

We will sign up for presentation the following session on 26 July

- Presentation Briefing and Sign-up
 - Please refer to Moodle
 - <https://docs.google.com/spreadsheets/d/1FAZfpccu01-SXgwEYczHIWYXRmi1Udsoc9EJeS9qVzE/edit#gid=330513530>
- T1: 7 students in a group
- T2: 7 students in a group
- Please only allow your **team leader** to sign up on behalf of your team.
- I should only see **team leaders** signing up.

MGNT102

Business Communication

Conflict Resolution

Topic 6

JESSLYN LAU

Recap (last lesson)

- Hofstede's model: 4 dimensions of culture
- Hall's context model: High vs. low

Topics covered

- Conflict in organisations
 - **four** major patterns
- Functional vs. dysfunctional conflicts
- Styles in negotiation and conflict
- Responses to conflict
- Drama triangle vs. success triangle
- The Four **R** Communication Strategy
- Mediation

Conflict in organisations

Conflict arises in every organisation, Schermerhorn (2008) suggests that conflict in organisation occurs in **four** major patterns:

1. Vertical
 - Different hierarchical levels e.g. competition between manager, supervisors and teamleaders for scarce resources or deadlines



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 - In different position e.g. front-line staff supporting IT dept



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3. Staff-line
 - In different position e.g. front-line staff supporting IT dept
4. Role
 - Differing perception of what a person is expected to do. E.g. misunderstanding, conflict of priorities etc...



Conflict can be positive and productive!

Functional and dysfunctional conflict

Functional and dysfunctional conflict

- **Functional conflict**

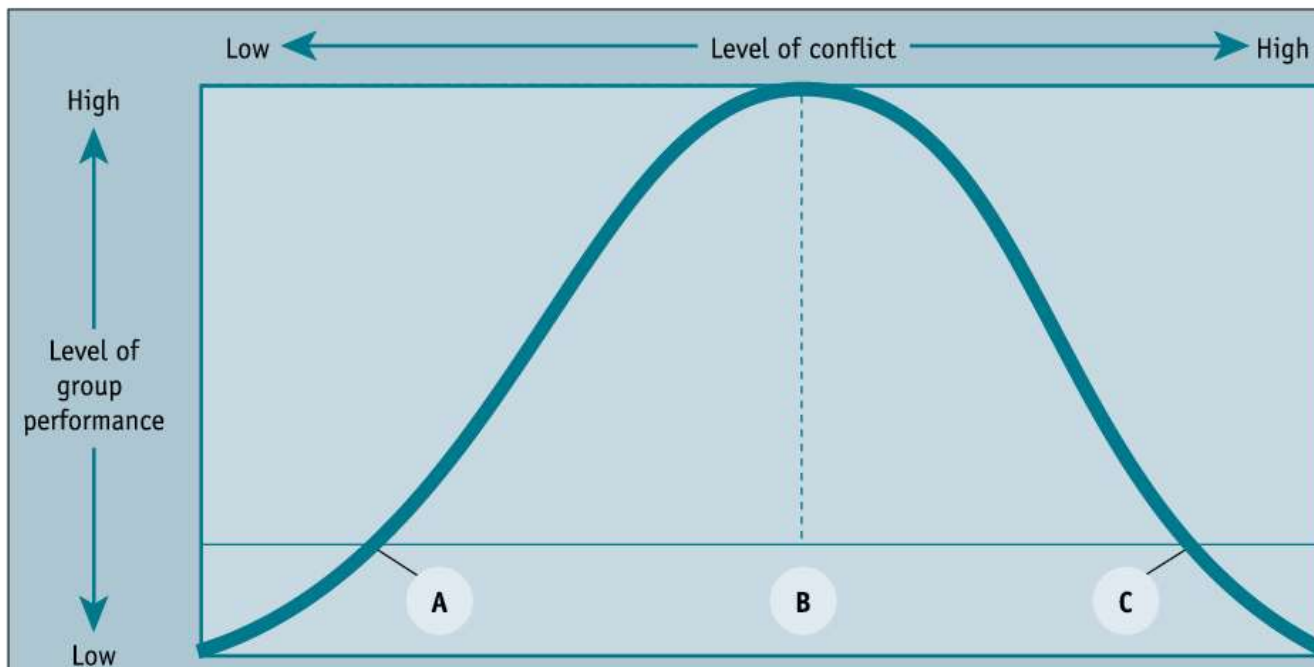
- Sweeps stagnation away and enables creativity
- Can improve a work group's performance
- Force a team to examine a problem and work towards a potential solution.



