

Chapter 7

Conflict and Cohesion in Groups



Conflict in Groups

Conflict

The **disagreement** and **disharmony** that occurs in groups when differences are expressed regarding group goals; member ideas, behavior, and roles; or group procedures and norms.

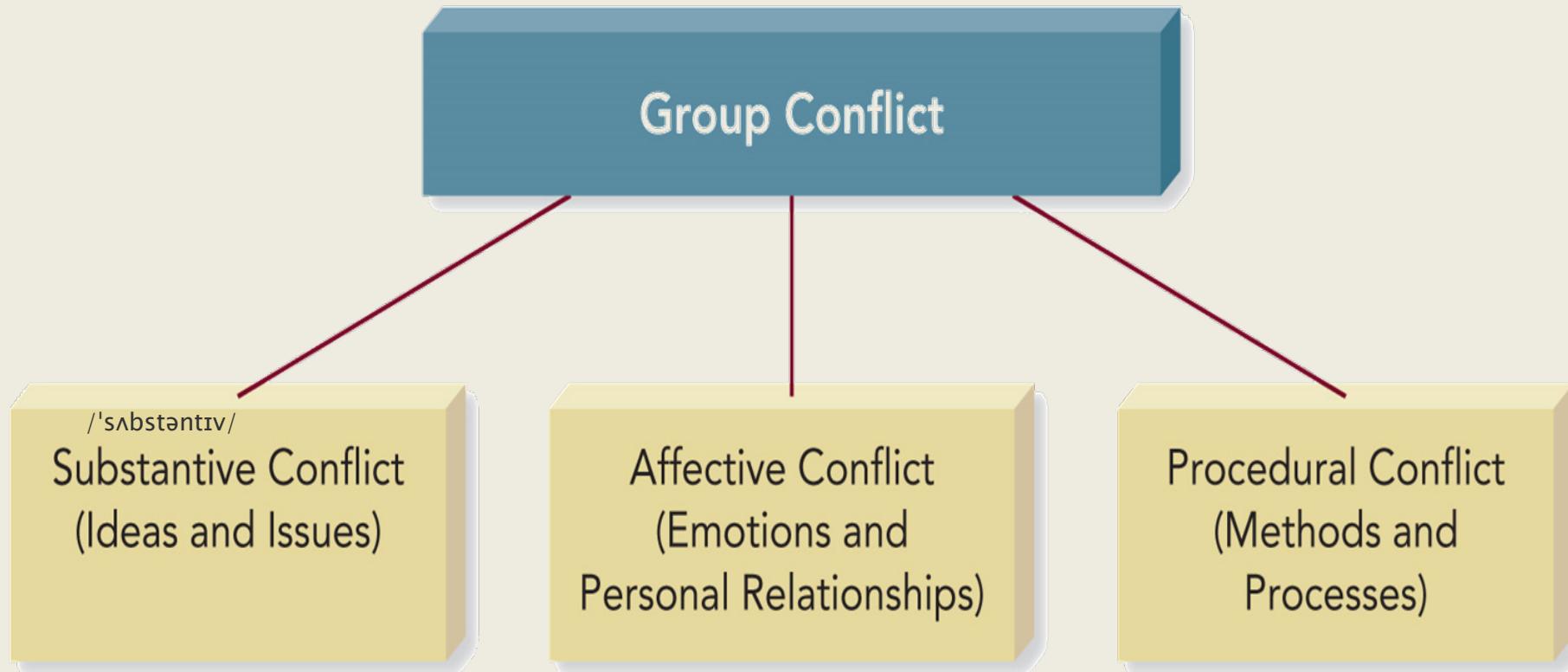


Conflict Definition?

- **INTERDEPENDENCE:** (would be something else such as a competition, an argument, a contest, etc.) each party wants to "get their own way".
- **PERCEPTION:** the incompatibility of goals may (not) be real, but the parties see it as such.



Types of Conflict



Match the Types of Conflict

A. Disagree work logistics, for example who gets what to do

B. Different personal issues: personality, communication styles, and member beliefs and values.

C. Disagree about work content and outcomes

C Substantive conflict

B Affective conflict

A Procedural conflict

PowerPoint Quiz

Members of a civic association's committee on community safety disagree on whether to install more expensive street lighting throughout the development. What type of conflict is the group experiencing?

- a) Affective
- b) Collaborative
- c) Substantive
- d) Competitive
- e) Procedural

Constructive ↔ Destructive Conflict

Constructive Conflict

Group members express disagreement in a way that values everyone's contributions and promotes the group's goal.

- Respect others
- Focus on issues
- Supportiveness
- Flexibility
- Cooperation; “win-win” solutions
- Commitment to conflict mgmt.

Destructive Conflict

Group members create hostility and prevent achievement of the group's goal.

- Insult others
- Focus on personalities
- Defensiveness
- Inflexible and uncooperative
- Competition; “I-win” solutions
- Conflict avoidance

