



PERSONAL GROWTH LAB

IIIT, Sri City
Managing Conflict

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Agenda

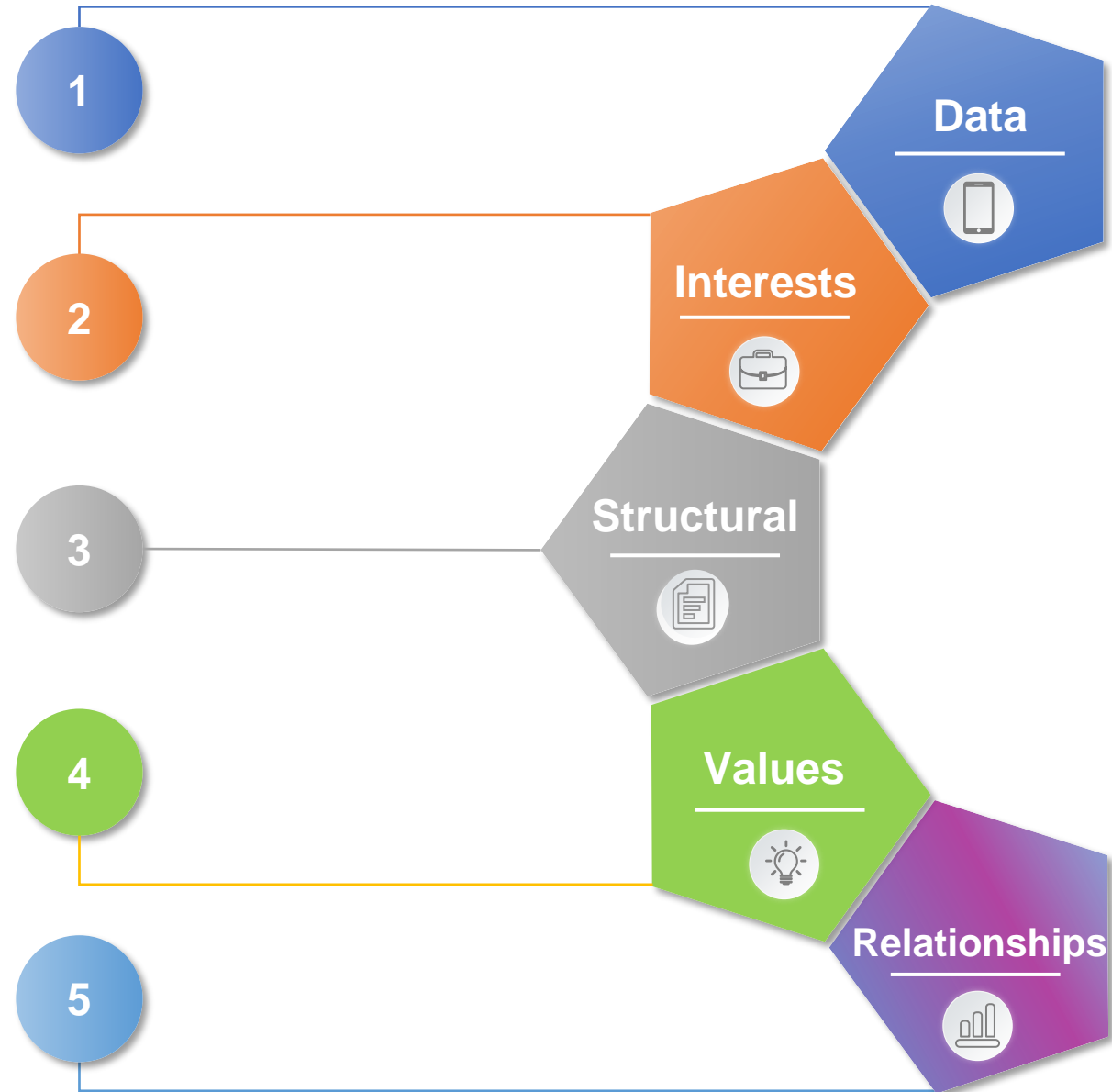
1	Introduction
2	Conflict Styles
3	Conflict Resolution
4	Wrap up

Conflict?

