

CONFLICT MANAGEMENT

UNIT-5

INTRODUCTION

- × CONFLICT MANAGEMENT
- × There may be two approaches for managing organizational conflict:
 - × (1) Preventive Measures
 - × (2) Curative Measures

CONT....

- ✘ Such preventive and curative attempts may be made in the following ways.
- ✘ By establishing common goals:
- ✘ By Changing Structural Arrangement:
- ✘ By Reduction in Interdependence:

CONT...

- × Thompson distinguished three types of interdependence;
- × Pooled
- × Sequential
- × reciprocal.

CONFLICT MANAGEMENT SKILLS

- × **Effective communication Skills**
- × **Listening Skills**
- × **Discussion**
- × **Patience**
- × **Impartial**
- × **Never Criticize**
- × **Positive Attitude**
- × **Ignore others**

PREVENTIVE MEASURES

- × Goal structure
- × Reward System
- × Trust and communication
- × Co-ordination

RESOLVING BEHAVIORAL CONFLICT

- ✘ Ignoring the conflict
- ✘ Smoothing
- ✘ Compromising
- ✘ Forcing
- ✘ Problem solving

DISCUSSION

- × **QUESTION 1:** How do you deal with **conflict**? ...
- × **QUESTION 2:** Tell me about a time when you had an issue with a co-worker. ...
- × **QUESTION 3:** Tell me about a time when you disagreed with your boss.

BOOKS TO REFER

- ✘ Organization Behaviour: Stephen P. Robbins, Timothy A. Judge and Neharika Vohra
- ✘ **Organisational Behavior Book by K. Aswathappa**
- ✘ **Organizational Behavior** Mcshane, S. L/ Glinow, M. A. V. TMH
- ✘ **Organizational Behavior** Robbins, S. P/ Judge, T. A/ Sanghi, S. Pearson
- ✘ **Organizational Behavior: Human Behavior At Work** Newstrom, J. W. TMH
- ✘ **Organizational Behaviour** Chandan, J. S. Vikas

Conflict Management- Communication Skills

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CO-OPERATION FOR CONFLICT

- ✘ Have you ever tried to avoid an conflict.
- ✘ Have you ever said 'you should' or 'you never'?
- ✘ Have you ever stated 'you started it' or 'it's your fault'?
- ✘ Do you often cover up your real feelings by saying 'it doesn't matter' when it does, or 'I'm fine' when you are not?

MANAGING CONFLICT IN A POSITIVE WAY

- ✘ Manage stress quickly while remaining alert and calm. ...
- ✘ Control your emotions and behavior. ...
- ✘ Pay attention to the feelings being expressed as well as the spoken words of others.
- ✘ Be aware of and respect differences.

RECOGNIZING AND RESOLVING CONFLICTING NEEDS

- ✘ Here are six indicators to recognize when conflict is brewing:
- ✘ You cannot agree on a particular issue or matter on which to take action.
- ✘ You have reservations on an issue or action to be taken.
- ✘ You resent the current practice or decision, or actions to be taken.
- ✘ People see their needs as being threatened. When someone feels that they have to give up something of value to them there is conflict.
- ✘ There is confusion. When there is confusion this is simple to resolve.
- ✘ You have physical symptoms.

CONFLICT RESOLUTION DEPENDS ON YOUR ABILITY TO

- ✘ Manage stress while remaining alert and calm.
- ✘ Control your emotions and behavior
- ✘ Pay attention to the feelings being expressed
- ✘ Be aware of and respectful of differences. By avoiding disrespectful words and actions,

RESOLVING

- ✘ Step 1: Define the **source** of the conflict. The more information you have about the cause of the **problem**, the more easily you can help to resolve it. ...
- ✘ Step 2: Look beyond the incident. ...
- ✘ Step 3: Request solutions. ...
- ✘ Step 4: Identify solutions both disputants can support. ...
- ✘ Step 5: Agreement.

