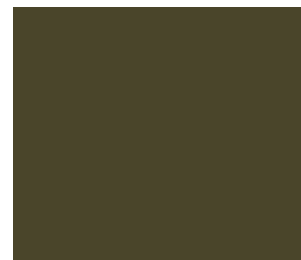




**BUILDING
BETTER
PEOPLE**



What is Conflict?



Definition

Conflict is when two or more people have differences in ideas/views and are not ready to understand or accept each other's ideas/views.

Views

Traditional view

- conflict is always bad and has a negative impact on the work environment.

Human relations view

- conflict is natural and may be of some benefit to the organisation.

Interactionist view

- without conflict the workplace stagnates as change and innovation cannot occur in a conflict free environment

Understanding Conflict

Crisis

Tension

Misunderstanding

Incident

Discomfort

Understanding Conflict

Levels of Conflict - Discomfort

- Perhaps nothing is said yet, however things don't feel right.
- It maybe difficult at this stage to identify what the problem is.

Understanding Conflict

Levels of Conflict - Incident

- A short sharp exchange may occur without any lasting internal reaction.
- Something may have occurred between you and someone else that has left you upset, irritated or with a result you did not want.

Understanding Conflict

Levels of Conflict -Misunderstanding

- The details of a situation may be unclear. The motive or intent of a situation not fully understood by the parties involved.

Understanding Conflict

Level of Conflict - Tension

- You may start feeling anxious about your relationship with the other person.
- Maybe you are at the point where just one more nudge will “push you over the edge”, ready to give them a “piece of your mind”.
- This level may build to the point where each interaction with this person confirms your negative attitude towards them.
- The relationship may become a cause for constant worry and concern.

Understanding Conflict

Levels of Conflict – Crisis

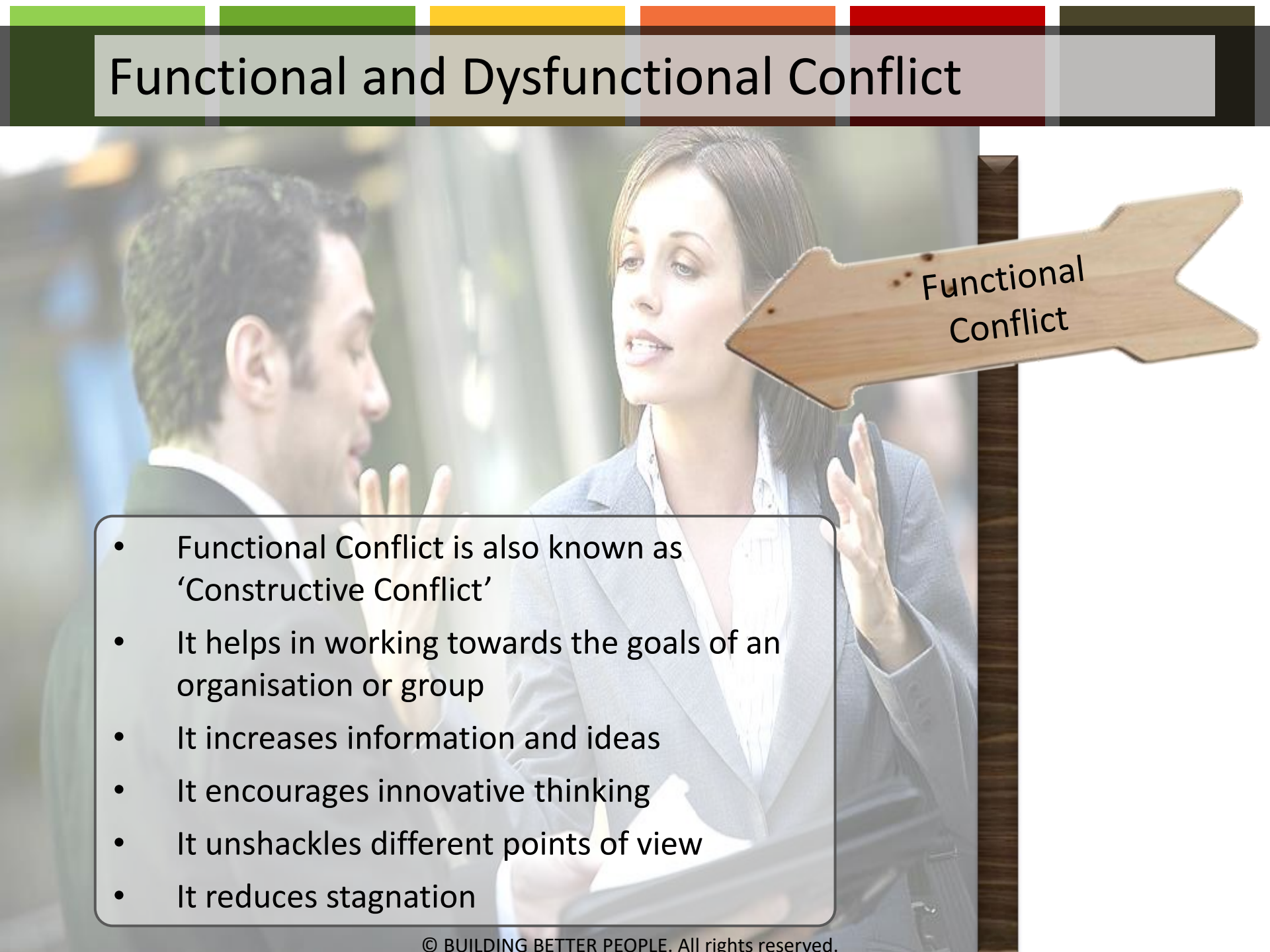
- Behavior is affected and normal functioning starts to become difficult.
- No longer talking to the other individual.
- Or conversely, screaming at one another.
- Quitting your job or worse yet be dismissed.
- Throwing things, or whatever else is close at hand.

Functional and Dysfunctional Conflict



Let us look at each in detail.

