



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?



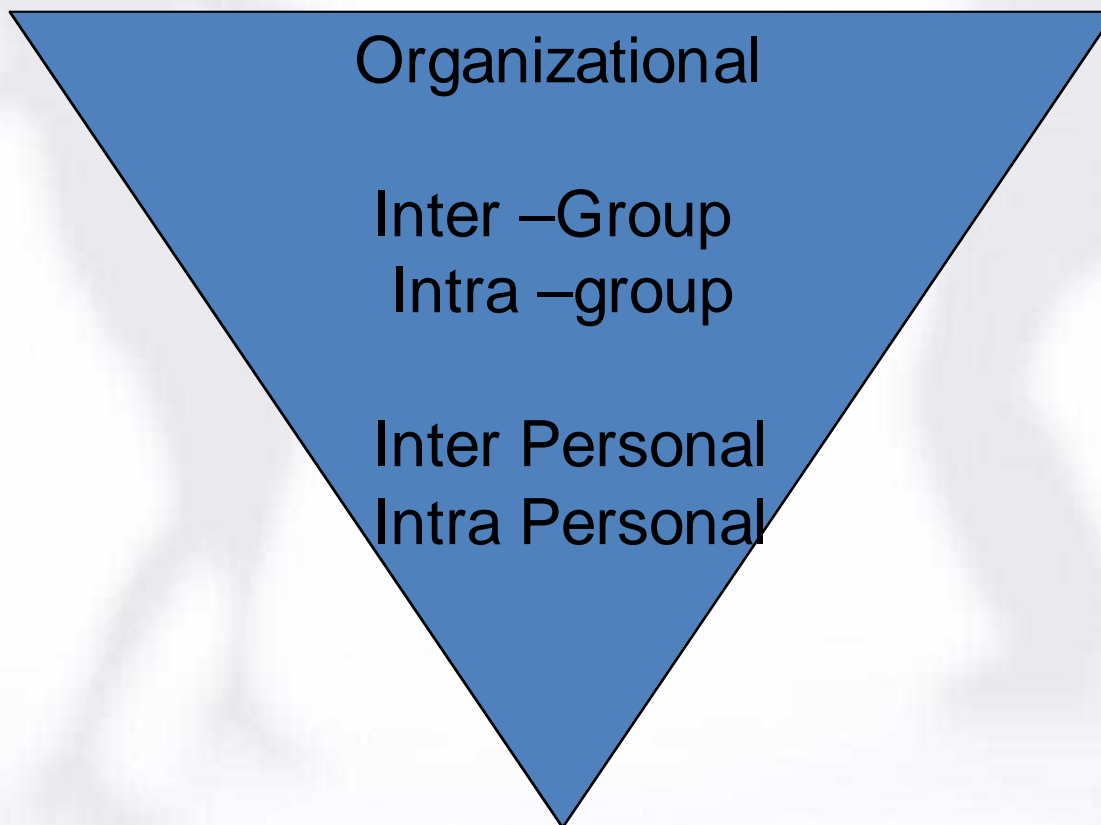
- The results of poorly managed conflict are potentially serious
- Over time, suppressed angry feelings ferment and get bigger
- Resentment grows and eventually may cause of relationship breakdown
- Carrying anger and resentment hinders personal growth & cause physical and mental illness in long term

