



Conflict and Its Management

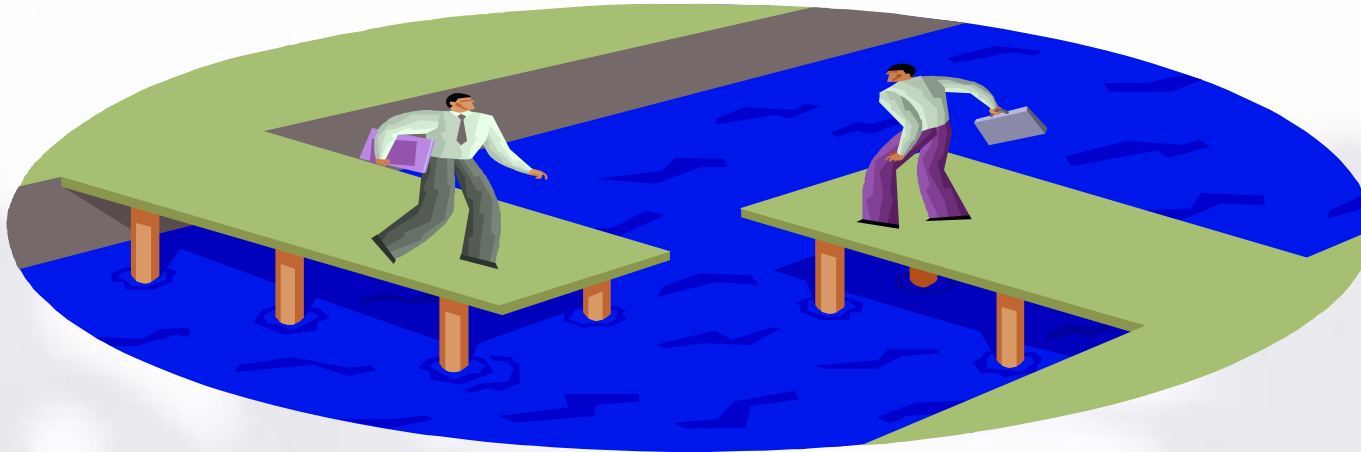


State Institute of Health and Family Welfare,
Jaipur



There is no way to work with people on conflict free basis





- Conflict is
 - when two or more values, perspectives and opinions are contradictory in nature and haven't been aligned or agreed about yet.
 - when two or more people have differences in ideas/views and are not ready to understand or accept each others ideas/views

Why Better Conflict Management Skills?



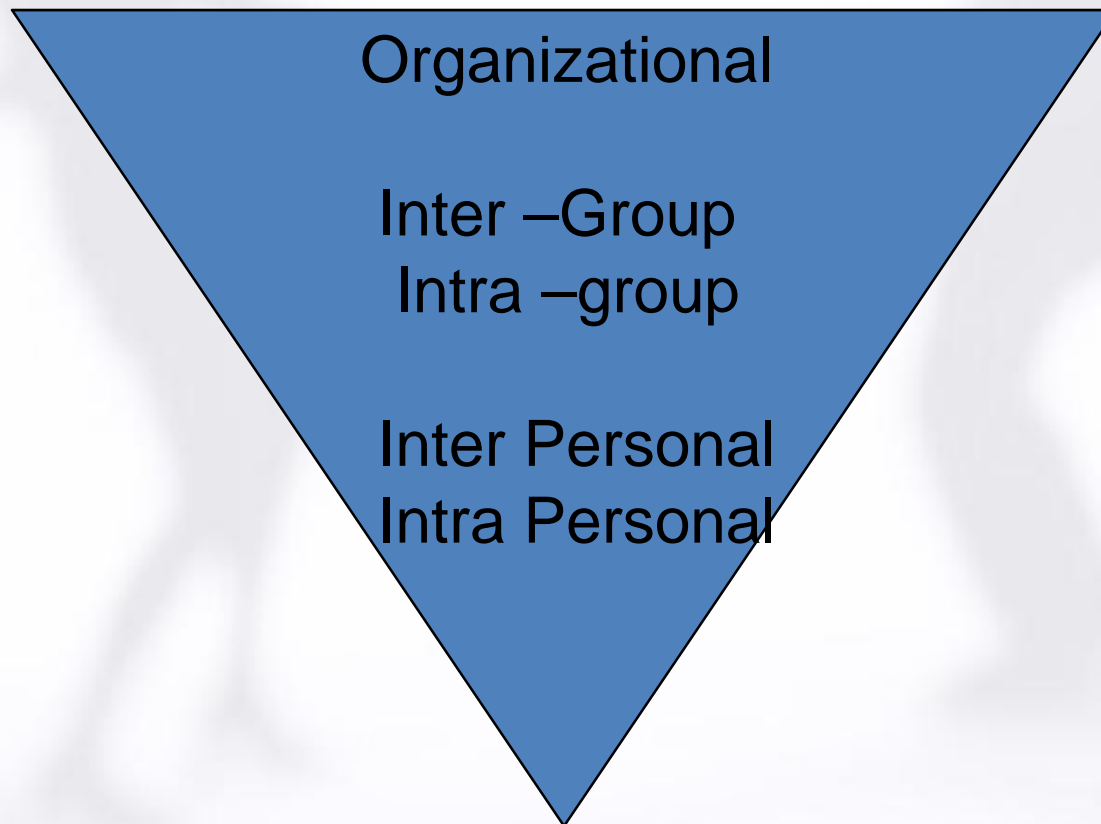
- The results of poorly managed conflict are potentially serious
- Over time, suppressed angry feelings ferment and get bigger
- Resentment grows and eventually may cause of relationship breakdown
- Carrying anger and resentment hinders personal growth & cause physical and mental illness in long term

