**Chapter 11 Notes**

**CHAPTER OUTLINE**

1. Preliminaries to Interpersonal Conflict
   1. Definition of Interpersonal Conflict—
      1. Conflict occurs when people are:
         1. Interdependent – when people are connected in some significant way, what one person does has an impact on the other person
         2. Mutually aware that their goals are incompatible – if one person’s goal is achieved, then the other person’s goal cannot be
         3. Perceived as interfering with the attainment of the other’s goals – not directly related, but one goal interferes with another persons goal
      2. The greater the interdependency, the greater the number of issues on which conflict can center and the greater the impact on the individuals and the relationship.
   2. Myths about Interpersonal Conflict
      1. Conflict is best avoided—prevents conflicts from being resolved
      2. Conflict means a relationship is in trouble—conflict is inevitable, and a sign of disagreement, not necessarily relationship problems
      3. Conflict damages an interpersonal relationship.—when appropriately managed, conflict can improve relationships
      4. Conflict is destructive because it reveals our negative selves—conflict can be constructive when approached logically and with consideration for eachother.
      5. Conflict always has a winner and a loser—does not mean someone has to lose, both can win.
   3. Interpersonal Conflict Issues
      1. Content conflict— conflict that centers around objects, events and other people(not involved in the conflict)
      2. Relationship conflicts— conflict that concer relationships between individuals (who’s in charge, lack of relationship equality, and the right to establish rules)
      3. There are six major issues that lead to couple conflicts.
         1. Intimacy – intimacy or sex
         2. Power – excessive demands or possessiveness
         3. Personal flaws – drinking, smoking, personal grooming, driving style
         4. Personal distance – frequent absence, heavy school or job commitments
         5. Social – politics, parents, personal values
         6. Distrust – lying, cheating, relationships with previous lovers
      4. Workplace conflict center on five major issues.
         1. Personality differences – 86 percent
         2. Ineffective leadership – 73 percent
         3. Lack of openness – 6 percent
         4. Physical and emotional stress – 64 percent
         5. Differences in values – 59 percent
      5. Social allergen *–* annoying habits and tendencies that bother someone, resulting in conflict that grows over time
      6. Online conflicts include trolling, cyberbullying, and flaming –
         1. Intentional behaviors that are designmed to upset another person
         2. Gossiping, treating others as inferior, verbal insuls, and excessive blaming
         3. Common in newsgroups, sending messages that personally attack another user, often with language that is profane
2. Principles of Interpersonal Conflict
   1. Conflict Is Inevitable – is a part of every interpersonal relationship – people are different, when people are interdependent, these differences lead to conflict.
   2. Conflict Can Have Negative and Positive Effects
      1. Negative effects— increased negative feelings, depletes energy that can be better spent in different areas, creates barriers in a relationship if not resolved,
      2. Positive effects— forces you to examine a problem and work toward a solution. Confronting a conflict usually indicates concern, commitment, and adesire to protect and preserve the relationship
   3. Conflict Is Influenced by Culture and Gender
      1. Culture influences— influences the topics, nature, conflict strategies, and organizational norms
      2. Gender influences— men are more aroused by conflict, which may be why they then to withdraw from it more than women, who tend to gravitate toward conflict.
   4. Conflict Styles Have Consequences
      1. **Competing style— I win, you** lose – represents a great concern for your own needs and desires and little for those of others. Can lead to resentment in the person who loses which can morph into other conflicts
      2. **Avoiding style— I lose, you lose**, suggests you are relatively unconcerned with your own or others needs or desires. The avoider shrinks from any real communication, changes the topic when it is brought up and generally withdraws psychologically and physically – does little to resolve and conflicts… allows the conflict to fester grow only to resurface later
      3. **Accommodating style**— I lose, you win Helps to maintain peace, but at the cost of fulfilling your own needs.. does not tend to be a lasting resolution, can lead to resentment of the other person or even yourself
      4. **Collaborating style— We both win**, takes time and a willingness to communicate, and especially to listen to the needs of the other person. Promotes resolution in which both people gain something.
      5. **Compromising style— We both win and lose**, meeting in the missile
   5. Conflict Management Is a Multistep Process
      1. Step 1: Set the stage. – try to fight in private, conflict in the air of others can create a variety of other problems – promotes honesty due to the urge to save face… can lead to a competitive conflict, embarrassing you or the other person.. which can turn to resentment.
