

CONFLICT MANAGEMENT



THE WORD 'CONFLICT' COMES FROM THE
LATIN WORD 'CONFLICTUS' MEANING
"STRIKE TOGETHER"

Introduction



- **INTRODUCTION**

- Conflict is always a potential part of the environment. Conflict is a part of life and arises because of the complexity of human relationship. Conflict has its origin in the fact that each person is unique and possesses a value system.

- **DEFINITION**

- A **conflict** is the consequence of real or perceived differences in mutually exclusive goals, values, ideas, attitudes, beliefs, feelings or actions”. **(Sullivan and Decker 2001)**



- **Conflict means a painful emotional state, which results from a tension between opposed and contradictory wishes.**

-Douglas and Holland

CHARACTERISTIC



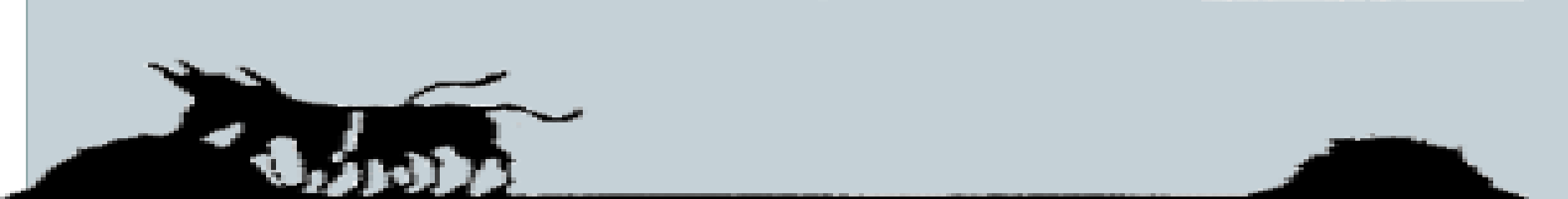
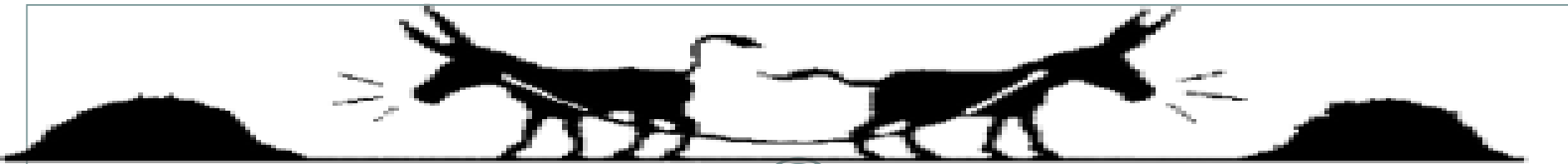
- At least two parties (individuals and groups) are involved in some kind of interaction.
- Mutually exclusive goals or mutually exclusive values exists either in fact or as perceived by the parties involved.
- The parties face each other with mutually opposing actions and counteractions.
- Each party attempts to create an imbalance or relatively favored position of power with the other.

THE INGREDIENTS OF CONFLICTS

- **Needs:-**Needs are things that are essential to our well being. Conflict arises when we ignore others needs our own need or the group need
- **Perception:-**People interpret reality differently. They perceive differences in the severity, cause of consequences of problems. Misperception may occur from self perception, other perception.
- **Power:-**How people define of use power is an important influence on the number and type of conflicts that occur. This also influences how conflicts are managed. Conflicts can arise when people try to make other change their action or to gain an unfair advantage.



