

# **Purepost Knowledge Center**

**Personal Development Series**

**Module 16**

**Managing Conflict Effectively**

**Webinar Handouts**

# The Power of Conflict and Leadership



# Conflict Defined

Conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals.

*W.W. Wilmot & J.L. Hocker, 2001*

# Defining Conflict Management

Conflict management is the process of designing effective strategies to minimize dysfunctions of conflict and enhancing the constructive functions of conflict in order to enhance learning and effectiveness of an organization..

# Why it is Important to Understand Conflict

## Research indicates the following:

1. Conflict, like leadership is *central* to work team learning and high performance because conflict is considered a *natural part of the process* that makes decision-making effective.
2. A healthy context of conflict management is necessary if work teams desire to learn and transform.

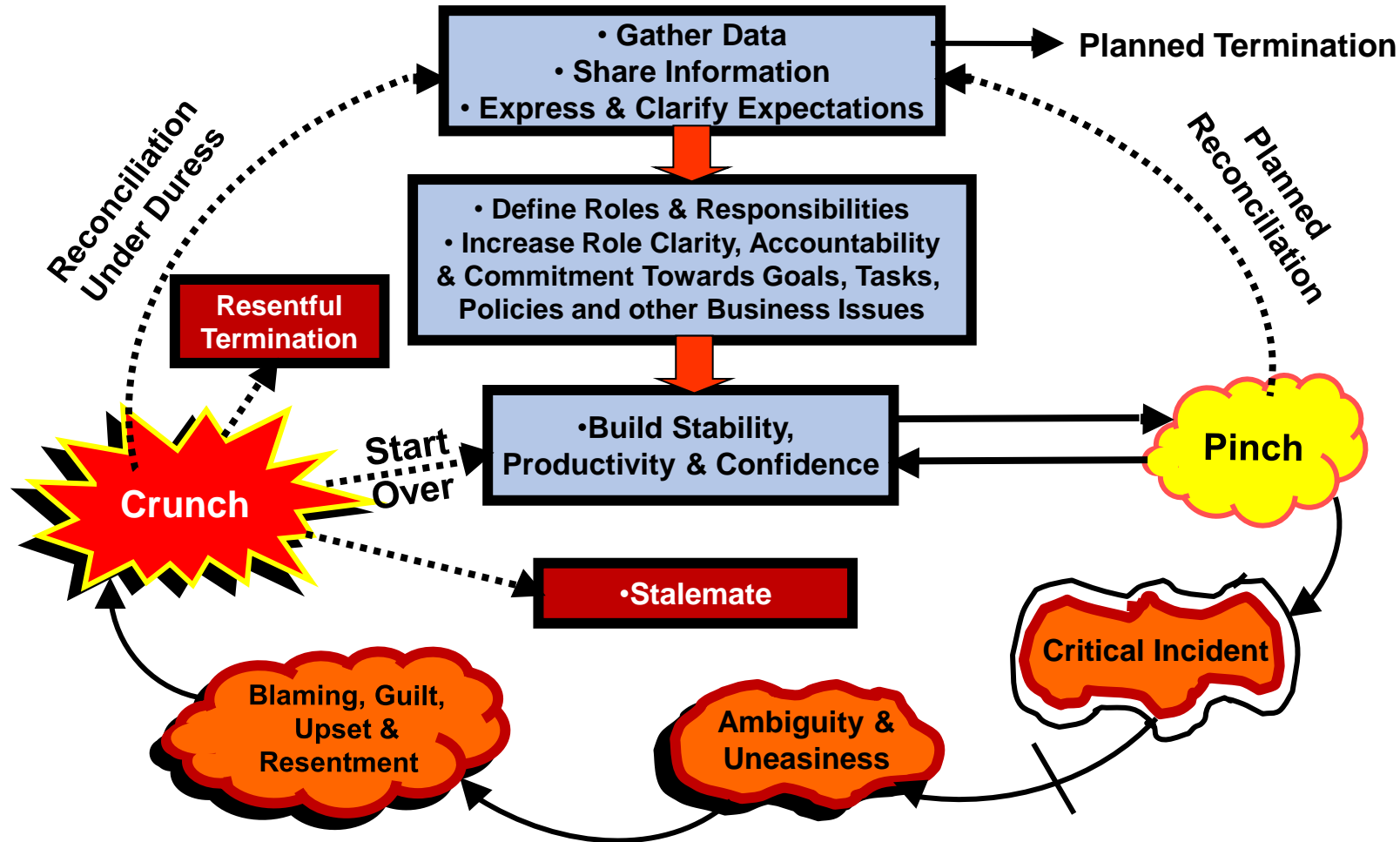
# Why it is Important to Understand Conflict