- Is a state of discord caused by actual or perceived opposition of needs, values and interest.
- Can be internal (within oneself) or external (between 2 or more individuals).
- Explains many aspects - social disagreements, conflict of interests, fight between individuals or groups
- Arises when 2 or more parties with perceived incompatible goals seek to undermine each other's goal-seeking capability.

Sources of Conflict

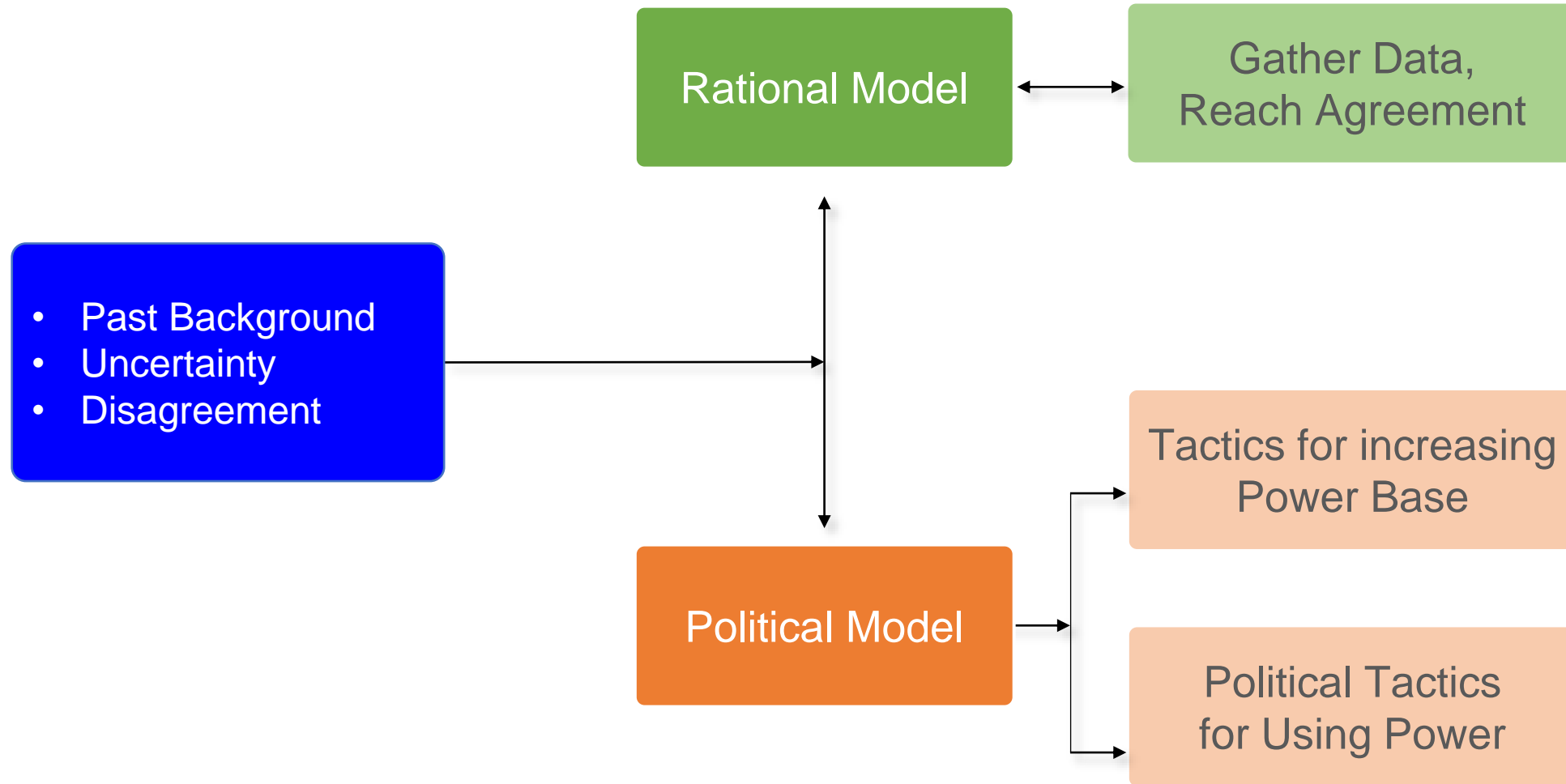
- Lack of Information, Misinformation,
 - Different views on what is relevant,
 - Different assessment and interpretation,
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- Perceived or Actual competition,
 - Procedural Interests, Psychological Interests,
 - Substantive interest
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- Destructive patterns of behaviors,
 - Unequal control, ownership, or distribution of resources, Unequal power and authority
 - Geographic, Physical factors that hinder cooperation.
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- Different criteria for evaluating ideas or behavior, Different life style, Ideology
 - Exclusive Intrinsic goals, religion etc.
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- Strong Emotions, Misperceptions,
 - Stereotypes, Poor Communication,
 - miscommunication, Repetitive negative behavior