Levels of Conflict

Macro



Micro

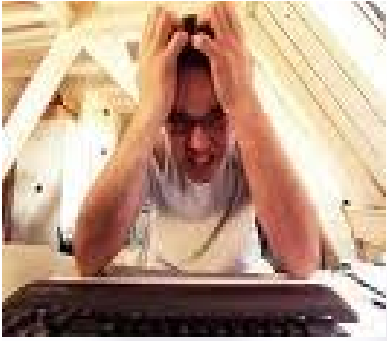




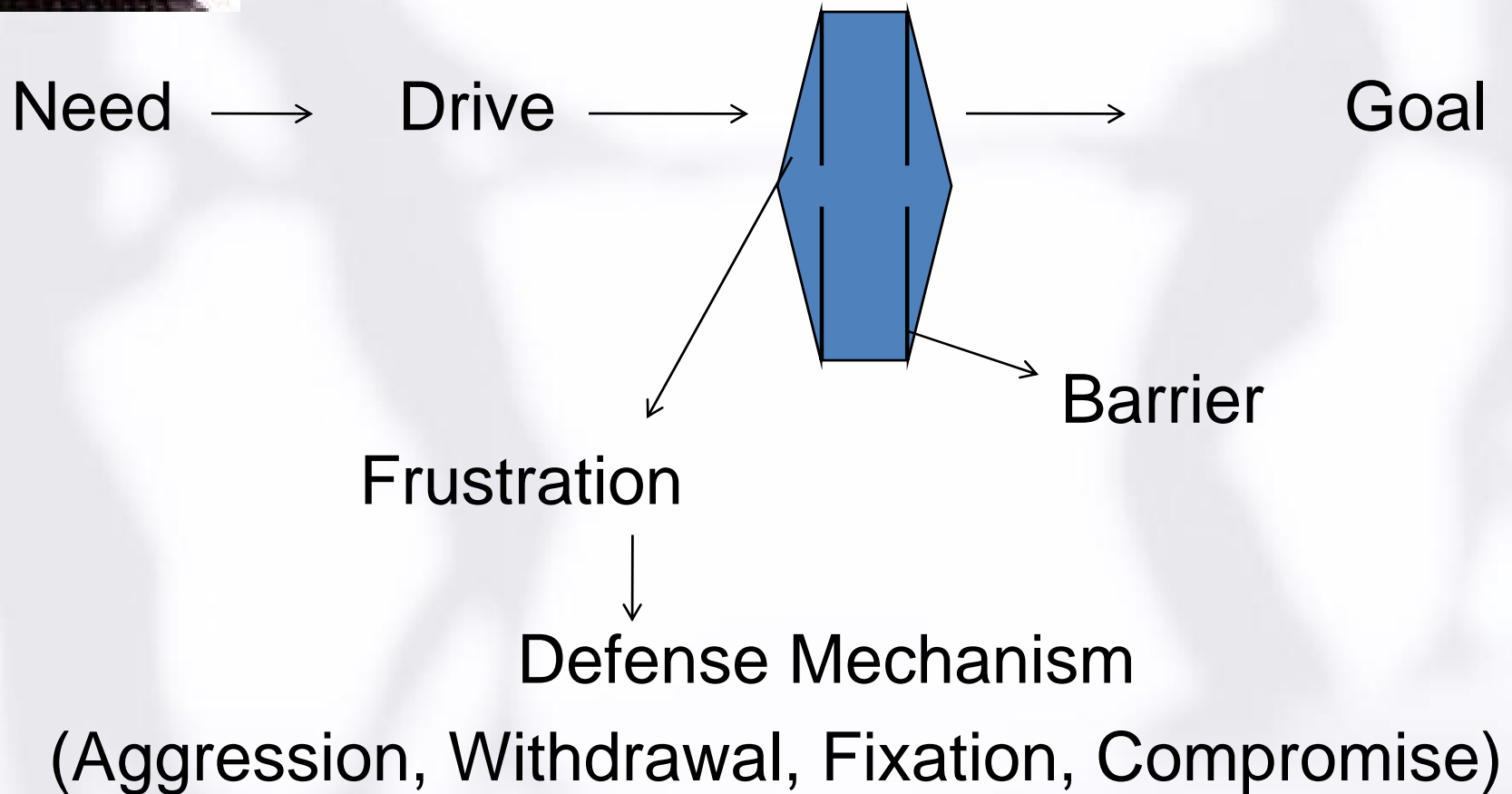
Intrapersonal Conflict

- Frustration
- Goals
- Roles





Frustration



Goal Conflict

- Approach –Approach Conflict
- Approach –Avoidance Conflict
- Avoidance – Avoidance Conflict



Role –Conflict

- Role Ambiguity
- Role- Overload

—The Low Carb Six Dollar Burger—



Role Conflict

- It is the simultaneous occurrence of two or more role sending's such that compliance with one would make more difficult compliance with the other.