Functional and dysfunctional conflict

- Functional conflict
 - Sweeps stagnation away and enables creativity
 - Can improve a work group's performance
 - Force a team to examine a problem and work towards a potential solution.
- **Dysfunctional conflict**
 - Explodes out of control and destroys creativity
 - Divert energies, disrupt group cohesion and contributes to a negative working environment.





Situation	A	B	C
Level of conflict	Low or none	Optimal	High
Type of conflict	Dysfunctional	Functional	Dysfunctional
Group's internal characteristics	Apathetic Stagnant Unresponsive to change Lack of new ideas	Viable Self-critical Innovative	Disruptive Chaotic Uncooperative
Level of group performance	Low	High	Low

FIGURE 5.6

Conflict and group performance

Source: S. Robbins, R. Bergman, I. Stagg & M. Coulter, *Management*, 7th edn, Pearson Australia, 2015, p. 458. Reproduced by permission.

Functional and dysfunctional conflict

- Functional conflict ('constructive' conflict):
 - supports group goals
 - improves group performance
 - results in positive outcomes for individuals, groups and organisations
- Dysfunctional conflict ('destructive conflict'):
 - hinders group performance
 - results in negative outcomes for individuals, groups and organisations

- Manager within an organisation should manage
- and, on occasion, stimulate conflict to
encourage critical thinking, problem solving,
creativity and innovation.

- <https://www.youtube.com/watch?v=5l7lgvz9Oqg>

Answer the following questions

1. Describe the conflict pattern in this video?
2. What seems to be the problem in this video?
3. Conflict can be positive and productive, how would you improve the situation in this video?

Characters involved:

Mr Ong, Christopher, Yvonne and Rachel

Levels of conflict

- Conflict moves through five different levels before it reaches a crisis level
- A crisis is the climax of a conflict where behaviour and normal functioning are seriously affected

FIGURE 5.2

Levels of conflict

Source: Copyright The Conflict Resolution Network, PO Box 1016, Chatswood, NSW 2057, Australia. Tel: (02) 9419 8500; email: crn@crnhq.org; website: www.crnhq.org. Reproduced with permission.

Perhaps nothing is said yet. Things don't feel right. It may be difficult to identify what the problem is. Do you feel uncomfortable about a situation, but are not quite sure why?

Here a short, sharp exchange occurs without any lasting internal reaction. Has something occurred between you and someone else that has left you upset, irritated or with a result you didn't want?

Here motives and facts are often confused or misperceived. Do your thoughts go frequently to the problem?

Here relationships are weighed down by negative attitudes and fixed opinions. Has the way you feel about and regard the other person significantly changed for the worse? Is the relationship a source of constant worry and concern?

Behaviour is affected, normal functioning becomes difficult, extreme gestures are contemplated or executed. Are you dealing with a major event like a possible rupture in a relationship, leaving a job, violence?