Cost of Conflict

- Over 65% of performance problems result from strained relationships rather than skill or motivation problems
- Amount of time wasted during conflict can be very high - defending, avoiding & venting
- Conflict over a period of time leads to poor decisions, low motivation, lost work time, stress, politics, & low initiative.
- Chronic unresolved conflict is a decisive factor in people quitting organizations and institutes
- Time spent in dealing with conflict is vast

Model

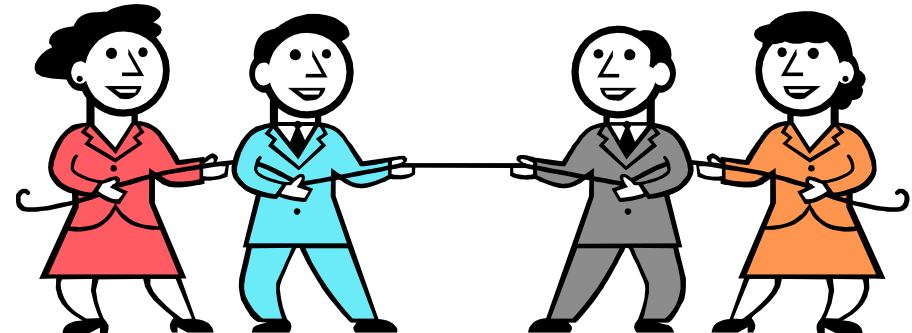


Levels of Conflict

Level	Meaning
Organization	Intra & Inter-Organization Conflict
Group	Intra & Inter Group
Individual	Interpersonal & Intrapersonal Conflict

Beliefs about Conflict

- Conflict is generally negative and destructive
- It is better to ignore small problems
- Recognizing conflict can make it increase
- Problems will work themselves out
- Conflict is the result of bad management
- There are usually single, simple causes of conflict



Kinds of Conflict

1. Functional conflict - works toward the goal of an organization or group.
2. Dysfunctional conflicts - blocks an organization or group from reaching its goal.