## Research indicates the following:

3. Leaders of high-performance work teams frequently attempt to influence team members through *a conflict management style of collaboration* which seeks out the opinions of less active team members, while simultaneously attempting to moderate the contribution of the members who attempt to monopolize.
4. Finally, a certain combination of leadership style & conflict managing style does appear to be more effective in creating context of learning and high performance.

# Why Improve The Way You Handle Conflict?

## Pinch/Crunch Model



# Why Improve The Way You Handle Conflict?

- To Improve Personal Relationships
- To Improve Mental Health
- To Enhance Individual, Team & Organizational Learning and High Performance



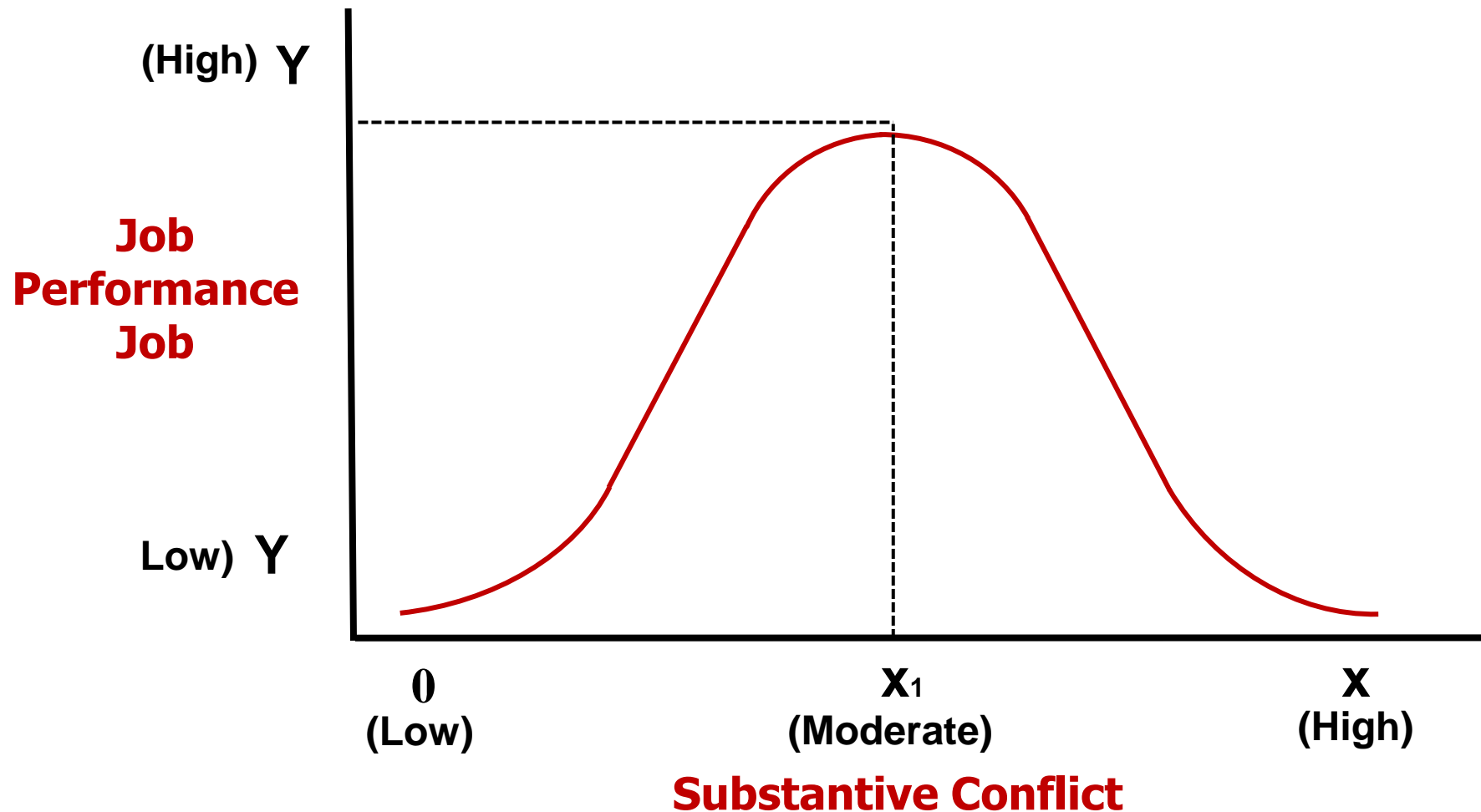
# Two Types of Conflict

In order to design effective conflict management strategies it is important to know and understand the two types of conflict.

