



ISYS90050 IT Project and Change Management

Tutorial 8

Activity 1 Task 1: Conflict

Conflict

What is a conflict?

It is a **natural disagreement** resulting from individuals or groups that differ in attitudes, beliefs, values or needs.

Activity 1 Task 1: Conflict

Categories of conflicts

- Differing goals and expectations
(Objectives/outcomes)
- Uncertainty about who has authority (POWER)
- Interpersonal conflicts (PERSONAL)

Ingredients: needs, value, perceptions, feelings and emotions, power

Be careful not to confuse between **needs** and **desires or wants!!**

Activity 1 Task 1: Conflict

Negotiation Challenges

Challenges that may impact the negotiation include:

- A re-statement of confrontational positions
- Personal agendas that are not acknowledged
- Psychological and emotional makeup of team members, including their past conflict management styles
- Communication breakdown due to language barriers or misunderstanding



Activity 1 Task 1: Conflict

Finally!!!!

- Separate people from problem
- Focus on interests not positions
- Develop optional solutions
- **Don't:**
 - judge or reject prematurely
 - search for a single answer
 - put limits on scope or vision
 - consider only your interests

Activity 1 Task 1: Conflict

Finally!!!!

- Develop an objective criteria (unbiased approach) –
 - ✓ Be fair, maintain trust, keep in mind principles, be scientific, work with facts
 - ✓ Put yourself in the other persons shoes' – work with **your heart** in addition to the knowledge and facts!
 - ✓ What does your 'gut' feeling tell you?
 - ✓ You may have to take a few risks – make sure they are calculated risks!
 - ✓ You may have to make judgment calls at the time – think on your feet sometimes!!! ??
 - ✓ Be careful about cultural bias and stereotyping!!!!




Activity 2 Task 1: Conflict

Use facts, your ears, mind and your heart ;-)

- Show empathy
- Patience
- Respect time and people
- Network and build relationships **You vs. We**



Activity 1 Task 1: Conflict

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- Identify the words or phrases in the conversation that you just heard that you believe **triggers the reason for the conflict** in the first place.
 - Identify the words or phrases in the conversation that you just heard that you believe can **help in resolving the conflict**.

Activity 1 Task 1: Conflict

Emotion

People

Judging

Value

Unfair

Communication
breakdown

Exclusion

Win – Lose
Competitive

- Manager (confrontationally): "Sue, you've got to stop socializing with your co-workers. It's really not productive. My philosophy is that the workplace is designed for work, not recreation."
- Employee (with indignation): "What do you mean 'socializing?' What's wrong with talking to my colleagues?"
- Manager: "If it's business, that's one thing. I'm talking about chatting during quiet time."
- Employee: "What's wrong with that?"
- Manager: "We're a dynamic, hard-working company, not a singles' club. From now on, I expect you to focus on your projects and leave the talking for after hours."
- Employee (aggressively): "I'm the hardest worker on this team. You know when you're under the gun, I get the job done! Why don't you speak to the others? - I don't force them to talk to me!"
- Manager: (firmly) "I'm talking to you now. I'll talk to them later."
- Employee (with disgust): "I didn't take this job to be a workaholic; it's only human to talk to your co-workers. I can't work with someone constantly looking over my shoulder."
- Manager: "I want you to focus on your projects during quiet time and leave the socializing for after work."

Activity 1 Task 2: Conflict

Five step process:

STEP 2: Determine the negotiation or conflict management strategy

Collaboration (win-win)

openness; trust , sharing

Compromise (win some – lose some)

temporary solution – when time is critical; avoid destructive power struggles;

Competitive (win-lose)??? Be careful!!!!

Accommodation (lose-win)

'good will' gesture; minor issue; can lose credibility/ideas may not be taken seriously in the future

Avoidance (lose-lose)

when issues are trivial; there are other pressing issues to deal with at the time; confrontation can trigger damage