DISCOMFORT



INCIDENTS



MISUNDERSTANDINGS



TENSION



CRISIS





Dealing with Conflict

Styles in negotiation and conflict



1. Avoiding/withdrawing
2. Accommodating
3. Collaborating
4. Competing
5. Compromising



Avoiding or withdrawing

Explanation	Outcome
<ul style="list-style-type: none">Withdrawal means one party retracts its point of view or backs away from the situation, causing the negotiation to be broken off.The situation is unsatisfactory as negotiation stops before either party is able to find an acceptable solution.Dissatisfaction may lead to future conflict.	<p>Lose-lose</p> <p> </p>



Accommodating

Explanation	Outcome
<ul style="list-style-type: none">• Accommodation is a negotiation style where one party is willing to oblige or adapt to meet the needs of the other party.• It is a useful option for negotiation on minor matters as the result can go one way or the other.• However, the negotiating parties may not bother to look for creative new solutions.• In this form of negotiation, points of view are easily swayed (Can build resentment over unmet needs).	<p>Lose-win</p> <p> </p>

Collaborating

Explanation	Outcome
<ul style="list-style-type: none">• Collaboration results when people cooperate to produce a solution satisfactory to both.• It helps interpersonal relationships and explores new ideas.• Permanent solutions and commitment to these solutions result.• On the other hand, it is time-consuming and each party needs to have negotiation skills to be able to participate in a collaborative negotiation style.	<p>Win-win</p> <p>😊 😊</p>

Competing

Explanation	Outcome
<ul style="list-style-type: none">• Completing when one party negotiate to maximise its results at the expense of the other party's needs.• One party gains the advantage over the other.• Although it is quick and can be used as a counter against another person who always uses this style, it is bad for interpersonal relationships.• The solution is likely to be temporary, as there is no commitment from the other party and the issue will occur again.• Leaves the person who loses in a difficult situation (sacrificing relationships).	<p>Win-lose</p> <p> </p>

Compromising

Explanation	Outcome
<ul style="list-style-type: none"> Compromise is the settlement of differences through concessions by one or both parties. <ul style="list-style-type: none"> This is a back up plan, if collaboration or competing is not possible When the settlement meets the needs and goals of both parties, both are satisfied with the outcome. Alternatively, when the solution meets the needs and goals of only one party, the other party is dissatisfied with the outcome. 	<p>Win-win, win-lose or lose-win</p> <p>⚖️ ⚖️</p>



- Refer to the previous video again, try to identify the different conflict handling style in the organisation.

Responses to conflict

Responses to conflict

- The **flight** response is used in conflict to escape the situation and avoid the results
- The **fight** response is used in a conflict situation to control or defend the position
- The **flow** response acknowledges the conflict situation and reacts appropriately
 - It is another term for the win-win approach



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Fight, flight or flow response

Table 5.6: Responses to conflict

<i>Type</i>	<i>Purpose</i>	<i>Behaviour</i>	<i>Intended outcome</i>
Fight	To be in control and defend a position	Aggressive: manipulation, physical violence, screaming	I win—you lose
Flight	To escape the situation and avoid the results	Submissive: giving in, crying, avoiding, sulking	I lose—you win
Flow	To acknowledge the situation and respond appropriately	Assertive: explaining own perspective/needs, listening, discussing	I win—you win

Source: Adapted from materials of The Conflict Resolution Network, PO Box 1016, Chatswood, NSW 2057, Australia. Tel: (02) 9419 8500; email: crn@crnhq.org; website: www.crnhq.org. Reproduced with permission.

Assertive vs. Non-assertive behaviour

Assertive behaviour

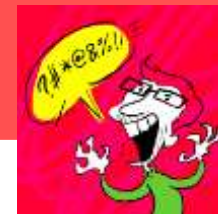
- Standing up for your rights
- Expressing what you believe, feel and want in direct, honest and appropriate ways that respect the rights of the other person.
- Increase our self-esteem, leads to development of mutual respect with others and helps us achieve our goals.
- Allow people to express how they are feeling in a way that is unlikely to lead to a defensive or aggressive response from the other person.



