Conflict Management

Introduction

▶ Conflict is inevitable in group and organization, and it present both a challenge and a true opportunity for every leader.

▶ When we think of conflict in simple term, we think of struggle between people , groups, organizations, cultures or nations. Conflict involves opposing forces, pulling in different direction. Many people believe that conflict is disruptive, causes stress and should be avoided.
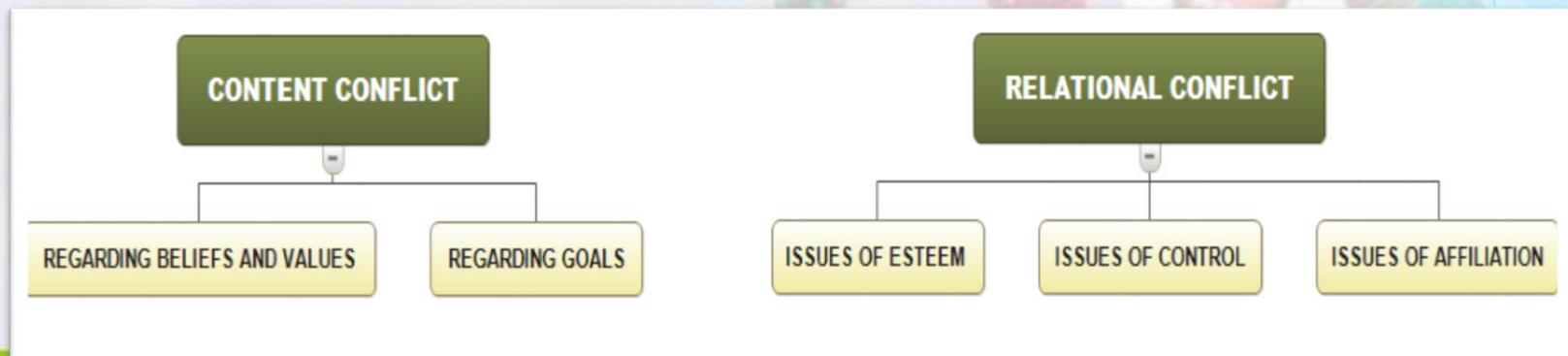
Conflict definition

▶ Conflict is a felt struggle between two or more interdependent individuals over perceived incompatible differences in beliefs, values, and goals, or over differences in desire for esteem, control and connection.

Conflict types

To understand conflict, we need to understand communication. When human communication takes place, it occurs on two level:

1. Content level dimension.
2. Relational dimension.

CONTENT CONFLICT
- REGARDING BELIEFS AND VALUES
- REGARDING GOALS

RELATIONAL CONFLICT
- ISSUES OF ESTEEM
- ISSUES OF CONTROL
- ISSUES OF AFFILIATION

Conflict type

Conflict on the Content Dimension:

Content conflict involve struggle between leaders and others who differ on issues such as policies and procedures. debating with someone about the advantages or disadvantages of particular rule is familiar occurrence in most organizations.

For example : an argument between two employees about surfing the internet while working.

This disagreement are consider conflict on the content level
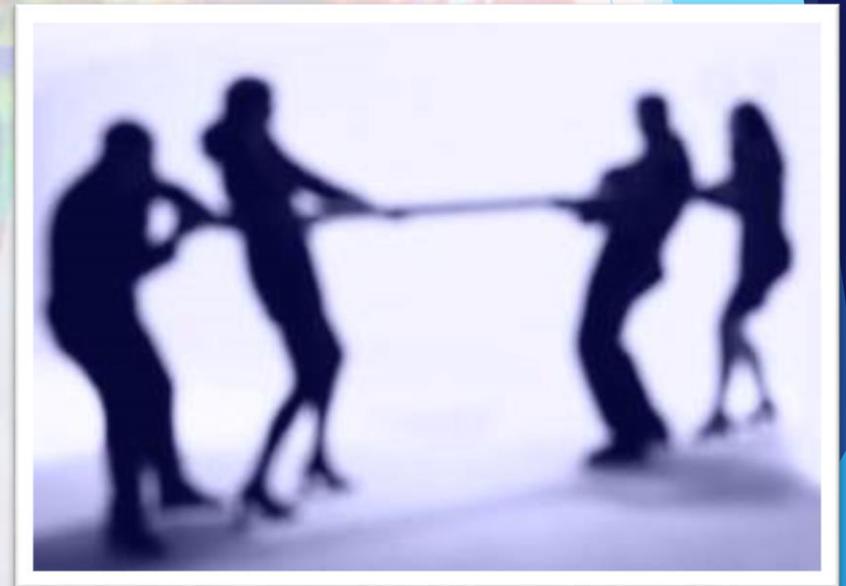
Conflict type

