**9-2: Summarize the different ways that project managers can address conflicts.  When might it be appropriate to avoid conflict?  When is conflict beneficial for a project team?  What can project managers do to manage virtual team members successfully?**

Some potential workplace conflicts include:

* Withdrawal, retreating from a situation or disagreement.
* Confrontation, which is facing a problem head-on and using a problem-solving approach.
* Forcing, which involves a win/lose situation in which one must be chosen.
* Collaborating, using multiple viewpoints to develop a commitment to a certain outcome.

There are a variety of ways to handle workplace conflicts, but some potential solutions could be:

* Forcing if the task importance is high and relationship importance is low.
* Withdrawal/Avoidance if the task and relationship importance is low.
* Compromise if the task and relationship importance is medium.
* Smoothing/Accommodations if the importance is low but relationship is high.

Conflict should only resort when the gain of the team is high.  Workplace conflicts can create a hostile atmosphere for management and team members, reducing morale of the group.  Conflict management can be done face-to-face is workplace meetings, done one-on-one for coaching, or implementing one of the options above if cohesion in the workplace is important.  Conflict management can also be done virtually via web meetings.