Five Basic Conflict Styles

<https://www.youtube.com/watch?v=pUl9-MwCmGM>



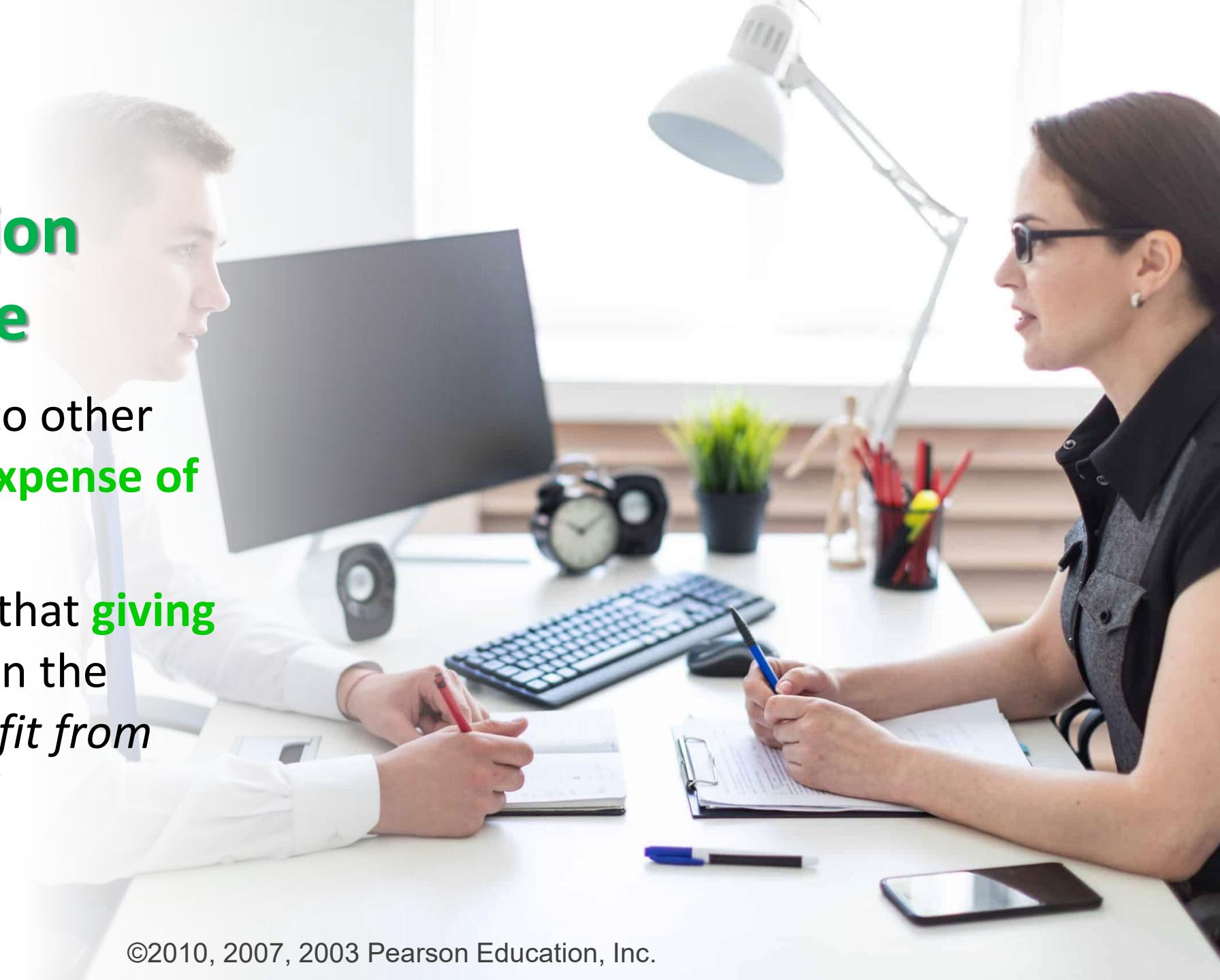
Avoidance Conflict Style

- Members are **unable or unwilling to accomplish** their own goals or **contribute** to achieving the group's goal.
- Avoidance **fails to address the problem** and can **increase group tensions**.

/ə,kə:mə'deɪʃn/

Accommodation Conflict Style

- Members **give in** to other members **at the expense of their own goals.**
- Members believe that **giving in helps** even when the group *would benefit from more analysis and discussion.*



Competition Conflict Style

- Group members are more **concerned with their own goals** than with meeting the needs of the group.
- Competition may be **characterized by hostility, ridicule, and personal attacks.**



Compromise Conflict Style

- Members **give up some goals in order to achieve others.**
- Members **accept losses** in exchange for **gaining something else.**
- **Better options may be missed** if group only uses this style.



/kə'læbə'reɪʃn/

Collaboration Conflict Style

- Members search for **new solutions** that will **achieve both individual goals** and the **goals of the group**.
- Effective collaboration **requires a lot of time and energy** for discussions in which all members "**fully participate**".



PowerPoint Quiz

When a member gives in on some goals in order to achieve others, what conflict style is the member using?

- a) Compromise
- b) Collaboration
- c) Avoidance
- d) Accommodation
- e) Competition

CASE 1

A married couple is planning how to spend Christmas with each of their retired parents. One could suggest, and the other agree, that they alternate years, or they could each make proposals until they had settled on an agreement, like Christmas Eve with one family and Christmas Day with the other.

What conflict styles were used?

Compromise Conflict Style

Collaboration Conflict Style

CASE 2

- Andy has a cat named Kun. Kun is seriously sick. Andy cannot leave Kun at home alone, hence Andy cannot attend the group meeting with Thien and Kien.
 - Can you suggest 2 possible solutions for the group meeting?
 - Let's meet at Andy's home.
 - Or.....
 - What conflict style is in this case?
 - Collaboration Conflict Style
 - Or.....

Think about this...

Thien cannot attend class.

Andy can attend class and love the subject.

Thien asked Andy to go to class and take the exam for him.

Is there any conflict in this case?

Group Discussion

1. Does group conflict has 2-side effect? YES/NO
2. What type of conflict affect the group performance the most? The least? Why?
3. Which conflict can be constructive?
4. Which tip is the most effective for you?

Discover Yourself
(Page 144-Ebook)

