Managing Conflict in the Workplace

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The Nature of Conflict

▸ Conflict is "a disagreement between two or more people who have differences in goals or methods for dealing with a situation"

- Normal
- Natural
- Necessary

Conflict

Intrapersonal

Conflict within a person. It arises when a person is uncertain about what is expected or wanted, or has a sense of being inadequate to the task.

Interpersonal

Conflict between two people.

Intergroup

Conflict that takes place among different groups, between a union and management, or between companies, such as companies that supply the same customer.

Causes of Conflict

Task Interdependence

Incompatible Goals

Limited Resources

Personality Differences

Organizational Structure

Conflict

Communication Problems

Activity Scenarios

- Read the scenarios
- Discuss the scenarios
- Assign roles and role play (change roles if time permits)
    - If you are not assigned a role be an observer to give feedback on how it went and how it can be improved.

Scenario 1

Tom works in close quarters with Jim on a daily basis. Jim has offensive hygiene which Tom tries avoid him as much as he can but he has to work with him closely on his projects. Tom has not brought it up to Jim directly but comments to several co-workers about Jim's hygiene. Tom just got promoted to lead of the unit, which now he oversees Jim. What should Tom do?

Please assign your group members roles and role play the scenario.

Scenario 2

Daniel is the new boss in a factory in Guam. Daniel hired a nephew of a party official to smooth over negotiations with the local government. The nephew is a disaster and has cost the company money. Tasi is his number two person in the government and suggests the nephew be transferred to an inactive post were the nephew will not cause problems. This is totally against company policy. Daniel is pretty sure his bosses back in the US mainland would not understand the details of "pari/pari" system in Guam. On the other hand, Daniel's US mainland bosses are far away and also want results in Guam. Chris could transfer the nephew to a post that is not inactive but where damage to the company is minimized.

What should Daniel do?
Please assign your group members roles and role play the scenario.

How did it go?
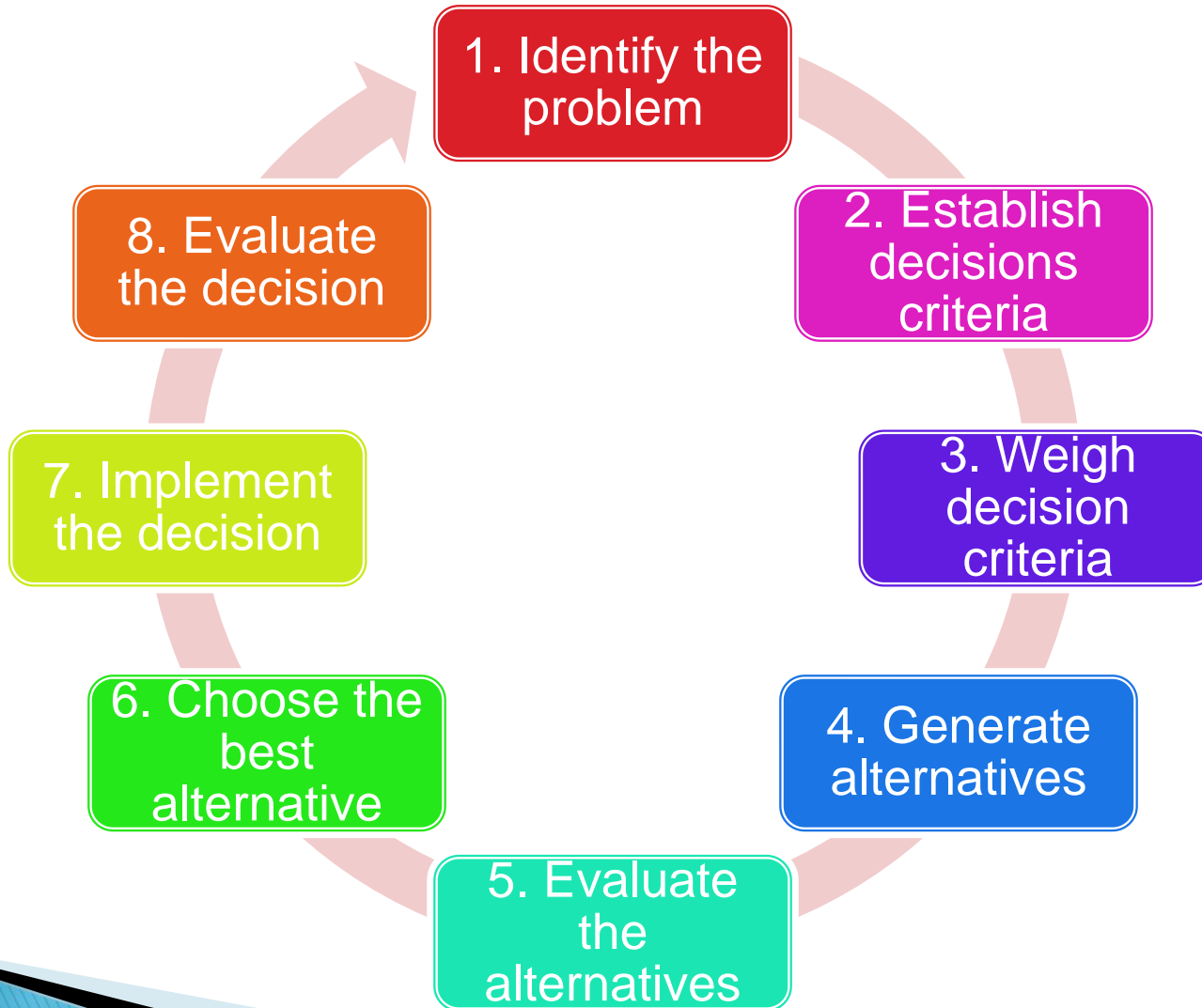
Programmed vs. Unprogrammed Decisions

Programmed decisions are straightforward decisions that occur frequently enough that an automated response is developed

The automated response is called the **decision rule**

Unprogrammed decisions are unique and require conscious thinking, information gathering and careful consideration of alternatives

Rational Decision Making Model

1. Identify the problem

2. Establish decisions criteria

3. Weigh decision criteria

4. Generate alternatives

5. Evaluate the alternatives

6. Choose the best alternative

7. Implement the decision

8. Evaluate the decision

Bounded Rationality Model

Individuals knowingly limit their options and choose the best alternative without conducting an exhaustive search for alternatives

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Satisficing may occur which refers to accepting the first alternative that meets minimum criteria

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A "good enough" decision is made

The Creative Decision Making Process

Step 1
Problem Recognition

Step 2
Immersion

Step 3
Incubation

Step 4
Illumination

Step 5
Verification
&
Application

Manage emotions and tempers

Resolve the conflict in a healthy way

Be polite and respectful

Conclusion

Conflict arises when a difference between two (or more) people necessitates change in at least one person in order for their engagement to continue and develop. The differences cannot coexist without some adjustment".

   - **Jordan (Courage in connection: Conflict, compassion, creativity)**

Thank You