

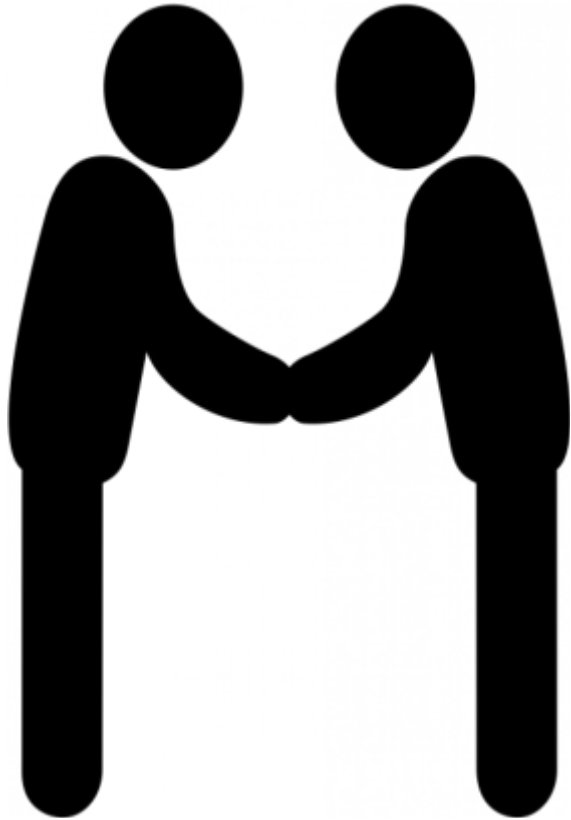
CONFLICT RESOLUTION



In this lecture, we will be discussing about-

- Significance of Conflict Resolution
- Steps & Usable Plan in Resolving Conflict
- Anticipatory Action to Prevent Conflict

WHAT IS CONFLICT RESOLUTION?



Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute.

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In the workplace, there can be a variety of types of conflict:

- Conflict may occur between co-workers, or between supervisors and subordinates, or between service providers and their clients or customers.
- Conflict can also occur between groups, such as management and the labor force, or between whole departments.

Author	Definition of Conflict
Robins (2003)	Conflict is known as natural due to life uncertainty and it is good and necessary that can improve the innovative thinking in the right way. It is also allowed for the necessity of actions and thoughts.
Lewis Coser (1967)	Conflict can be referred to the clash of interest and values, the tension between what is and what some of the group feel ought to be.
Bercovitch (2009),	Conflict as a situation that generated incommensurable goals or values among different parties. It depends on the situation because different conditions will influence the person and also external factors.
Lam et al (2007),	Conflict is a disagreement among different parties for the opinions, ideas and views
Barki et Hartwick (2001)	Conflict is a phenomenon of feeling negative emotional reactions in conflicting parties when achieving their goals and perceiving disagreements.

Significance of Conflict Resolution

- **Builds Relationships**
- **Leads to Goal Achievement**
- **Enhances Commitment**
- **Generates New Insight**

Steps in Conflict Resolution Process:

1. **Recognition** by the parties involved that a problem exists.
2. **Mutual agreement** to address the issue and find some resolution.
3. **Honest efforts** to understand the perspective and concerns of the opposing individual or group.
4. **Identifying** changes in attitude, behaviour, and approaches to work by both sides that will lessen negative feelings.
5. **Recognising** triggers to episodes of conflict.
6. **Interventions/Mediations** by third parties such as Human Resources representatives or higher level managers to mediate.
7. **Willingness** by one or both parties to compromise.
8. **Agreement** on a plan to address differences.
9. **Monitoring** the impact of any agreements for change.
10. **Disciplining or terminating** employees who resist efforts to defuse conflicts.

TYPES OF CONFLICT RESOLUTION SKILLS:

- Mediation
- A supervisor might guide subordinates who are in conflict through a process to identify mutually agreeable changes in behavior.
- Creative Problem Solving
- A supervisor might redefine the roles of two conflict-prone staff to simply eliminate points of friction. Creativity can also mean finding new win/win solutions.
- Accountability
- A supervisor might document conflict-initiating behaviors exhibited by a chronic complainer as preparation for a performance appraisal. In this way, the supervisor helps establish accountability, since the employee can no longer pretend the problem isn't happening.

