Chapter 7

Conflicts

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1

Trouble Happens; Keep Your Cool

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2

Objectives

❖ Specific, not general
❖ Not overly complex
❖ Measurable, tangible, and verifiable
❖ Appropriate level, challenging
❖ Realistic and attainable
❖ Established within resource bounds
❖ Consistent with resources available or anticipated
❖ Consistent with organizational plans, policies, and procedures

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3

Type Of Conflicts

- ❖ Manpower resources
- ❖ Equipment and facilities
- ❖ Capital expenditures
- ❖ Costs
- ❖ Technical opinions and trade-offs
- ❖ Priorities
- ❖ Administrative procedures
- ❖ Scheduling
- ❖ Responsibilities
- ❖ Personality clashes

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Prioritization Factors

- ❖ The technical risks in development
- ❖ The risks that the company will incur, financially or competitively
- ❖ The nearness of the delivery date and the urgency
- ❖ The penalties that can accompany late deliver dates
- ❖ The expected savings, profit increase, and return on investment

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Prioritization Factors
(Continued)

- ❖ The amount of influence that the customer possesses, possibly due to the size of the project
- ❖ The impact of or on other projects
- ❖ The impact on affiliated organizations

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Conflict Resolution

Resolution Modes

- **Withdrawal.** Retreating or withdrawing from an actual or potential disagreement.
- **Smoothing.** De-emphasizing or avoiding areas of difference and emphasizing areas of agreement.
- **Compromising.** Bargaining and searching for solutions that bring some degree of satisfaction to the parties in a dispute. Characterized by a "give-and-take" attitude.

Resolution Modes (Continued)

- **Forcing.** Exerting one's viewpoint at the potential expense of another. Often characterized by competitiveness and a win-lose situation.
- **Confrontation.** Facing the conflict directly, which involves a problem-solving approach whereby affected parties work through their disagreements.

Conflict Decision-Making

Resolution Procedures

- ❖ Pausing and thinking before reacting
- ❖ Building trust
- ❖ Trying to understand the conflict motives
- ❖ Keeping the meeting under control
- ❖ Listening to all involved parties
- ❖ Maintaining a give-and-take attitude
- ❖ Educating others tactfully on your views
- ❖ Being willing to say when you were wrong
- ❖ Not acting as a superman and leveling the discussion only once in a while

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The Conflict Manager

- ❖ Knows the organization
- ❖ Listens with understanding rather than evaluation
- ❖ Clarifies the nature of the conflict
- ❖ Understands the feelings of others
- ❖ Suggests the procedures for resolving differences
- ❖ Maintains relationships with disputing parties
- ❖ Facilitates the communications process
- ❖ Seeks resolution

Get To Know Your Team

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