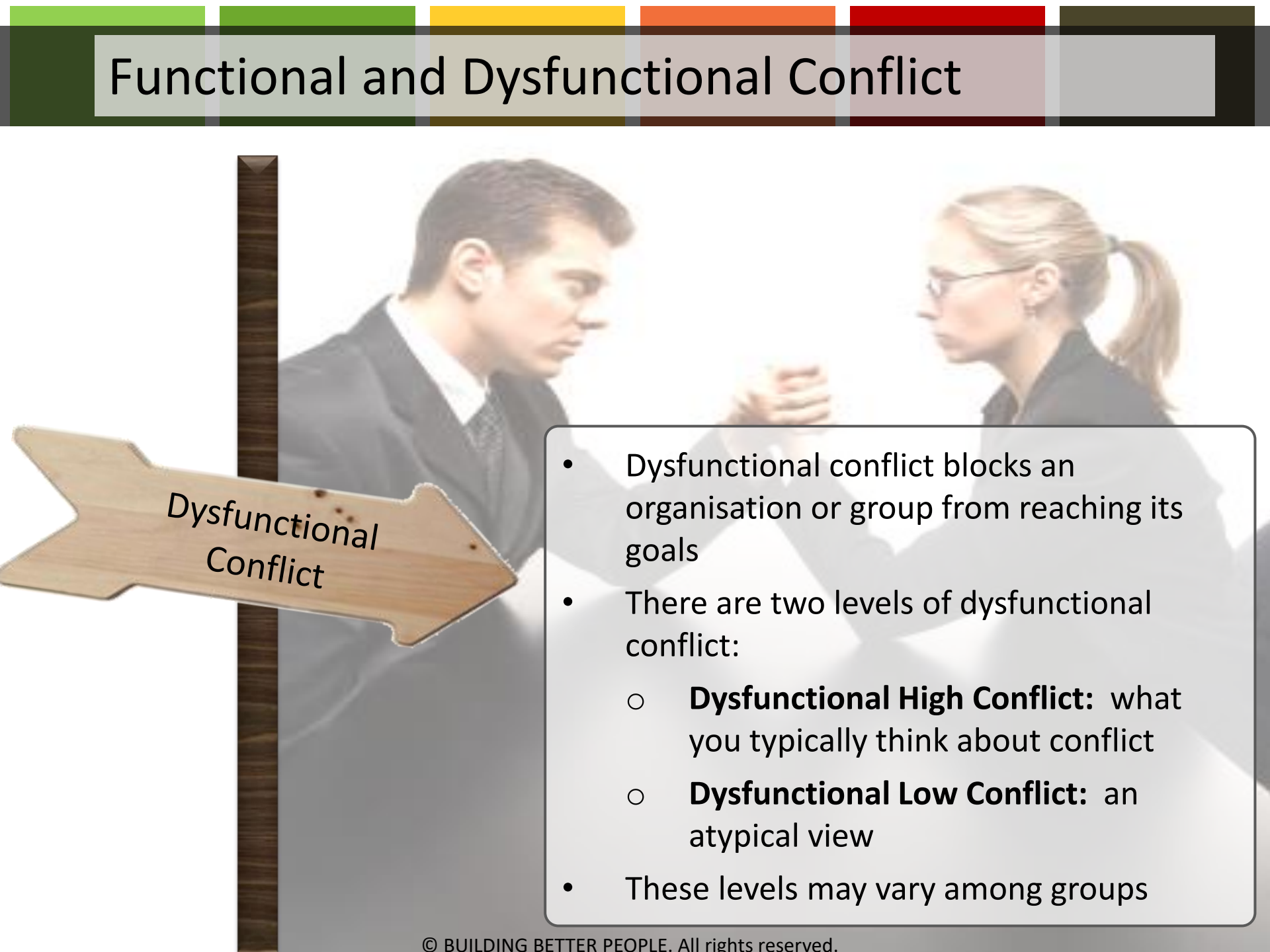
Functional and Dysfunctional Conflict



Functional Conflict

- Functional Conflict is also known as 'Constructive Conflict'
- It helps in working towards the goals of an organisation or group
- It increases information and ideas
- It encourages innovative thinking
- It unshackles different points of view
- It reduces stagnation

Functional and Dysfunctional Conflict



Dysfunctional
Conflict

- Dysfunctional conflict blocks an organisation or group from reaching its goals
- There are two levels of dysfunctional conflict:
 - **Dysfunctional High Conflict:** what you typically think about conflict
 - **Dysfunctional Low Conflict:** an atypical view
- These levels may vary among groups

Types of Dysfunctional Conflict

Dysfunctional High Conflict

Dysfunctional high conflict is characterized by:

- Tension, anxiety, stress
- Drives out low conflict tolerant people
- Reduced trust
- Poor decisions because of withheld or distorted information
- Excessive management focus on the conflict



Types of Dysfunctional Conflict

Dysfunctional High Conflict

Dysfunctional Low Conflict

Dysfunctional low conflict is characterized by:

- Few new ideas
- Poor decisions from lack of innovation and information
- Stagnation
- Business as usual



Task conflict – relates to the content and goals of the work

Relationship conflict- is based on interpersonal relationships

Process conflict- relates to how the work gets done

You may encounter 4 types

Intrapersonal- conflict with self. Having to do things against your belief

Interpersoanl –Conflict between individuals

Inter-group – Conflict between teams

Inter organisation – Competition

Causes of Conflict

Ideological differences

Opinion differences

Behavior differences

Fear

Dishonesty

Boundaries

Negligence

Need to be right

Causes of Conflict

Miscommunication

Mishandling conflict in the past

Hidden agenda

Revenge

Fighting the “last war”

Personality conflict

Value differences

Goal differences

Symptoms of Conflict

The following are some of the symptoms of the existence of conflicts in an organization:

Tensions

1

No desire to communicate

2

Work not done properly

3

Disastrous meetings

4

Anger occurs quickly and easily

5

Failing productivity

6

Symptoms of Conflict

The following are some of the symptoms of the existence of conflicts in an organization:

