

BINF6399 - Principles of Team Science



UNC CHARLOTTE

Richard Allen White III, PhD

RAW Lab

Lecture 6 - Tuesday March 2nd, 2021

Learning Objectives

- Conflict management
- Intrapersonal conflict
- Burnout vs. stress
- Interpersonal conflict

Most common conflicts

- *Intrapersonal conflict*
(within oneself)
- *Interpersonal conflict*
(most common)
- *Intragroup (Individual vs. Group)*
(challenging conflict)
- *Interdepartmental disputes*
(manager vs. manager)
- *Interorganizational conflicts*
(mergers, union disputes)



Intrapersonal conflict

- **DIG** conflict model (Dr. Jeff Rubin)

Dig to find the **DESIRE**.

INTERFERES with the **desire**.

the **GUILT**

- **Approach – approach conflict**

Two (+) alternatives

-> Promotion or New Job

- **Avoidance – avoidance conflict**

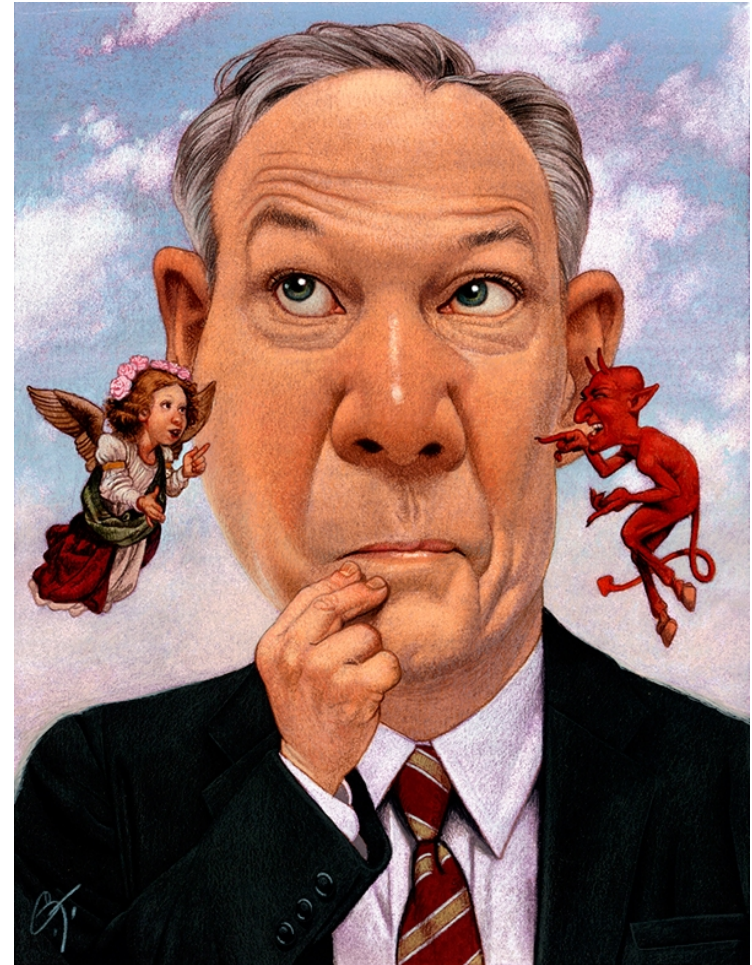
Two (-) alternatives

-> Same job – Same Job (both jobs)

- **Approach – avoidance conflict**

Both (+) and negative (-)