TYPES OF CONFLICT RESOLUTION SKILLS:

- Assertiveness
- A supervisor might take the initiative to convene a meeting between two employees who have engaged in a public dispute. An employee might seek out a person with whom they're having conflict to suggest working together to find ways to co-exist more peacefully.
- Interviewing and Active Listening
- A Human Resources representative might have to ask questions and listen carefully to determine the nature of a conflict between a supervisor and a subordinate.
- Empathy
- A mediator might encourage empathy by asking employees in conflict to each describe how the other might be feeling and thinking, and how the situation might look to the other party.
- Facilitation
- Managers of rival departments might facilitate a joint brainstorming session with their teams to generate solutions to ongoing points of conflict. Group facilitation techniques can also be used to avoid triggering conflict during group decision-making, in the first place.

Healthy and unhealthy ways of managing and resolving conflict

Unhealthy responses to conflict:

An inability to recognize and respond to the things that matter to the other person.

Explosive, angry, hurtful, and resentful reactions.

The withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment.

An inability to compromise or see the other person's side.

Healthy responses to conflict:

The capacity to empathize with the other person's viewpoint.

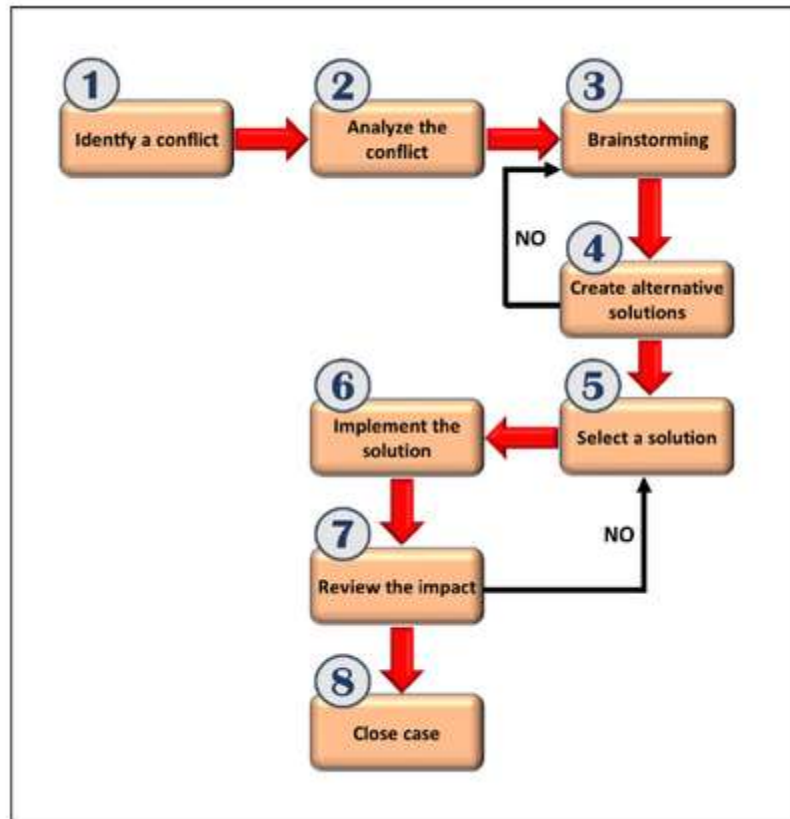
Calm, non-defensive, and respectful reactions.

A readiness to forgive and forget, and to move past the conflict without holding resentments or anger.

The ability to seek compromise and avoid punishing.

- Anticipatory Action to Prevent Conflict:
- Watchfulness.
- Clear demarcation of roles and responsibilities.
- Mutual respect.
- Understanding the difference between Colleagues and Friends.
- Knowing your boundaries.
- Foreseeing the potential conflict scenarios.
- Laying down clear policy and rules.
- Avoiding any discussion on sensitive issues. (e.g. Ideology, Religion, Political Affiliation)

Conflict management process model



Anticipatory Action to Prevent Conflict

Respect

Willingness to forgive
and to be forgiven

Creative solution

Using the Never proving
the other wrong/or
make them lose face
intelligence

Recognising fear as a
factor of both sides

Recognition of injustice on
both sides

Understand the values

Using the techniques of
emotional intelligence

Ideology and religion
should not be part of the
discussion

- What real-life examples of conflict resolution have you dealt with, and how?

THANKS