Slipping morale

7

Bad tempers are evident

8

Absenteeism

9

Accidents

10

Escalating costs

11

**Disagreements become more pronounced
(shouting, slamming doors, etc.)**

12

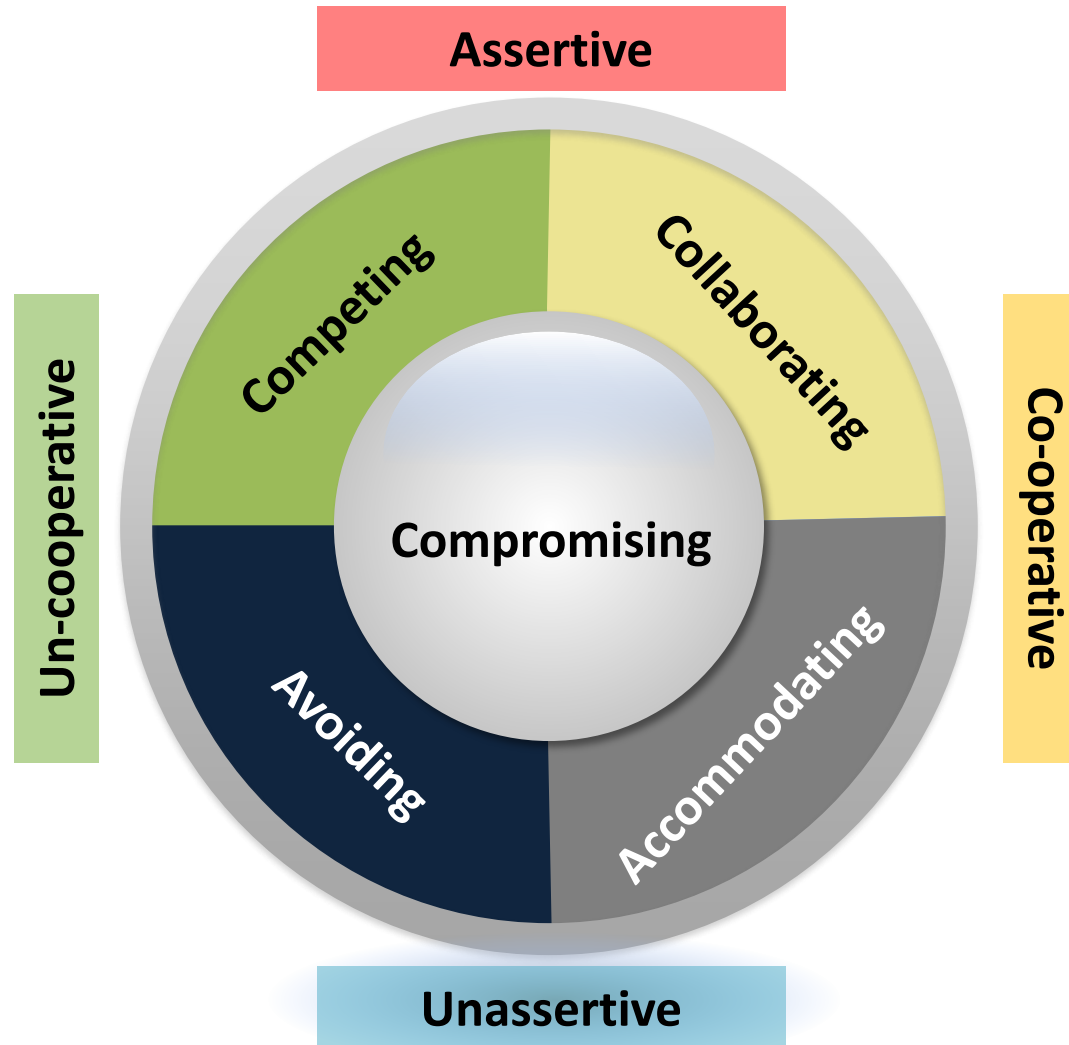
Conflict Management Styles

There are five conflict management styles identified by Thomas & Kilman in 1976, as per the natural inclinations of people. They are:



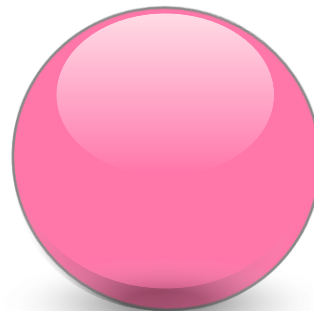
Let us look at each in detail.

Conflict Management Styles



Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:

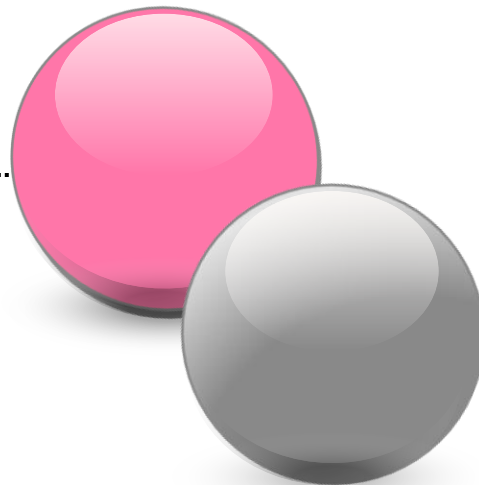


Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:

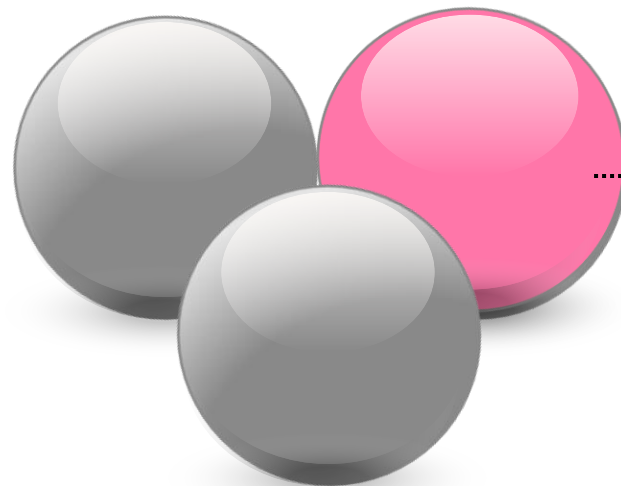
Gender:

Some of us use particular conflict modes because of our gender. For example, some males, because they are male, were taught “always stand up to someone, and, if you have to fight, then fight.



Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:



Self-concept:

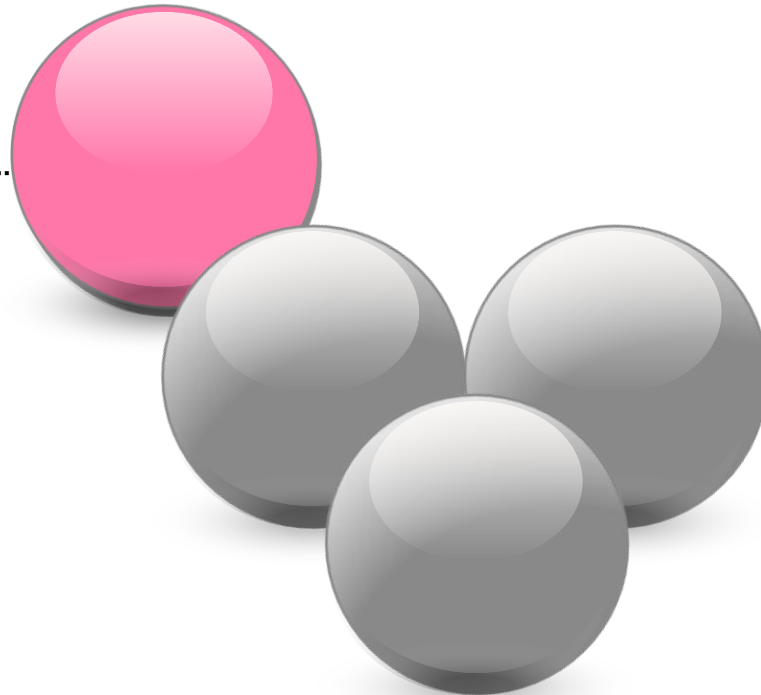
How we think and feel about ourselves affect how we approach conflict.

Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:

Expectations:

Do we believe the other person or our team wants to resolve the conflict?

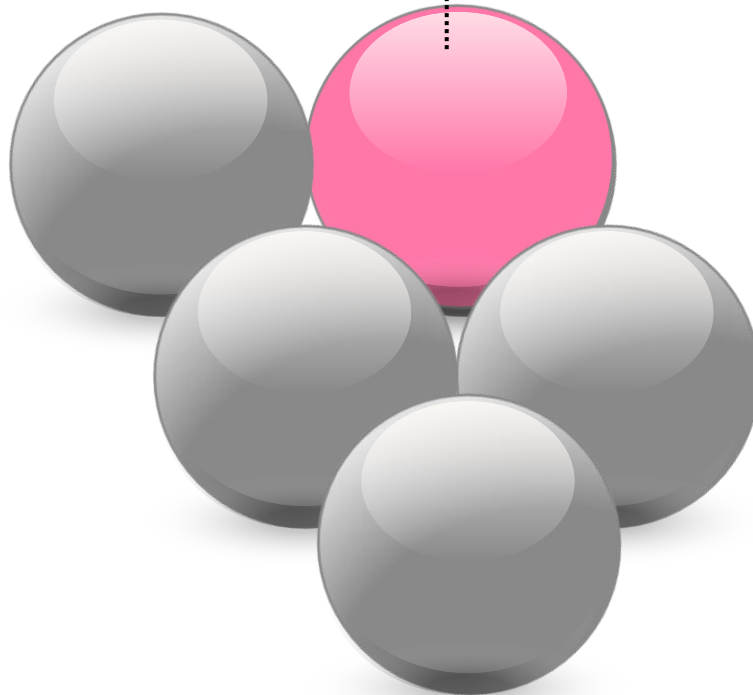


Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:

