

CONFLICT & CONFLICT MANAGEMENT



CONFLICT

- ❖ A CONDITION THAT RESULTS WHEN ONE PARTY FEELS THAT SOME CONCERN OF THAT PARTY HAS BEEN FRUSTRATED OR IS ABOUT TO BE FRUSTRATED BY A SECOND PARTY.
- ❖ PARTY = refers to individuals, groups, organizations



DYNAMIC

- ❖ CONFLICT IS A DYNAMIC PROCESS
- ❖ DOES NOT APPEAR SUDDENLY
- ❖ PASSES THROUGH SEVERAL STAGES



STAGES OF CONFLICT

- ❖ CONFLICT PASSES THROUGH SEVERAL STAGES



LATENT CONFLICT

- ❖ THE BASIC CONDITION FOR CONFLICT EXISTS
- ❖ BUT HAVE NOT YET BEEN RECOGNIZED BY THE PARTIES.
- ❖ Example: experienced non-graduate and young inexperienced graduate in same department



FELT CONFLICT

- ❖ INTERNAL TENSIONS BEGIN TO BUILD IN THE INVOLVED PARTIES
- ❖ BUT THE CONFLICT IS STILL NOT OUT IN THE OPEN.



PERCEIVED CONFLICT

- ❖ THE BASIC CONDITIONS FOR CONFLICT ARE RECOGNIZED BY ONE OR MORE OF THE PARTIES



MANIFEST CONFLICT

- ❖ THE CONFLICT IS OUT IN THE OPEN
- ❖ THE EXISTENCE OF THE CONFLICT BECOMES OBVIOUS TO PARTIES THAT ARE NOT INVOLVED



CONFLICT AFTERMATH

- ❖ THE CONFLICT IS STOPPED BY SOME METHOD.
- ❖ HOW THE CONFLICT IS STOPPED ESTABLISHES NEW CONDITIONS THAT LEAD EITHER TO A NEW CONFLICT OR TO MORE EFFECTIVE COOPERATION BETWEEN THE INVOLVED PARTIES.



MANAGING CONFLICT: METHODS

- ❖ WITHDRAWING
- ❖ SMOOTHING
- ❖ FORCING CONFLICT TO A SOLUTION
- ❖ COMPROMISING
- ❖ COLLABORATING



WITHDRAWING

- ❖ ISSUE IS RELATIVELY UNIMPORTANT.
- ❖ TIME IS NEEDED FOR COOLING OFF.
- ❖ PERSON TRIES TO SOLVE PROBLEM BY DENYING ITS EXISTENCE
- ❖ WIN/LOSE RESULT



SMOOTHING

- ❖ ISSUE IS RELATIVELY UNIMPORTANT.
- ❖ PRESERVATION OF RELATIONSHIP IS IMPORTANT.
- ❖ EMPHASIZES AREAS OF AGREEMENT.,
- ❖ DIFFERENCES ARE PLAYED DOWN.
- ❖ RESULTS IN WIN/LOSE
- ❖ VARIATIONS OF RESENTMENT AND DEFENSIVENESS



FORCING

- ❖ WHEN POWER COMES WITH AUTHORITY AND THIS METHOD HAS BEEN AGREED UPON.
- ❖ CONFLICT IS SETTLED BY USING ONE'S AUTHORITY, MAJORITY RULE, A PERSUASIVE MINORITY, ETC.
- ❖ RESULTS IN WIN/LOSE IF THE DOMINATED PARTY SEES NO BENEFIT FOR ITSELF.



COMPROMISING

- ❖ PARTIES HAVE ENOUGH LEEWAY TO GIVE.
- ❖ EACH PARTY GIVES UP SOMETHING IN ORDER TO MEET MIDWAY.
- ❖ RESULTS IN LOSE/LOSE IF MIDDLE OF THE ROAD POSITION IGNORES THE REAL DIVERSITY OF THE ISSUE.
- ❖ CAN ALSO RESULT IN WIN/WIN IF MANAGED WELL.



COLLABORATING

- ❖ APPROPRIATE IF TIME IS AVAILABLE.
- ❖ WIN/WIN
- ❖ ABILITIES, VALUES AND EXPERTISE ARE RECOGNISED.
- ❖ EACH PERSON'S POSITION IS CLEAR.
- ❖ GOOD FOR COMPLEX PROBLEMS
- ❖ EMPHASIS IN ON JOINT SOLUTION.



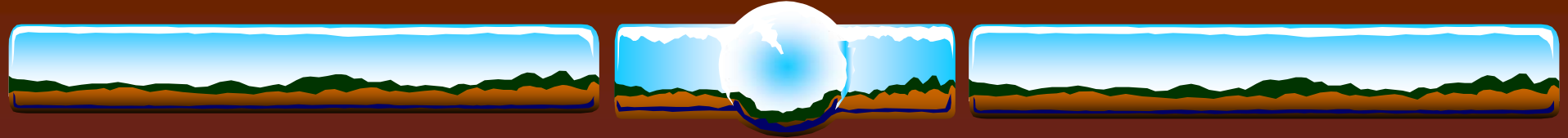
POSITIVE ASPECTS OF CONFLICT & CHANGE

- ❖ **CONFLICT USUALLY CAUSES CHANGE**
- ❖ **CONFLICT ACTIVATES PEOPLE, ELIMINATES MONOTONY AND BOREDOM, GETS THEM MOVING**
- ❖ **CONFLICT IS A FORM OF COMMUNICATION, OPENING UP MORE CHANNELS OF COMMUNICATION**



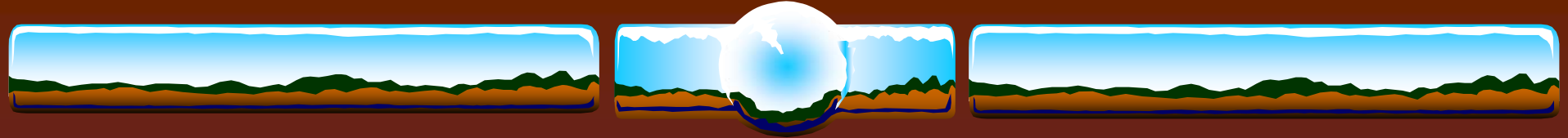
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- ❖ **CONFLICT CAN BE HEALTHY AS IT RELIEVES PENT-UP EMOTIONS**
- ❖ **CONFLICT CAN BE EDUCATIONAL IN THAT PARTICIPANTS OFTEN LEARN A GREAT DEAL NOT ONLY ABOUT THEMSELVES BUT ALSO ABOUT OTHER PEOPLE INVOLVED.**
- ❖ **THE AFTERMATH OF A CONFLICT CAN BE A STRONGER AND BETTER WORKING ENVIRONMENT**



TIPS FOR CONFLICT RESOLUTION

- ❖ **ACKNOWLEDGE CONFLICT**
- ❖ **ENCOURAGE PARTICIPATION**
- ❖ **ENCOURAGE COMMITMENT**
- ❖ **DETERMINE THE FACTS: QUESTION**
- ❖ **LISTEN**
- ❖ **FOCUS ON THE PROBLEM, NOT THE PEOPLE**
- ❖ **GO FOR COLLABORATION METHOD:
MUTUALLY BENEFICIAL & WIN-WIN**



THANK YOU