Conflict management

Workshop PetrOmbudsman

Agenda

✓ Identifying and understanding the dynamics of conflict;

✓ Identifying types of conflict;

✓ Understanding how people react to conflict;

✓ The negative costs of conflict;

✓ Identifying the ways of preventing and resolving conflicts;

✓ Developing a constructive thinking in difficult situations, to resolve or prevent conflicts successfully.

What does conflict mean?

DISPUTE

TENSION   MISUNDERSTANDING

SCANDAL ———→   **CONFLICT**   ←——— FIGHT

DISCOMFORT   DISAGREEMENT

INCIDENT

KOLT (1992): „*Conflict is a situation where people differ in terms of meeting individual needs and interests .*"

KIM (2000): „It is a divergence of interests."

INSTRUMENTAL

Goals, means , methods, structures ;

Solution: technique for problem solving

CONFLICTS OF INTEREST

When an individual's interests conflict with those of another

Solution : negotiation

TYPES OF CONFLICTS

INTRAPERSONAL

Issues related to self-image

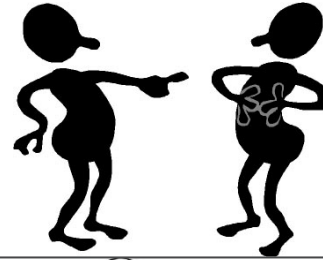Solution: individual counseling

INTERPERSONAL

Cover relational issues
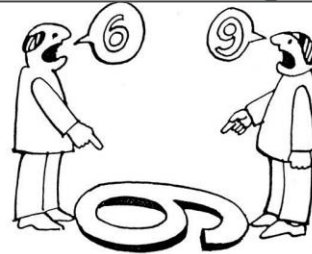
Solution: open communication

Causes of conflicts

Conflicts between people can be caused by:

➤ Poor communication;

➤ Differences of perception;

➤ Inappropriate behaviors;

➤ Lack of trust;

Other: Envy , competition , misinterpretation , fatigue, difference of identity.

Negative costs of conflicts

➢ Higher stress levels

➢ Lower productivity as efforts and resources are redirected towards the conflict and away from work

➢ Lower interpersonal cohesion as individuals and their supporters take sides and begin to assign labels

➢ Time spent in resolution is taken away from other, more important matters

➢ Inappropriate decisions are made to support the various causes and positions of the parties

➢ Status and ego become more important than reason and reality

➢ The possibility of increased costs to cover negotiation preparation, negotiation time, mediation and/or arbitration costs and, perhaps, legal costs

Perception test:
https://www.youtube.com/watch?v=vJG698U2Mvo

Possible outcomes of conflicts

➢ There are four possible outcomes from a conflict situation; only one produces a satisfactory result.