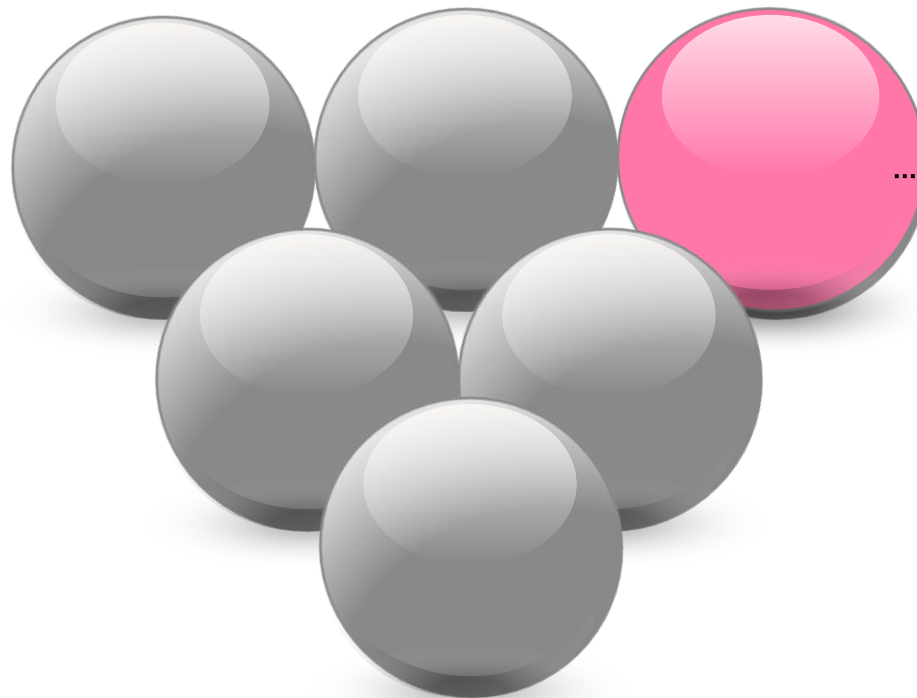
Situation:

Where is the conflict occurring, do we know the person we are in conflict with, and is the conflict personal or professional?



Factors that Affect Conflict Modes

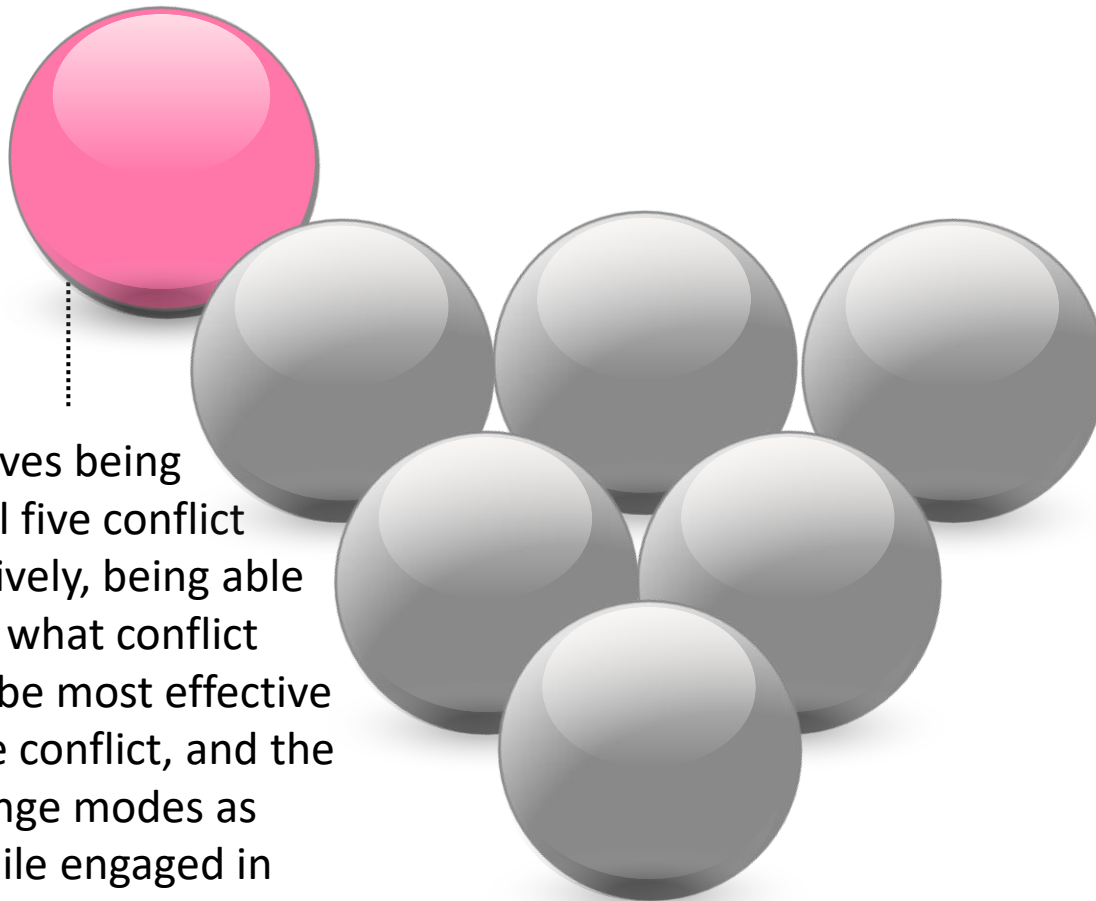
The following are some factors that can impact how we respond to conflict:



Position (Power):
What is our power status relationship, (that is, equal, more, or less) with the person with whom we are in conflict?

Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:



Practice:

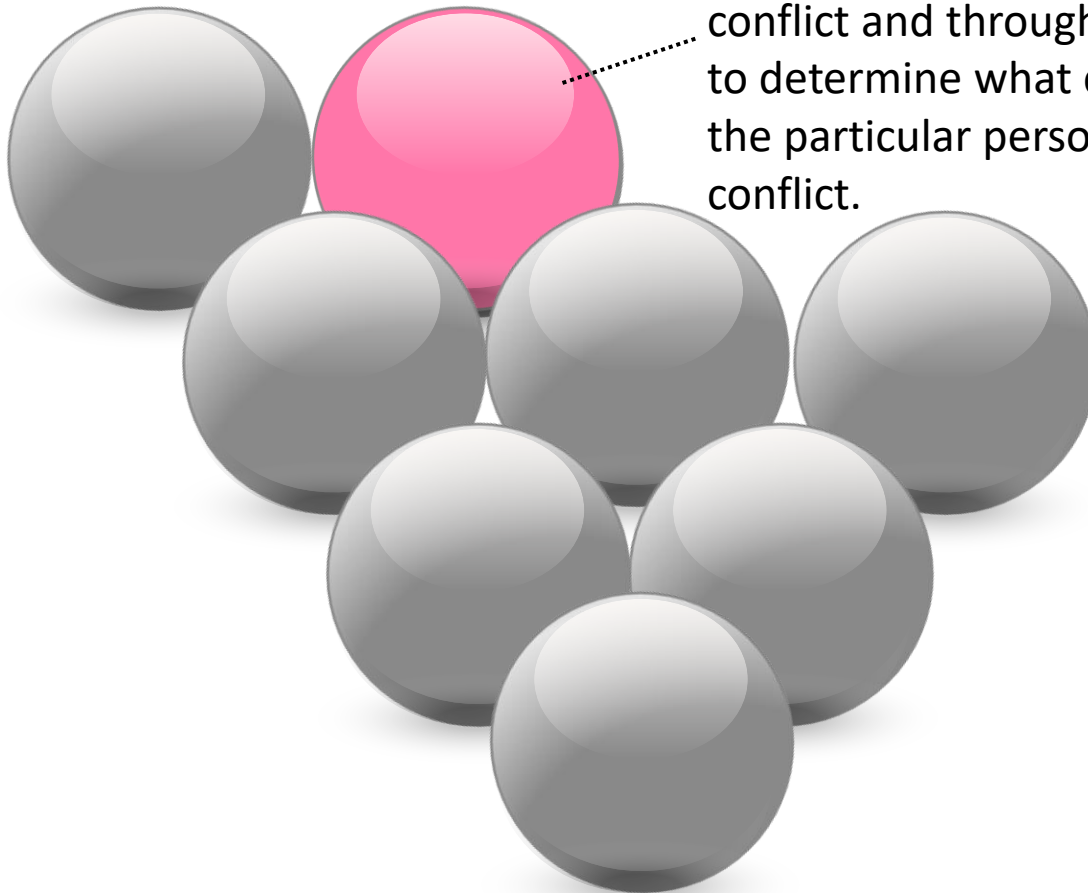
Practice involves being able to use all five conflict modes effectively, being able to determine what conflict mode would be most effective to resolve the conflict, and the ability to change modes as necessary while engaged in conflict.

Factors that Affect Conflict Modes

The following are some factors that can impact how we respond to conflict:

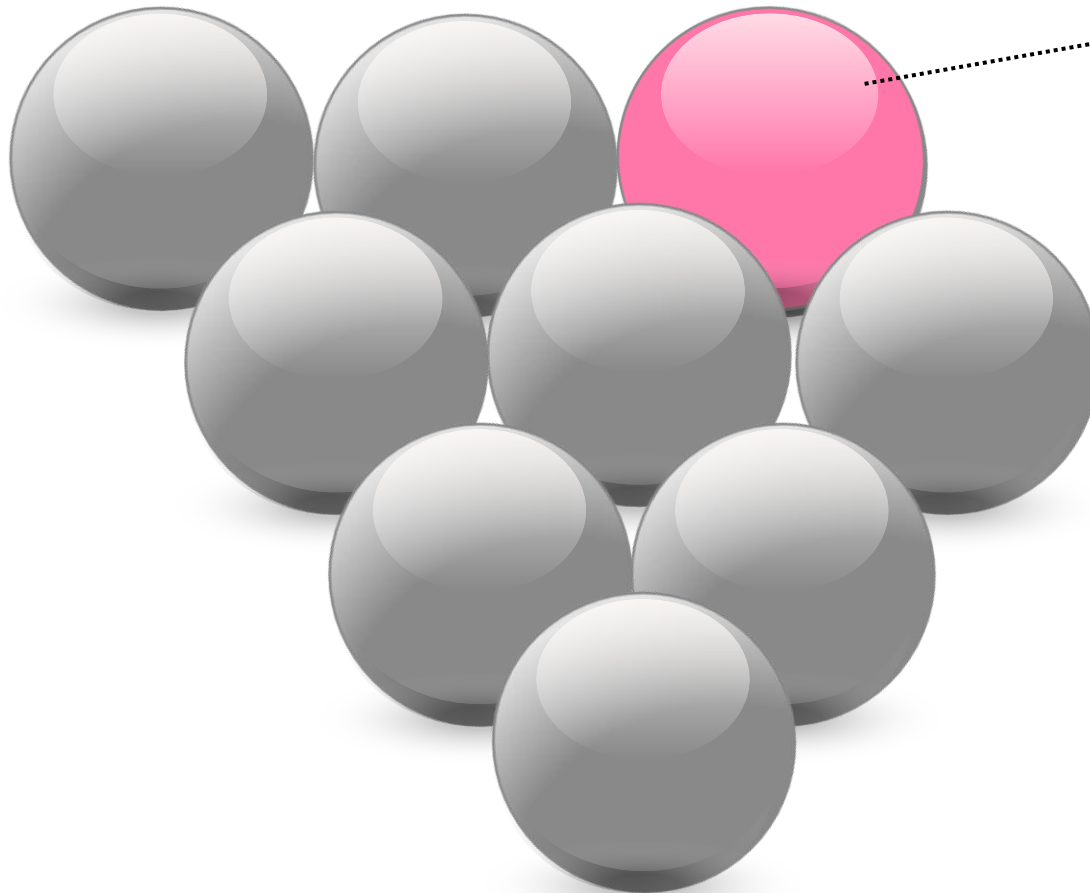
Determining the best mode:

We develop a “conflict management understanding” through knowledge about conflict and through practice. We use these to determine what conflict mode to use with the particular person with whom we are in conflict.