Types of Conflict

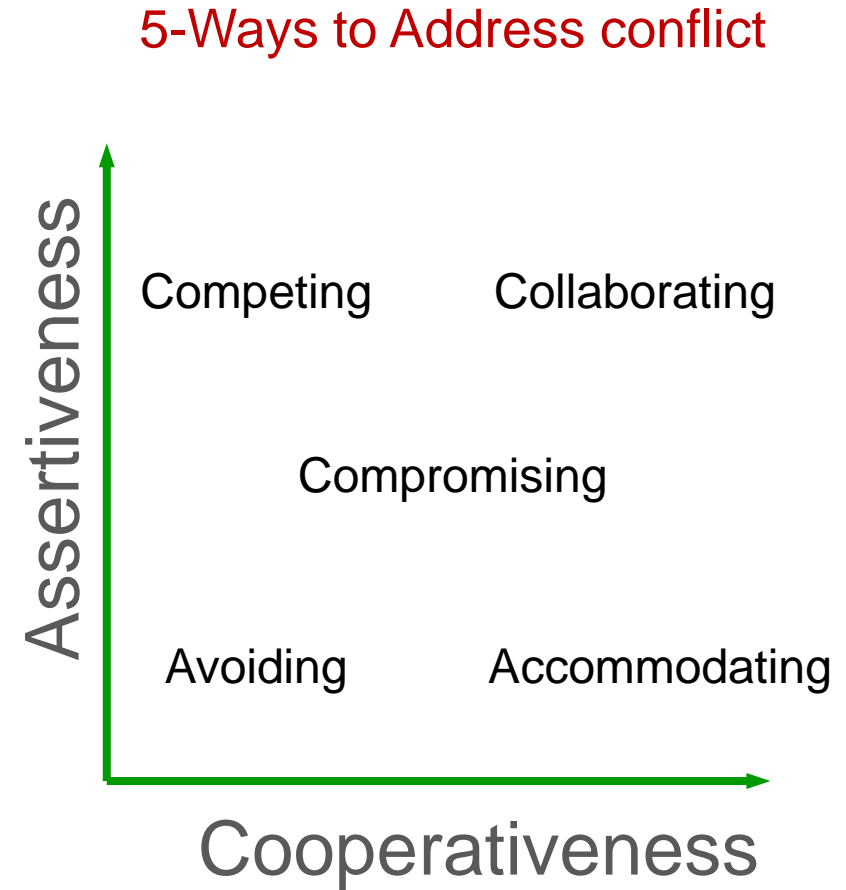
Conflict Type	Meaning	Intensity	Impact
Task	Disagreements over decisions, viewpoints, ideas and opinions	Low to moderate	Acceptable
Process	Disagreement over the methods or procedures	Low	Acceptable
Relationship	Personality clashes or negative emotional interactions between two or more people	High	Dysfunctional
Status	Disputes over relative status or positions in their group hierarchy	Moderate to High	Acceptable

Recognising Conflict

- Agitated body language - Crossed arms, tapping on the counter, hands on hips, restless movements
- Signals of impatience
- Tone of voice - Raised or harsh voice, speaking fast, use of an angry tone
- Eye contact - staring harshly or scowling
- Physical contact - stands too close, trying to get attention.
- language - repeats themselves, uses sarcasm, sighs, swears, accuses or blames.