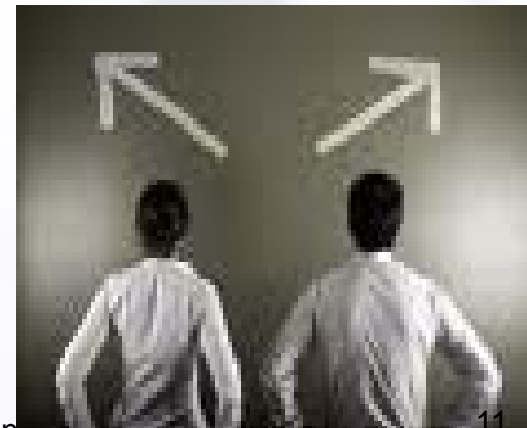


Role Ambiguity and Overload

- **Role ambiguity** is the uncertainty about the way
 - one's work is evaluated by superior,
 - about scope of responsibility,
 - opportunities for advancement and
 - expectations of others for job performance.
- **Role overload** the incumbent has too many tasks to perform.

Inter-personal Conflict

- Disagreements over substantive issues i.e. policies and practices.
- Antagonisms (more personal and emotional differences that arise between independent human beings).

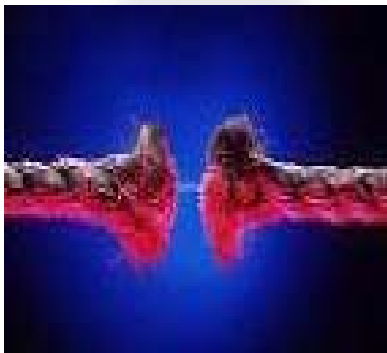


Inter-personal Conflict

- Sources
 - Personal difference
 - Information Deficiency
 - Role incompatibly
 - Environmental Stress



Interpersonal conflict is **unavoidable**,
but we can **learn to manage it**.



Nature

- Conflict is a natural phenomenon, neither inherently good or bad, but there may be positive or negative outcomes.





Responses to Conflicting Situations



Fight

Run away



Feeling of being unsafe

Silence

Violence



Conflict in Organizational Set-up

- Task Conflict
 - Conflicts over content and goals of the work.
- Relationship Conflict
 - Conflict based on interpersonal relationships.
- Process Conflict
 - Conflict over how work gets done.





Areas of Conflict

Relationship

- Miscommunication
- Strong emotions
- Stereotyping
- Repetitive negative behavior

Values

- Upbringing
- Ideology
- Views



Areas of Conflict cont....

Interest

- Competition
- Procedure
- Psychological

Structure

- Authority
- Resource control
- Time constraint



Areas of Conflict cont....

Data

- No Communication
- Miscommunication
- Different views
- Different interpretations



Conflict

General perceptions of conflict as “negative:”

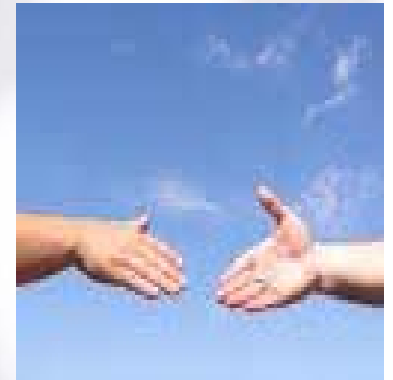
- Anger
- Disagreement
- Hostility
- Threat
- Anxiety
- Competition
- Tension
- Violence
- Destruction
- Pain
- War



Conflict

Potential Productive outcomes of Conflict:

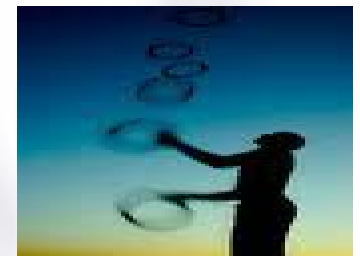
- Clarifying
- Learning
- Stimulating
- Intimate
- Courageous
- Strengthening
- Creative
- Helpful
- Enriching
- Caring
- Opportunity
- Inclusive





Conflict is Often Needed

- To raise and address problems.
- Energizes work to be on the most appropriate issues.
- Help people "be real", for example, it motivates them to participate.
- Learn how to recognize and benefit from their differences.
- Conflict is not the same as discomfort. The conflict isn't the problem - poorly managed conflict is the problem





Conflict is a problem when it:

- Hampers productivity
- Lowers morale
- Causes more and continued conflicts
- Causes inappropriate behaviors



How Conflict Starts



- Poor communication
- Seeking power
- Dissatisfaction with management style
- Weak leadership
- Lack of openness & participation
- Change in leadership