➢ This relates to a branch of mathematics called game theory where the outcome and the result can be measured as follows:
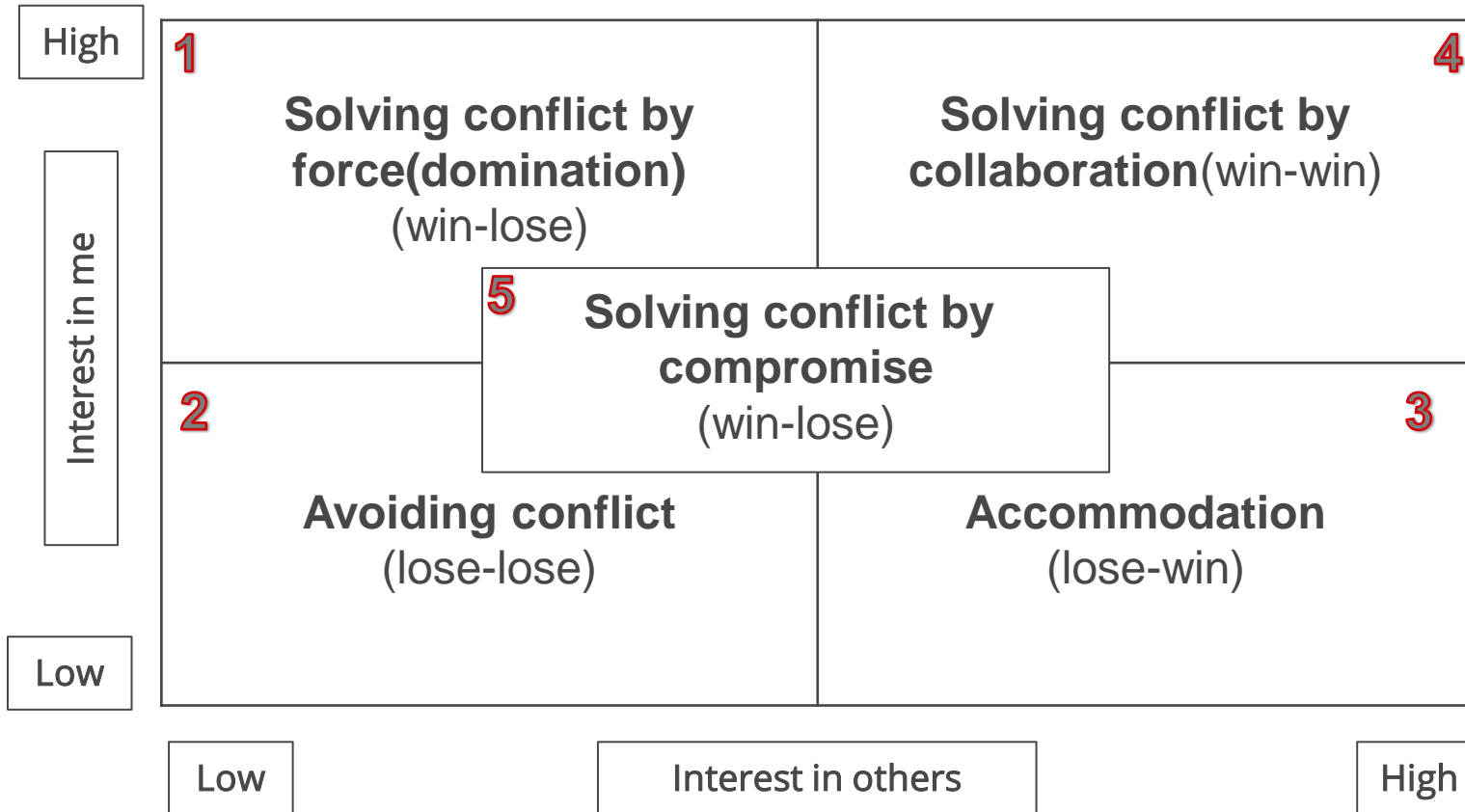
Positive sum **+ 2** = Party A (+ 1) si Party B (+ 1) satisfied and conflict is resolved
Party A is satisfied (+ 1) but Party B is resentful (-1)

Zero sum **0** =

Zero sum **0** = Party A is resentful (-1) but Party B is satisfied (+ 1)

Negative sum **− 2** = Party A is dissatisfied (-1) and so is Party B (-1)
and conflict continues

Game theory

	I win	I lose
You win	+2	0
You lose	0	-2

In conflict resolution you work towards the positive sum where both sides are satisfied. In popular language, this is called a win/win, which, obviously, is the best outcome for all concerned!

Ways to solve interpersonal conflicts

High

Interest in me

Low

1 **Solving conflict by force(domination)** (win-lose)

4 **Solving conflict by collaboration**(win-win)

5 **Solving conflict by compromise** (win-lose)

2 **Avoiding conflict** (lose-lose)

3 **Accommodation** (lose-win)