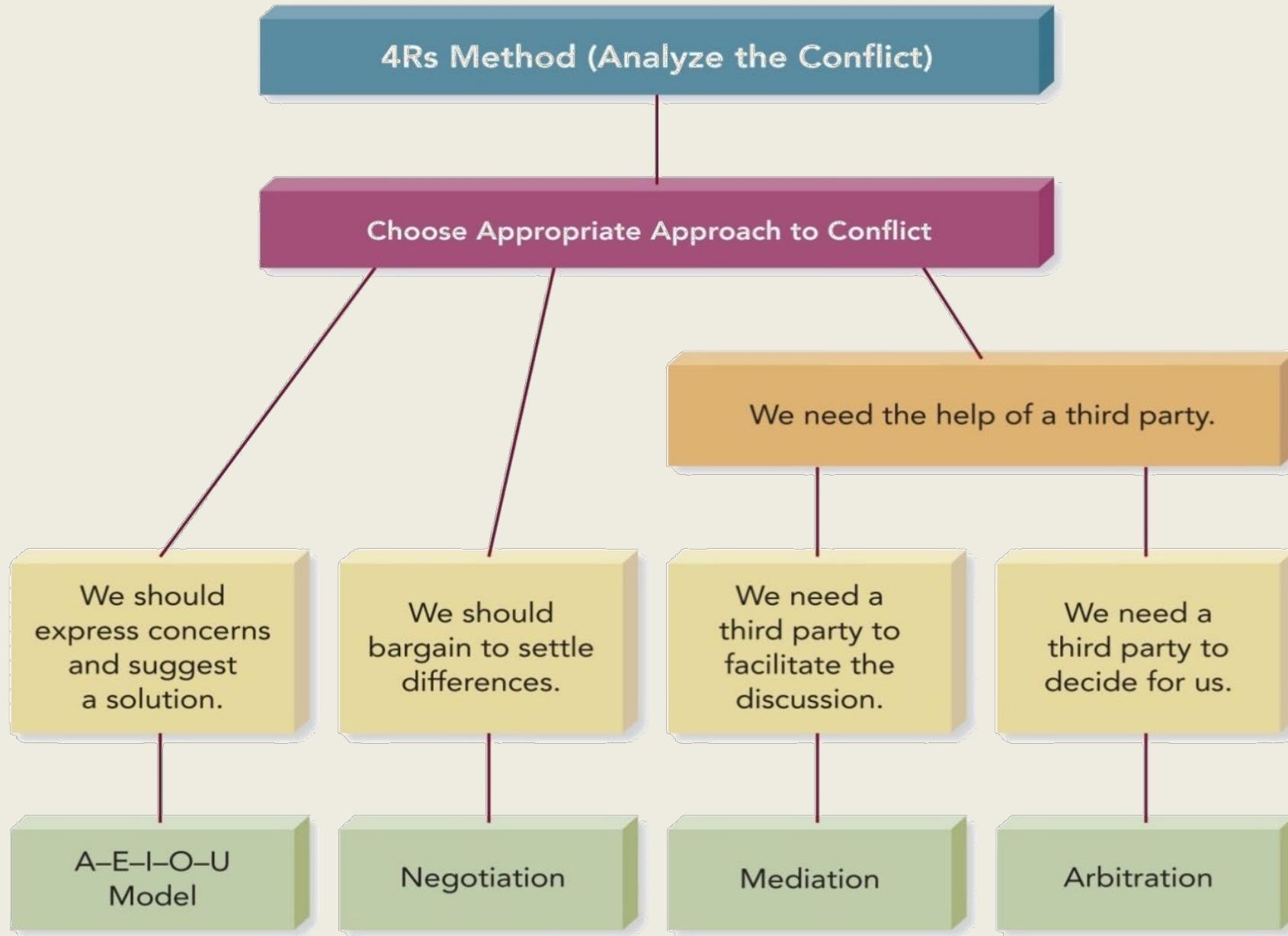


Choosing a Conflict Style

Criteria for Selecting a Conflict Style:

- How important is the issue to you?
- How important is the issue to other members?
- How important is it to maintain positive relationships with group members?
- How much time does the group have?
- How fully do group members trust one another?

Conflict Management Strategies



The **4Rs** Method for Analyzing a Conflict



Reasons. What are the reasons for or causes of the conflict?



Results. What are the consequences of the group's current approach to the conflict?



Reactions. How are group members reacting to one another?



Resolution. What are the available methods for resolving the conflict?

The A-E-I-O-U Method of Conflict Resolution

A – Assume other members mean well.

E – Express your feelings.

I – Identify what you want to happen.

O – Outcomes you expect are made clear.

U – A mutual Understanding is achieved.

Negotiation

- A process of bargaining in order to settle differences or reach solutions.
- **Principled negotiation:**
 - Separates people from the problem.
 - Focuses on group interests, not positions.
 - Generates a variety of possible solutions.
 - Insists on objective criteria.



10 minutes to discuss in your small group

- When to call the 3rd party to solve the conflict?
→ It's too complicated and gets stuck.
- What are the criteria to choose the 3rd party?
→ Good listener, higher authority, experience, neutral, anger management, calm, confidential, *sympathy* to the situation.



Conflict Mediation

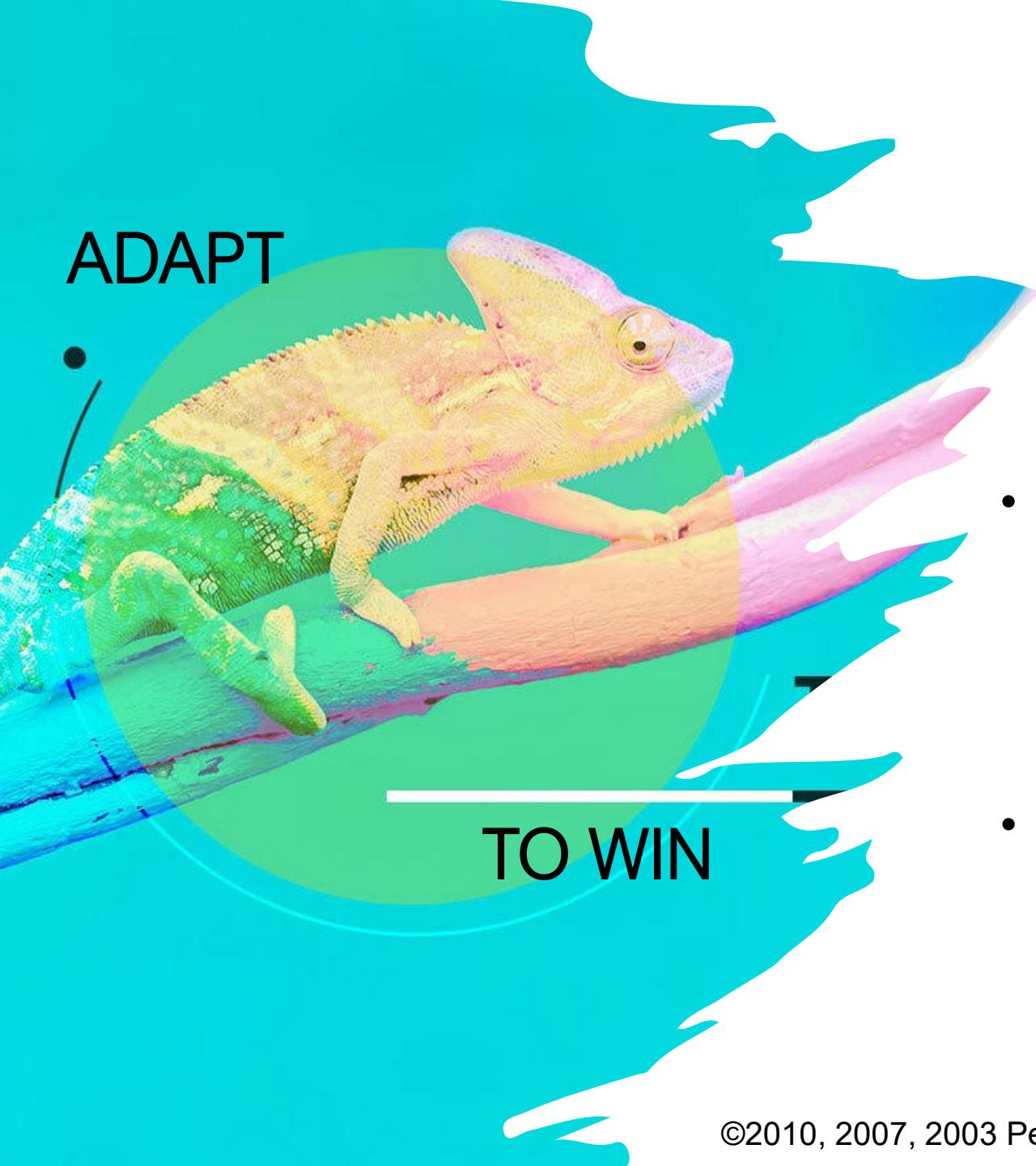
Employs the services of an impartial third party who guides, coaches, and encourages disputants through negotiation to successful resolution and agreement.