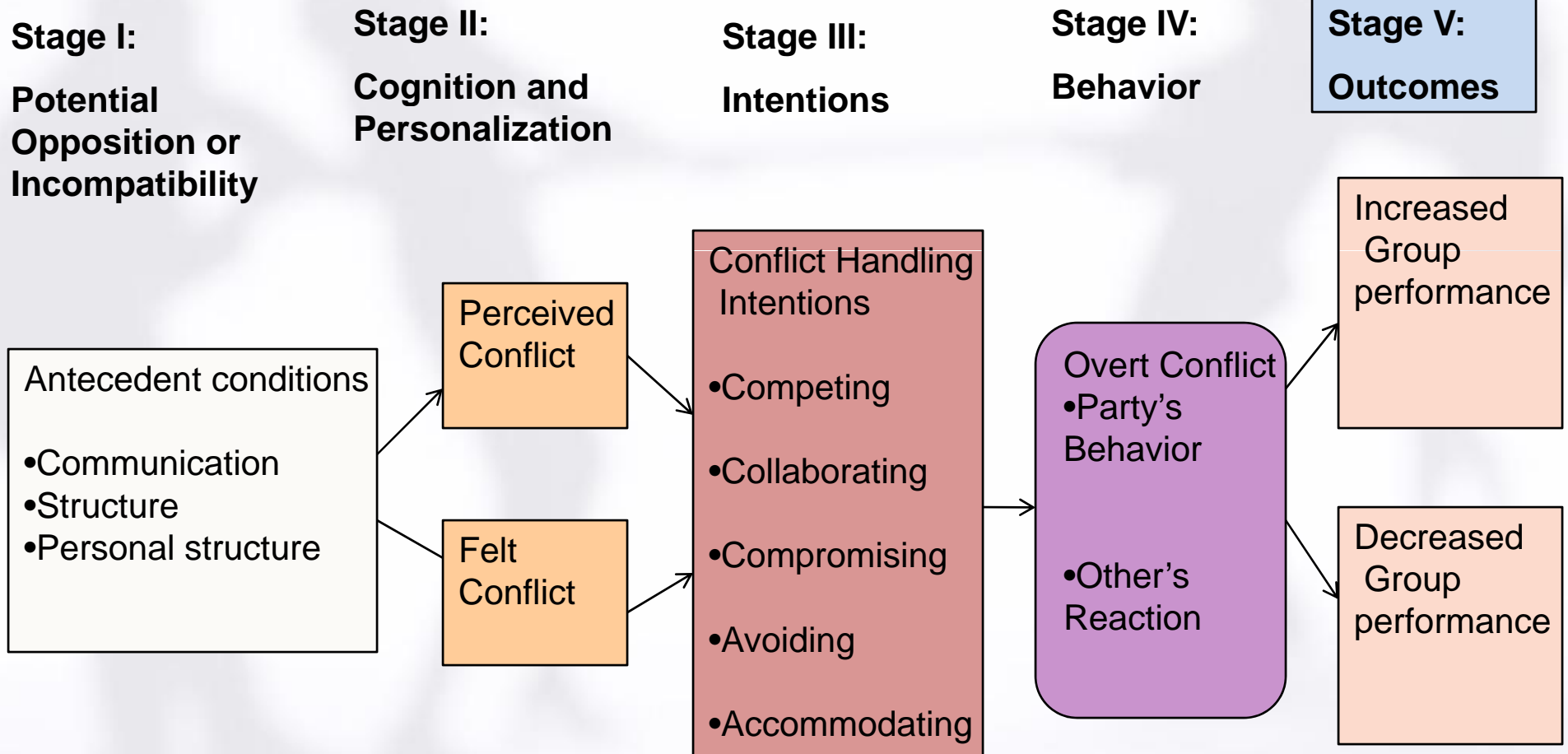
Conflict Indicators

- Body language
- Disagreements, regardless of issue
- Withholding Good/ bad news
- Surprises
- Strong public statements
- Airing disagreements through media
- Desire for power
- Increasing lack of respect
- Open disagreement





The Conflict Process



Stage I: Potential Opposition or Incompatibility



- **Communication**
 - Semantic difficulties, misunderstandings, “noise”
- **Personal Variables**
 - Differing individual value systems
 - Personality types



Stage I: Potential Opposition or Incompatibility cont.....