Low   Interest in others   High

Ways to solve interpersonal conflicts

High

Interest in me

Low

DOMINATION

COLLABORATION

COMPROMISE

AVOIDING

ACCOMMODATING

Low

Interest in others

High
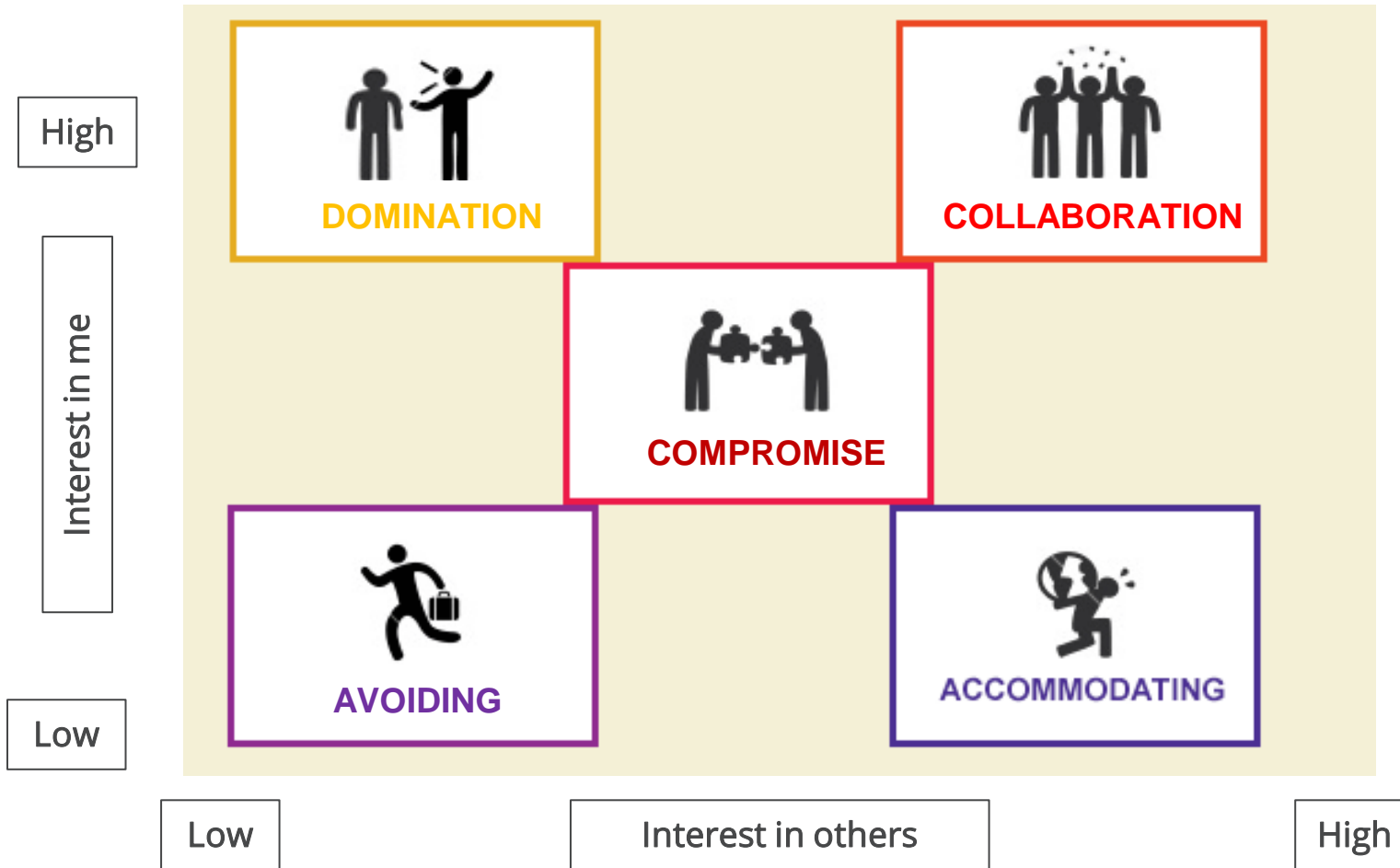
Solving conflict by force (domination)

➢ Technique that involves misuse of power - trying to dominate others involved in the conflict.

➢ The desire to meet own needs, without taking into consideration the expectations , needs and feelings of others.

➢ It maximizes self-interest and minimizes the interests of others.

On the short term, force can reduce conflicts, but the effects are not favorable on the long term.

Avoiding conflict
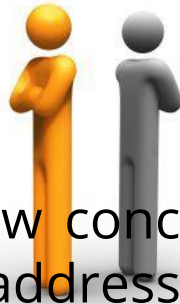
➢ It can be perceived as a low concern for conflict resolution , as well as a postponement of addressing the conflict in time.