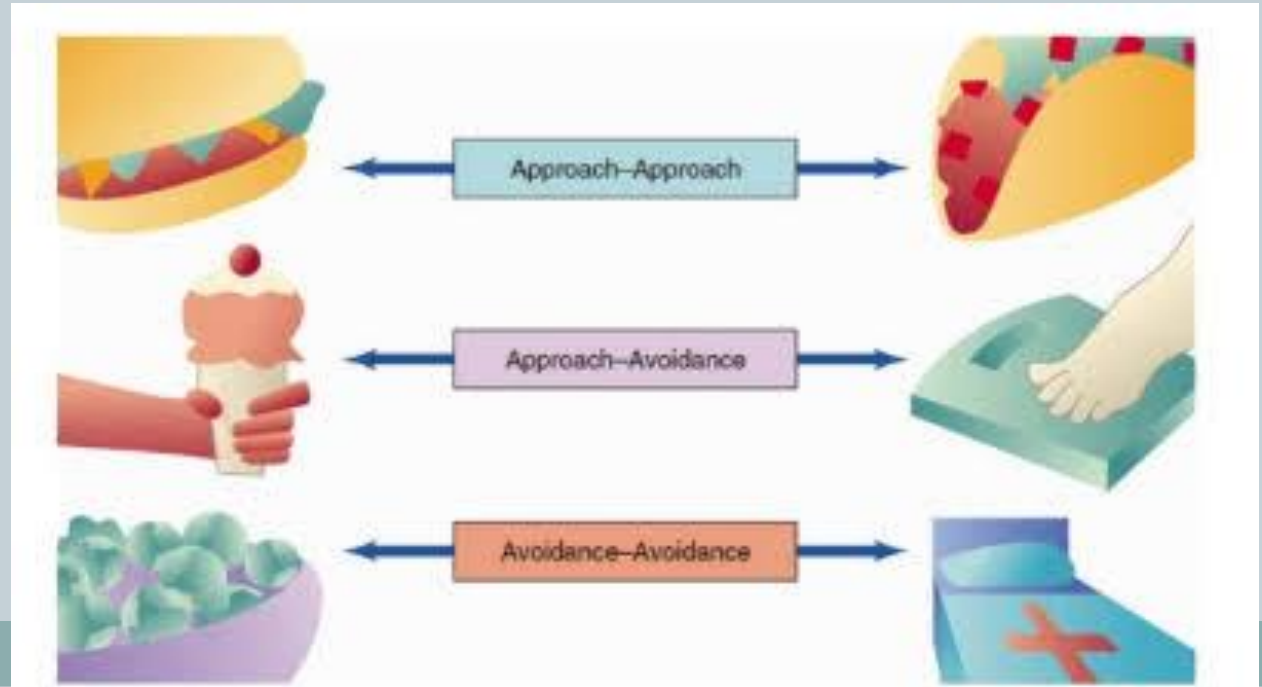
- **Value:-**Values are beliefs or principles we consider to be very important. Serious conflicts arise when people hold incompatible values or when values are not clear.
- **Feeling n emotions:-**Many people let their feeling & emotions become a major influence over how they deal with conflict. Conflicts can also occur because people ignore their own or other feelings & emotions. Other conflicts occur when feeling and emotion differs over a particular issue.