“I, Me, Myself”

Non-assertive behaviour

- Is aggressive or submissive that ignores our own rights by failing to express honest feelings, thoughts and beliefs.
- Aggressive people try to win at all costs
 - Dominating
 - Humiliating
 - Little respect for others
- Submissive people are unable to promote viewpoint and ignore own needs
 - Based on low self-esteem



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The Drama Triangle

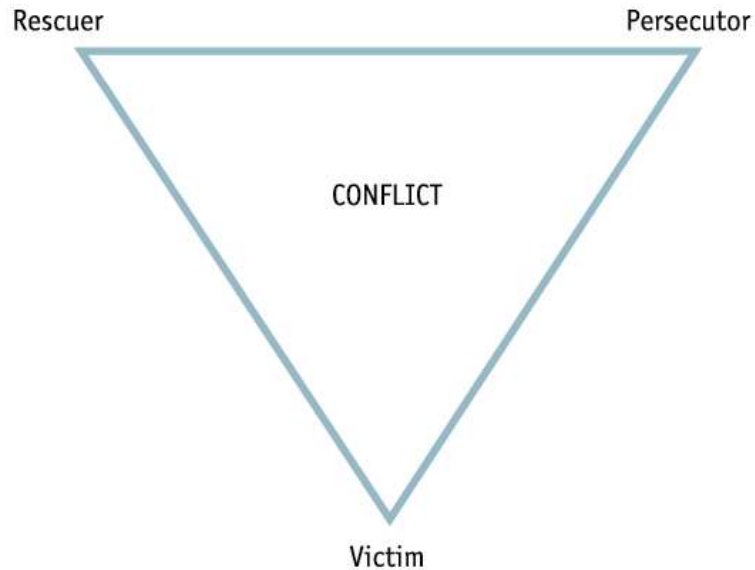


FIGURE 5.7

The drama triangle

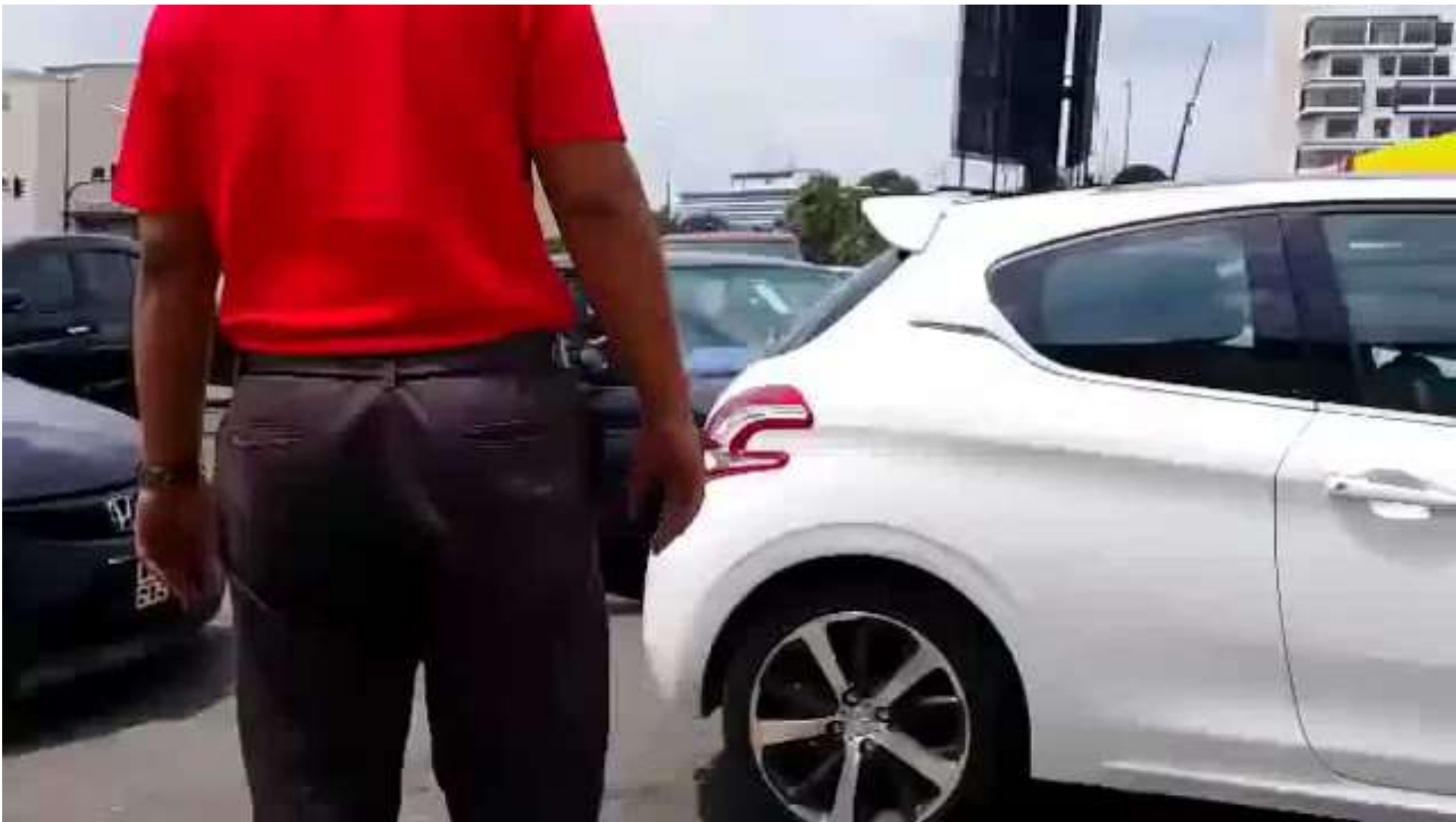
Source: 'Drama Triangle' from C.M. Steiner, *Scripts People Live*, Grove Press, New York, copyright © 1974 by Claude Steiner. Used by permission of Grove/Atlantic, Inc.