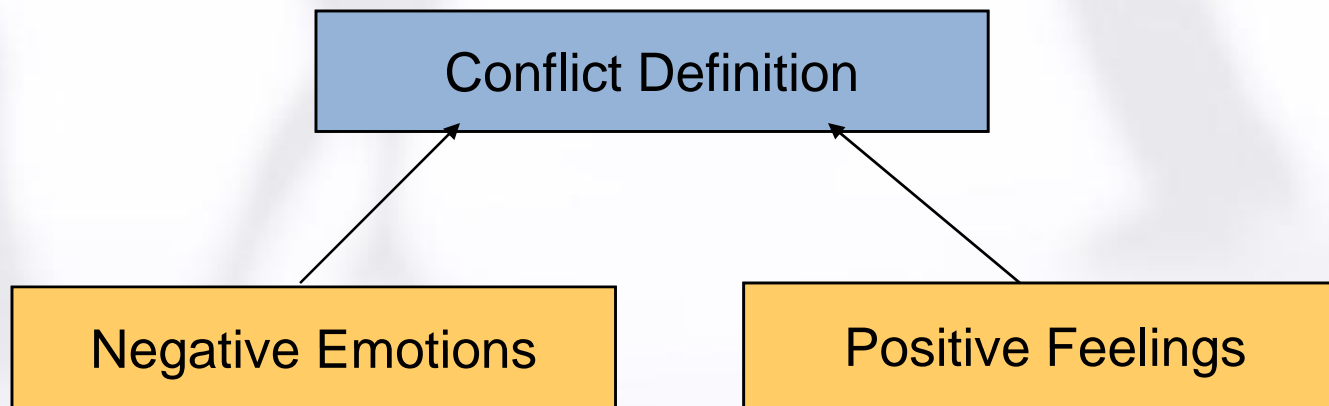
- **Structure**

- Size and specialization of jobs
- Jurisdictional clarity/ambiguity
- Member/goal incompatibility
- Leadership styles (close or participative)
- Reward systems (win-lose)
- Dependence/interdependence of groups



Stage II: Cognition and Personalization

- **Perceived Conflict**
Awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise.
- **Felt Conflict**
Emotional involvement in a conflict creating anxiety, tenseness, frustration, or hostility.



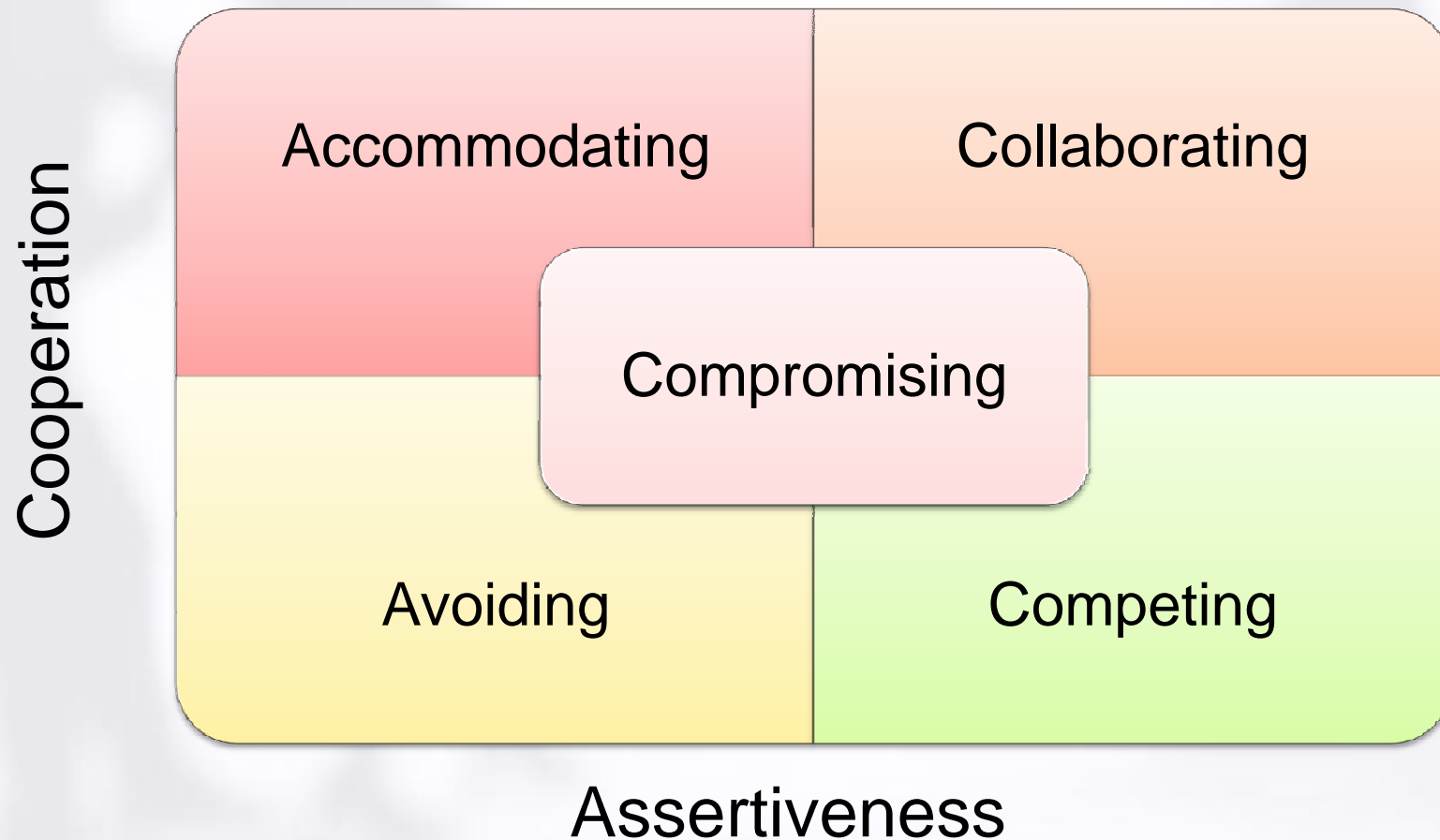


Stage III: Intentions

- **Cooperativeness:**
 - Attempting to satisfy the other party's concerns.
- **Assertiveness:**
 - Attempting to satisfy one's own concerns.



Five modes of Conflict Management





Collaborating

- A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties.