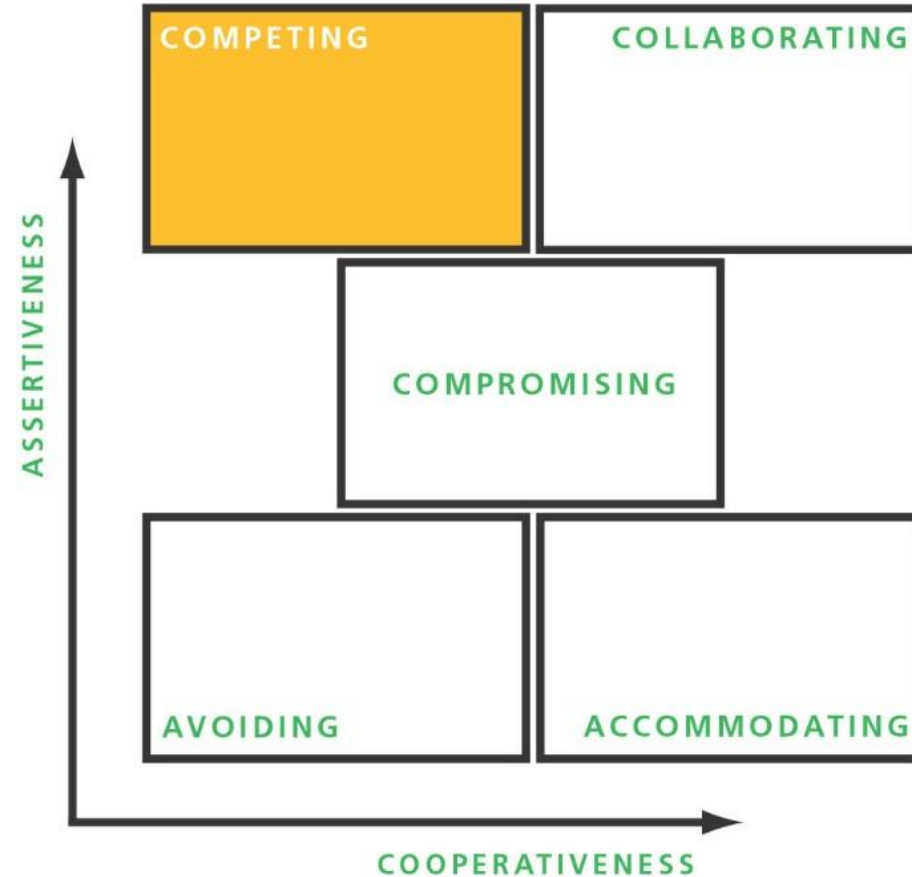
Dimensions of Conflict

- Two basic aspects of all Conflict-handling modes
- **ASSERTIVENESS** - The extent to which a person will try to satisfy his or her needs or interests
- **COOPERATIVENESS** - The extent to which a person will attempt to satisfy the other person's needs or interests



Competing

- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself
- “My way or the highway”

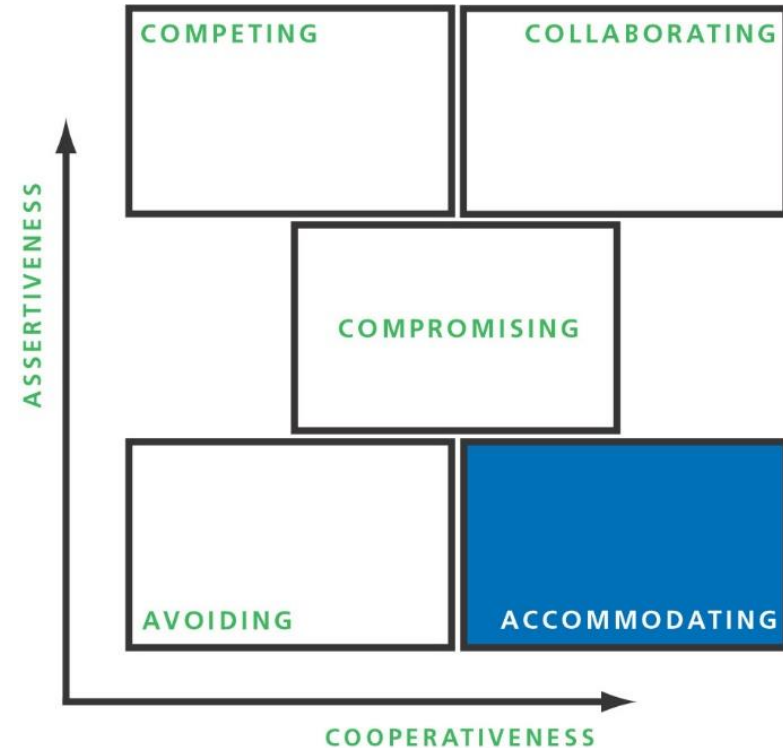


Competing Skills

- Arguing or debating
- Using rank, position, or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly

Accommodating

- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping “peace”
- Retreating
- Maintaining perspective
- “It would be my pleasure”