(Steiner 1974).

Casestudy



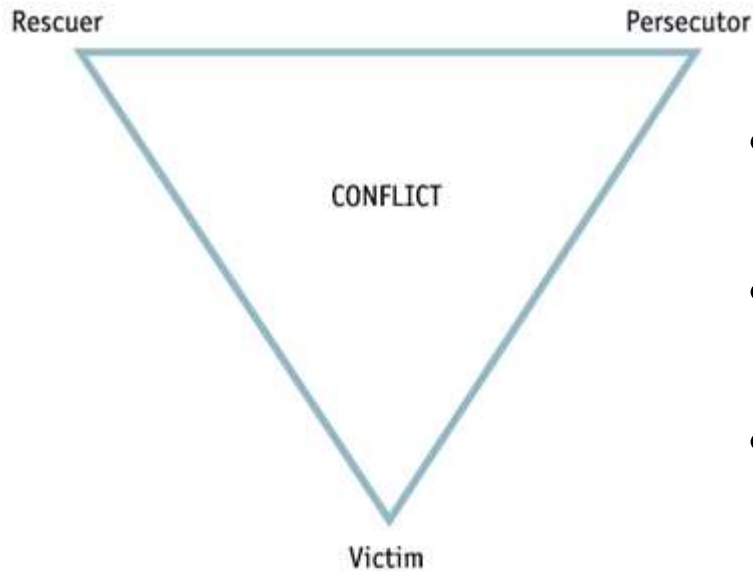
Watch



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- https://www.youtube.com/watch?v=srTM8C_S1R0

The Drama Triangle



- Victim illustrates non-assertive behaviour
- Persecutors put others down or bully them into action
- Rescuer offer help and support while denying own needs

1. Who is the victim here?
2. Did 'Uncle' demonstrated assertive or non-assertive behaviour?

Assertive behaviour

- Acting assertively in a conflict situation involves
 - standing up for your rights
 - expressing what you believe, feel and want in direct, honest and appropriate ways that respect the rights of the other person
- Assertive behaviour is unlikely to provoke a defensive or aggressive response from the other person
- Assertive behaviour involves using ‘I’ statements to send a clear message

- I will pay you, you don't have to do that.
- Put this.. put into your car first.
- Don't do that to me.
- Don't be so rough at me.
- I have no intention of doing it.