William D. Kimsey, Rex M. Fuller, and Bruce C. McKinney, *Mediation and Conflict Management: General Mediation Manual*

PowerPoint Quiz

All of the following are mediation strategies for resolving conflict constructively **EXCEPT**:

- a) Show strength and conviction by supporting your own position.
- b) Speak to be understood rather than win.
- c) Focus on your own perspective rather than criticizing others' behavior.
- d) Explore ideas in new ways.
- e) Recognize that there are many perspectives rather than only two points of view.

A vibrant yellow and pink chameleon is perched on a stylized map of the United States. The map features a green base layer with blue oceans and white state outlines. A large, semi-transparent teal circle highlights the western coast states. The chameleon's body is oriented diagonally across the map, with its head towards the top right and tail towards the bottom left. Its skin has a mottled pattern of yellow, pink, and green. A thin black line points from the word "ADAPT" to the chameleon's head.

ADAPT

-

TO WIN

Adapting to Differences

- **Culture:** Members from cultures that value conformity and collectivism are less likely to express disagreement than those from cultures that place a higher value on individualism.
- **Gender:** Women tend to avoid conflict; men and women differ in what is expected of them during conflicts.

Group Cohesion

Cohesion is the mutual attraction that holds members of a group together.

Cohesive groups have:

- High levels of interaction.
- A supportive communication climate.
- A desire to conform to group expectations.
- The use of creative and productive approaches.
- Satisfied members.





Enhancing Group Cohesion

- Establish a group identity and traditions.
- Emphasize teamwork.
- Recognize and reward contributions.
- Respect group members.



Groupthink

Groupthink

The deterioration of group effectiveness that results from in-group pressure

- Highly cohesive groups are at greater risk of succumbing to groupthink.
- Irving Janis identifies 8 symptoms and expressions of groupthink.



Buzzle.com

Groupthink is a phenomenon where people tend to confirm with group decisions to avoid feeling outcast, leading to errors in decision making.

8 Groupthink Symptoms

1. **Invulnerability:** Overly confident; takes big risks – risk of time – quality – score
2. **Rationalization:** Makes excuses, ignores warnings
3. **Morality:** Ignores ethical and moral issues
4. **Stereotyping Outsiders:** Considers others too weak or stupid to cause trouble

8 Groupthink Symptoms

5. **Self-Censorship:** Unwilling to disagree; doubts their own concerns
6. **Pressure on Dissenters:** Pressures members to agree
7. **Illusion of Unanimity:** Believes everyone agrees
8. **Mindguarding:** Shields members from adverse information or opposition

Groupthink Examples

1. **Invulnerability:** _____
2. **Rationalization:** _____
3. **Morality:** Secretly torturing prisoners is acceptable in these circumstances. _____
4. **Stereotyping Outsiders:** _____

Groupthink Examples

5. Self-Censorship: _____
6. Pressure on Dissenters: Come on, Crystal! You can't fight all of us on this!
7. Illusion of Unanimity: _____
8. Mindguarding: _____

Strategies for Avoiding Groupthink

- Ask all members to serve as critical evaluators.
- Assign several members to work on the same problem independently.
- Discuss the group's progress with someone outside the group.
- Invite an expert to join a meeting and encourage constructive criticism.
- Before finalizing a decision, give members a second chance to express doubts.



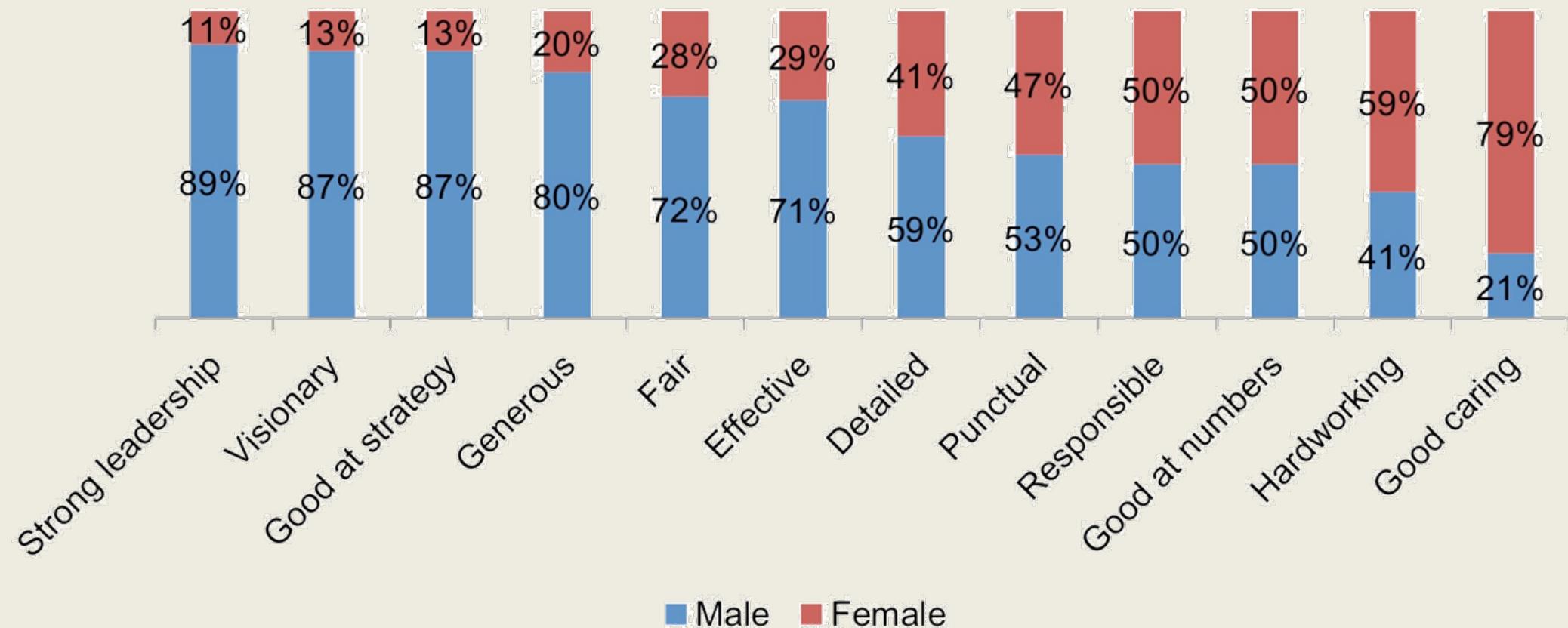
DISCUSSIONS

Why should we care about the gender differences at work?

Nhận định của nam và nữ giới về năng lực trong môi trường làm việc?