This level depend on two thing:

➤ Conflict regarding beliefs and values

Each of us has a unique system of beliefs and values that constitute a basic philosophy of life. We have different family situations as well as educational and work experience, when we communicate with other viewpoints are often very different from our own. conflict in beliefs or values is likely occur.

Conflict type

> **Conflict regarding goals:**

Researchers have identified two type
of conflict that occur regarding group goal:

A. Procedural conflict refers to difference between individuals with regard to the approach they wish to take in attempting to reach a goal.

B. Substantive conflict occurs when individuals differ with regard to the substance of the goal it self, or what the goal should be.

Conflict type

Conflict on the relational dimension:

Relation conflict refers to the difference we feel between ourselves and others concerning how we relate to each other. For example at staff meeting employees texting on their phones, ignoring manager. A conflict erupts because both feel unheard and disrespected.

Conflict type

Relational conflict is usually related to different between individual over:

✓ Issues of esteem:

The needing different from one to one, and esteem these needing lead others to do not see us in the way we wish to be seen.

✓ Issues of control:

Interpersonal conflict occurs when a person's needs for control are incompatible with another'

✓ Issues of affiliation:

Refer to differences in our behaviors with other's desires for warmth and affection, feelings of conflict emerge.
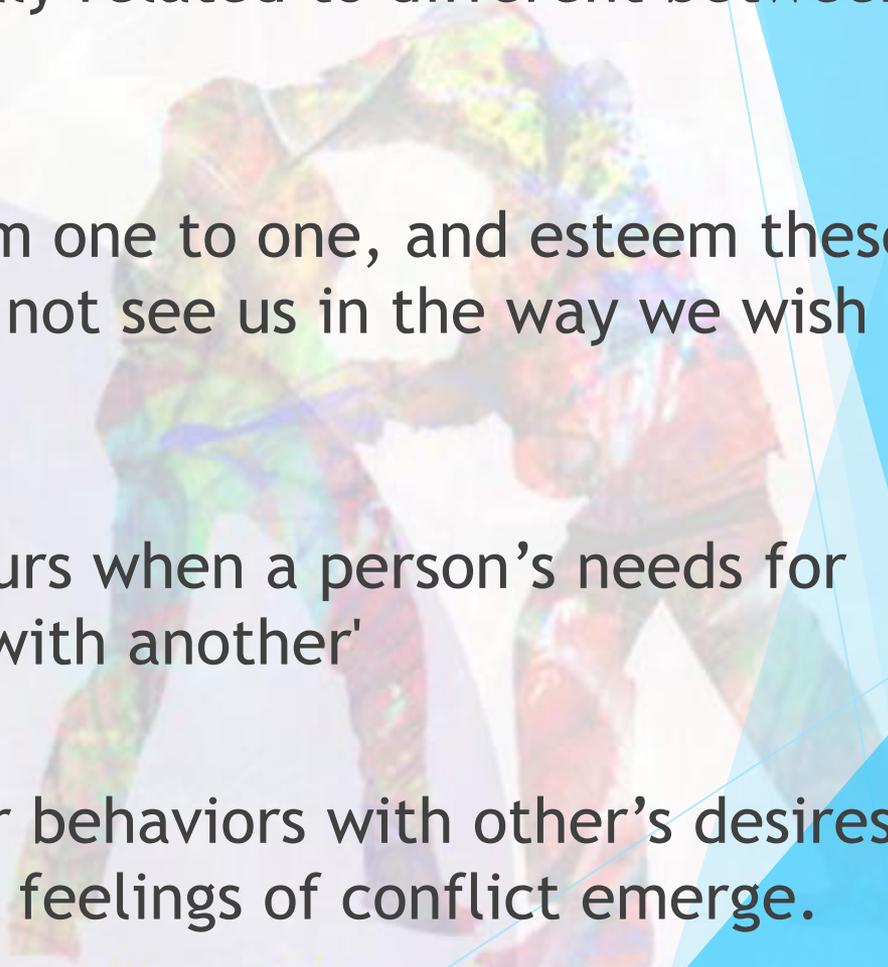
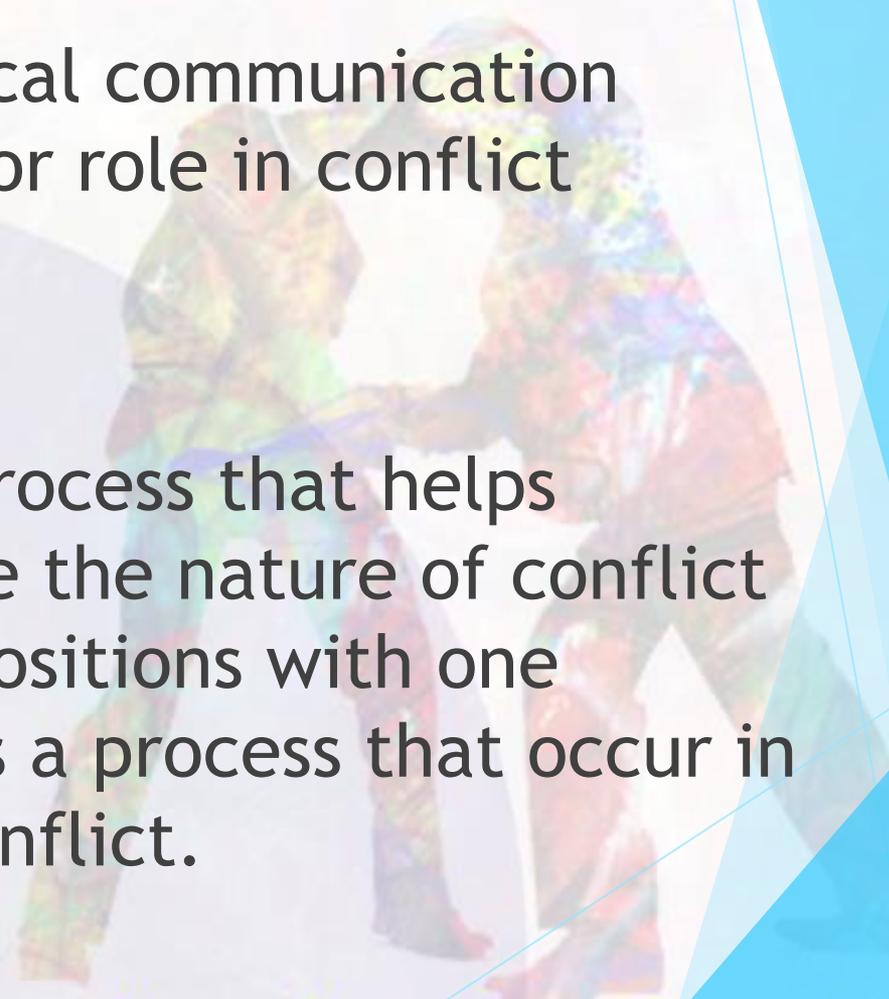# Role of communication in conflict and conflict resolution

➢ Communication plays a central role in conflict and in its resolution. Conflict occurs between leaders and others on two :content and relational.

➢ Communication is central to managing different kinds of conflict in organization. Leaders who are able to keep channels of communication open with others will have a greater chance of understanding other's beliefs, values and needs for esteem, control, and affiliation.

Role of communication in conflict and conflict resolution

There is three practical communication approaches play major role in conflict resolution process:

1. Differentiation:

Differentiation is a process that helps participants to define the nature of conflict and to clarify their positions with one another. Its describes a process that occur in the early phase of conflict.