Factors that Affect Conflict Modes

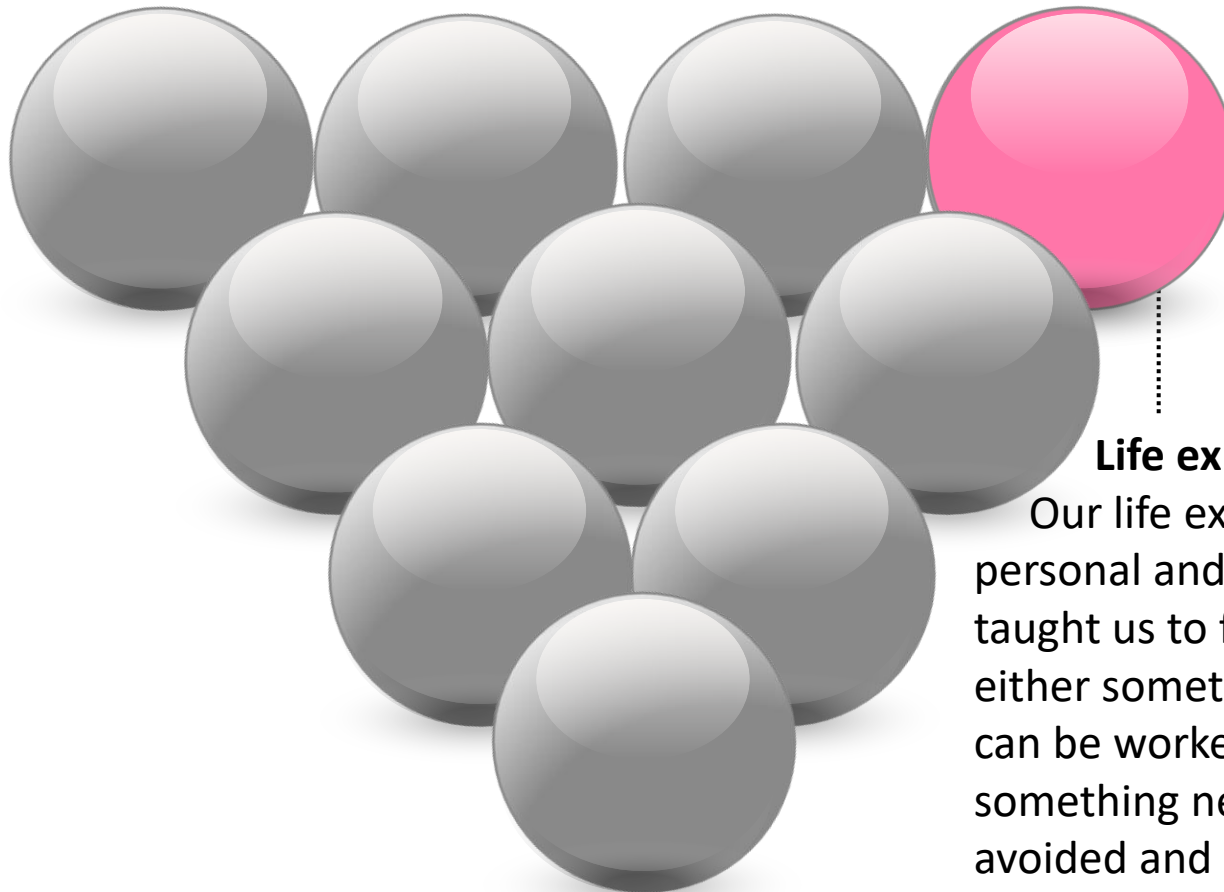
The following are some factors that can impact how we respond to conflict:



Communication skills:
The essence of conflict resolution and conflict management is the ability to communicate effectively. People who have and use effective communication will resolve their conflicts with greater ease and success.

Factors that Affect Conflict Modes

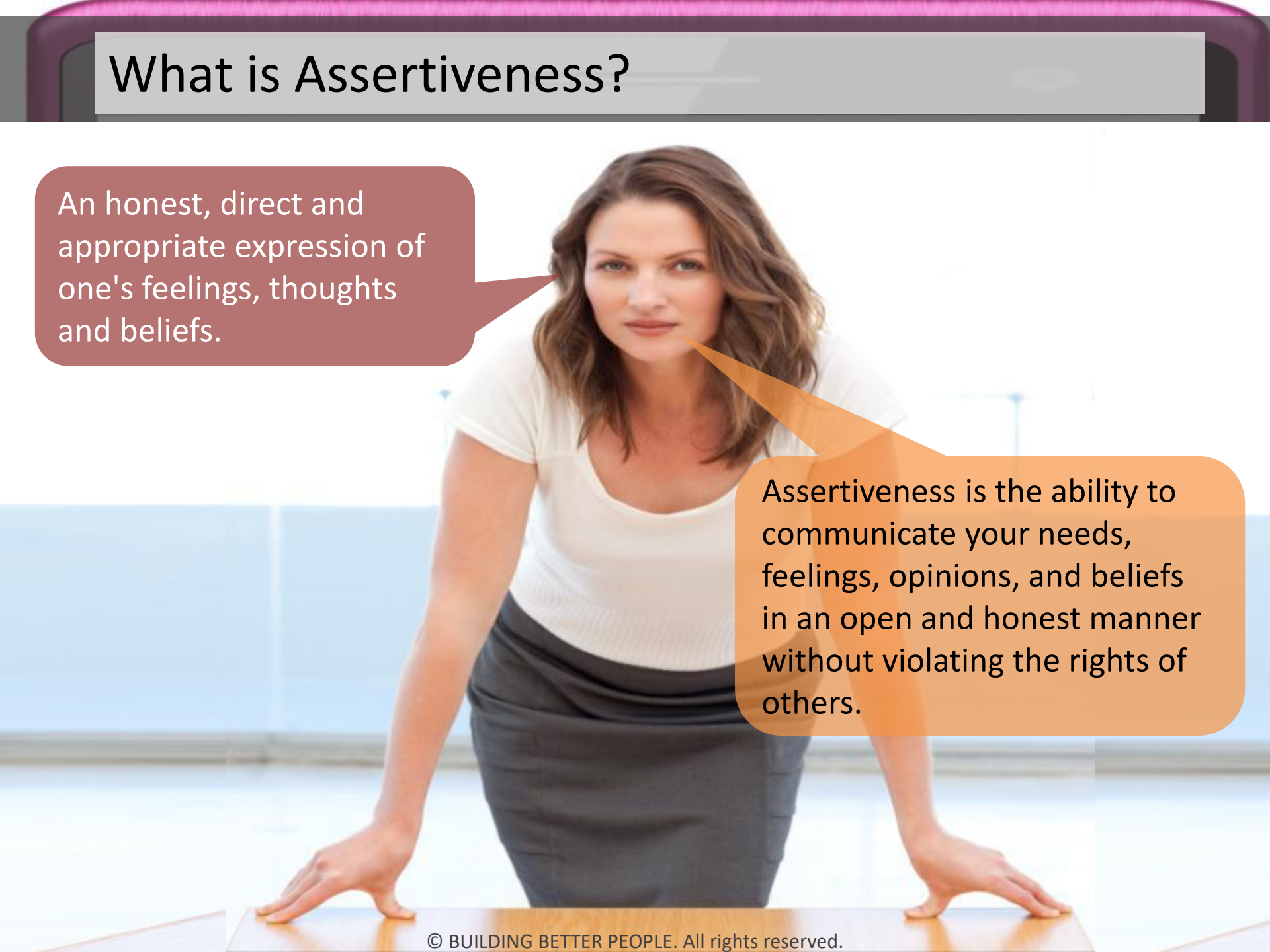
The following are some factors that can impact how we respond to conflict:



Life experiences:

Our life experiences, both personal and professional, have taught us to frame conflict as either something positive that can be worked through or something negative to be avoided and ignored at all costs.

What is Assertiveness?


A woman with long brown hair, wearing a white short-sleeved top and a dark grey skirt, is leaning forward with her hands on a wooden table. She is looking directly at the camera with a neutral expression. The background is a bright, out-of-focus indoor space.

An honest, direct and appropriate expression of one's feelings, thoughts and beliefs.

Assertiveness is the ability to communicate your needs, feelings, opinions, and beliefs in an open and honest manner without violating the rights of others.

Assertiveness

Assertiveness is NOT:

- 
- A guaranteed way to win every argument
 - A guaranteed way to get what you want
 - A way to get others to feel like you feel
 - A way to get others to think like you think
 - A way to tell everyone everything all the time

Assertiveness Test

Take the Assertiveness Test to evaluate yourself and find if you are assertive or not. Answer the below questions about yourself as truthfully as possible.