- What you did to my car now! You see!
- You see what you did!
- Pay me now \$2000!
- Pay me now!
- I don't care! You pay me \$2000! Now!
- #@\$!%#@ You think you Chinese you are better than us!
- I know what you did with your intention!
- #@\$!%#@.....



from

The Drama Triangle



to

The Success Triangle



The success Triangle

- Illustrates **assertive** behaviour
 - Using basic 'I' messages
 - This is what I **think**
 - This is what I **feel**
 - This is how I **see** the situation
 - They are clear statements about wants and needs leading to increased understanding of the situation

Nonverbal messages

- In a conflict situation:
 - Speak in a pleasant way (Paralinguistics)
 - Match your verbal and nonverbal messages
 - Use appropriate body language
 - Pay attention to the other person's nonverbal messages



Active listening

Table 5.10: Three components in the active listening process

<i>Attend to and focus on the other person</i>	<i>Encourage the other person</i>	<i>Reflect or mirror the other person's message</i>
Use eye contact	Use conversation openers	Paraphrase
Face the person and be still	Invite the other to disclose	Clarify or explore
Let them speak	Make brief responses	Reflect feelings
Maintain an open posture	Ask a few questions	Reflect meanings
Be aware of personal space	Pause	Summarise

(Last week)

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The Four **R** Communication Strategy

Donohue and Kolt (1992, p41) suggest this four-step communication strategy for moving out of crisis

- **R**ecieve the other person's comments without interruption and avoid defensiveness
- **R**epet the other person's comments as objectively as possible
- **R**equst the other person's proposed ways of dealing with the problem
- **R**evue the options and decide on the best approach

1



2



Who is/are the mediator(s) here?

3



4



Mediation

Mediation

Mediation is a process in which a third party is engaged to help disagreeing parties move to an agreement

- The role of the mediator is to facilitate the parties to
 - communicate their needs and concerns and what is important to them
 - explore options and the possible ways in which the parties might satisfy their interests together
 - identify the standards or criteria by which each party can legitimise their perspective
 - consider the alternatives or ‘walk-away choices’ that face each party if agreement is not reached
 - commit to agreements about what each party will or will not do


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Formal mediation

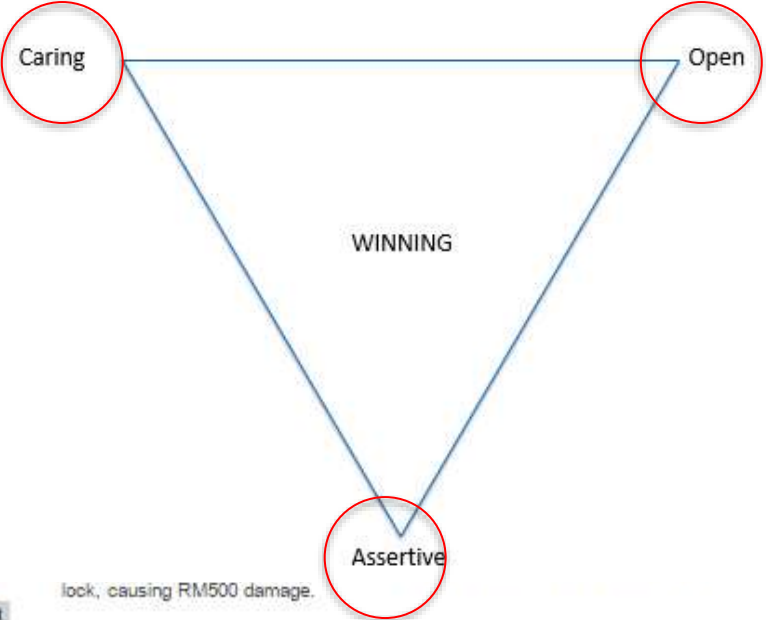
- Formal mediation takes place in institutionalised settings
- Conflicts requiring formal mediation include:
 - divorce and custody cases
 - labour-management relations
 - council disputes
- Once a settlement is reached, the mediation transforms from a voluntary non-binding process to a fully binding accord
- A 'heads of agreement' document is usually drafted immediately in collaboration with all those present

- A screenshot of a text message from a police officer was also posted. The officer had requested the woman's presence at the Puchong police station to record a statement
- Netizens incensed at the unnecessarily violent tantrum and rude behaviour, exposed the woman's identity, contact details and Facebook account, including information of the bridal company where she works.