Levels of Conflict

Macro



Micro





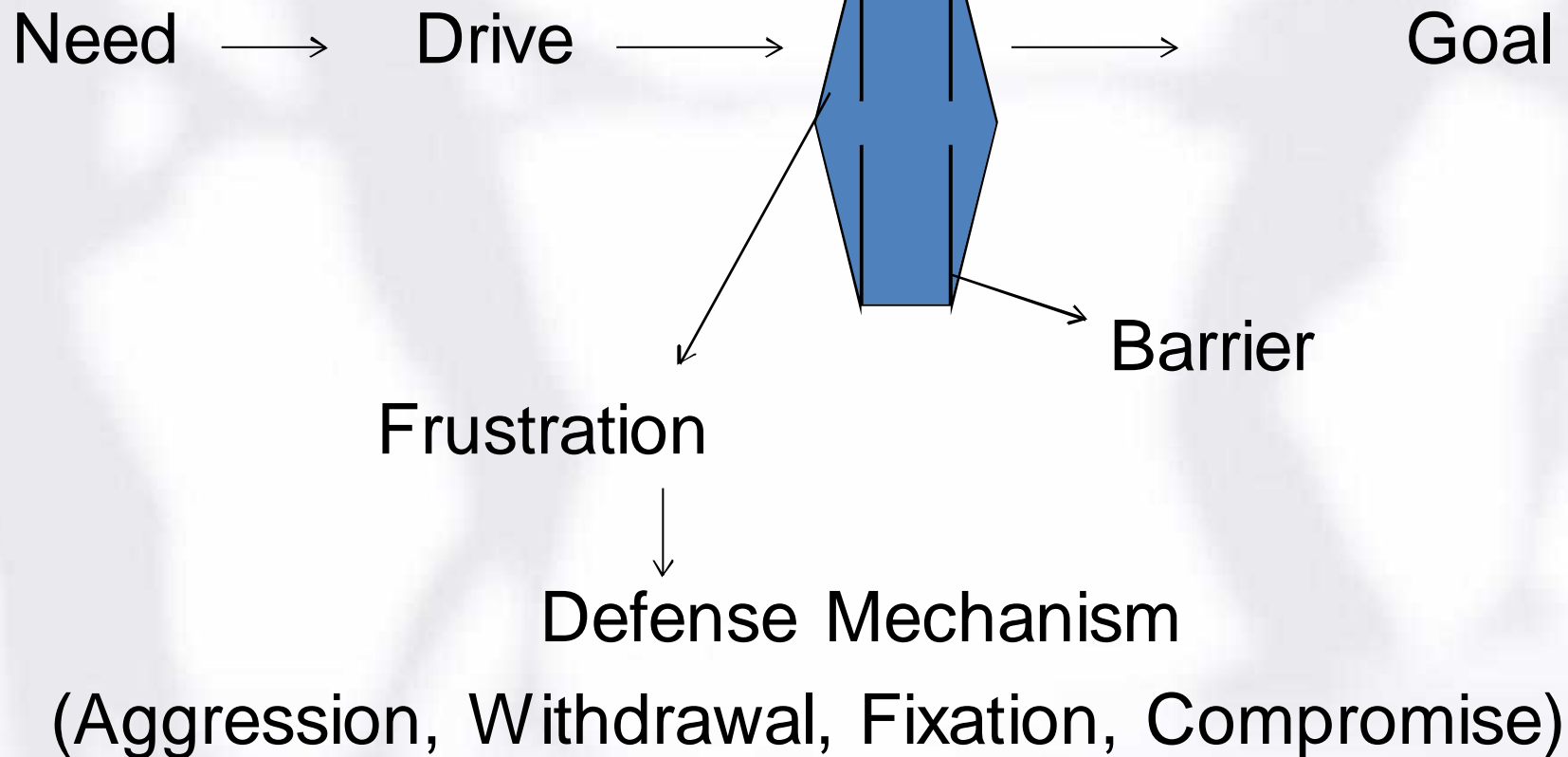
Intrapersonal conflict

- Frustration
- Goals
- Roles





Frustration



Goal Conflict

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

Role –Conflict

- Role Ambiguity
- Role- Overload



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).



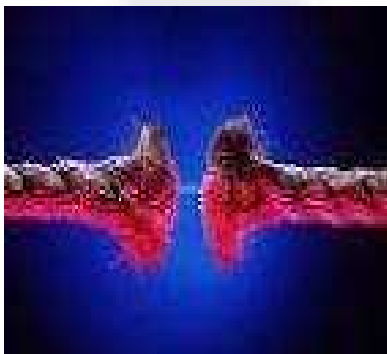


Inter-personal Conflict

- 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.





