

# **BINF6399 - Principles of Team Science**



**UNC CHARLOTTE**

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**RAW Lab**

**Lecture 6 - Tuesday March 2<sup>nd</sup>, 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**

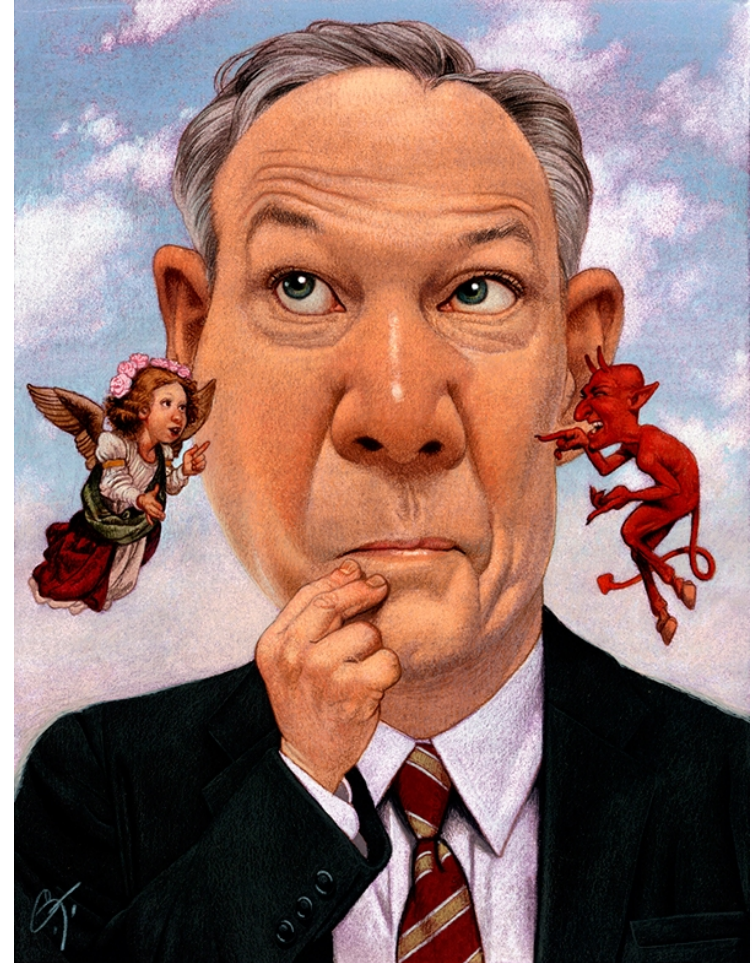
Two (-) alternatives

-> 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***

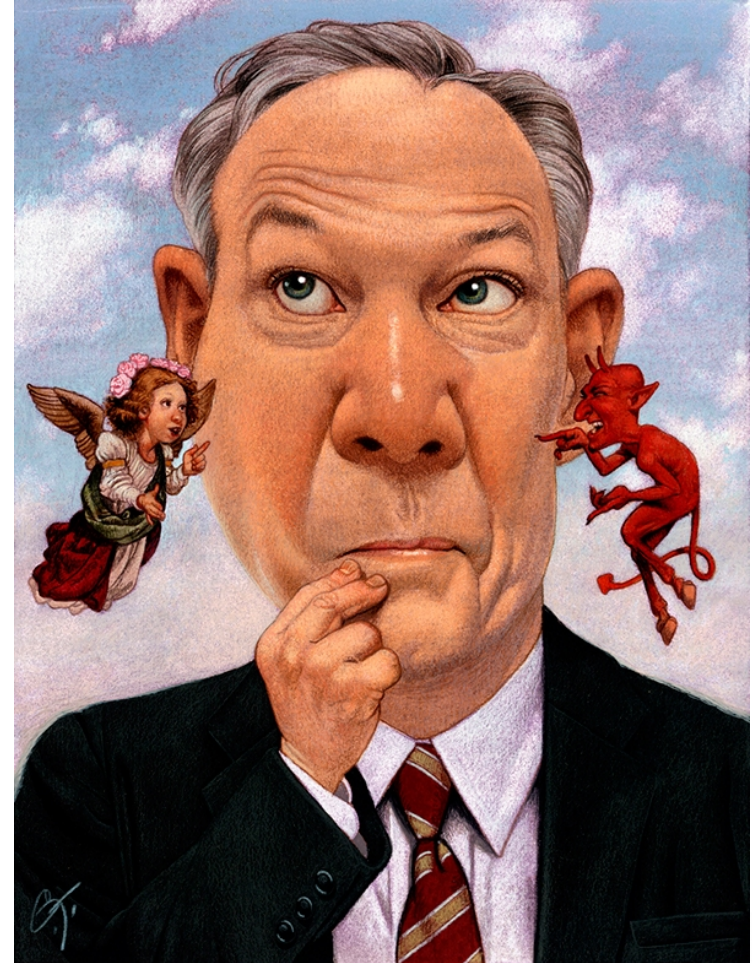
*Example in your group (all three)*

- ***Avoidance – avoidance conflict***