- Theo báo cáo mới đây của Mastercard, Việt Nam đứng thứ 5 trong danh sách các nước có sự tiến bộ về vị trí của nữ giới trong xã hội, chỉ đứng sau New Zealand, Australia, Philippines và Singapore.

Which gender is better at the following at work?

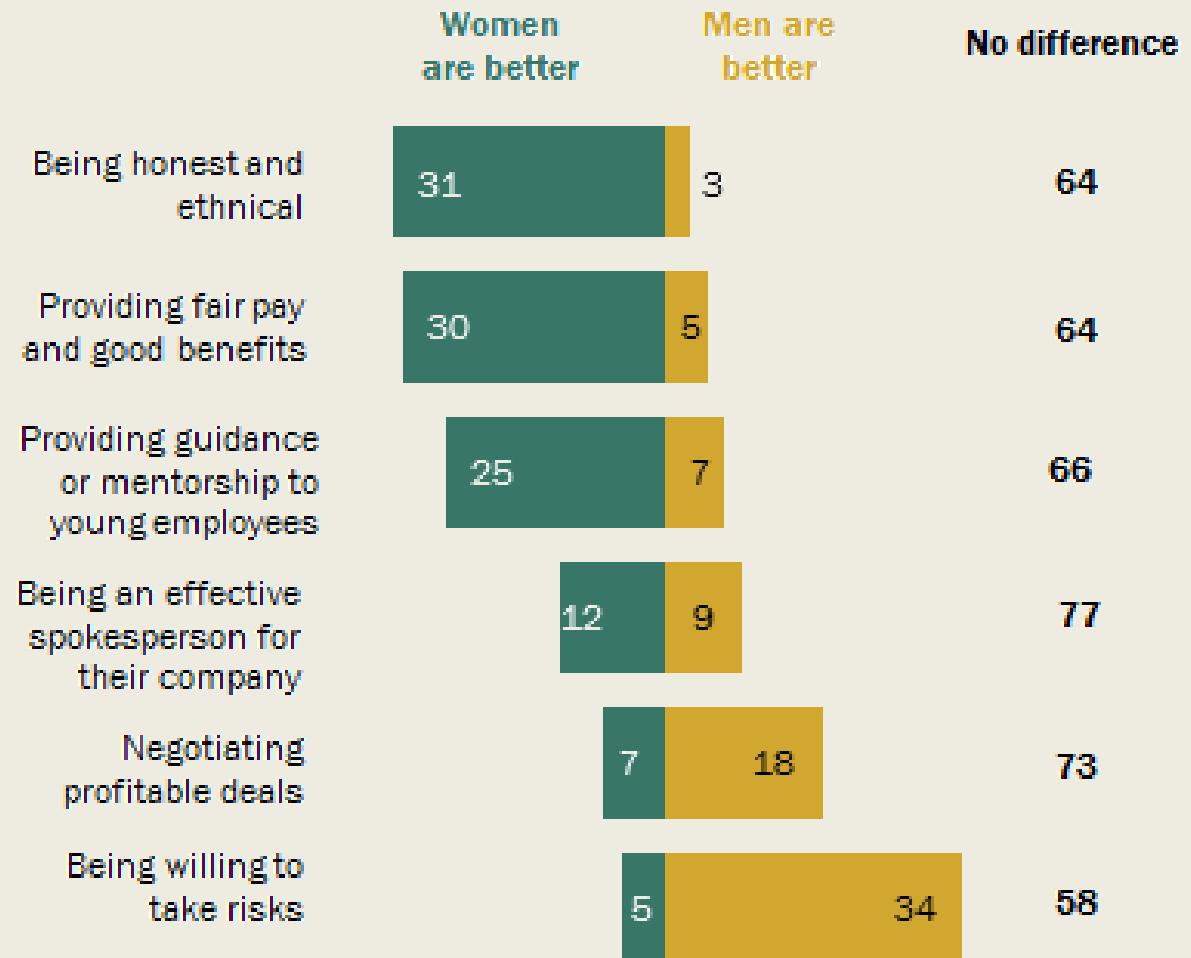


Male are considered to be better in leadership, visions while female are more for better care

Q. Which is more applicable, male or female, when it comes to working?

What Men and Women Bring to Business Leadership

% saying, in general, women/men in top executive positions are better at ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

West (US, UK, EU...)

- Individualism
- Male
- WIG good
- Success (outcomes)

East (China, VN)

- Collectivism (group goal)
- Female
- WIG on the way
- Feeling like success (processing)

Vnese people care more about others' feeling than job => not good for WIG.

Why should we care about working with people from different cultures?