      2. Step 2: Define the conflict.
         1. Define both content and relationship issues – address the issues that have festered into a larger conflict—not the catalyst.
         2. Define the problem in specific terms – be specific, abstract problems are difficult to resolve.
         3. Focus on the present: avoid gunnysacking— don’t store up grievances, this can lead to dumping all of whats been bottled up and takes away the focus from the present problem
         4. Empathize. Try to understand the nature of the conflict from the other person’s point of view.
         5. Avoid mind reading – ask questions to be clear about the conflict.
      3. Step 3: Identify your goals – establish the goal of the conflict. What will fix it?
      4. Step 4: Identify and evaluate your choices.brainstorm, and look specifically at the actions that be taken to result in resolution for both people.
      5. Step 5: Act on the selected choice. Put it into action
      6. Step 6: Evaluate the choice.
         1. Fact hat— focuses attention on the facts and figures the bear on the problem
         2. Feeling hat— feelings that the choice provokes
         3. Negative argument hat— become devils advocate, why was the choice a bad idea
         4. Positive benefits hat— look at the benefits of the choice
         5. Creative new idea hat— what new ways can the problem be approached
         6. Control of thinking hat— reflect on your own thinking, has the problem been adequately defines? Is the focus on insignificant issues?
      7. Step 7: Wrap it up.—the conflict is resolved but there is still work to be done, after one conflict is settled, another conflict will emerge..
3. Conflict Management Strategies
   1. Strategies are influenced by a variety of factors:
      1. The goals to be achieved – if the goal is important to you, you will be less likely to use a strategy that results in short-term resolution.
      2. Your emotional state – you would use different strategies if you’re seeking to apologize than you would if you seek revenge.
      3. Your cognitive assessment of the situation – your attitudes and beliefs
      4. Your personality and communication competence – if you’re shy and unassertive you would be more likely to avoid the conflict. If you are extroverted and have a strong desire to state your position, then you are going to more likely to fight actively and argue forcefully. People also have different tolerances for disagreement and are more or less likely to become emotionally upset.
      5. Your family history – the ways you deal with conflict are likely influenced by the way conflict was handled as you grew up.
      6. Your culture – culturally, there are different norms of conflict strategies.
   2. Win–Lose and Win–Win Strategies
      1. Win-win strategies— obviously the most desirable, usually results in the next conflict being less unpleasant, it makes it easier to manage the next time, and promotes mutually face-saving because both parties feel good.
      2. Win-lose strategies— the opposite, makes the next conflict more difficult, costs both parties face, both people can resent the other.
   3. Avoidance and Active Fighting Strategies
      1. Avoidance— unproductive, a pattern that can be broken by not making demands and actively participating in conflict management.. can be good to take a step back though.
      2. Nonnegotiation—refusal to direct attention toward managing the conflict or listen to the other person. Hammering away at your point of view until the other person gives in.
      3. Silencers— crying is a silencer, so is feigning extreme emotionalism, yelling, screaming, pretending to lose control.. developing physical reactions like a headache or shortness of breath are popular. The problem with silencers are you can never be certain whether theyre strategies to win the argument or real physical reactions to which you should pay attention. Ambiguous.
   4. Force and Talk Strategies – the one who exerts the most force “wins”. The only real alternative to force is talk, act the role of listener, express support and empathy, state your thoughts and feelings.
   5. Face-Attacking and Face-Enhancing Strategies
      1. Face-attacking strategies— attack another person’s positive face or negative face, demanding or criticizing
      2. Face-enhancing strategies— support and confirm a person’s face –
   6. Verbal Aggressiveness and Argumentativeness Strategies
      1. Verbal aggressiveness—
      2. Argumentativeness— is constructive, leads to relationship satisfaction, may prevent violence, enhances organizational life, ehhaces parent-child communication, increases the users credibility, increases the users power of persuasion.
      3. Strategies for cultivating argumentativeness
         1. Treat disagreements as objectively as possible
         2. Attack the argument not the person
         3. Reaffirm the other person’s sense of competence
         4. Avoid interrupting
         5. Stress equality
         6. Express interest
         7. Remain dispassionate
         8. Allow the other person to save face