- **Affective** (*Emotional*) **Conflict**
- **Substantive** (*Task*) **Conflict**

# The Inverted-U Function

**The Relationship of a Moderate Amount of Substantive Conflict and Job Performance**



# Five Conflict Management Styles (Modes)

## COMPETING

is assertive and uncooperative, a power-oriented mode.

## COLLABORATING

is both assertive and cooperative.

## COMPROMISING

is intermediate in both assertiveness and cooperativeness.

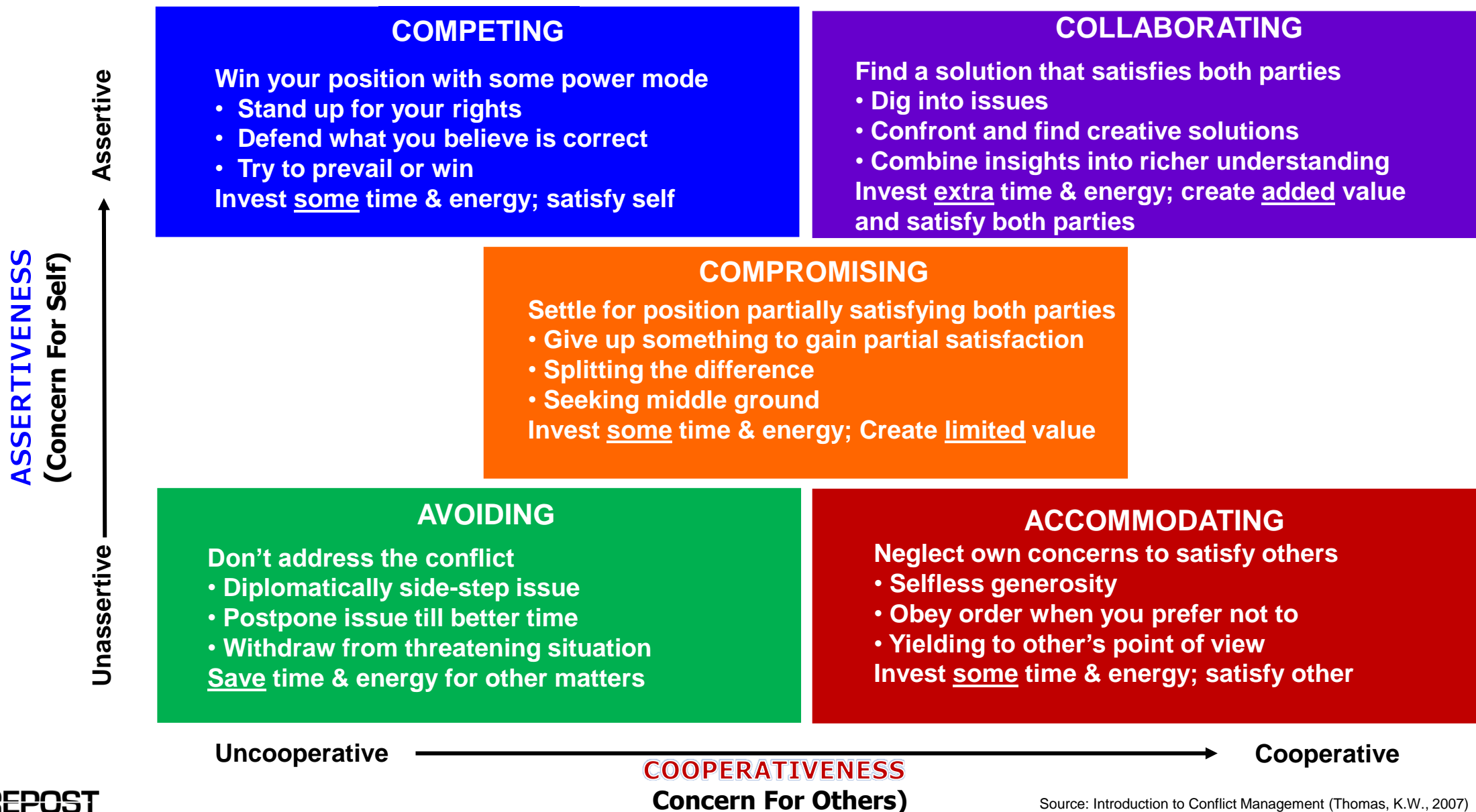
## AVOIDING

is both unassertive and uncooperative.

## ACCOMMODATING

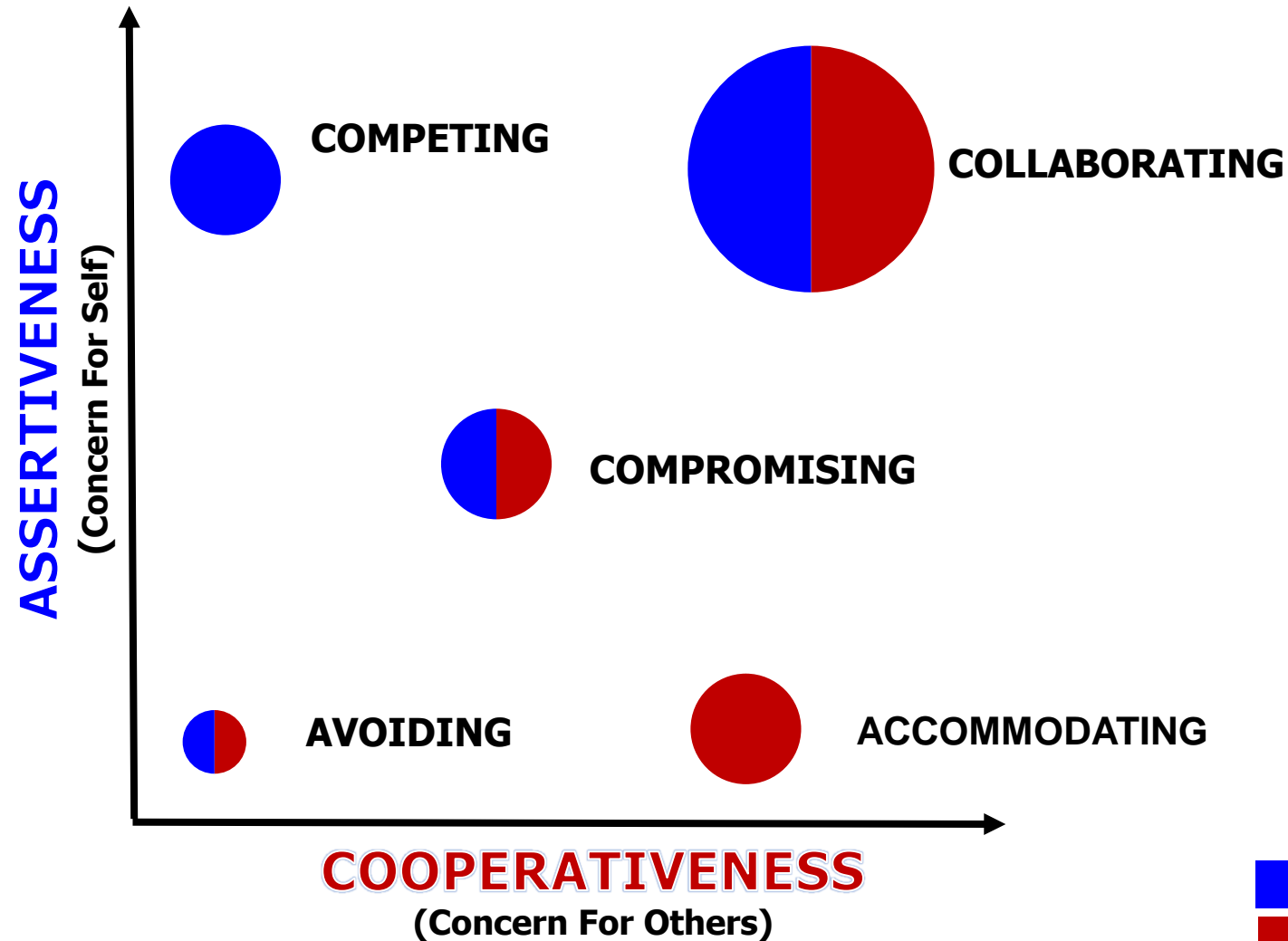
is both unassertive and cooperative-the opposite of competing.