# Role of communication in conflict and conflict resolution

2. Fractionation:

Fractionation refers to the technique of breaking down large conflicts into smaller, more manageable conflicts. its occur in in early stages of conflict resolution process.

3. Face saving:

Face saving consists of messages that individual express to each other in order to maintain each other's self image during conflict.

- These approaches can assists leaders in making the conflict resolution process more productive.
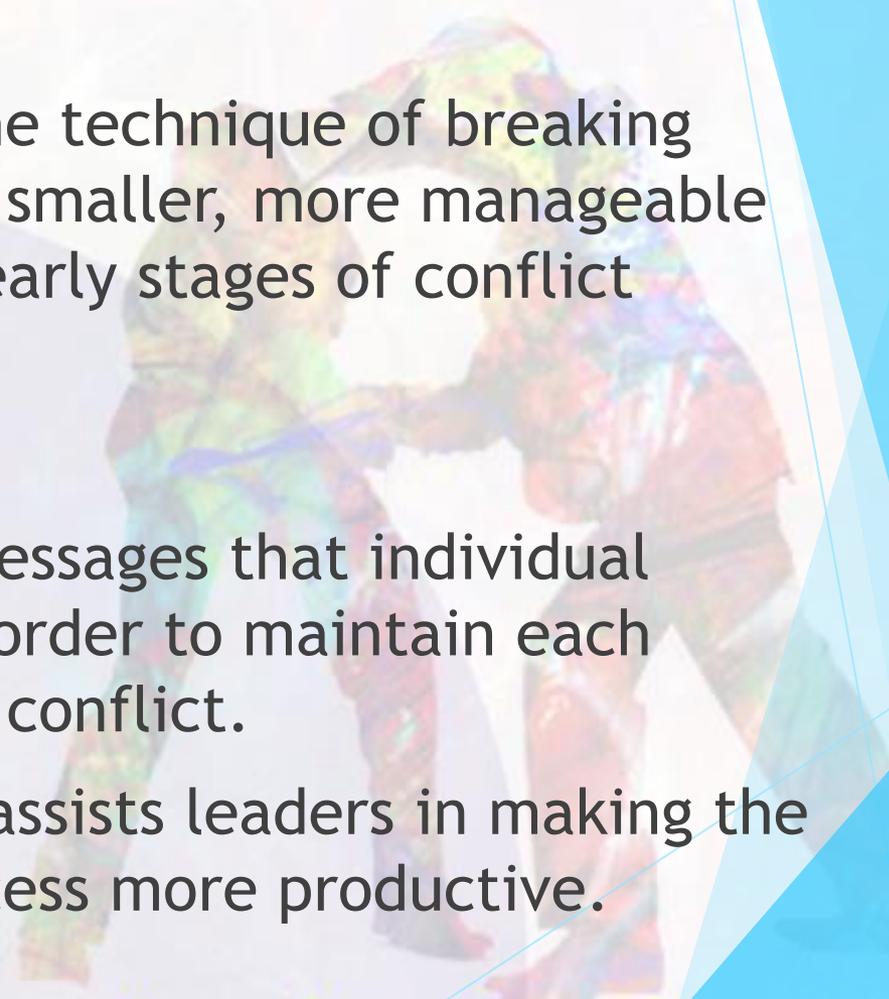
Is conflict is always undesirable?

Mangling conflicts effectively leads to stronger relationships among participants and more creative solutions to problems.

Conflicts require that individuals recognize, confront, and resolve conflicts by attending fully others' concerns without sacrificing their own.

Handling Conflict Exercise

Purpose:

- To become aware of the dimension of interpersonal conflict.

Direction

- For this exercise , you are being asked to observe an actual conflict, attend a public meeting which a conflict is being addressed.

For example, you could attend a meeting of the campus planning board, which has on its agenda changes in student parking fees.

Handling Conflict Exercise

Question

1. How did the participants at the meeting frame their arguments? what position did individuals take at the meeting?

2. Identify and describe the interests of each of the participants at the meeting?

3. In what ways did the participants seek to find mutually beneficial solution to their conflict?