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

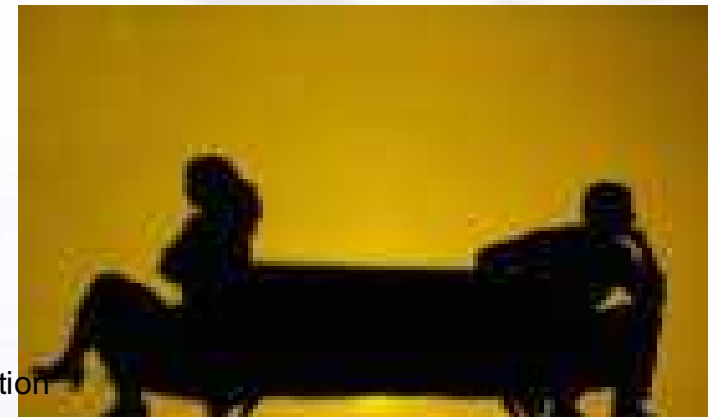
- No Communication
- Miscommunication
- Different views
- Different interpretations



Conflict

General perceptions of conflict as “negative:”

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





Conflict

Potential Productive outcomes of Conflict:

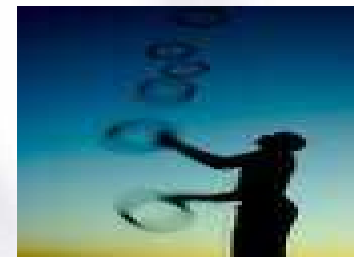
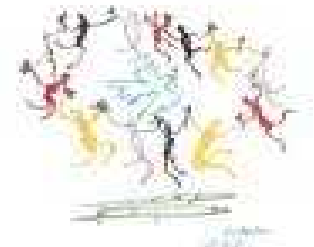
- Clarifying
- Learning
- Stimulating
- Intimate
- Courageous
- Strengthening
- Creative
- Helpful
- Enriching
- Caring
- Opportunity
- Inclusive