# Five Conflict Management Modes



# Conflict Management Tradeoffs

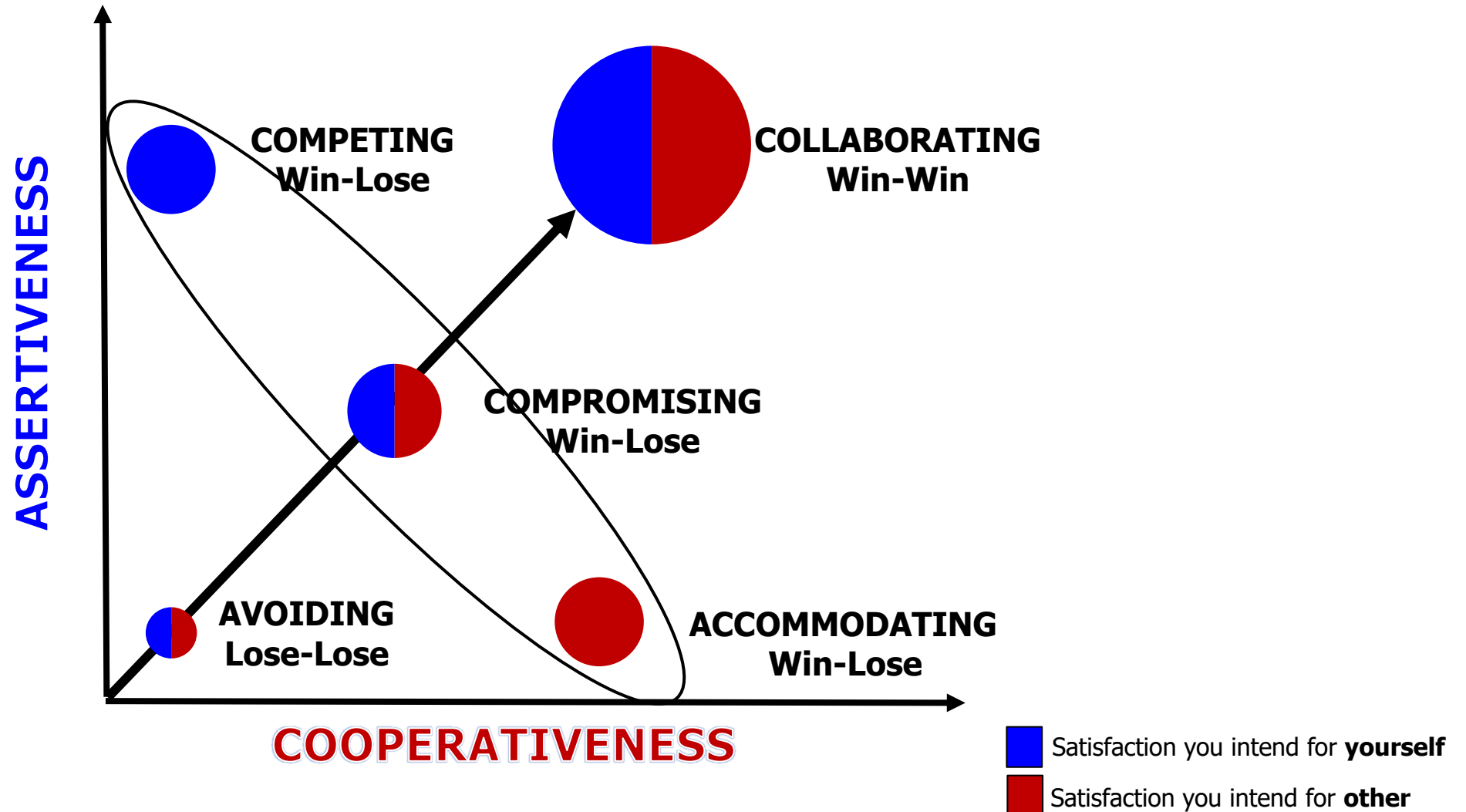
## PIES OF SATISFACTION



■ Satisfaction you intend for **yourself**  
■ Satisfaction you intend for **other**