Assertiveness Test

Take the Assertiveness Test to evaluate yourself and find if you are assertive or not. Answer the below questions about yourself as truthfully as possible.



Do you feel comfortable accepting compliments?

Are you able to refuse unreasonable requests from friends, family, or co-workers?

Are you able to stand up for your rights?

Can you comfortably start and carry on a conversation with others?

Do you ask for assistance when you need it?

Assertiveness Test

Take the Assertiveness Test to evaluate yourself and find if you are assertive or not. Answer the below questions about yourself as truthfully as possible!

Do you feel comfortable accepting compliments?

- If your answer is 'YES' to all 10 questions, then you are already practicing Assertiveness Skills.
- However, if you have answered 'NO' to more than 3 of these 10 questions, then it indicates a need to understand and acquire Assertiveness Skills.

it?

What does being Assertive Involve?

A person can choose to be assertive by his/her own will. However, being assertive involves a definite set of characteristics and behaviors to exercise one's assertiveness. Being assertive involves:

Saying 'yes' when you want to, and saying 'no' when you mean 'no'

Not agreeing to do something just to please someone else

Deciding on, and sticking to, clear boundaries

What does being Assertive Involve?

Being happy to defend your position, even if it provokes conflict

Being confident about handling conflict if it occurs

Understanding how to negotiate when two people want different outcomes

Having a positive and optimistic outlook

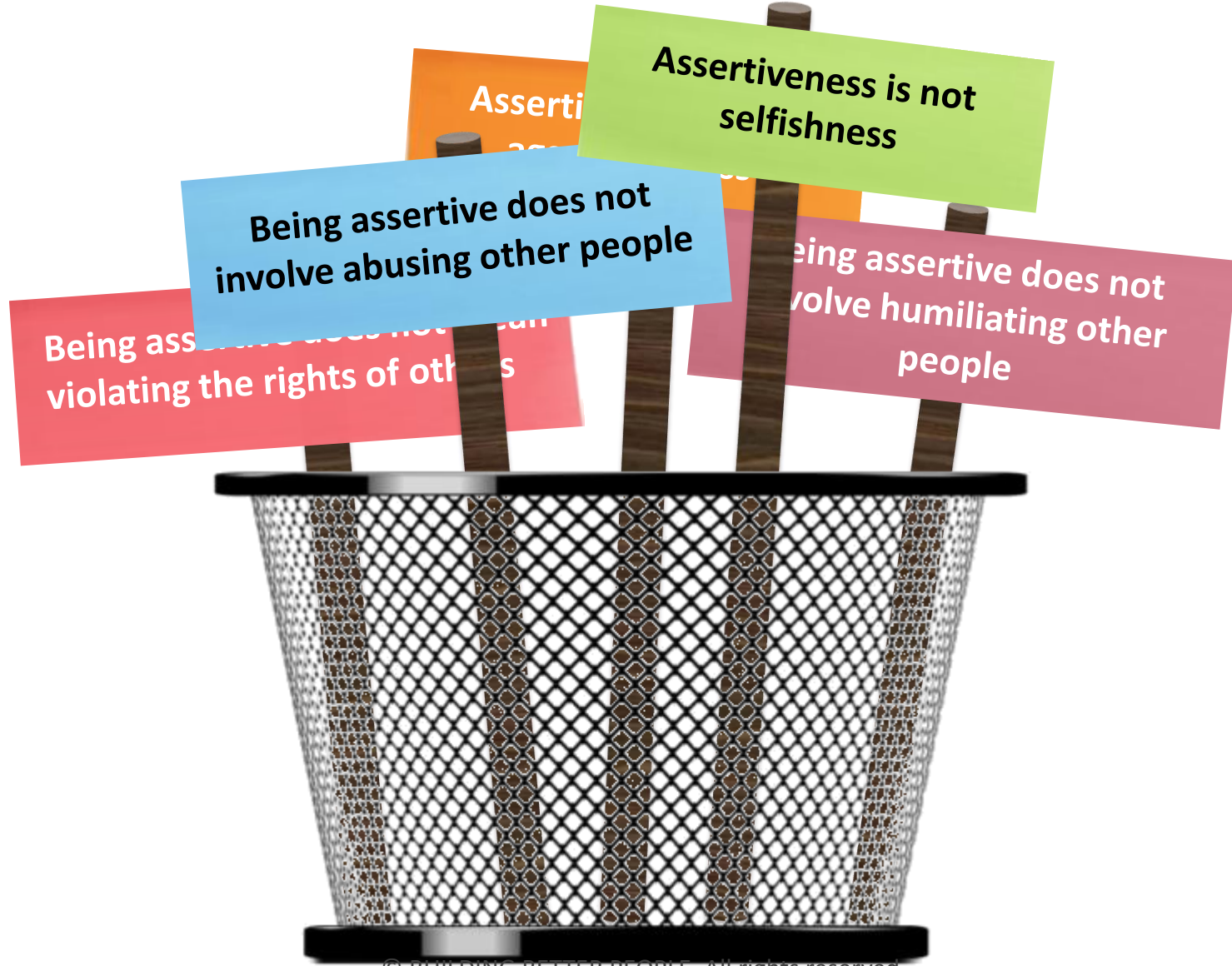
What does being Assertive NOT Involve?

Being assertive does NOT involve the following:



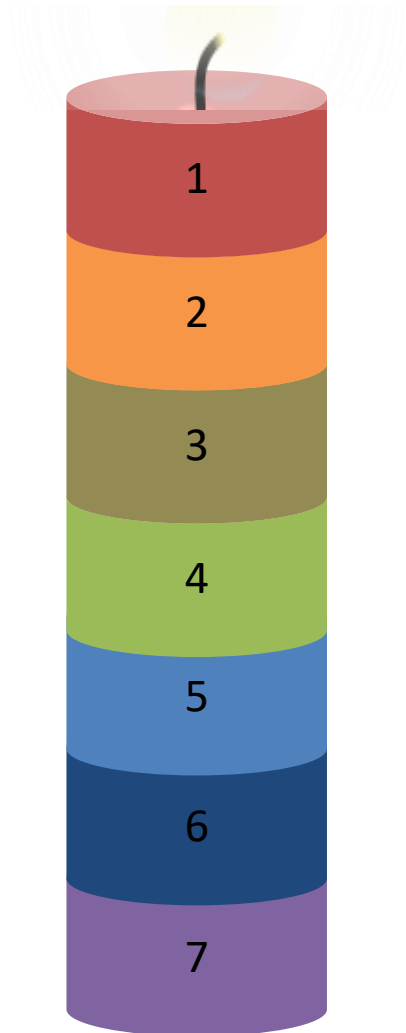
What does being Assertive NOT Involve?

