

Conflict Management

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Credit to Prof. Kyawt Sann Lwin of UOPH for her intensive teaching

CONFLICT?

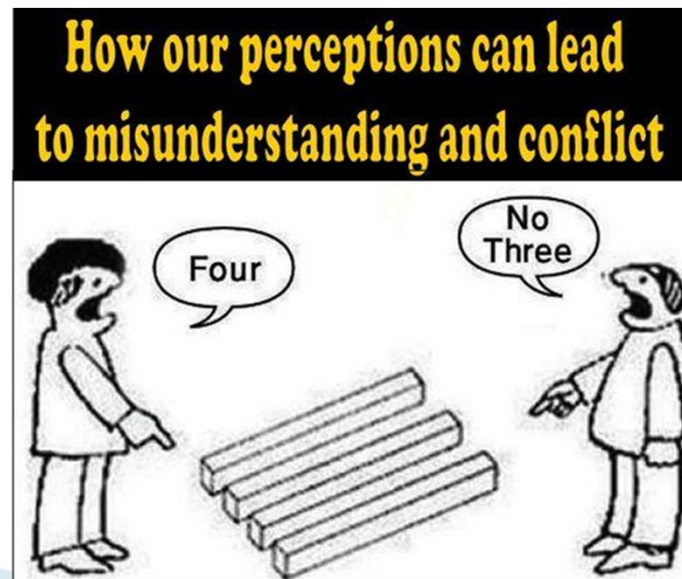


"And when all else fails....."



Conflict (Definition)

- ▶ a serious disagreement or argument, typically a protracted one. (noun)
- ▶ be incompatible or at variance; clash. (verb)




Causes of conflict

- ▶ Arises between organization members regarding the distribution of **desired resources** including power, money, information, advice and praise
- ▶ Due to **differences between people** who have conflicting perceptions, ideas, or beliefs as well as conflicting resource allocation goals



Beneficial vs. detrimental effects of conflict

- ▶ Is a **necessary and useful** part of organizational life
 - ▶ **Creative solutions** frequently result from conflict when search ways to satisfy a diverse set of interest
 - ▶ Very low level of conflict – unavoidable differences are being implicitly suppressed – **groupthink – unable to reach well-thought-out decision**
 - ▶ High conflict levels are typically **detrimental** and can be destructive
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Beneficial vs. detrimental effects of conflict

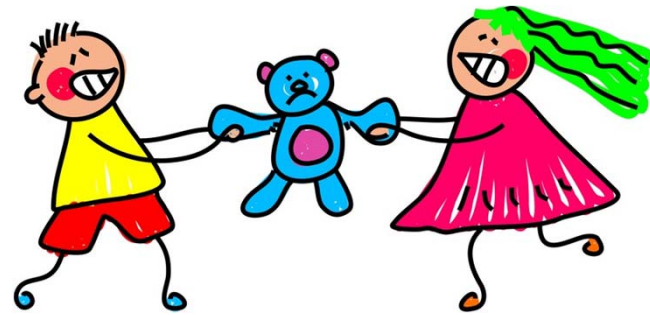
- ▶ Require manager to spend time and energy trying solve the conflict -**spend 20% of time** in activities directly related to resolution of disputes
- ▶ Associate with higher levels of stress, **reduce the psychological well-being** of employees – make difficult for them to develop trusting, supportive relationships within the organization