Malaysian female road bully fined \$1,950



The Success Triangle



lock, causing RM500 damage.

The offence, which took place at the parking lot of UTC, Jalan Sekilau here on July 14, came under Section 427 of the Penal Code which carries a jail term of up to two years or a fine or both.

Defence counsel Rosli Yusof urged the court to use its discretion to impose a non-custodial sentence since the accused was a first-time offender who had given full co-operation to the police and admitted guilt.

When contacted, Sim expressed hope that Siti Fairrah would put the incident behind her.

"When I heard she was to be charged, I prayed for her safety and that she be let off with a light punishment. I urge the public to stop harassing her as she has already been traumatised," he said.

Summary

- Not all conflicts are bad for organisations
- Approaches to managing conflict involves:
 - Negotiation
 - Interpersonal Skills
 - Apology
 - Forgiveness
 - Compromise
 - Mediation
- Adapt and response to different conflict(s) according to situations, using different styles and approaches to achieve the success triangle!

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Questions
Comments
Feedback

Next week

Negotiation

**Read Chapter 5
again**

Feedback for Blog Post 2

Upcoming: Blog Post 2

- Discuss if Shannon and Weaver's (1954) model of communication complete?
 - Using passive voice 1) Explain your reason(s) in detail and 2) provide examples or illustrations of the process of communication in your own understanding.
- Note: you may use pictures, photos, drawings, videos, animated gifs etc... to support your answer above.

Firstly, break down the question/task:

Main task: **Discuss** if Shannon and Weaver's (1954) model of communication **complete**?

1.) Using passive voice

2.) 1) Explain your **reason(s)** in detail and

3.) 2) provide **examples or illustrations** of the process of communication **in your own understanding**.

Firstly, break down the question/task:

Main task: **Discuss** if Shannon and Weaver's (1954) model of communication **complete**?

- 1.) Using passive voice [no personalisation]
- 2.) 1) Explain your **reason(s)** in detail and [No/Yes, because...]
- 3.) 2) provide **examples or illustrations** of the process of communication **in your own understanding**. [Phrase like "An example of process of communication will be....."]

Did you get it correctly?

;)

Blog Post 4

- Part I

In what ways do stereotypes affect the way that we communicate with each other? Cite one past experience you had (or witnessed) in NS/school/daily life. What are the implications of such events occurring in your social life?

- Part II

Attach with a storyboard with captions to illustrate the above experience (scenario).

– See sample coming up.

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1) Pitch black opening shot



2) Close up on SKINS logo - glowing brightly



3) Pulsing light revealing SKINS detail



4)



5) Zooms in towards logo on neck



6) Silhouetted figure standing in lab environment



7) Light suddenly brightens - camera pans 360



8) Camera zooms in fast bursting through A200 fabric



9) Extreme close up bursting through fabric



10) Fabric makes twisting noise as camera bursts through skin



11) Camera bursts through muscle (creaking noise) - glass effect inside body



12) Inside body - lungs breathe in and out - blood flow is seen glow



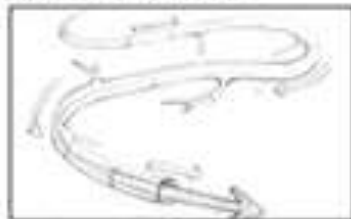
13) Camera passes through central organs - heart beat slow motion then fast and loud



14) Glass effect muscle fiber



15) Camera pans round muscle groups



16) Fast neon glow (blood circulation)



17) Camera bursts back out through muscle and skin



18) Bursts out through SKINS fabric



19) Ripping fabric sounds



20) Medium shot of figure ready for action



In the upcoming lesson

- Presentation groups
- Selecting a suitable country for research
 - Signing up for presentation