- Mainstream & minority culture in WIG

Vietnam 3rd best place in Asia for expats: survey

By Thanh Nien News, TN News

Thursday, October 23, 2014 14:58

Email

Print

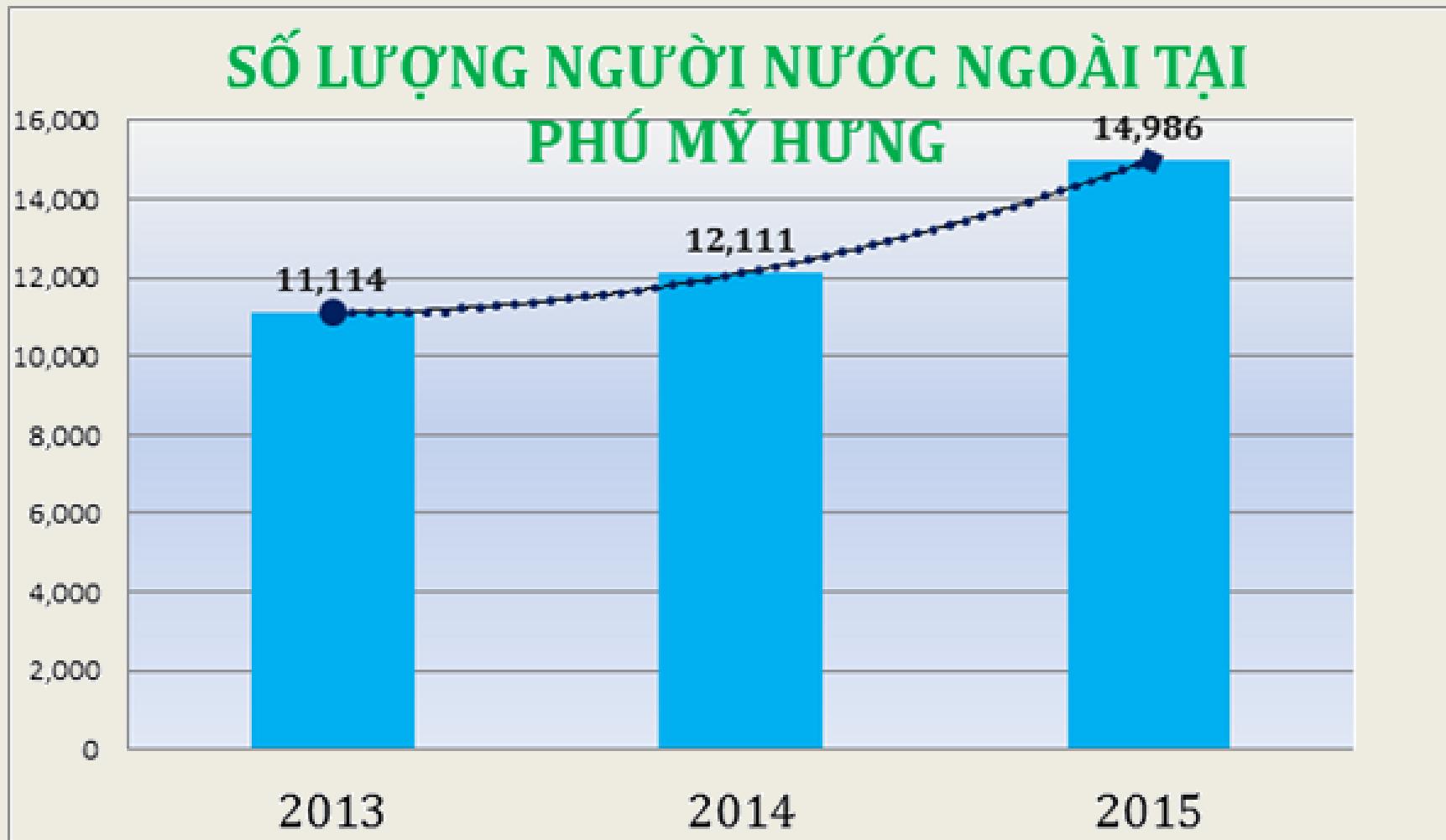


A foreign teacher teaches English at an elementary school in Ho Chi Minh City. Up to 52 percent of expats in Vietnam said they earn more than they would have at home. Photo: Dao Ngoc Thach

Vietnam is the third best place in Asia for expats looking to improve their quality of life, with 62 percent saying they strongly associate the country with a high quality of life, according to a survey released by HSBC on Tuesday.

FOREINGNERS COME TO
VIETNAM TO WORK IN
MANY JOBS

ARE YOU WORRIED ABOUT JOB COMPETITORS?



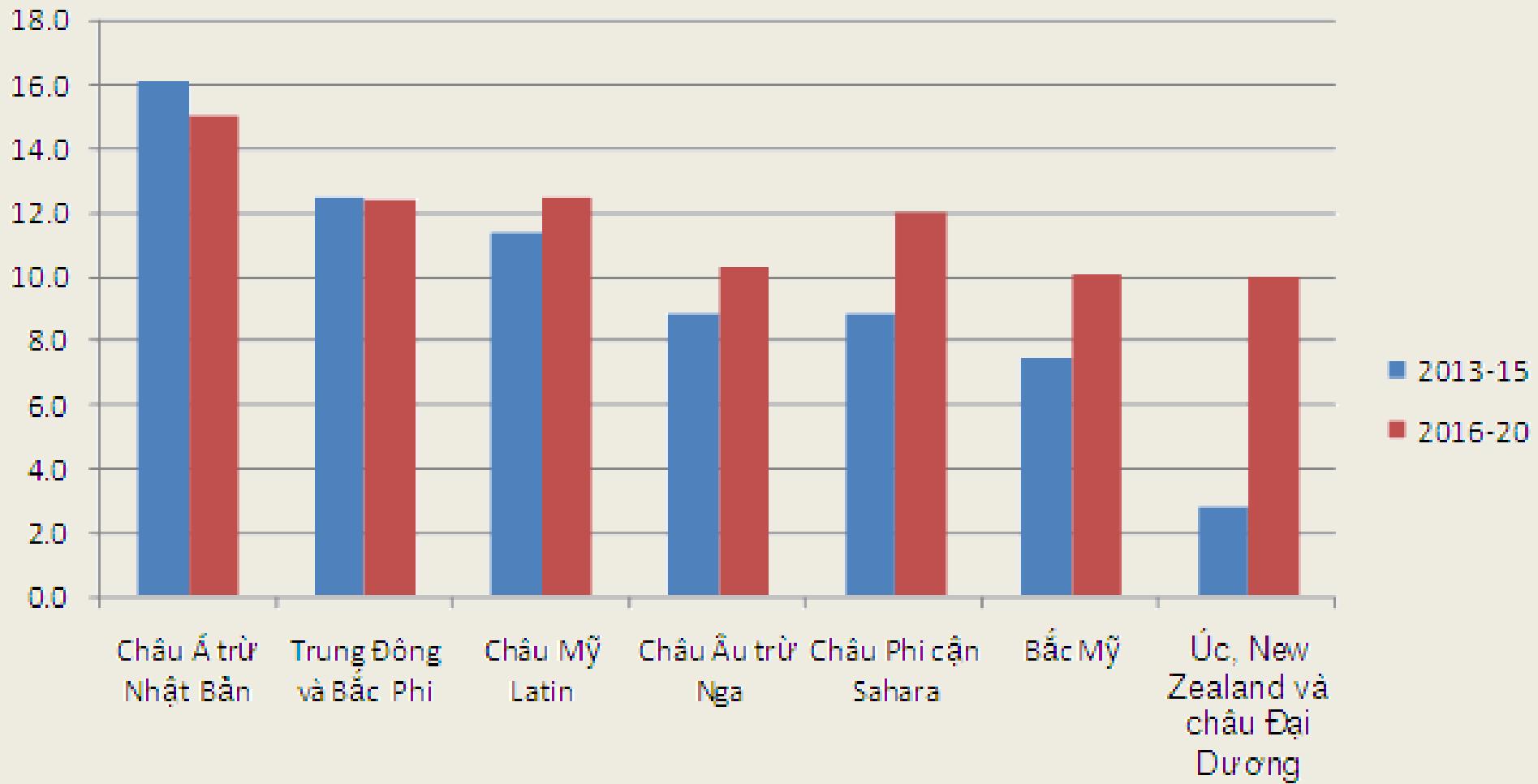
Lao động nước ngoài đổ sang Việt Nam

- Cuối 2015, Cộng đồng kinh tế ASEAN (AEC) hình thành cho phép tự do di chuyển & làm việc tại các nước trong khu vực đối với 8 nhóm nghề: kế toán, kiến trúc sư, nha sĩ, bác sĩ, kỹ sư, y tá, vận chuyển, nhân viên du lịch. Một chuyên gia trong ngành nhân lực cho biết số lượng lao động nước ngoài đến VN ngày càng nhiều. Người nước ngoài tham gia vào các vị trí cấp cao hay cấp trung và cả những công việc lao động phổ thông như giúp việc nhà, chăm em bé...
- “Họ có khả năng ngoại ngữ, kỷ luật làm việc và sự chuyên nghiệp mà nhiều lao động VN thiếu hụt. Người lao động VN đang bị cạnh tranh ngay trên sân nhà”, chuyên gia này nhận định. Ông Phạm Bình An, Giám đốc Trung tâm WTO TP.HCM, **cho rằng nguy cơ mất việc trên sân nhà hoàn toàn có khả năng xảy ra.** “Tự do hóa lao động nhưng chúng ta làm thuê nhiều hơn thì cũng đáng lo”, ông nói.