Activity 1 Task 2: Conflict

- Manager: "Sue, I wanted to talk with you about using your "quiet time" in a new way. I've noticed that after putting in a lot of energy on a project, you tend to gather with certain employees to shoot the breeze. While I can understand the need to do this, you're infringing on the quiet time of other employees. Let's put our heads together and see if you and the others can help me find a creative solution to **this issue**."
- Sue (tentative, not sure what manager is really getting at): "OK."
- Manager: **"How do you see the situation?"**
- Sue: "Well, we work hard here, and I think I'm the hardest worker on the team. You know when the pressure is on, I get the job done! I want to enjoy my work and not have it be a grind with **no opportunity to interact with my colleagues**."
- Manager: "So you enjoy hard work and feel the need to share your efforts with your co-workers?"
- Sue: "Yeah, that's how I see it."
- Manager: **"That's fine with me**. I believe that enjoying your work often makes you more productive. I want to make sure we don't lose that. But I also need to make sure that **every staff member continues to make progress on projects**, no matter how insignificant. That is why we have "quiet time." Just to be sure that I'm being clear - what do you see me driving at here?"
- Sue: **"You're afraid** that my interacting with employees during "quiet time" adversely affects productivity."
- Manager: **"Exactly. We need to find a way of working together that keeps things enjoyable and interactive without disrupting "quiet time." Do you have any ideas about ways we could do this?"**
- Sue: "Well, I'm not sure. I don't want to interfere with anyone's work but I do enjoy being part of a team and sharing my ideas with my colleagues."
- Manager: **"How about this. Suppose you and several of the project planners divide up routine tasks for common projects. Schedule 15 minutes during quiet time to meet informally at the coffee machine to give you a "brain break" and review notes. We'll meet on a weekly basis to see how it's going. How does that sound?"**
- Sue: "I think it sounds pretty good."

ListenInterestFairCommunicationInclusionAgreementWin – Lose
Compromise



Activity 2 Task 1: Conflict

- Will the **tone of conversation** that you just heard resolve the conflict?
 - Identify **a negotiation approach** you will take to resolve this conflict.
 - **How** will you proceed to negotiate and effectively resolve this conflict?
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Tone

Activity 2 Task 1: Conflict

You vs We

- PM: "This is the third time **you**'ve **missed a sales forecast**, Mark! Can't **you** find some way to more accurately gauge the market?"
- PMM: "Look, **you** know that our market is fickle, and dependent on economic conditions. It becomes a game of Russian Roulette."
- PM: "That sounds like a **weak excuse for poor planning** to me. Other departments seem to have a handle on what they need from us on a quarterly basis."
- PMM: "Selling product is a lot different from estimating production costs of packaging and the number of shipping containers required for emergency shipments."
- PM: "Next time, **I need you to come up with an alternate plan** so that if this happens again, my department's schedules aren't disrupted. We're getting hell from the VP of Sales!"
- PMM: "**You** got it backwards. We make the money for the company by developing and closing sales leads. It is **your responsibility** to make sure that we have plenty of products available for sale."

Judging

Opinion

Exclusion

Communication
breakdown

Win – Lose
Competitive

- PM: "Hi Mark, I wanted to talk to you about last quarter's sales forecast. It seems that we, as a company, somehow **fell short in our sales forecasting** and, subsequently, our unit production run. I'd like to **discuss ways in which we can work together** to prevent this from happening in the future. From your point of view, **what happened?**"
- PMM: "Well, Greg, the market shifted unexpectedly in favor of our product, and we wanted to take advantage of the shift. We thought we communicated that to you and that you would ramp up production to meet demand."
- PM: "**I'm not sure we fully understood your intentions at that time.** On such short notice, it's really tough to schedule overtime and adjust to increase production. Sounds to me like you need to be able to take advantage of these marketing opportunities. I need some sort of communication system so I can provide you with the product you need."
- PMM: "It sounds as though we **both agree that we need to take advantage** of these market opportunities before they become lost sales. We also should have product ready to go under reasonable time frames so that we do not disappoint the market. **Let's talk about alternative solutions** that make sense to both of us. How about this? If we in marketing sense an increase in the market, I immediately call you for a meeting to prepare to ramp up and have product ready to go."
- PM: "Well, Mark, I think we need to figure out a way to differentiate between a "sense" and a sure thing with respect to the market. I would like to avoid ramping up to produce product unless I was absolutely sure that the need was there. If we can't sell the product, it sits in inventory which adversely affects our bottom line."
- PMM: "**I see your point.** It would help me to understand how the production process actually works at this company so that I can let you know how many unit runs you should schedule. **Would you be willing to go over your production operation with me?**"
- PM: "No problem. Let's meet next week and I'll take you on a tour of the plant. Then we **can discuss the scheduling process**, potential bottlenecks and possible openings where it would be easy to fill orders within a 48-hour period."

Listen

Inclusion

Respect

Agreement

Communication

Win – Win
Collaboration



Tutorial Quiz!

- ➡ You have 5 mins to complete the quiz