➢ Individuals who adopt this solution withdraw from conflict. They may invoke strict adherence to rules or procedures to avoid conflict situations : I'm sorry, I only doing my duty/my job.

➢ Avoiding conflict involves ignoring it in the hope that it will disappear by itself. The Ostrich policy - "hide your head in the sand ".

Conflict does not disappear, but remains dormant. It can reignite with much higher intensity .

➤ Tendency towards mitigating conflicts;
➤ Preference for maintaining the illusion of harmony between parts => delay in resolving issues so as not to create resentment between the parties ;
➤ Giving up own needs, interests and goals in favor of the other.

A situation in which one side is willing to give up.

Solving conflict by compromise

➢ Practical solutions are sought, that deliver results, but not optimal solutions.

➢Each side is willing to give something, to make compromises, therefore both sides get some satisfaction.

➢Negative results if the parties remain with a pronounced state of dissatisfaction on what they have achieved .

Each party loses or wins from the initial objectives.

Solving conflict by collaboration

> It is preferred in solving problems and achieving agreements satisfactory for both parties.
> Ensures the optimal solutions, where everyone wins.
> The focus is on a win-win situation where both parties achieve an improved status quo.

It is the best way to solve the conflict.

Subject: A conflict concerning collaboration between two departments appears between two employees

Mr. A:	CONFLICT	Mr. B:
• Dep. X. • He wants to receive the report for personnel trained on " First aid " from Mr. B's team. • He wants to organize a new training course for colleagues who didn't have the opportunity to participate to the previous session. • Mr. A does not explain the reason of his request, he only mentions the deadline for sending information. • **He claims that Mr B's late response to his request makes it impossible to meet his weekly objectives and he is warned by his superior.**		• Dep. Y. • He got the mail from Mr. A. • He considers that the request is not urgent and intends to respond after completion of two priority objectives of the current week . • He should speak to members of the team, because he has no records of the participants in the first training . • **He considers that Mr. A has an arrogant attitude, given that he wishes to receive an answer before any other requests are fulfilled.**

Solving the conflict

| DOMINATION (crossed out) | AVOIDING (crossed out) | ACCOMMODATING (crossed out) | COMPROMISE | COLLABORATION |

- Mr. A says he will provide more information, as requested.

- Mr. B says he will submit requests in a timely manner and will prioritize if he gets the necessary explanation .

- There was a meeting between Mr A and Mr B, in which each of them presented their grievances.

- A common denominator was found. Parties determined the way for future collaboration.

- A workflow between the two parties is established.
- The conflict is not solved completely , there is still a tense situation .
- Mr. A achieves his weekly goals .
- Mr. B has all employees of the office he runs trained on first aid.