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

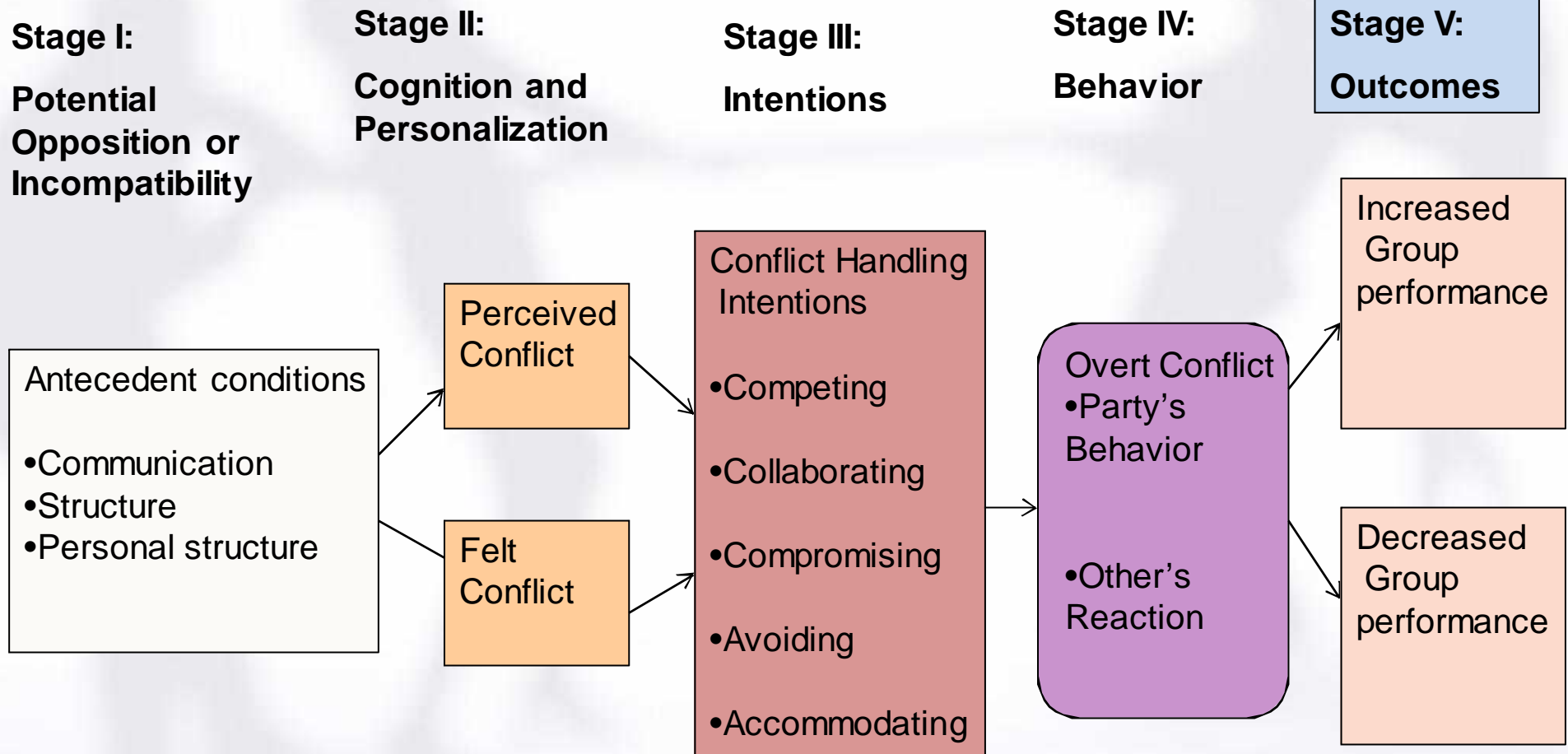
Conflict Indicators

- 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



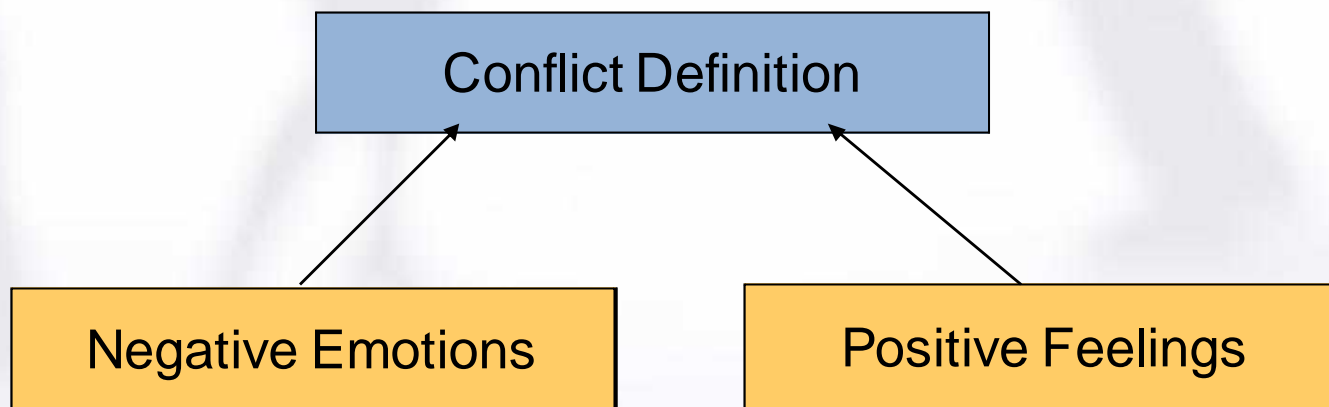
Stage II: Cognition and Personalization

- **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.