New job with more money but less time with
your family



Intrapersonal conflict

- Approach – approach conflict

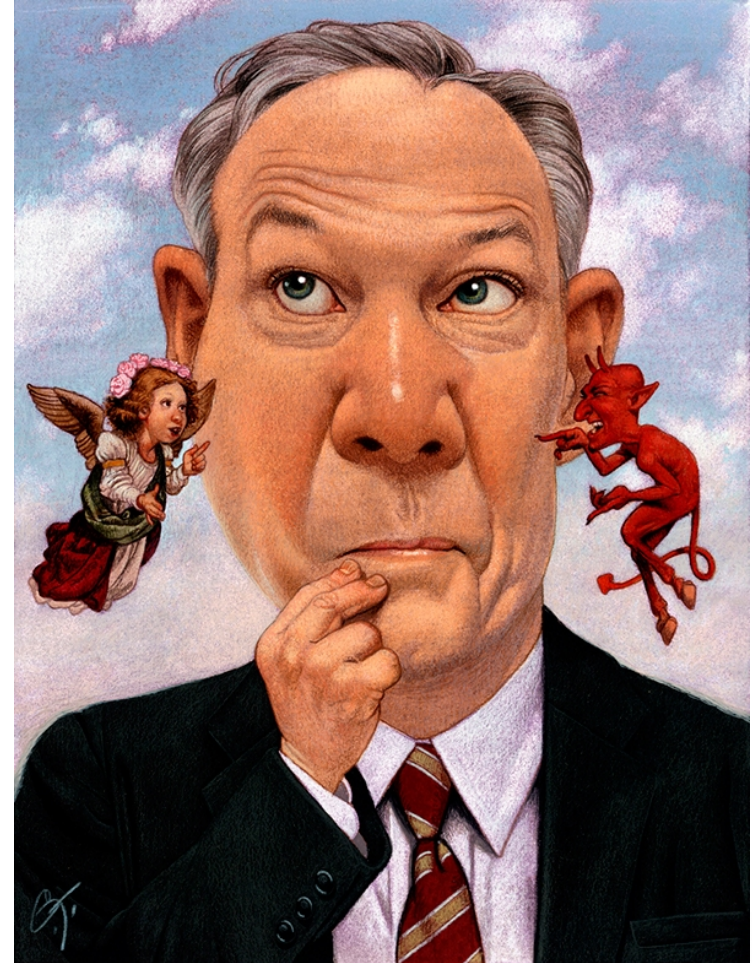
Example in your group (all three)

- Avoidance – avoidance conflict

Example in your group (all three)

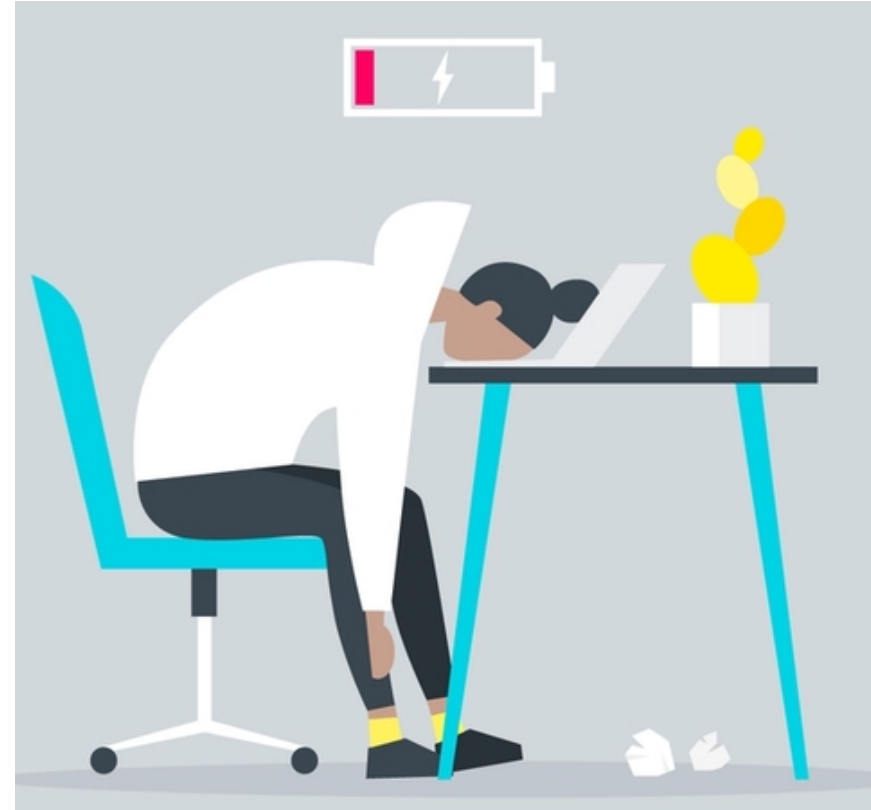
- Approach – avoidance conflict

Example in your group (all three)