- Mr. A has begun to have a better attitude. He understood that every task needs a certain time allocated for fulfillment and it is important to provide the clear explanations from the beginning
- Mr. B has become more organized. No incidents of late replys have occured.
- Mr. A and Mr. B communicate directly in meetings, and the atmosphere is more relaxed.
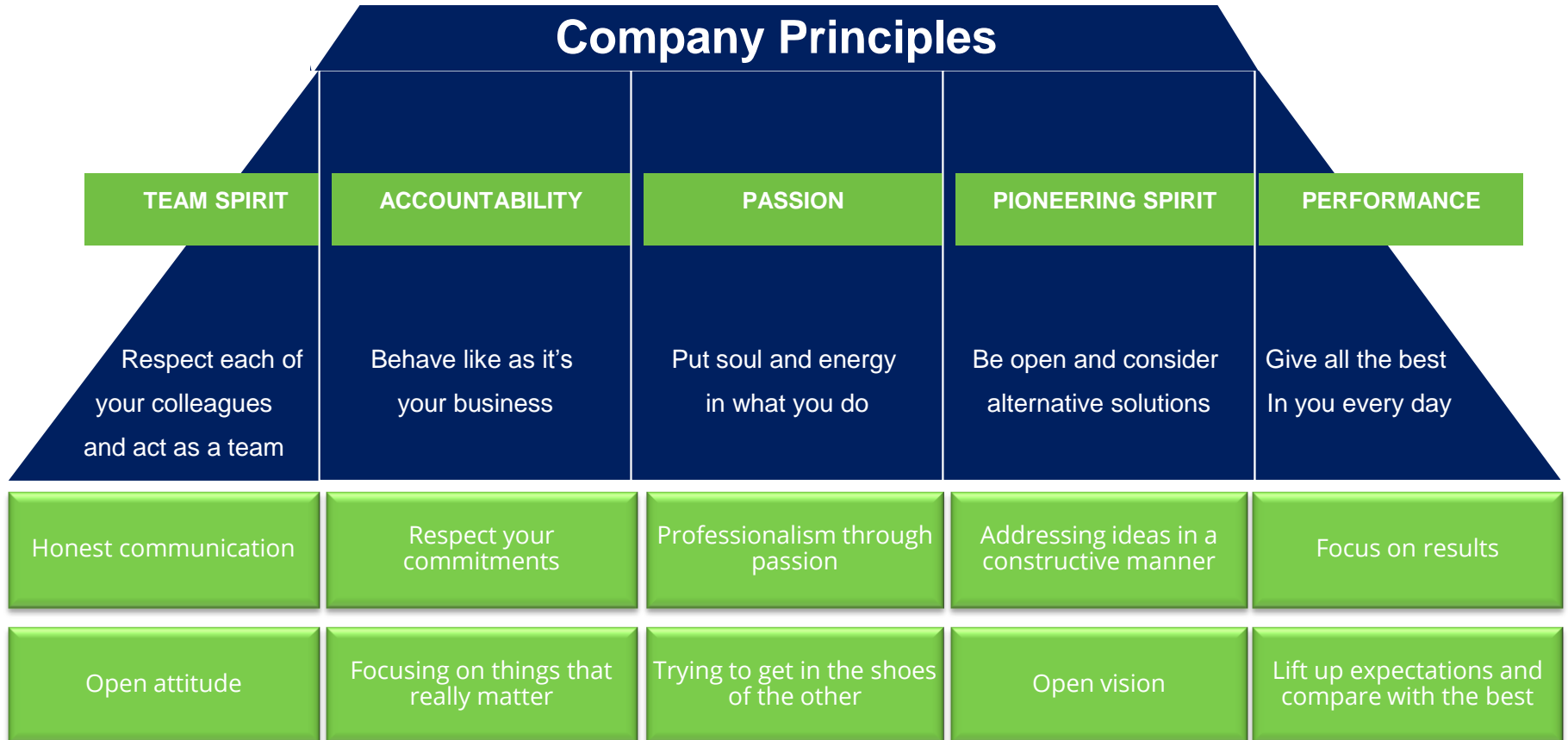- Inter-departmental relations have improved .

Solving a conflict arising from a simple misunderstanding brought benefits both to the two managers and also to their teams and the company in general.

Recommendations for solving conflicts

➢ Sincere and honest communication

➢ Patience

➢ Addressing grievances in a constructive manner

➢ Focusing on the problem, not to the person

➢ Openness, calm

➢ Controlling negative emotions

➢ Understanding and accepting the wishes, concerns , challenges of others

➢ Acceptance of differences and flaws

➢ Trying to imagine walking in the other's shoes

➢ Tolerance

Terry Pratchett: "We're all in the same boat; some of us may try to push others overboard, but only a fool would try to sink the boat."

Winning behaviors

Company Principles

TEAM SPIRIT	ACCOUNTABILITY	PASSION	PIONEERING SPIRIT	PERFORMANCE
Respect each of your colleagues and act as a team	Behave like as it's your business	Put soul and energy in what you do	Be open and consider alternative solutions	Give all the best In you every day
Honest communication	Respect your commitments	Professionalism through passion	Addressing ideas in a constructive manner	Focus on results
Open attitude	Focusing on things that really matter	Trying to get in the shoes of the other	Open vision	Lift up expectations and compare with the best

Conclusion

➢ It is recommended to approach conflicts as an element of the organizational life.

➢ We need to be aware that every colleague brings to work different values, beliefs, goals and strategies of individual work. In these circumstances, the opportunities for conflict are numerous.

➢ Although conflict, as a phenomenon, has a negative connotation, to some degree it may strengthen relations between employees, encourage innovation, organizational development and change.

Thank you!