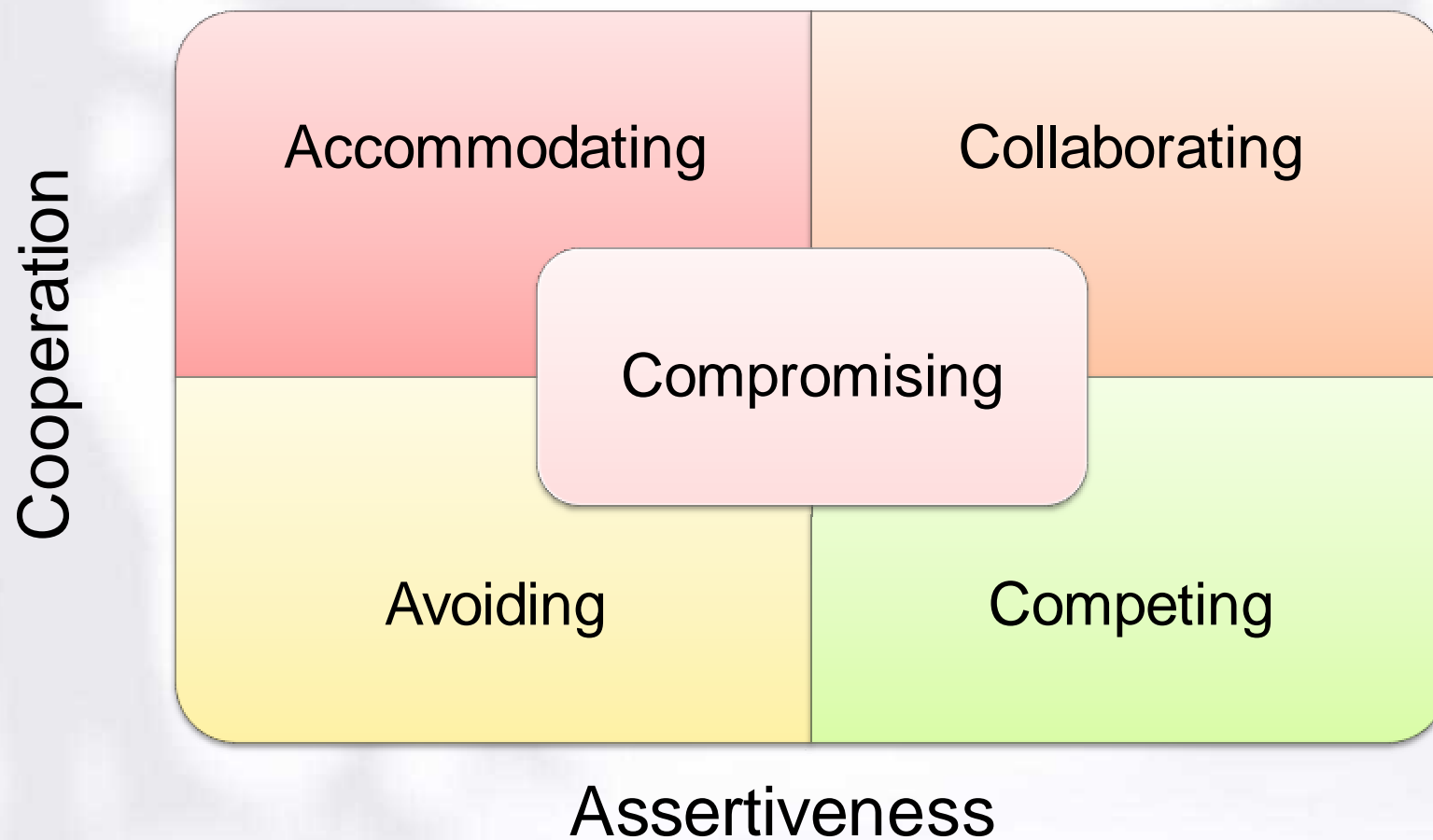
Stage III: Intentions



- **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



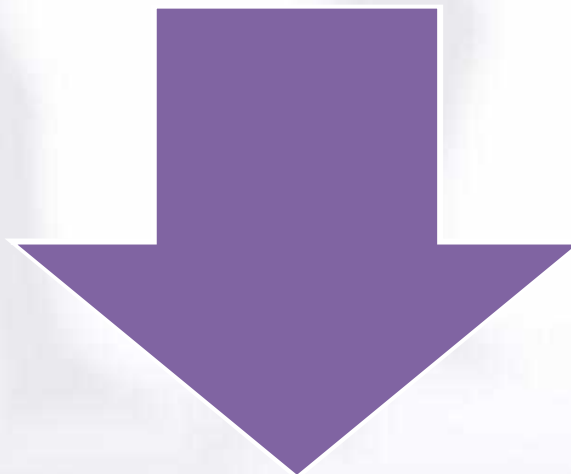
Functional Conflict

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

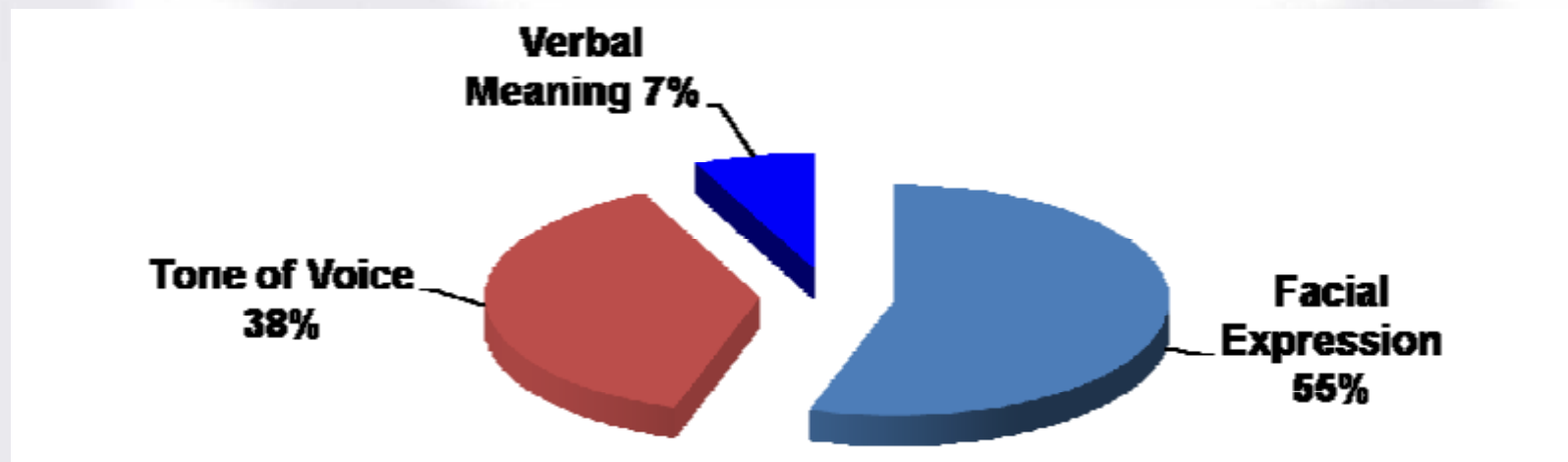