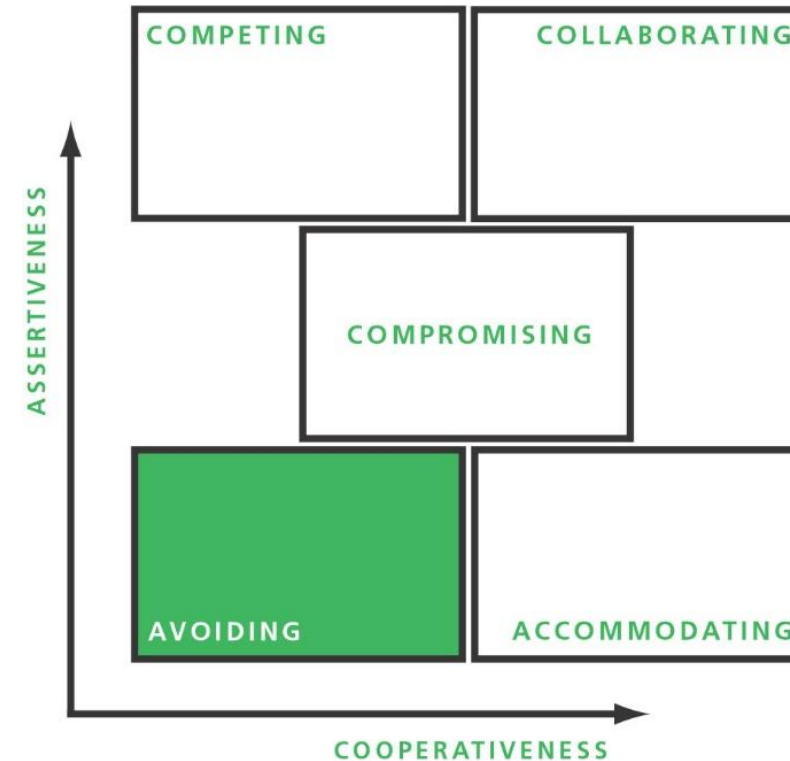


Accommodating Skills

- Forgoing your desires
- Selflessness
- Obedience
- Ability to yield

Avoiding

- Leaving unimportant issues alone
- Reducing tensions
- Buying time
- Knowing your limitations
- Allowing others ownership
- Recognizing issues as symptoms
- “I’ll think about it tomorrow”

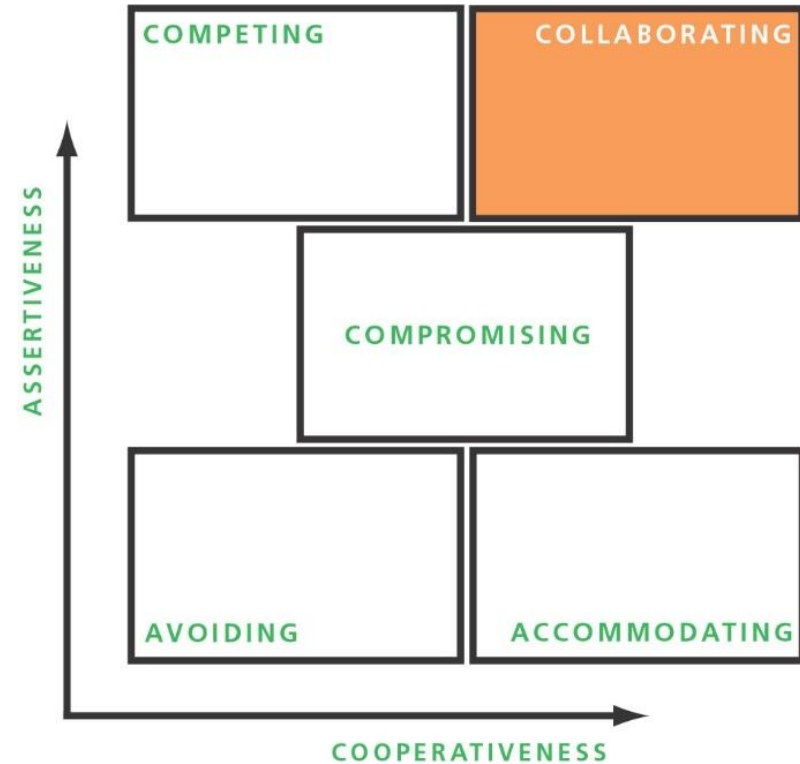


Avoiding Skills

- Withdrawing
- Sidestepping
- Sense of timing
- Ability to leave things unresolved

Collaborating

- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships
- “Two heads are better than one”