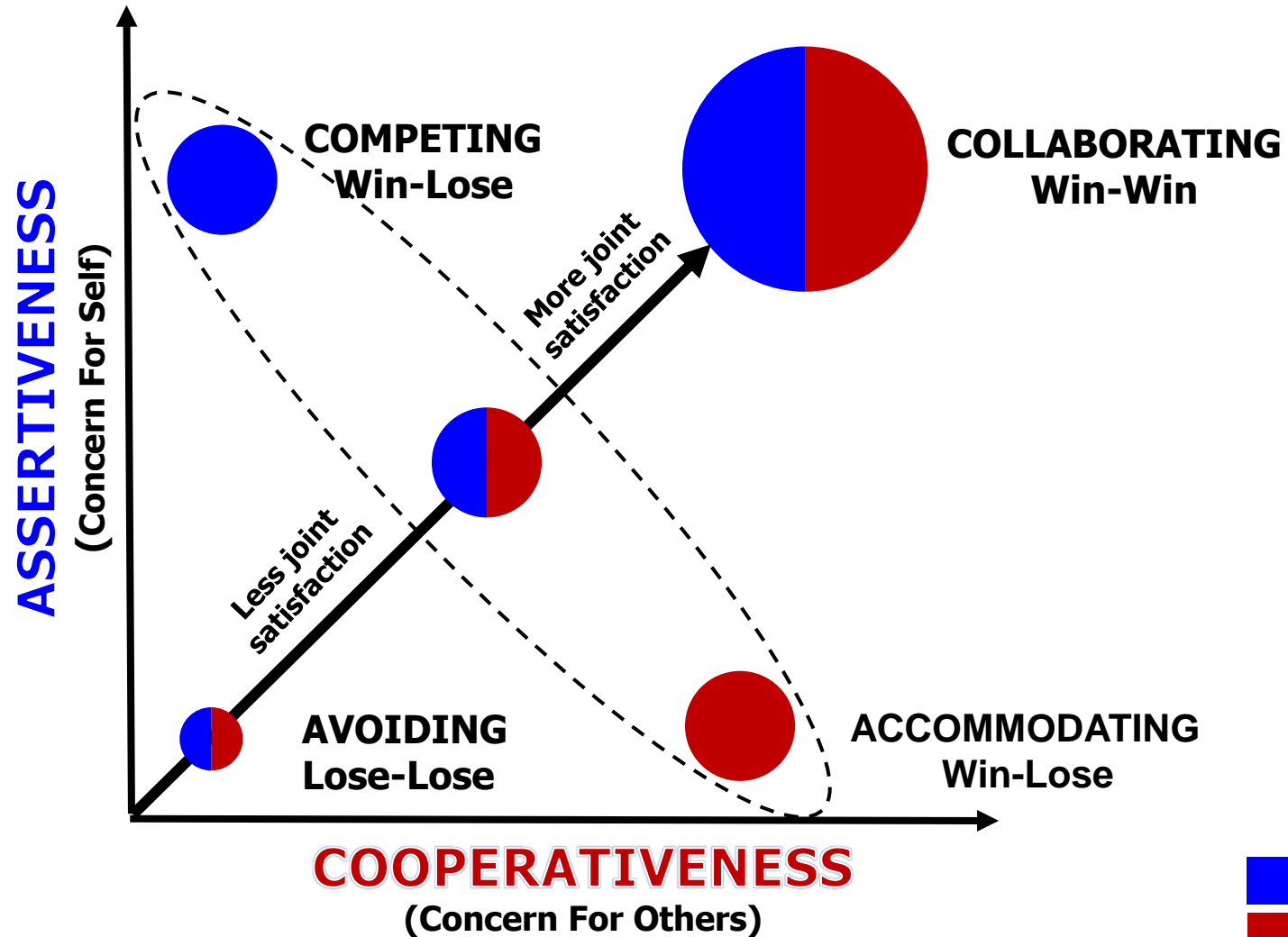
# Conflict Management Tradeoffs



CREATING VALUE: INCREASING THE SIZE OF THE PIE



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CREATING VALUE: INCREASING THE SIZE OF THE PIE



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# Factors of the Full-Range Leadership Model