Being assertive does NOT involve the following:



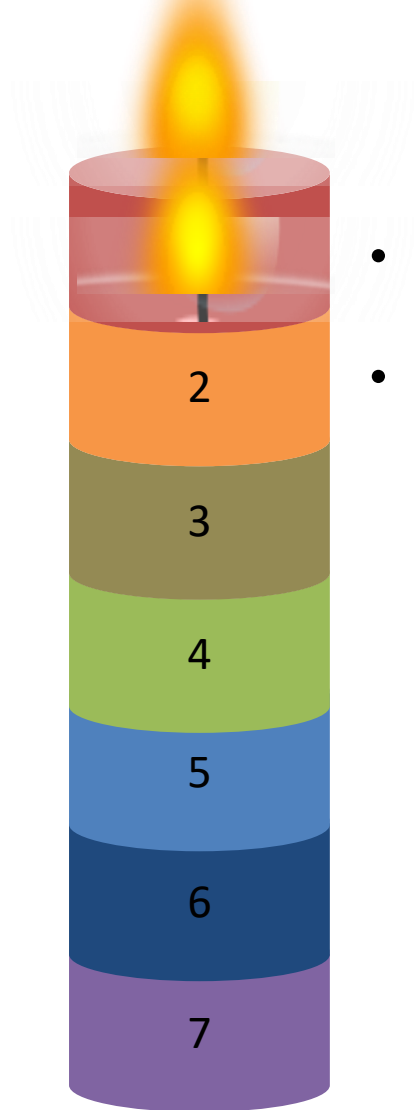
Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:



Pitfalls of being Non-assertive

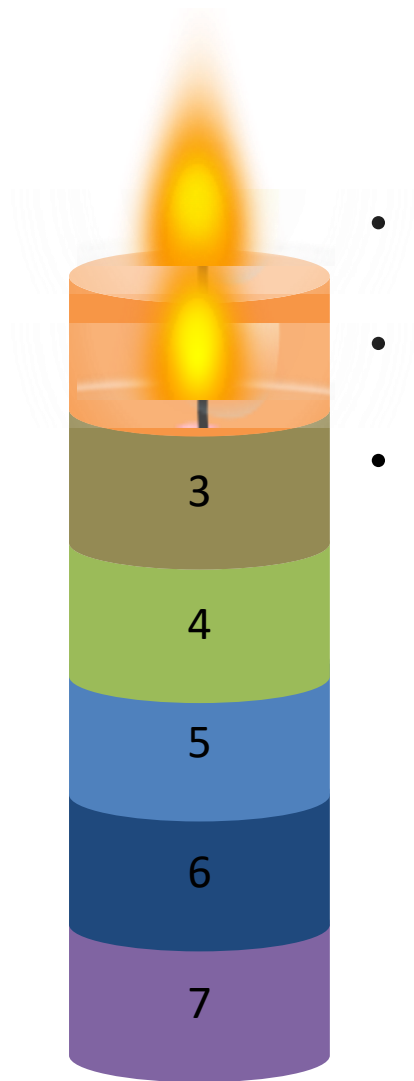
There are several pitfalls of being non-assertive. Lack of assertiveness leads to:



- **Loss of yourself**
- **Resentment:** Anger at others for taking advantage of you

Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:

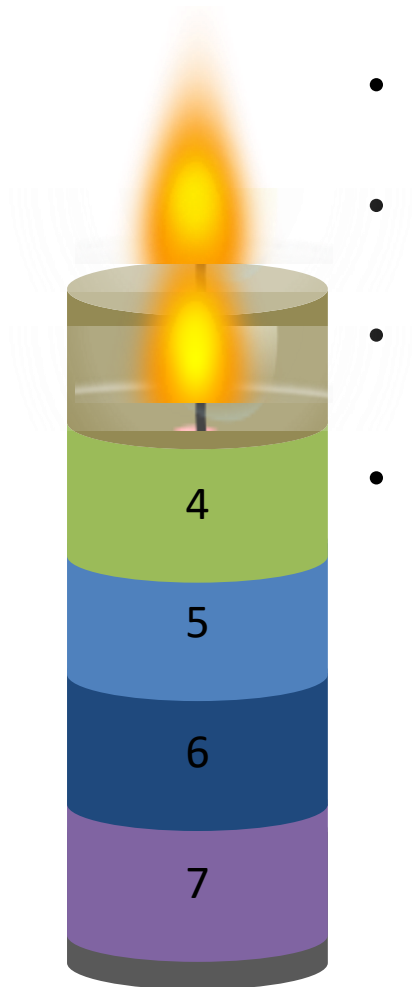


- **Loss of yourself**
- **Resentment**
- **Frustration:** Feelings of frustration when you question yourself: Why did I let that happen to me?

Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:

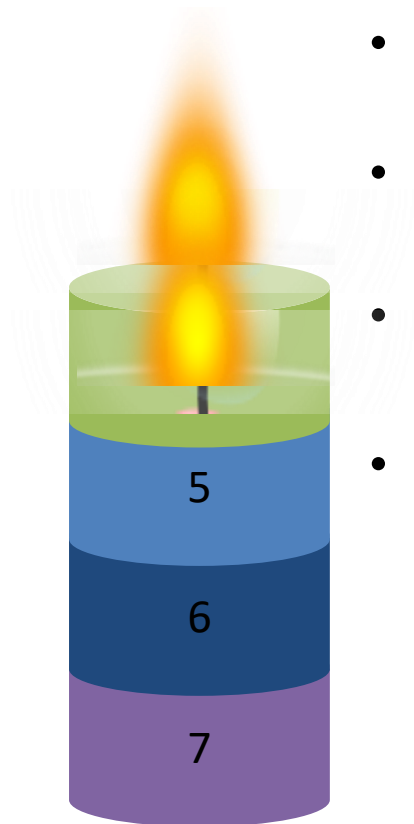
- **Loss of yourself**
- **Resentment**
- **Frustration**
- **Temper:** When you can't express your anger appropriately, it can build up to come out as severe temper outbursts



Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:

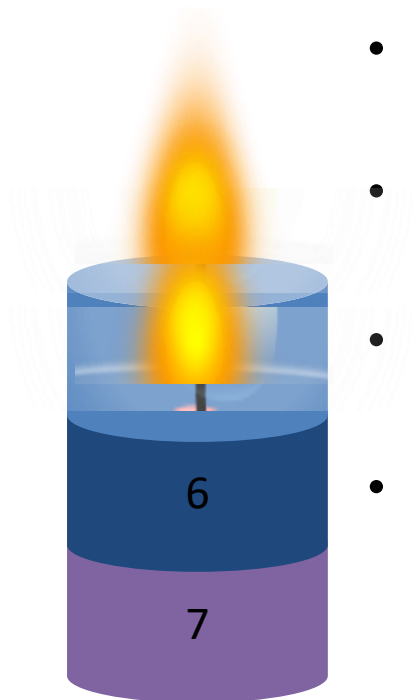
- **Loss of yourself**
- **Resentment**
- **Frustration**
- **Temper**
- **Relationships:** Relationships will suffer when individuals can't tell each other what they want from each other and from the relationship



Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:

- **Loss of yourself**
- **Resentment**
- **Frustration**
- **Temper**
- **Relationships**
- **Anxiety:** You may avoid certain situations which make you feel uncomfortable and feel anxious in situations that you cannot avoid



Pitfalls of being Non-assertive

There are several pitfalls of being non-assertive. Lack of assertiveness leads to:

- **Loss of yourself**
- **Resentment**
- **Frustration**
- **Temper**
- **Relationships**
- **Anxiety**
- **Stress:** Stress can have a negative impact on the body and mind