Accommodating

- The willingness of one party in a conflict to place the opponent's interests above his or her own.

Compromising

- A situation in which each party to a conflict is willing to give up something.



Avoiding

- The desire to withdraw from or suppress a conflict

Competing

- A desire to satisfy one's interests, regardless of the impact on the other party to the conflict.





Stage IV: Behavior

Conflict Management

- The use of resolution and stimulation techniques to achieve the desired level of conflict.





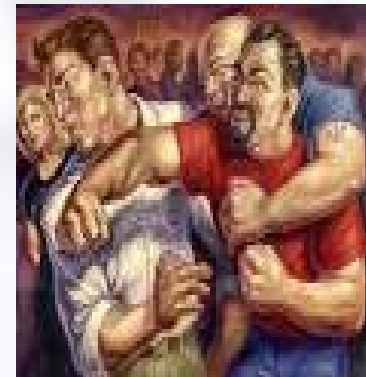
Stage V: Outcomes

Functional Outcomes from Conflict

- Increased group performance
- Improved quality of decisions
- Stimulation of creativity and innovation
- Encouragement of interest and curiosity
- Provision of a medium for problem-solving
- Creation of an environment for self-evaluation and change

Dysfunctional Outcomes from Conflict

- Development of discontent
- Reduced group effectiveness
- Retarded communication
- Reduced group cohesiveness
- Infighting among group members overcomes group goals



Functional Versus Dysfunctional Conflict



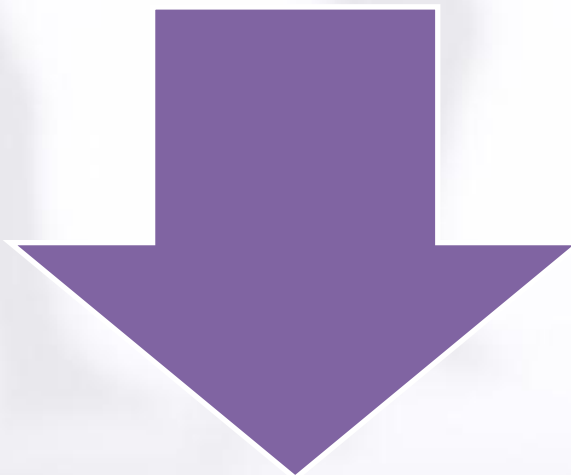
Functional Conflict

supports the goals of the group and improves its performance



Dysfunctional Conflict

hinders group performance.





Conflict Resolution

- Managing conflict in a dysfunctional way is a learned behavior and can be changed.

Conflict Resolution

- **How do/did we learn our own styles of conflict management?**
- **Role Models?**
 - Family
 - Celebrity
 - Teachers/mentors/coaches
 - Media examples/role models



Conflict Resolution

- Person employs more than one style, depending on the situation, but usually one style dominates.
- Certain styles may be appropriate for certain situations.



Conflict Resolution

- Managing conflict constructively depends on clear, open and honest communication



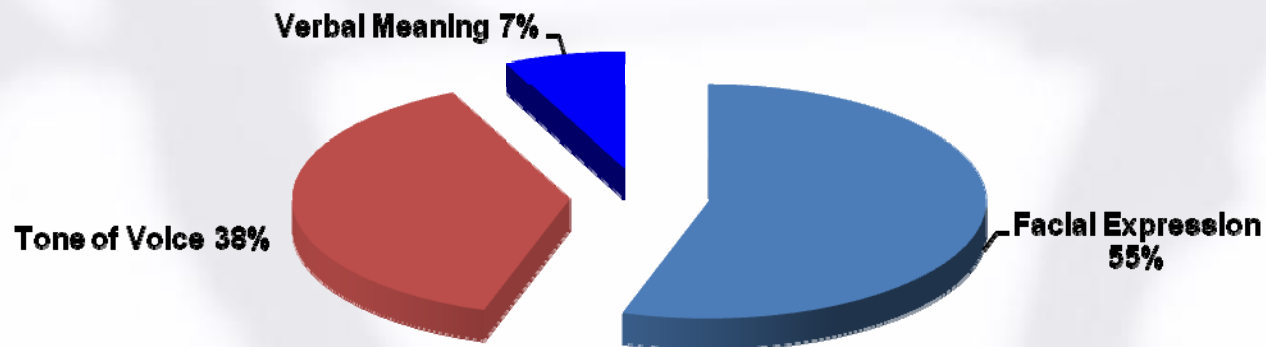


Elements of Communication

- **Source** - Person that begins or initiates message
- **Message** - Information or the meaning
- **Channel** - Medium through which message is transmitted
- **Receiver** - Person who is targeted for the message
- **Feedback** – how the receiver has taken the message



Elements of Message Meaning



93% of the meaning of a message comes from nonverbal sources!



