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, scare 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

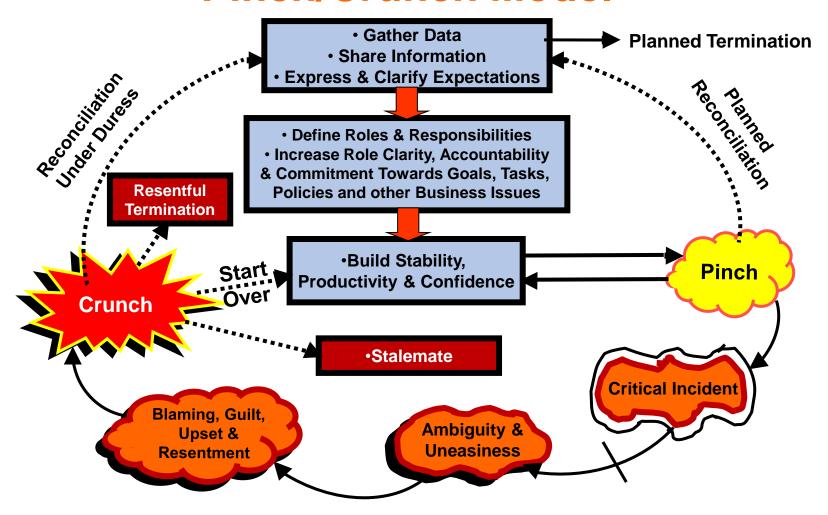
Research indicates the following:

- 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

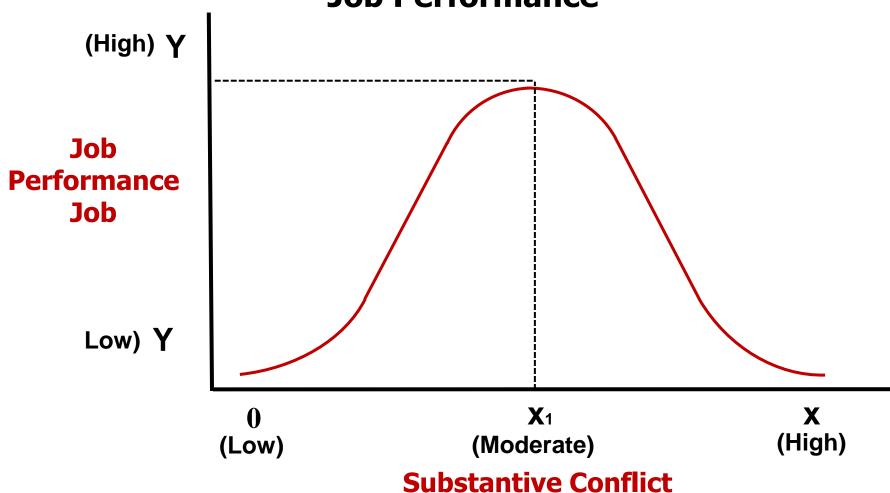
In order to design effective conflict management strategies it is important to know and understand the two types of conflict.

- 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

Assertive

ASSERTIVENESS (Concern For Self)

assertive

COMPETING

Win your position with some power mode

- Stand up for your rights
- Defend what you believe is correct
- Try to prevail or win

Invest some time & energy; satisfy self

COLLABORATING

Find a solution that satisfies both parties

- Dig into issues
- Confront and find creative solutions
- Combine insights into richer understanding Invest <u>extra</u> time & energy; create <u>added</u> value and satisfy both parties

COMPROMISING

Settle for position partially satisfying both parties

- Give up something to gain partial satisfaction
- Splitting the difference
- Seeking middle ground

Invest <u>some</u> time & energy; Create <u>limited</u> value

AVOIDING

Don't address the conflict

- Diplomatically side-step issue
- Postpone issue till better time
- Withdraw from threatening situation

Save time & energy for other matters

ACCOMMODATING

Neglect own concerns to satisfy others

- Selfless generosity
- Obey order when you prefer not to
- Yielding to other's point of view
 Invest some time & energy; satisfy other

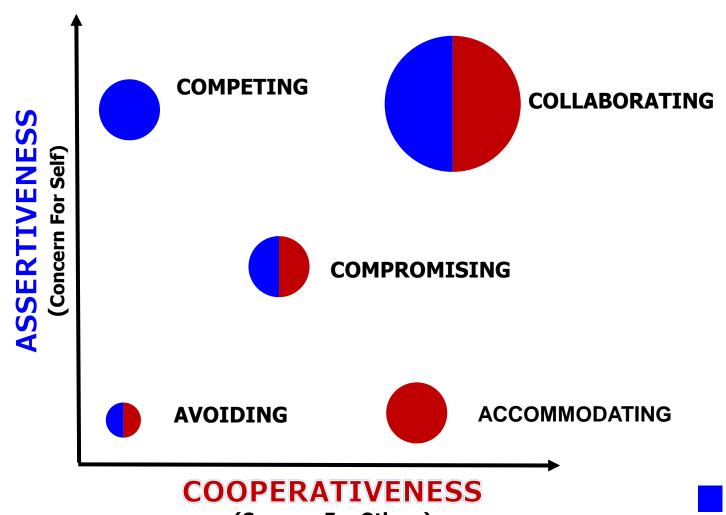
Uncooperative

Cooperative



Conflict Management Tradeoffs

PIES OF SATISFACTION





(Concern For Others)

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

Introduction to Conflict Management (Thomas, K.W., 2007)

Conflict Management Tradeoffs

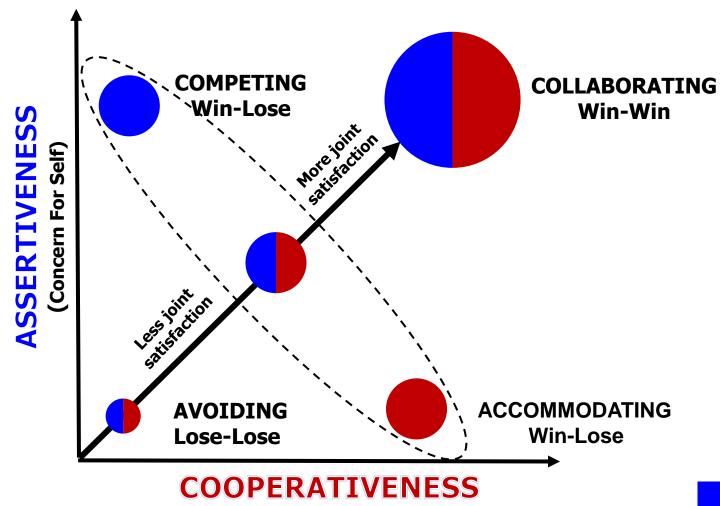
CREATING VALUE: INCREASING THE SIZE OF THE PIE

COMPETING COLLABORATING ASSERTIVENESS Win-Lose Win-Win COMPROMISING Win-Lose **AVOIDING ACCOMMODATING Lose-Lose** Win-Lose **COOPERATIVENESS**



Conflict Management Tradeoffs

CREATING VALUE: INCREASING THE SIZE OF THE PIE





(Concern For Others)

Source: Introduction to Conflict Management (Thomas, K.W., 2007)

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

Factors of the Full-Range Leadership Model