HEALTHY AND UNHEALTHY WAYS OF MANAGING AND RESOLVING CONFLICT

- ✘ An inability to recognize and respond to matters of great importance to the other person ·
- ✘ Explosive, angry, hurtful, and resentful reactions ·
- ✘ The withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment·
- ✘ The expectation of bad outcomes ·
- ✘ The fear and avoidance of conflict

HEALTHY RESPONSES TO CONFLICT

- ✘ The capacity to recognize and respond to important matters ·
- ✘ A readiness to forgive and forget ·
- ✘ The ability to seek compromise and avoid punishing ·
- ✘ A belief that resolution can support the interests and needs of both parties

CONFLICT RESOLUTION SKILLS

- ✘ Quickly relieve stress
- ✘ Recognize and manage your emotions.
- ✘ Improve your nonverbal communication skills
- ✘ Use humor and play to deal with challenges

MANAGING AND RESOLVING CONFLICT

- ✘ Make the relationship your priority
- ✘ Focus on the present.
- ✘ Pick your battles.
- ✘ Be willing to forgive.
- ✘ Know when to let something go.

UNIT-5

Emotional Conflict



WHAT IS EMOTIONAL CONFLICT?



EMOTIONAL CONFLICT

meaning, definition, explanation...

CAUSES OF EMOTIONAL CONFLICT AT WORK

When Conflict
Gets Emotional



- × Unfulfilled expectations
- × Rigid workplace policies:
- × Mismanagement

ROLE OF WORKPLACE IN RESOLVING CONFLICTS

- ✘ Leaders should establish an atmosphere of open management and transparency.
- ✘ Equal opportunities must be available to all without biases.
- ✘ Communication is the most important key factor in providing individuals with a sense of reassurance.
- ✘ Companies should not hesitate to avail services of professional advisers and therapists in gaining the trust of employees.

HOW TO CONTROL YOUR EMOTIONS DURING A DIFFICULT CONVERSATION

- × **Breathe**
- × **Focus on your body**
- × **Try saying a mantra**
- × **Acknowledge and label your feelings**
- × **Take a break**

DISCUSSION QUESTION

- ✘ **Is it appropriate to show emotion during conflict?**
- ✘ **Discuss the Significance of Emotional Engagement in Conflict Management?**
- ✘ **What is the Role of Engagement in Problem Resolution?**

TECHNIQUES FOR ELICITING ENGAGEMENT

- × **Introductory Phase**
- × **Process Phase**
- × **Closure Phase**

HOW TO BECOME THE BOSS OF YOUR EMOTIONS

- ✘ **Take a look at the impact of your emotions**
- ✘ Aim for regulation, not repression
- ✘ Identify what you're feeling
- ✘ Accept your emotions — all of them
- ✘ Keep a mood journal
- ✘ Take a deep breath

CONT.....

- ✘ Know when to express yourself
- ✘ Give yourself some space
- ✘ Try meditation
- ✘ Stay on top of stress
- ✘ Talk to a therapist

BOOK TO REFER

- ✘ Emotions in Conflict: Inhibitors and Facilitators of Peace Making (Routledge Studies in Political Psychology) by Eran Halperin
- ✘ Emotions in Long-term Conflict: The Differential Effects of Collective- Versus Personal-level Humiliating Experiences by Jennifer Goldman