*Example in your group (all three)*

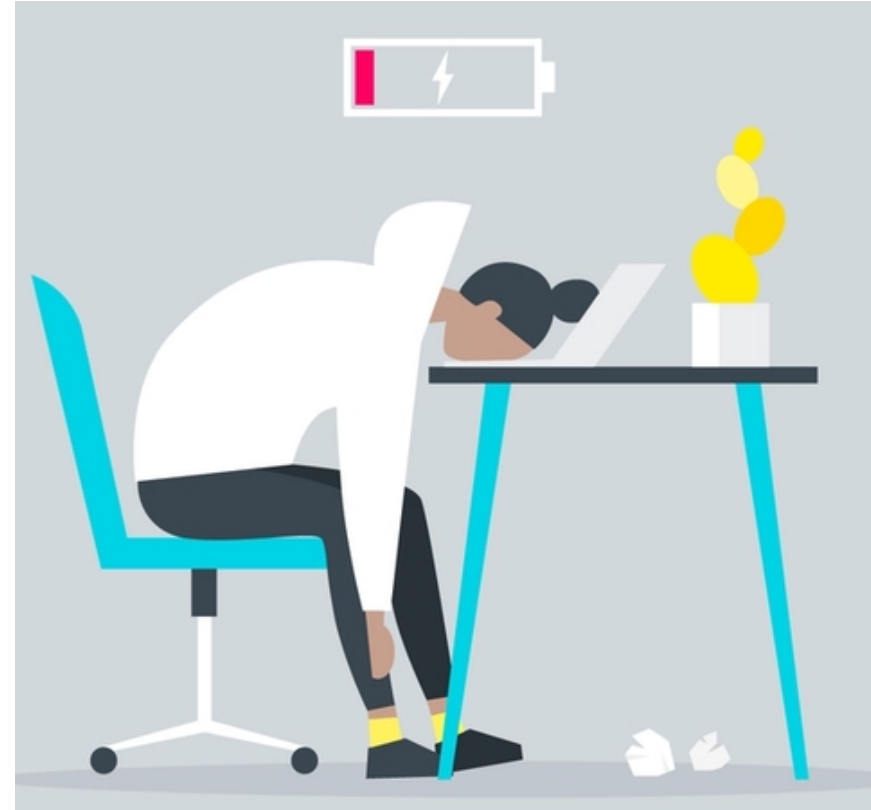
- ***Approach – avoidance conflict***

*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*



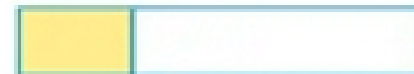
**47 hours**

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



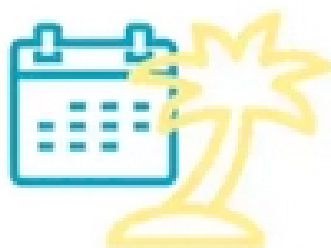
**1 in 5**

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.

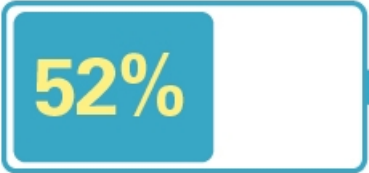


**54%**

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.