Intrapersonal conflict - Burnout

- *Sense of failure and self-doubt.*
- *Feeling helpless, trapped, and defeated.*
- *Detachment, feeling alone.*
- *Loss of motivation.*
- *Increasingly cynical and negative outlook.*
- *Decreased satisfaction and sense of accomplishment.*



Intrapersonal conflict - Burnout



Sources: Gallup, Harvard Business Review

Intrapersonal conflict - Burnout



47 hours

Length of the average
workweek for full-time
U.S. employees.



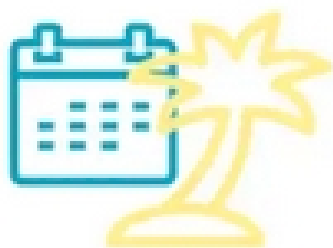
1 in 5

employees work 60-plus
hours a week.



28%

of employees miss three
to six days of work each
year due to stress.



662 million

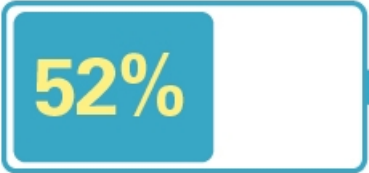
vacation days went unused
in 2016.



54%

of employees ended 2016 with
unused vacation days.

Intrapersonal conflict - Burnout

A blue progress bar with a white segment on the right, indicating 52% completion.

52%

of U.S. office workers say they are stressed at work on a day-to-day basis.

A blue progress bar with a white segment on the right, indicating 60% completion.

60%

report that work-related pressure has increased in the past five years.

A blue progress bar with a white segment on the right, indicating 95% completion.

95%

of HR leaders blame employee burnout for the inability to retain staff.

A blue progress bar with a white segment on the right, indicating 46% completion.

46%

say employee burnout is responsible for up to half of workforce turnover.

Up to **\$190 billion**
in U.S. health care costs



and **120,000 deaths**
each year are attributed to workplace stress.



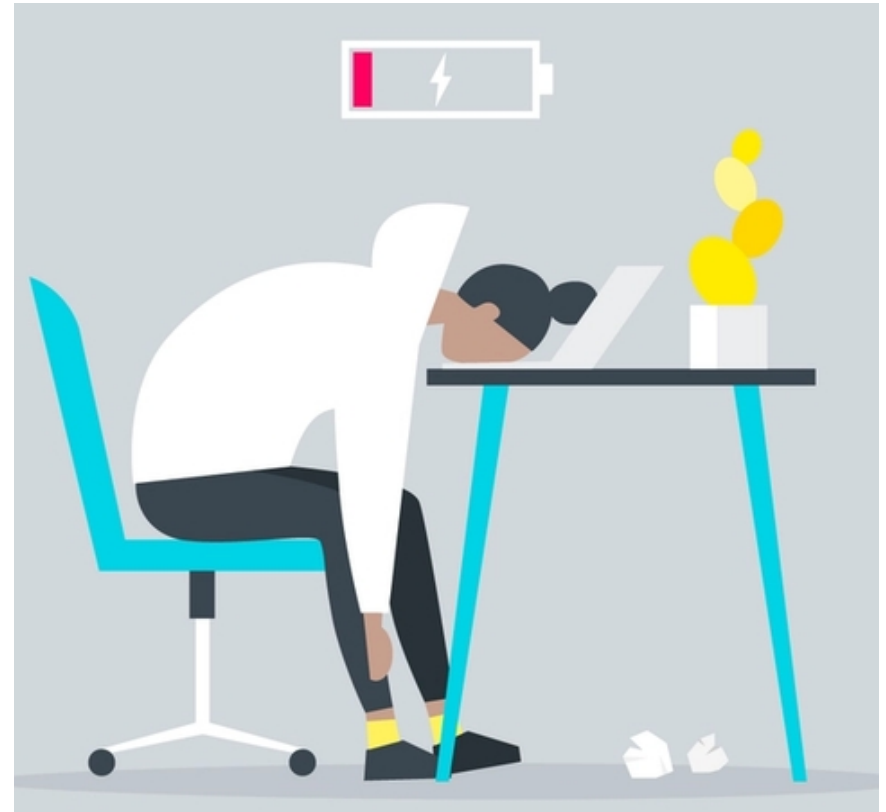
Intrapersonal conflict – Burnout vs. stress