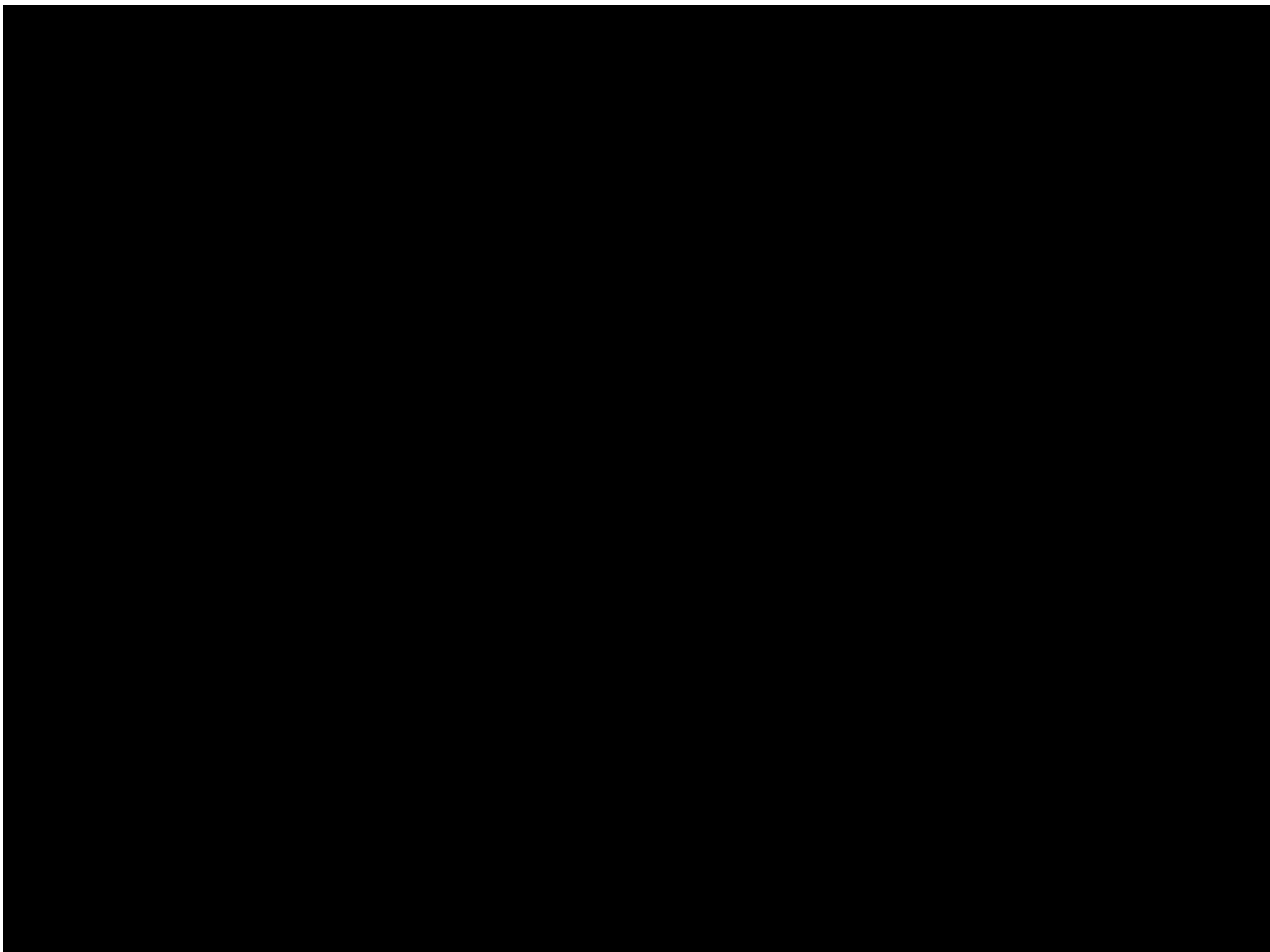


Types of Conflicts



- Approach – Approach Conflicts
- Avoidance – Avoidance Conflicts
- Approach – Avoidance Conflict
- Multiple approach and Avoidance conflict





TYPES OF CONFLICT

- ✦ **Approach-approach conflict:** occurs when you must choose between two desirable outcomes.
- ✦ **Avoidance-avoidance conflict:** occurs when you must choose between two unattractive outcomes.
- ✦ **Approach-avoidance:** exists when ONE event or goal has both attractive and unattractive features.
- ✦ **Multiple approach-avoidance conflicts:** here you must choose between two or more things, each of which has both desirable and undesirable features.

Approach-Approach

The approach - approach conflict is not all bad. You have to decide between two attractive choices.



The person is attracted to two goals.

Approach - Avoidance

The approach - avoidance conflict can be distressing.



The person is attracted to one goal but it comes with a negative aspect.

Double Approach - Avoidance

The double approach - avoidance conflict is the most common.



The person has two goals,
each has both good and
bad characteristics.

Click on a term for
more information.

Frustration
Stress
Anxiety



Levels of Conflict



- Intrapersonal
- Interpersonal
- Group

Occurrence of Conflicts



- Difference in Needs
- Values
- Goals
- Belief system
- Personality
- Scarcity of resources
- Attitude

- Interest
- Age
- Gender
- Position
- Role
- Ego states
- Socio Cultural Factors

FUNCTIONAL

DYSFUNCTIONAL

- Stimulates Change
- Creativity & Innovation
- Group Cohesion
- Emotional Ventilator
- It improves working standards
- Promotes competition
- Identification of the root problem

- Imbalance & Diversion of Energy
- Stagnation
- Poor Coordination
- Stress & Tension
- Affects performance

Management of Conflict



Strategies

- Turtle – Withdrawing
- Shark – Attack & Force
- Teddy Bear - Smoothing & Avoidance
- Fox – Compromising
- Owl – Confronting

Avoiding (Turtle)

- Turtles withdraw into their shells to avoid conflicts.
- They give up their goals and relationships, they avoid people and issues over which the conflict is taking place.
- Turtles believe it is easier to withdraw from a conflict than to face it.



SHARK CHARACTERISTICS

- **Sharks use a forcing or competing conflict management style**
- **Sharks are highly goal-oriented**
- **Relationships take on a lower priority**
- **Sharks do not hesitate to use aggressive behaviour to resolve conflicts**
- **Sharks can be autocratic, authoritative, and uncooperative; threatening and intimidating**
- **Sharks have a need to win; therefore others must lose, creating win-lose situations**
- **Advantage: If the shark's decision is correct, a better decision without compromise can result**
- **Disadvantage: May breed hostility and resentment toward the person using it**



TEDDY-BEAR CHARACTERISTICS

- **Teddy bears use a smoothing or accommodating conflict management style with emphasis on human relationships**



- **Teddy bears ignore their own goals and resolve conflict by giving into others; unassertive and cooperative creating a win-lose (bear is loser) situation**
- **Advantage: Accommodating maintains relationships**
- **Disadvantage: Giving in may not be productive, bear may be taken advantage of**

FOX CHARACTERISTICS

- **Foxes use a compromising conflict management style; concern is for goals and relationships**



- **Foxes are willing to sacrifice some of their goals while persuading others to give up part of theirs**
- **Compromise is assertive and cooperative-result is either win-lose or lose-lose**
- **Advantage: relationships are maintained and conflicts are removed**
- **Disadvantage: compromise may create less than ideal outcome and game playing can result**

OWL CHARACTERISTICS

- **Owls use a collaborating or problem confronting conflict management style valuing their goals and relationships**



- **Owls view conflicts as problems to be solved finding solutions agreeable to all sides (win-win)**
- **Advantage: both sides get what they want and negative feelings eliminated**
- **Disadvantage: takes a great deal of time and effort**

CONFLICT STRATEGIES

High Importance

Smoothing



low goal
HIGH
RELATIONSHIP

Problem Solving



Compromising



moderate goal
moderate relationship

Forcing

Withdrawing



low goal
low relationship

HIGH GOAL
low relationship



RELATIONSHIPS

GOALS

Low Importance

High Importance