Conflict Resolution Skills

- Getting the facts
- Active/Reflective listening
- Defusing/managing anger
- Empathy skills
- Cognitive restructuring
- Negotiating outcomes



Conflict Resolution Process

- Find a good time and place to talk.
- Discuss the problem - Clarify issues
 - Get all the facts
 - Use active (aka reflective) listening
 - Use 'I' messages
 - Focus on the problem, not the person
 - Avoid communication blockers





Conflict Resolution Process

Step 1: Generate a variety of options;
brainstorm

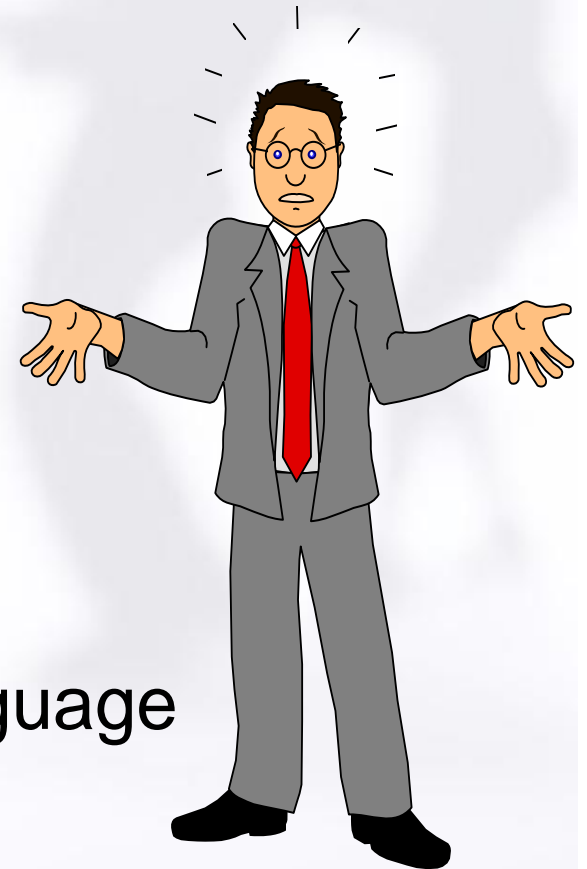
Step 2: Choose a solution that works for
everybody

Step 3: Try the solution. If it doesn't work,
go back to step one and renegotiate.



Roadblocks to Resolving Conflict

- Clashing Egos - Styles Of Conflicts
- Name calling
- Sarcasm/Ridicule
- Insulting
- Threatening
- Blaming
- Inflexibility
- Defensive body posturing/language





Conflict Management Strategies

- Management by objective and role definition and job description
- T.A
 - Ego States
 - Transactions
 - Life positions
 - Strokes
 - Games people play