- Điều đáng lo ngại là chất lượng nguồn nhân lực của VN còn thấp và có khoảng cách khá lớn so với các nước trong khu vực. Nhiều chuyên gia đánh giá VN thiếu lao động có trình độ tay nghề, công nhân kỹ thuật bậc cao. **Nếu lấy thang điểm là 10 thì chất lượng nhân lực của VN chỉ đạt 3,79 điểm, xếp thứ 11/12 châu Á tham gia xếp hạng của WHO-Ngân hàng Thế giới.** Do đó, áp lực cạnh tranh giữa nguồn lao động hiện tại của VN và các quốc gia ASEAN khác là rất lớn.

Xuất khẩu theo châu lục (Nguồn Oxford Economics)

Tăng trưởng (%) năm)



Một số thị trường lao động tuyển nhiều lao động Việt Nam nhất

Đài Loan

Nhật Bản

Hàn Quốc

Nhìn vào bảng thống kê số người đi xuất khẩu lao động nước ngoài 9 tháng năm 2017 dưới đây thì chúng ta sẽ nhận ra xu hướng đi XKLĐ trong năm 2018.

Thị trường	Tổng số người /9 tháng	Tăng ↑/ giảm ↓	Dự kiến 2018 tăng/ giảm
Đài Loan	47.139	0,05% ↑	↓
Nhật Bản	36.259	34,47%↑	↑
Hàn Quốc	3.824	37,92%↓ (*)	
Ả Rập Xe Út	2.650	31,13% ↓	↓
Malaysia	1.043	44,16%↓	↓
Algieri	544	43,33%↓	↓
Macao, UAE, Thổ nhĩ kỳ, Rumani, Isarel, Qatar, Mỹ, CH Sip, Nga	869	22%↓	↓