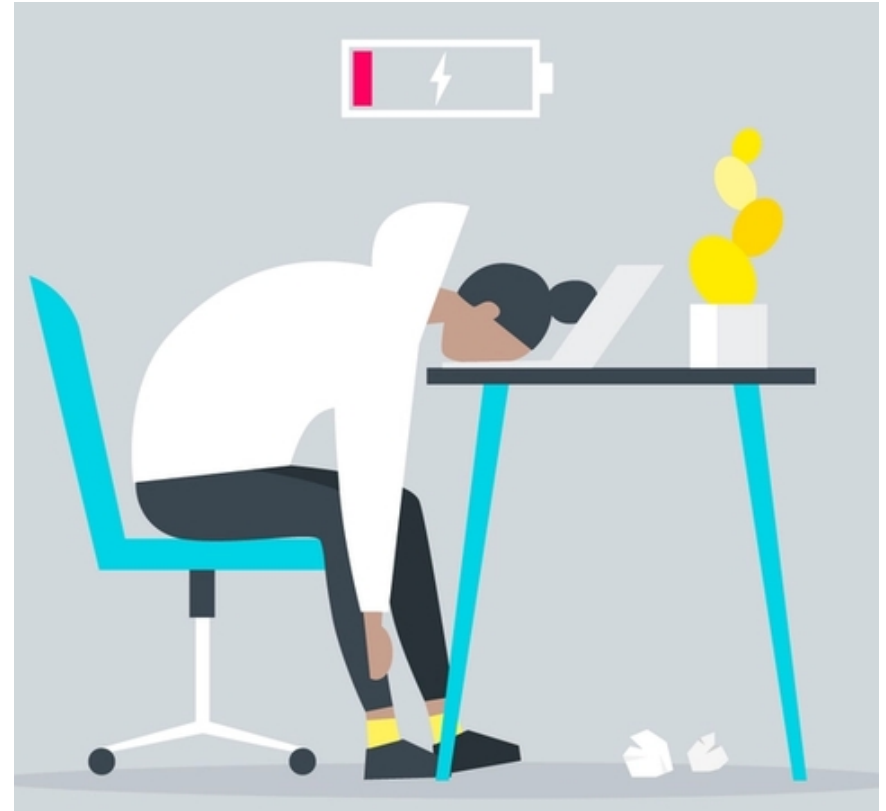
# *Intrapersonal conflict – Burnout vs. stress*

