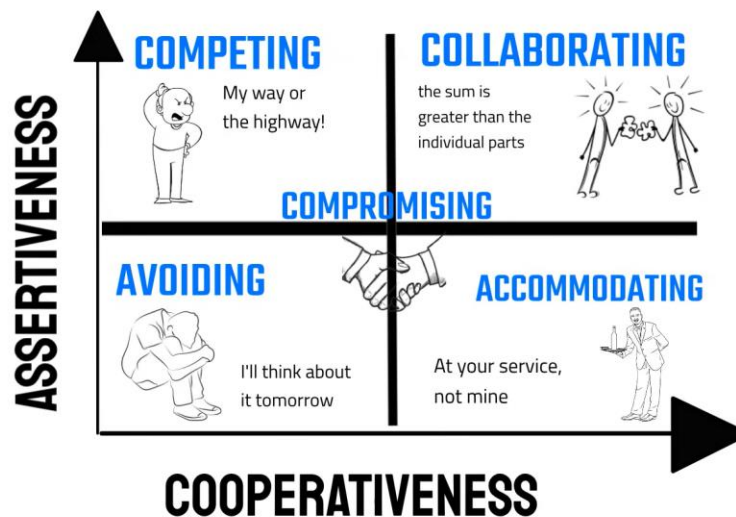
Now you know how a conflict happens, let us learn how to manage the conflict.

1.1.3 Conflict Management Strategies:

Do you like watching YouTube videos? Let us watch one:

Tap on the image to view the video.

THE THOMAS-KILMANN MODEL OF CONFLICT MANAGEMENT



If it doesn't work, use the link to watch the video.

[Thomas-Kilmann Conflict Model Explained - YouTube](#)

Now that you have watched the video, I would like to brief the most important points.

Building on the idea of everyone thinking differently, everyone has different modes of handling conflict. According to the Thomas-Kilmann model, there are five conflict-handling modes:

- Competing;
- Accommodating;
- Avoiding;
- Collaborating, and;

- Compromising.

Each of these conflict-handling modes varies in two ways: the level of assertiveness and the level of cooperativeness.

Assertiveness is your concern.

Cooperativeness is the other person's needs.

So, it's your *concerns vs their needs*.

Let me give you a small story to apply this model. Consider the situation where there are 2 chefs and 1 lemon.

Let's apply what we learnt to that scenario.

Click on the image to view the second video.

If it doesn't work, use this link.

[Thomas Kilmann Conflict Handling Modes model explained by Karen Nesbitt, Oakridge Senior Consultant - YouTube.](#)

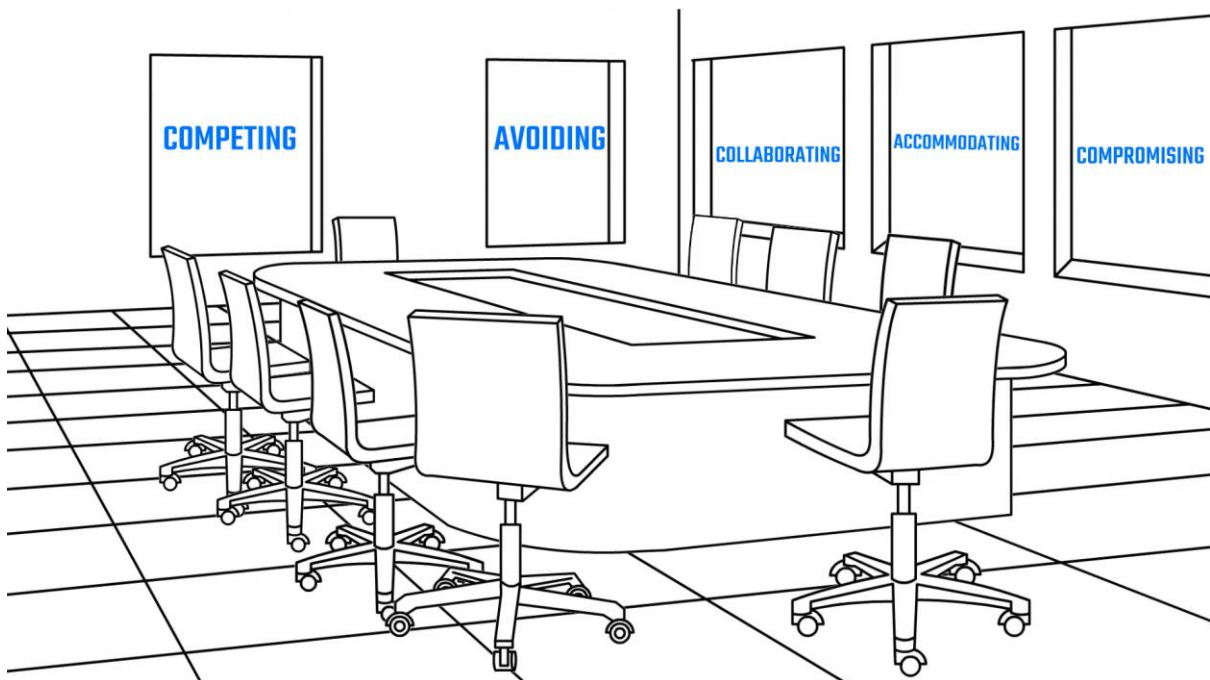


It looks exciting and effective.