Elements of Communication

- **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!



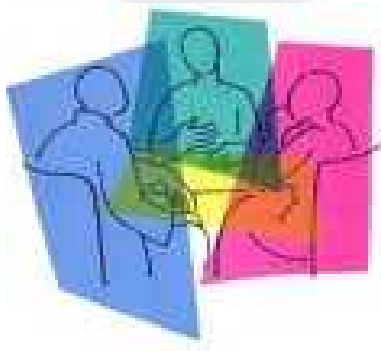
Conflict Resolution Skills

- 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

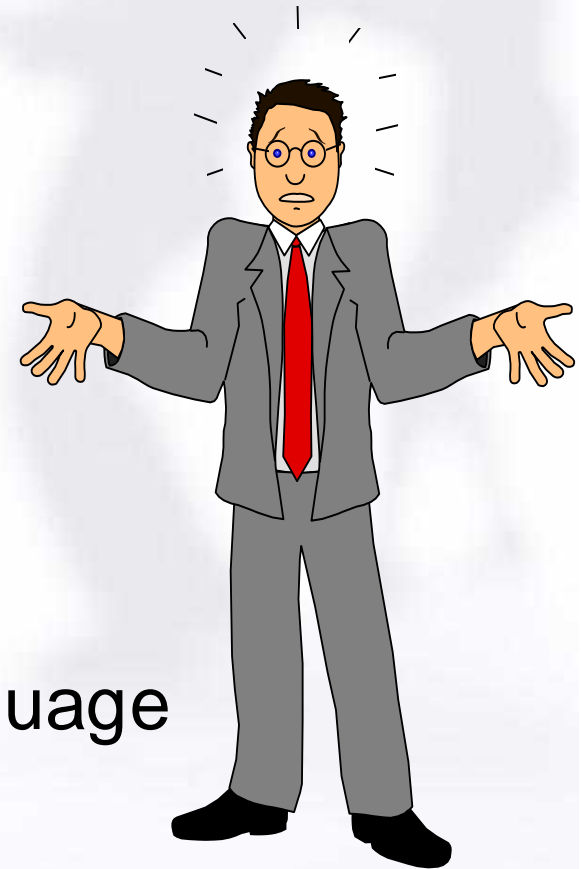
Step 2: Choose a solution that works for
everybody