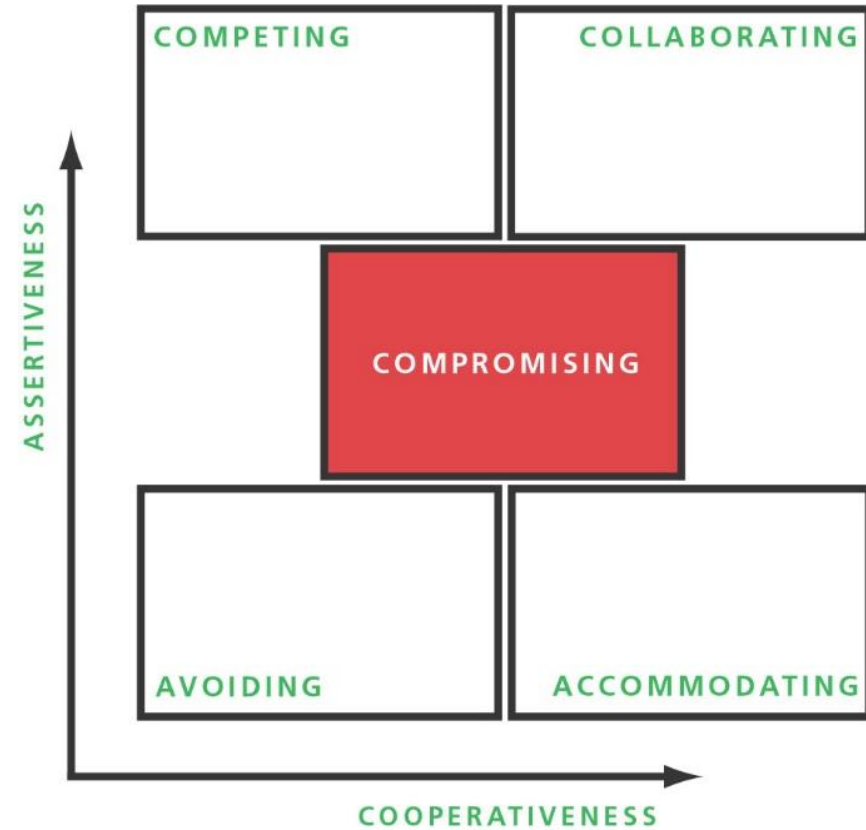


Collaborating Skills

- Ability to listen, understand, and empathize
- Nonthreatening confrontation
- Input analysis
- Identifying underlying concerns

Compromising

- Resolving issues of moderate importance
- Reaching resolution with equal power and strong commitment
- Creating temporary solutions
- Dealing with time constraints
- Backing up competing/ collaborating
- “Let’s make a deal”



Compromising Skills

- Negotiating
- Finding a “middle ground”
- Making concessions
- Assessing value

Conflict Resolution

Module 2



What is Conflict Resolution?

- Conflict Resolution is a way for two or more parties to find a peaceful solution for a disagreement among them.



Factors of Ongoing Conflict

- Unwillingness to resolve
- Grudge against another person
- Always wanting to '*WIN*' or appear '*RIGHT*'
- Fear of punishment or loss of face
- Someone has something to gain from keeping the conflict alive
- Poor communication
- Frustration, stress and burnout.