Now that we know how a conflict occurs and how to resolve it, here are some interesting statistics on how men and women take on this model.

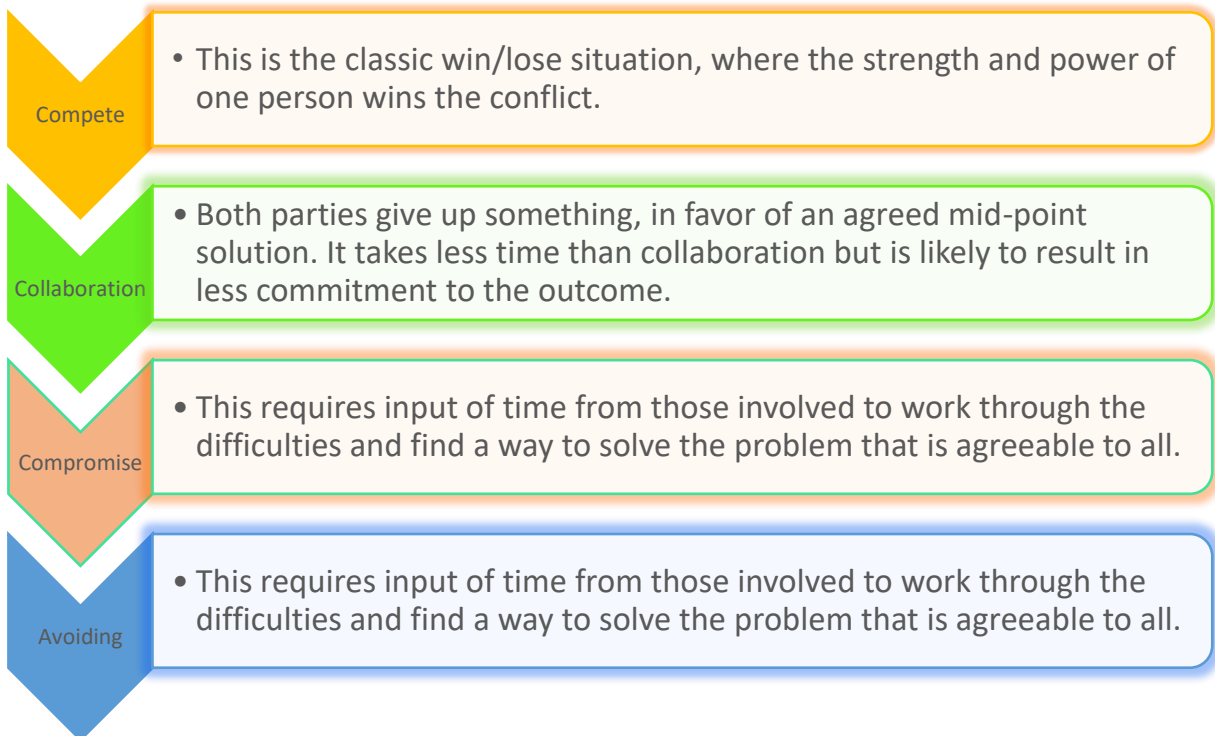
Conflict Resolution Mode	Women	Men
Competing	44%	57%
Avoiding	49%	49%
Accommodating	46%	46%
Collaborating	58%	58%
Compromising	58%	41%

Although every individual uses all these modes according to the conflict, men prefer to compete, and women prefer to compromise as their conflict handling mode.



Each of us is capable of using all five conflict-handling modes. None of us can be characterised as having a single style of dealing with conflict. But certain people use some modes better than others and, therefore, tend to rely on those modes more heavily than others—whether because of temperament or practice.

1.1.4 Match the Following:










TO RESOLVE CONFLICTS, I can...

WHOLEHEARTED
SCHOOL CONFLICT RESOLUTION

So, what do you do to resolve conflicts? Here is a checklist for you.