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

Self

Known

Unknown

Others
Known
Unknown

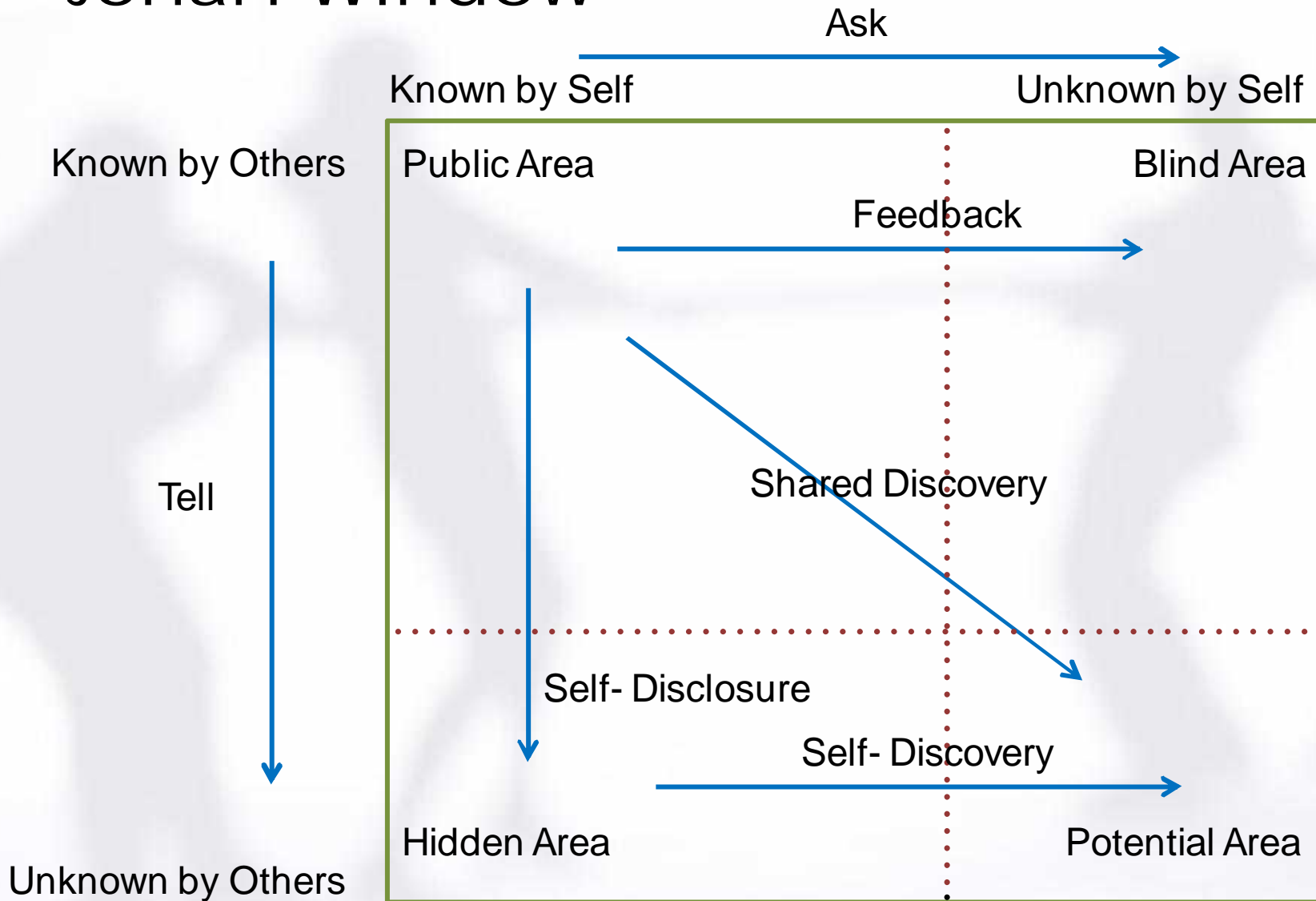
public

blind

hidden

potential

Johari Window





Thank You

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