So sánh mức lương XKLĐ Nhật Bản với mức lương việc làm tương đương trong nước

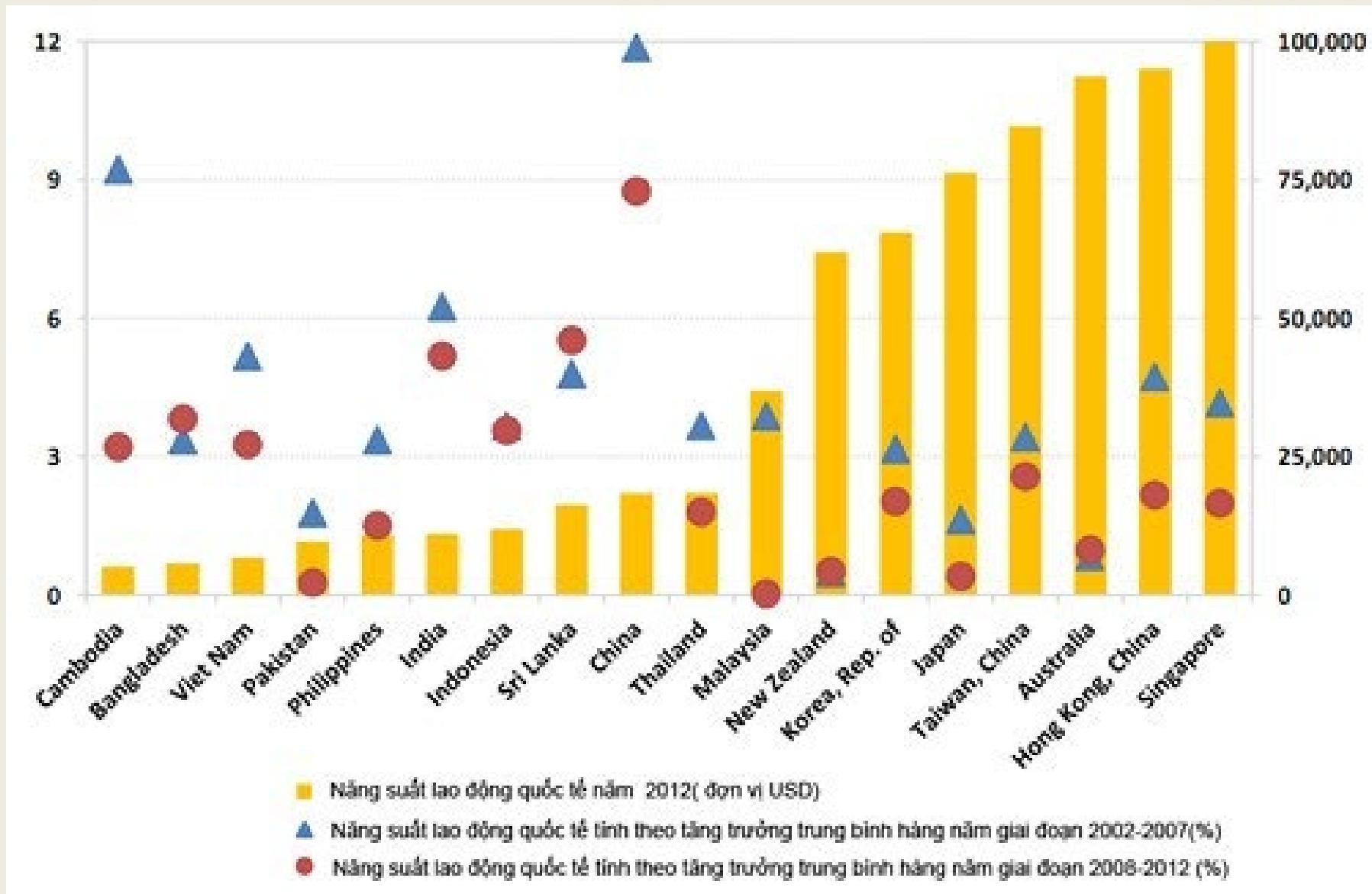


nhanluctoancau.vn
Công ty XKLĐ Nhật Bản UY TÍN số 1 Việt Nam

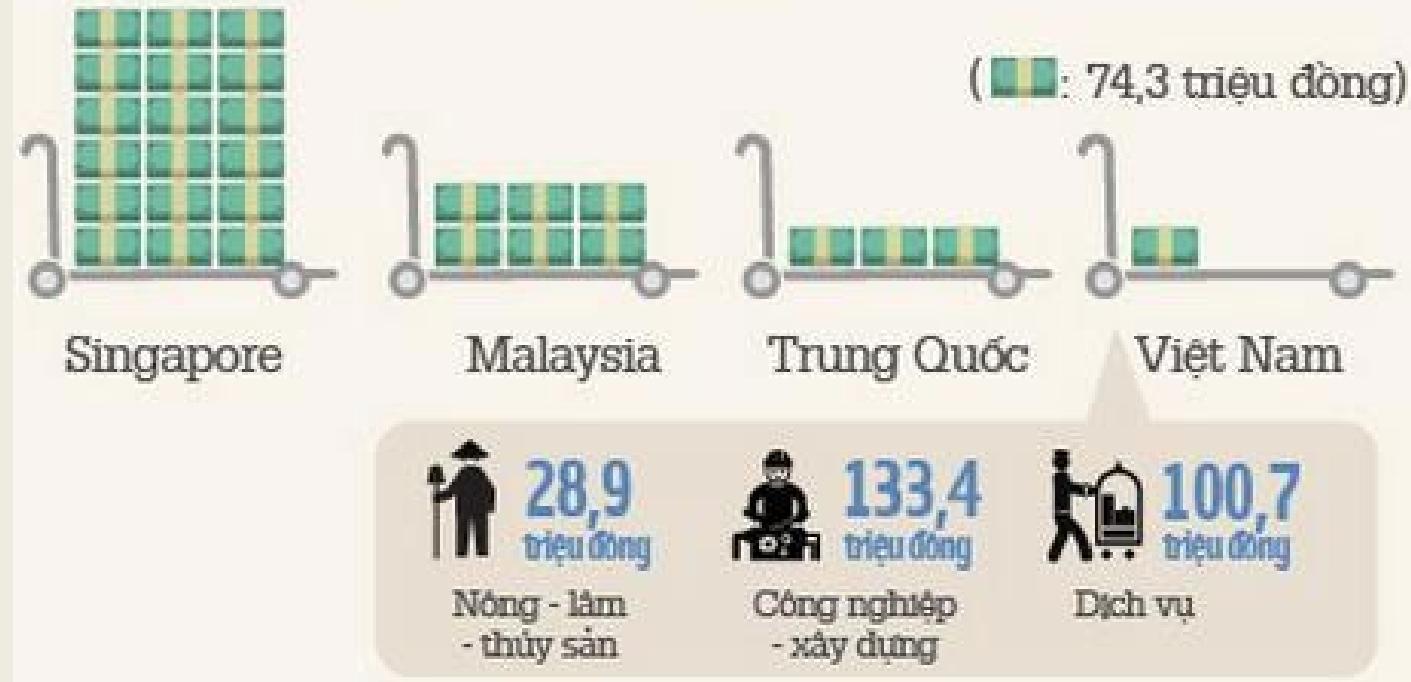
Nông nghiệp	3 - 5 triệu	25 - 30 triệu
Xây dựng	5 - 7 triệu	22 - 27 triệu
Cơ khí	7 - 8 triệu	25 - 32 triệu
Chế biến thực phẩm	5 - 7 triệu	28 - 36 triệu
May mặc	4 - 6 triệu	24 - 30 triệu

1 người Singapore có năng suất lao động bằng 23 người Việt Nam

- Tại diễn đàn Nguồn nhân lực Toàn cầu 2017 do Bộ GD-ĐT vừa tổ chức mới đây báo cáo **năng lực cạnh tranh toàn cầu năm 2015-2016 xếp Việt Nam ở thứ 56/140** quốc gia và nền kinh tế. Tuy nhiên, các chỉ số về liên quan tới đổi mới sáng tạo thì thấp hơn nhiều.
 - Leave it here and say nothing



Năng suất hàng năm mỗi lao động

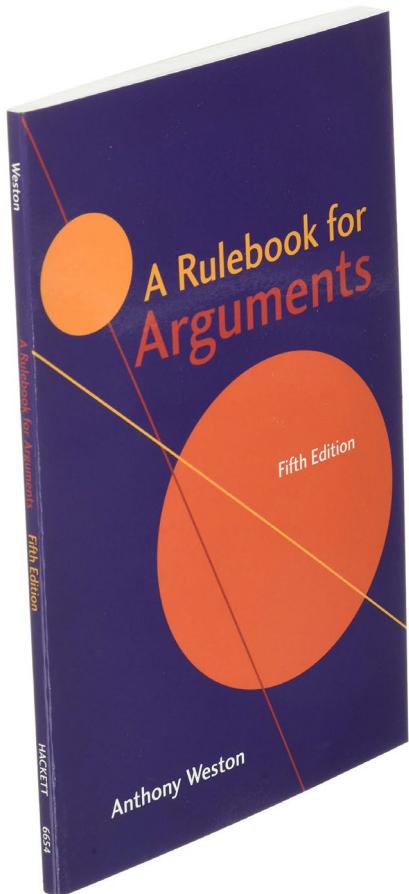


(Viện Năng suất Việt Nam – 2014)

- Lao động VN bị đánh giá thấp về ngoại ngữ + các kỹ năng làm việc theo nhóm. Nhân sự cấp cao Việt Nam so với các nước trên thế giới còn khoảng cách khá lớn.

More reading

- <http://laodongxuatkhaunhatban.vn/nen-di-xuat-khau-lao-dong-tai-nuoc-nao.html>
- <https://thanhnien.vn/kinh-doanh/lao-dong-nuoc-ngoai-do-sang-viet-nam-698134.html>
- <https://vov.vn/xa-hoi/giao-duc/1-nguoisingapore-co-nang-suatlao-dong-bang-23-nguoiviet-nam-708198.vov>
- <http://vietq.vn/nang-suatlao-dong-cua-viet-nam-chi-cao-hon-campuchia-lao-d70478.html>
- <http://quantrinhansu-online.com/cac-tro-ngaicua-nguoiviet-nam-khi-lam-viec-nhom/>
- <http://www.misa.com.vn/tin-tuc/chi-tiet/newsid/51672/Tai-sao-hoc-sinh-Viet-Nam-hoc-gioi-ma-nang-suatlao-dong-lai-thap>
- <https://www.redventures.com/blog/2015/11/18/5-major-differences-between-men-and-women-at-work/>
- <https://ctb.ku.edu/en/table-of-contents/culture/cultural-competence/building-relationships/main>
- <https://www.universalclass.com/articles/business/handling-cultural-differences-in-the-workplace.htm>



- A Rule Book For Arguments, Prof. Anthony Weston, Elon University
- Viết Gì Cũng Đúng => not writing skills => to build a mindset of critical thinking