<input checked="" type="checkbox"/> Get Calm First	<input type="checkbox"/> Do Rock-Paper-Scissors or Flip a Coin
<input type="checkbox"/> Find a Win-Win Solution	<input type="checkbox"/> Ignore What's Annoying Me
<input type="checkbox"/> Talk It Out and Use I-Messages	<input checked="" type="checkbox"/> Do Something Else
<input type="checkbox"/> Listen to the Other Person	<input type="checkbox"/> Share or Take Turns
<input checked="" type="checkbox"/> Put Myself in the Other Person's Shoes	<input type="checkbox"/> Say Words That Mean "NO"
<input type="checkbox"/> Ask for Help	<input type="checkbox"/> Apologize

Here is the way to resolve your conflict.

R	Reach Out	
COME TOGETHER WITH THE PERSON YOU ARE HAVING CONFLICT WITH		
E	Engage in a Conversation	
REMAIN CALM AND MAKE SURE TO TALK ONE AT A TIME.		
S	Seek to Solve the Problem	
AGREE TO COME UP WITH SENSIBLE SOLUTIONS YOU BOTH CAN ACCEPT.		
O	Open Up	
CALMLY COMMUNICATE YOUR SIDE OF THE STORY TO EXPLAIN HOW YOU FEEL.		
L	Listen Intently	
LISTEN TO THE OTHER PERSON SO THAT YOU UNDERSTAND THEIR POINT OF VIEW.		
V	Voice Solutions	
BRAINSTORM SOLUTIONS TO RESOLVE YOUR CONFLICT TOGETHER.		
E	End on a Good Note	
AGREE TO THE SOLUTIONS; GIVE A COMPLIMENT AND SHAKE HANDS.		

1.2 ACTIVITY

1.2.1 SELF ASSESSMENT

Rate how often you use the following types of actions on a scale of 1 to 5:

1. When there is an argument, I will leave the situation as quickly as possible.
2. In conflicts, I discuss the situation with all parties to try and find the best solution.
3. I use negotiation often to try and find a middle ground between the conflicted parties.
4. I know the best path to take and will argue it until others see that I am correct.
5. I prefer to keep the peace rather than argue to get my way.
6. I will keep disagreements to myself rather than bring them up.
7. I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone.
8. I enjoy disagreements and find satisfaction in winning them.
9. Disagreements make me anxious, and I will work to minimise them.
10. I am happy to meet people halfway.
11. It is important to me to recognise and meet the expectations of others.
12. I pride myself on seeing all sides of a conflict and understanding the issues involved.
13. I enjoy arguing my case until the other side concedes that I am correct.
14. Conflict does not engage me; I prefer to fix the problem and move on to other work
15. I don't feel the need to argue my point of view; it is less stressful to agree with others

0-2 is ok

2-4 denotes you need to work on your conflict management

5 means you are dead

1.3 LET US SUM UP:

- Conflict management is the process by which disputes are resolved, where negative results are minimised, and positive results are prioritised.
- The 5 Stages of conflict are emergence, escalation, crisis, negotiation, and resolution.
- Building on the idea of everyone thinking differently, everyone has different modes of handling conflict.
- According to the Thomas-Kilmann model, there are five conflict-handling modes: competing, accommodating, avoiding, collaborating, and compromising.
- Each of these conflict-handling modes varies in two ways: the level of assertiveness and the level of cooperativeness. Assertiveness is your concern. Cooperativeness is the other person's needs.

1.4 GLOSSARY:

- The term *dispute* refers to a disagreement or argument.
- The term *avoidance* refers to the action of keeping away from or not doing something.
- The term *erroneously* refers to wrong or incorrect.
- The term *perceive* refers to realise or understand.
- The term *escalate* refers to making or becoming more intense or serious.
- The term *stalemate* refers to a situation in which further action or progress by opposing or competing parties seems impossible.
- The term *bargaining* refers to negotiating the terms and conditions of a transaction.
- The term *peacebuilding* refers to implementing measures intended to create or sustain peace, especially in an area affected by conflict.
- The term *reconciliation* refers to the restoration of friendly relations.
- The term *peaceably* refers to being inclined to avoid conflict.

1.5 SUGGESTED READINGS:

1.5.1 Courtesy:

- [Understanding Conflict Behavior Strategies: The Thomas-Killmen Model \(6q.io\)](#)
- [Five Strategies for Managing conflict in the Classroom | Walden University](#)
- [Google Images](#)
- [YouTube](#)
- [Download Free Pictures & Images \[HD\] | Unsplash](#)

1.5.2 Reference:

- Emotional Intelligence, Bantam, 1997.
- Social Intelligence: The New Science of Human Relationships, 2007.

1.5.3 Video Links:

- [Conflict Management Funny animated 1 - YouTube](#)