10.1 A Contemporary View of Conflict,

Conflict Is Everywhere and It Matters

Conflict is a pervasive part of the human experience. Some surveys report that employees spend two or more hours per week, or one day per month, dealing with some type of conflict at work. Not only is conflict time consuming, but employees also report many other undesirable consequences, such as:

* 25 percent call in sick.
* 24 percent avoid work-related events.
* 18 percent quit.
* 16 percent say they’ve been fired.
* 9 percent attribute project failures to conflict.3

Whether these statistics move you or not, you can safely assume that all forms of conflict at work are underreported. Due to these consequences, and the fact that conflict occurs both within and between levels in the Organizing Framework for OB, managing it effectively is essential for individual, departmental, and organizational effectiveness.