Stress	Burnout
You put in too much effort	It's hard to put in any effort
You feel emotions more strongly	Your emotions feel blunted
You feel hyperactive and anxious	You feel drained and helpless
You have less energy	You have less motivation
It takes a physical toll	It takes an emotional toll

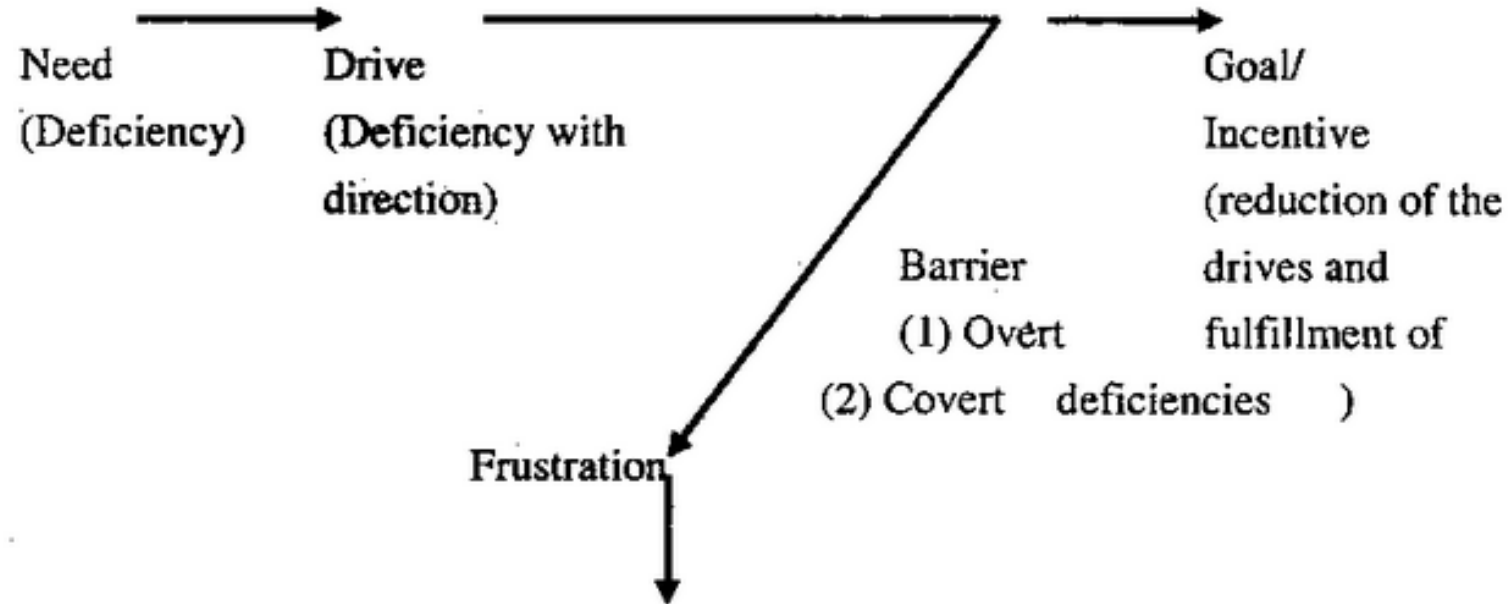
Dr Craig Dike, 2017

Intrapersonal conflict – Burnout Dealing with it

- *Take back control*
- *Change things up*
- *Take a real break*
- *Fix your work-life balance*
- *Eat healthy*
- *Exercise*
- *Sleep*
- *Have fun*
- *Take a vacation!*