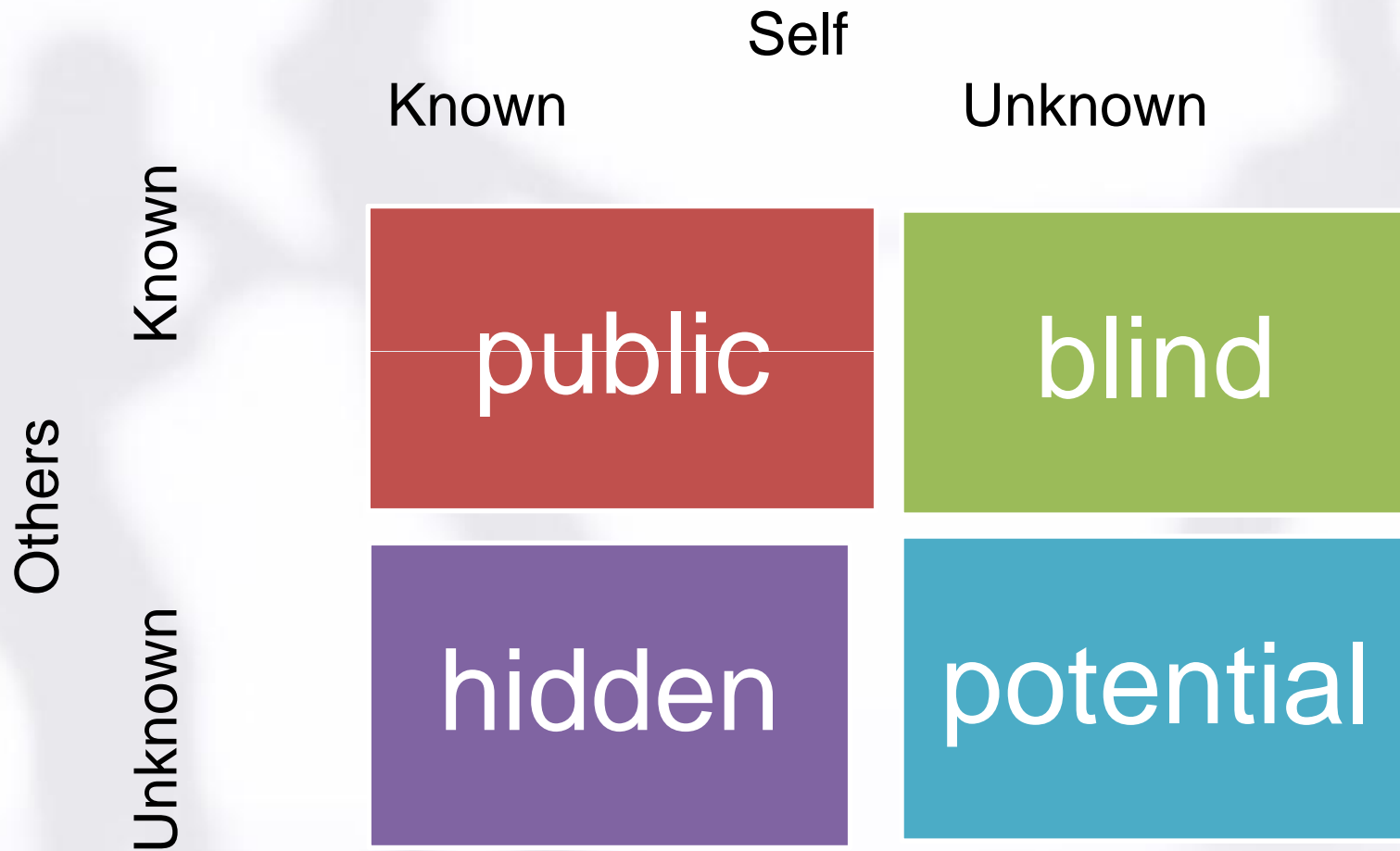


The Johari Window

- The Johari Window is a communication model that can be used to improve understanding between individuals.
- Developed by Joseph Luft and Harry Ingham (the word “Johari” comes from **J**oseph Luft and **H**arry Ingham).

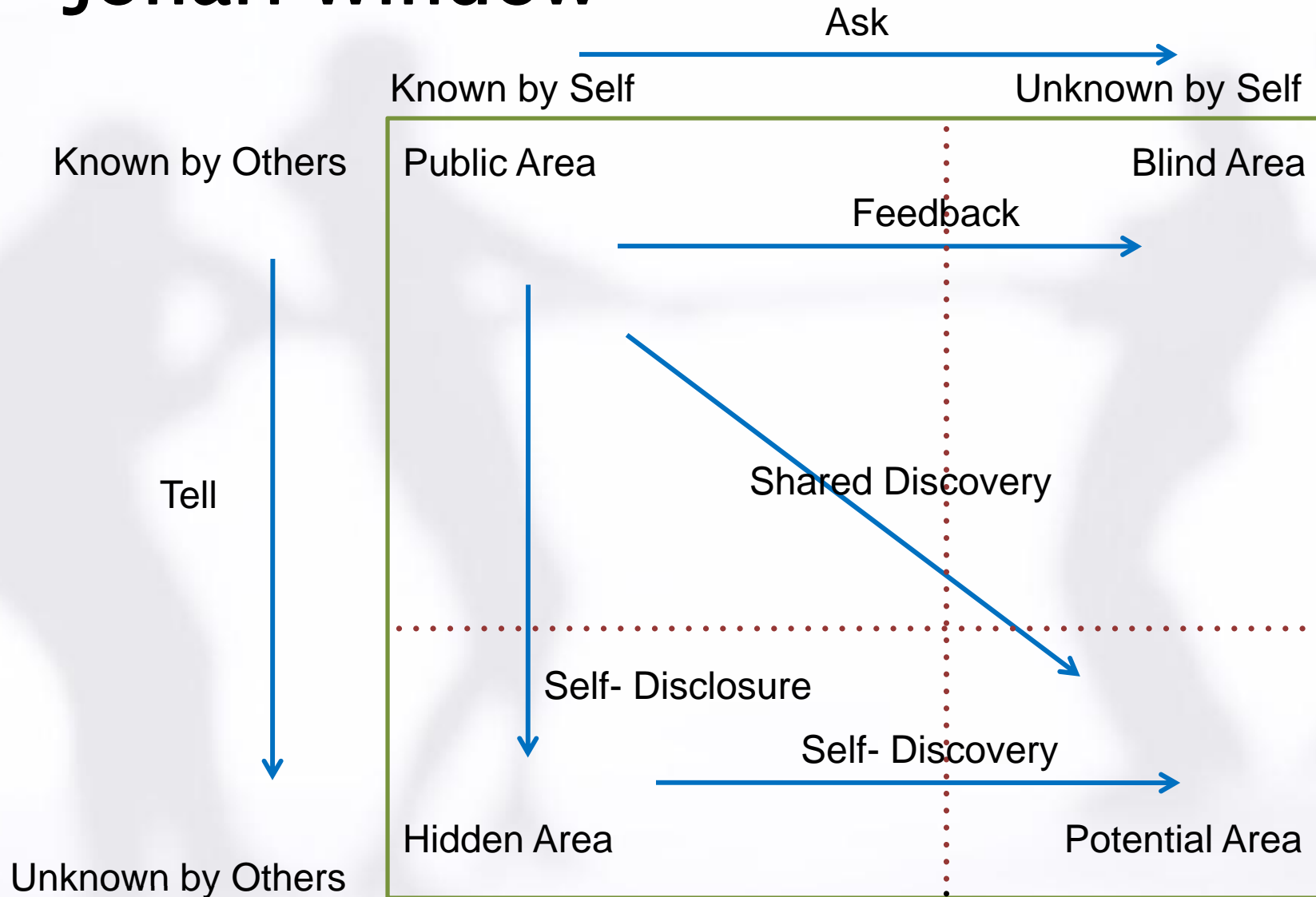


Johari Window





Johari Window





Thank You

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