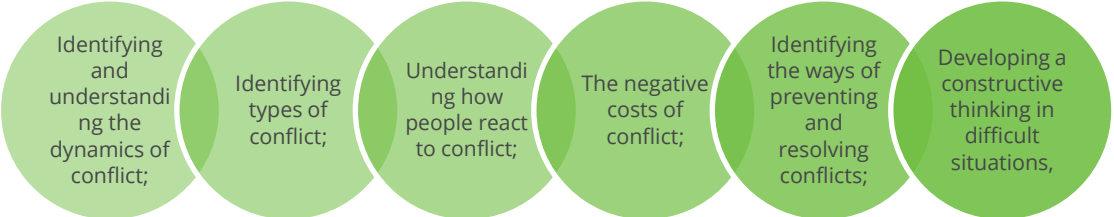
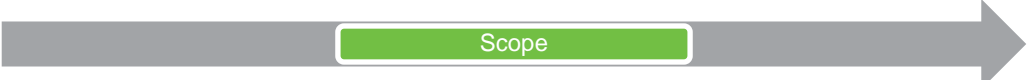


Conflict Management



Definition

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.“

What does conflict mean?



- INSTRUMENTAL
- OF INTEREST
- INTRAPERSONAL
- INTERPERSONAL

Causes for interpersonal conflicts:

Poor communication

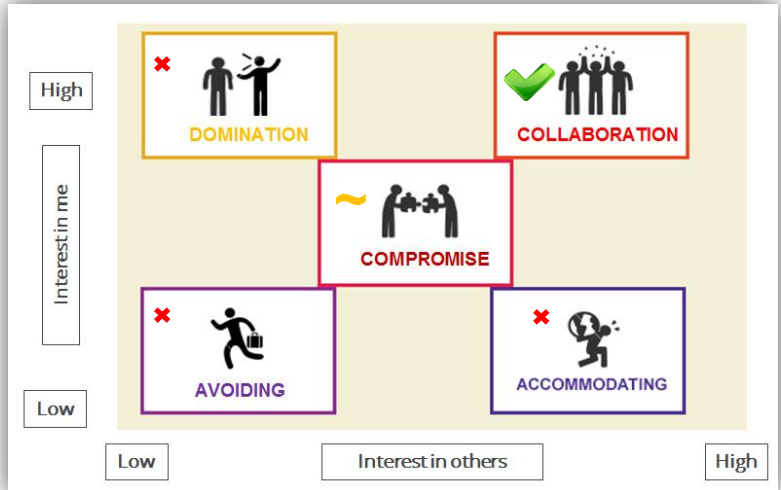
Differences of perception;

Inappropriate behaviors;

Lack of trust;

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

Ways to solve interpersonal conflicts



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	The possibility of increased costs to cover negotiation preparation, negotiation time, mediation and/or arbitration costs
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Conflict example

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.



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 .

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.



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

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 replies have occurred.

Mr. A and Mr. B communicate directly in meetings, and the atmosphere is more relaxed.

Inter-departmental relations have improved .

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."