PERSONALITY AND CONFLICT

UNIT-5

PERSONALITY



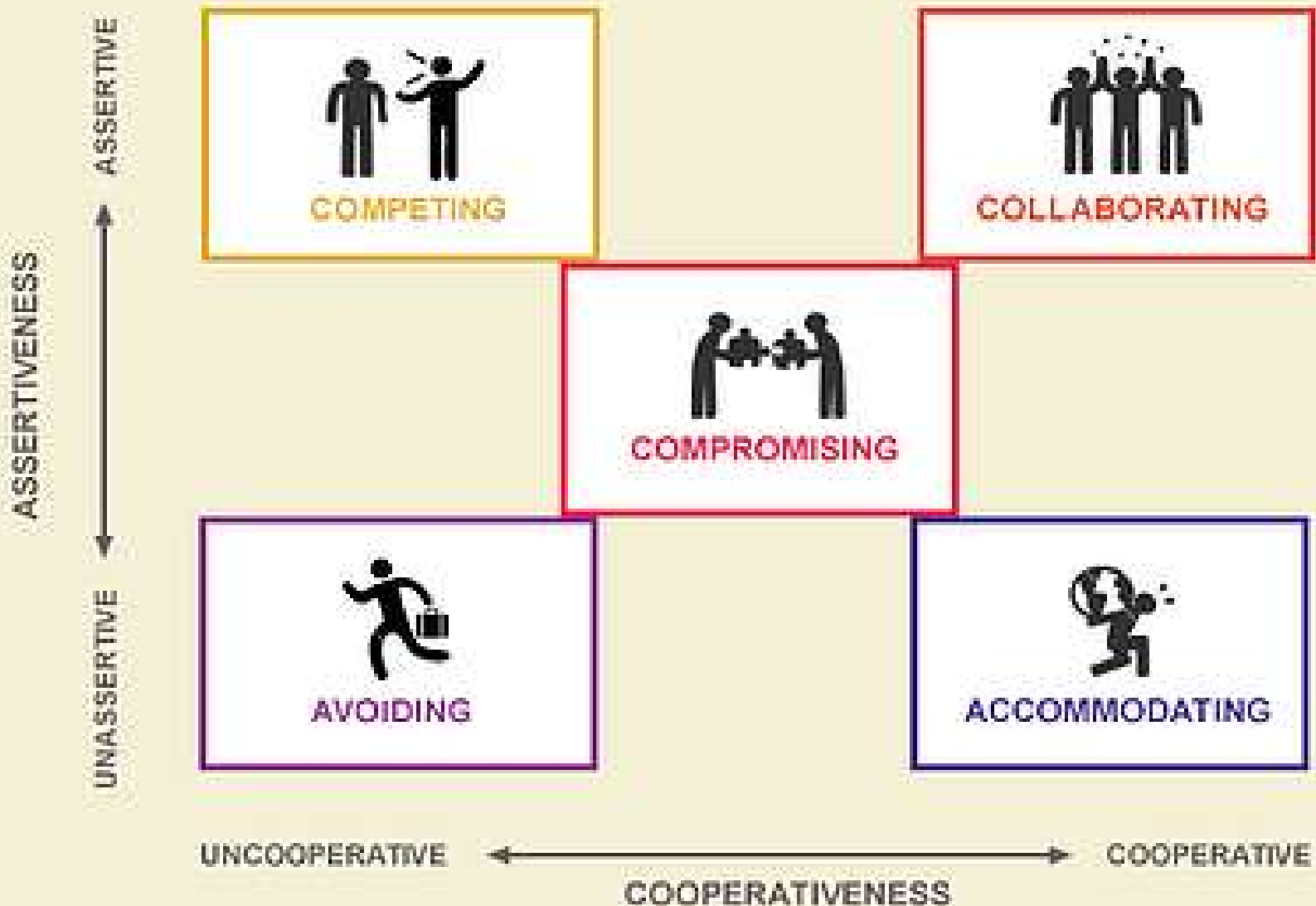
LEARNING OUTCOMES

- ✘ Understanding the theory of conflict handling styles
- ✘ • In what ways does personality affect the way people handle conflict?
- ✘ • How we behave when in conflict

PERSONALITY

- ✘ **Personality** refers to individual differences in characteristic patterns of thinking, feeling and behaving.
- ✘ The study of **personality** focuses on two broad areas:
- ✘ One is understanding individual differences in particular **personality** characteristics, such as sociability or irritability.

PERSONALITY TRAITS IN CONFLICT



PERSONAL PREFERENCES FOR CONFLICT RESOLUTION

- ✘ There are three main ways in which people respond to others at times of conflict:
 - ✘ • Passive
 - ✘ • Aggressive
 - ✘ • Assertive

Which one you think is Fit the Style to the Situation?

VARIABLES SHOULD BE CONSIDERED WHEN YOU DECIDE WHETHER TO ENGAGE IN A CONFLICT.

- ✘ *How invested in the relationship are you?*
- ✘ *How important is the issue to you?*
- ✘ *Do you have the energy for the conflict?*
- ✘ *Be aware of the potential consequences*
- ✘ *Are you ready for the consequences?*
- ✘ *What are the consequences if you do not engage in the conflict?*

EXERCISE ANY THREE

- ✘ Determine your own personality style and typical approach to conflict.
- ✘ Armed with this knowledge, analyse how you typically handle conflict both at work and in your personal life.
- ✘ What are your strengths in the way you handle conflict?
- ✘ What could fruitfully be changed?
- ✘ Which specific Style of Conflict Management is most likely to be effective in your workplace?

YOUTUBE VIDEO TO REFER

- × 1. <https://youtu.be/BFvOQERZtf4>
- × 2. <https://youtu.be/yvcMe5GgdFs>
- × 3. <https://youtu.be/rUT0a0Rm-Ho>
- × 4. <https://youtu.be/PdypmfBIsIM>
- × 5. <https://youtu.be/EIZ7MRIxzZU>