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

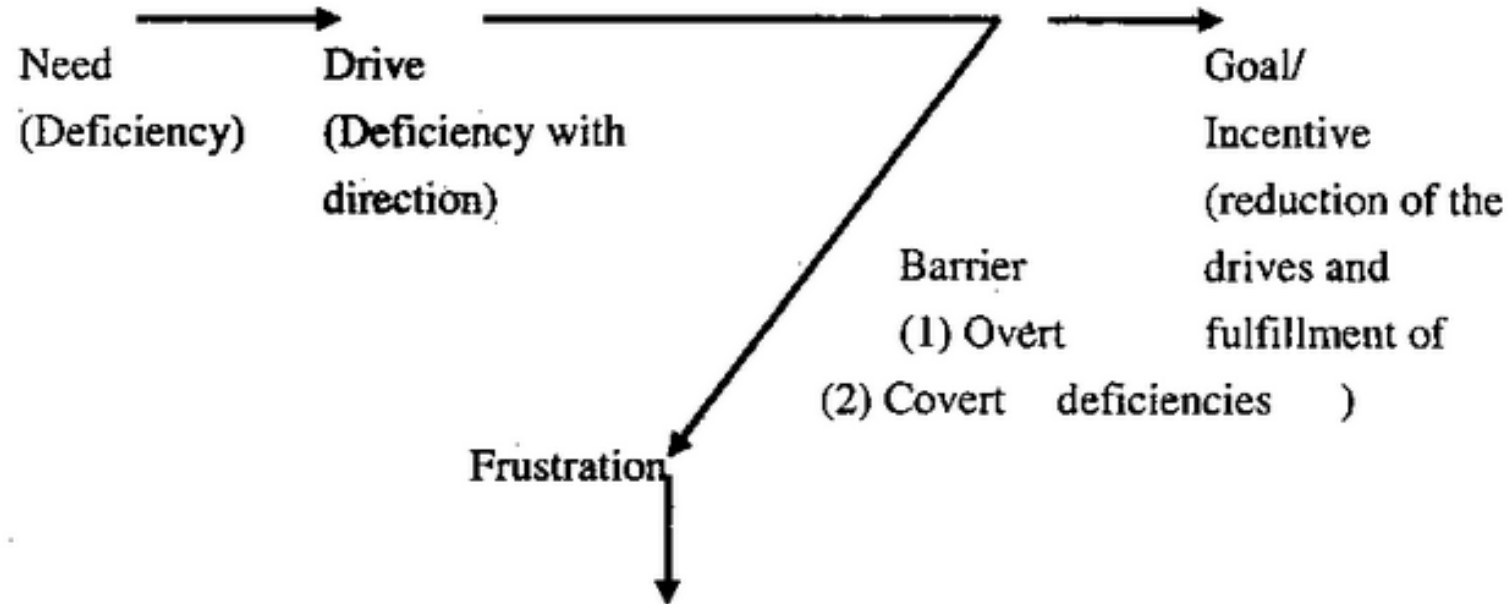
Dr Craig Dike, 2017

# *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!*



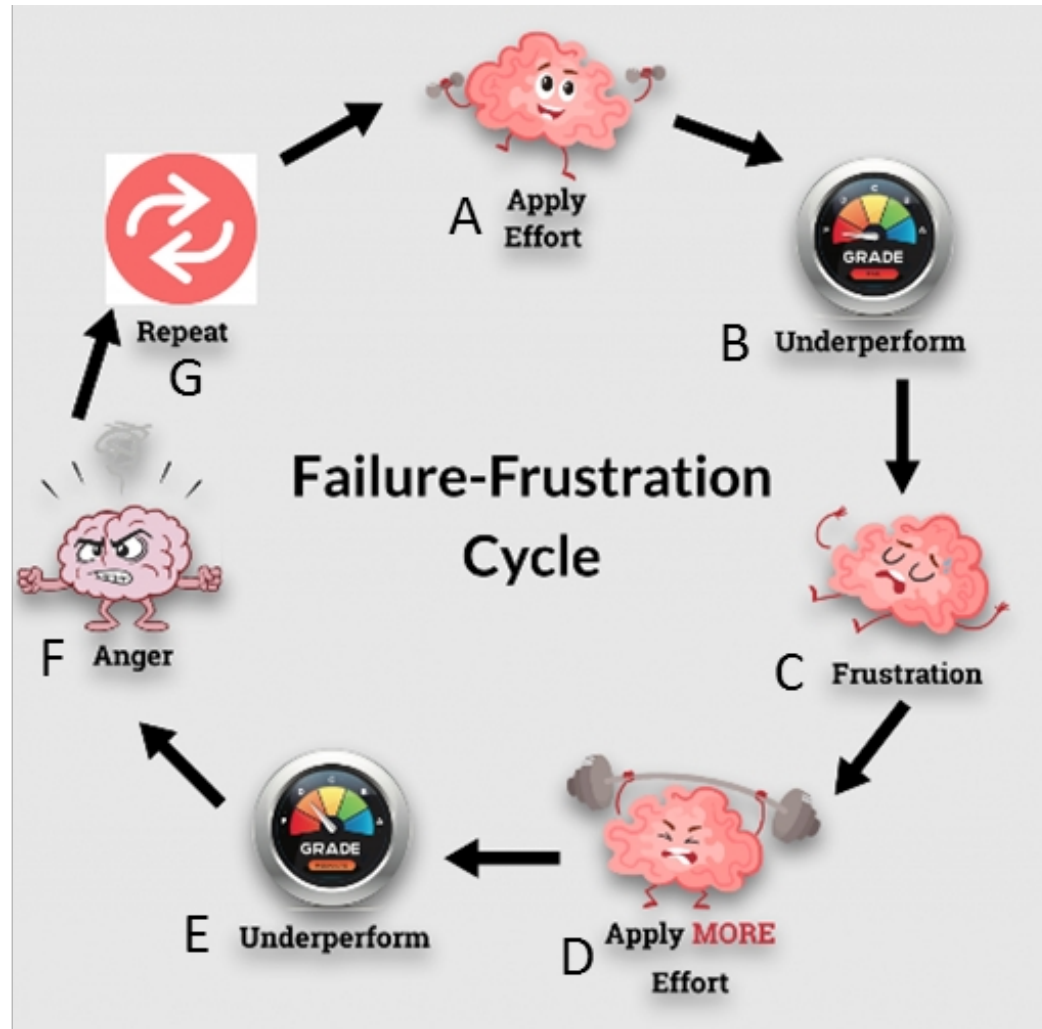
# Conflict from frustration



## 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?