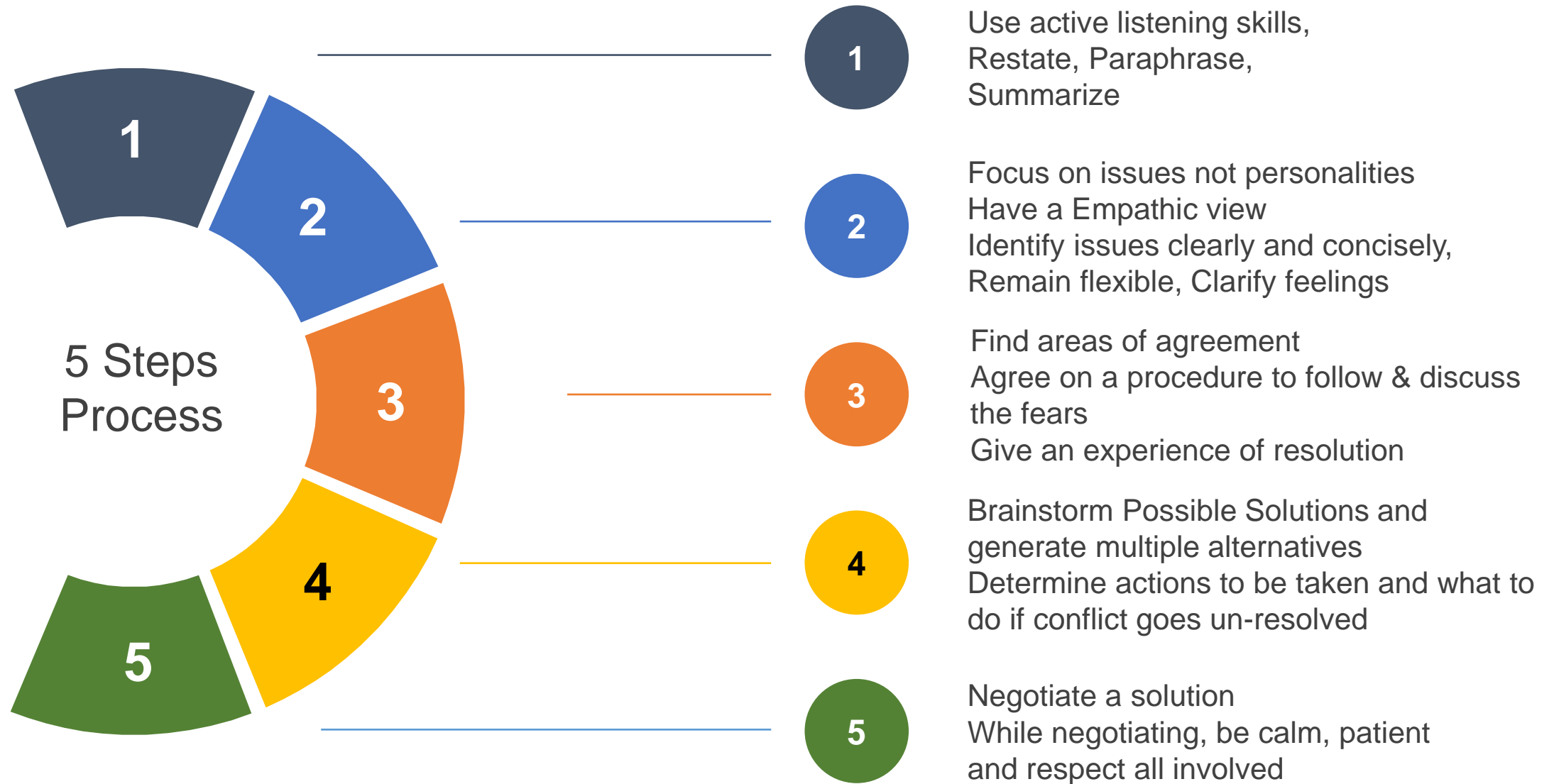
Know the Situation

- Before dealing with the conflict, make sure you understand the situation and what is happening
- Identify the real issue that is causing the conflict.
- Is the problem a difference in the facts, goals, methods or values?
- By understanding the situation and the real cause of the conflict, you will be better equipped to choose from the range of constructive responses suited to conflict resolution.

Methods to resolve conflicts

- Be attentive to your customer or colleague
- Concentrate on the issue, not on the person
- Target the key points of the conflict
- Investigate by asking a full range of questions
- Verify the outcome that the other person wants

Conflict Resolution Steps



Zipper Strategy

- Zip your mouth
 - Identify the Problem
 - Pause
 - Put yourself in charge
 - Explore choices
 - Reset
- Stop & take a deep breath
 - What do I need? What is the problem?
 - Take a moment, calm before replying
 - Take control of your actions
 - What could I do? Seek guidance
 - Pick an Option

Other Techniques

- Passive conflict resolution
- Win-win
- Structured problem solving
- Confronting conflict
- Selecting a better alternative
- Preventing Conflict

Thank You