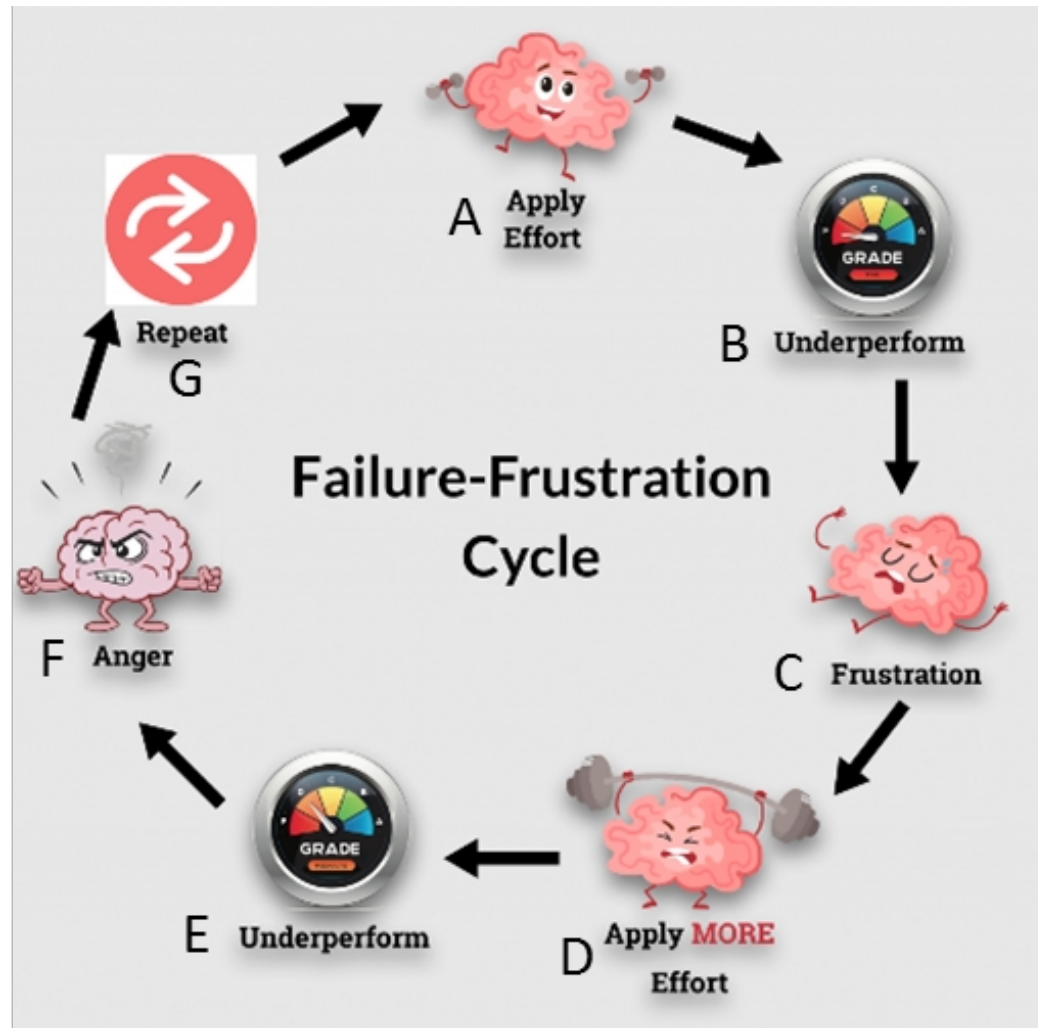
Conflict from frustration



Defensive Mechanisms

1. Aggression
2. Withdrawal
3. Fixation
4. Compromise

Frustration cycle



Interpersonal conflict



Interpersonal conflict - how to manage it?

**In your groups go over
an example conflict (each person)**

- What you did?
- What did you try?
- It's outcome?



Interpersonal conflict - how to manage it?

- Talk it out.

Understanding point of view
Face-to-face

- Practice active listening.

Listen
Empathy/Clarify

- Display empathy.

Active listening/empathy
Show care

- Don't hold grudges.

Accept and move on

- Work on your communication skills.