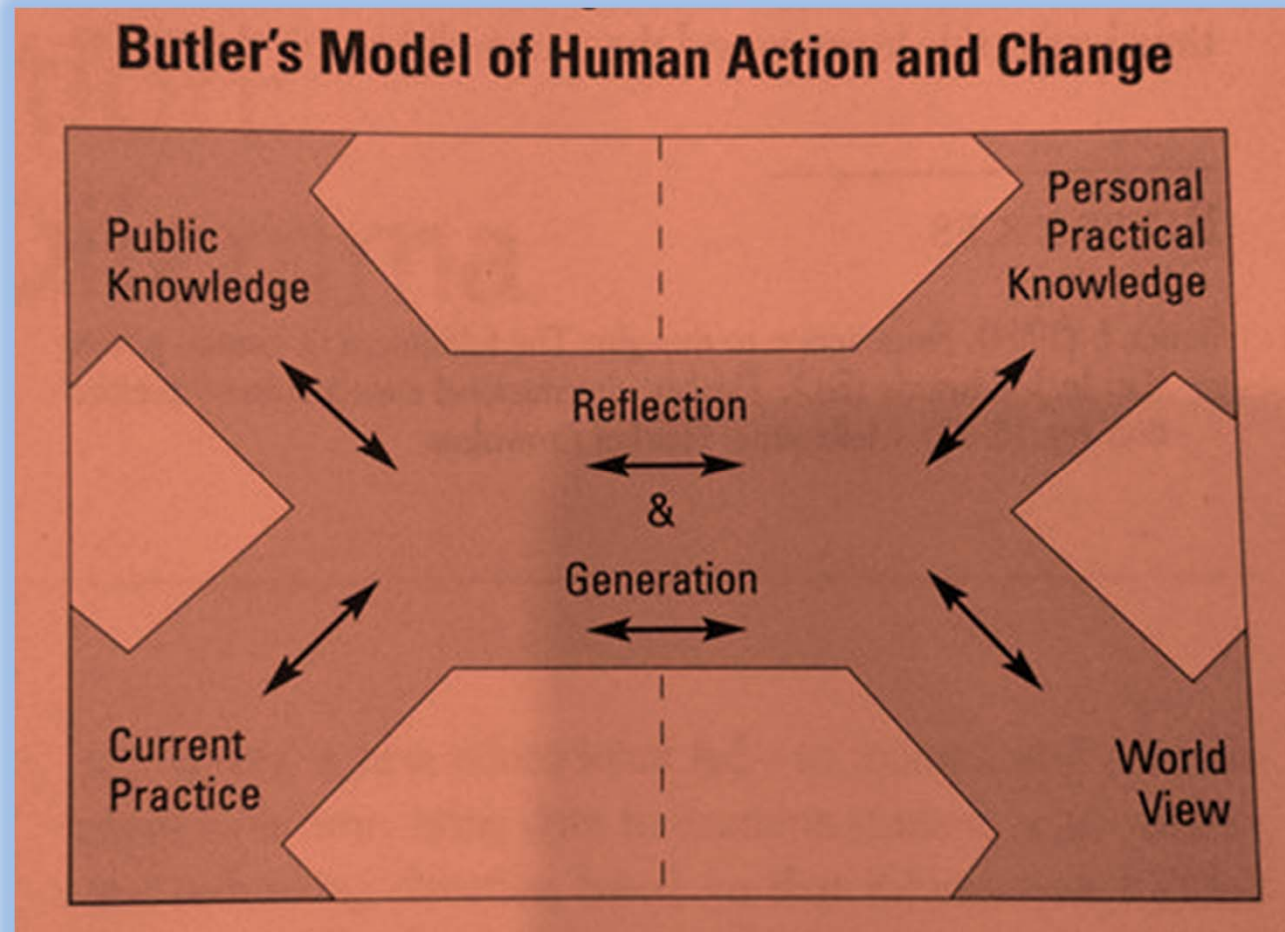
Types of Conflict

- ▶ According to
 - Task
 - Emotion
 - Administrative

1. Intrapersonal
2. Interpersonal
3. Intragroup
4. Intergroup



Burtler's Model



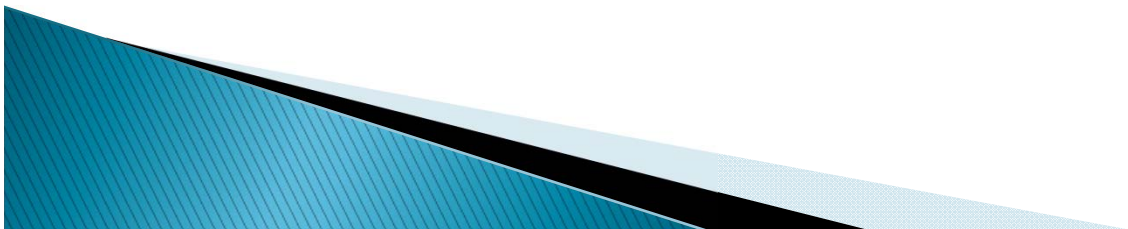
Intra and Interpersonal conflict

- ▶ Choice between two option– **attractive and unattractive**
- ▶ If equally **attractive** – approach – approach conflict
- ▶ If equally **unattractive** – avoidance– avoidance conflict
- ▶ If **attractive and unattractive** – approach – avoidance conflict



Group level Conflict

- ▶ Interdependence between the parties and the choice of each party affects the outcome of the other party
- ▶ Intra-group and inter-group conflict
- ▶ Intra-group conflict – similar to interpersonal conflict, but more complex because higher no. of people involved, influence on **group identity**



Group level Conflict

- ▶ Interactions of the group members are **influence** by their role within the group and norms of the group – members of the group may not always be agreeable to these influences leading to conflict between individual member and the group
- ▶ May result in decreased coordination, communication and productivity



Group level Conflict

- ▶ **Inter-group conflict** – profound impact on the perception and behavior of people
- ▶ Tend to divide others into an **in-group** and **out-group** depend on gender, race, religious preference, geographical location, and functional position within an organization
- ▶ Within group – increase cohesiveness, task orientation, loyalty to the group, acceptance of autocratic leadership

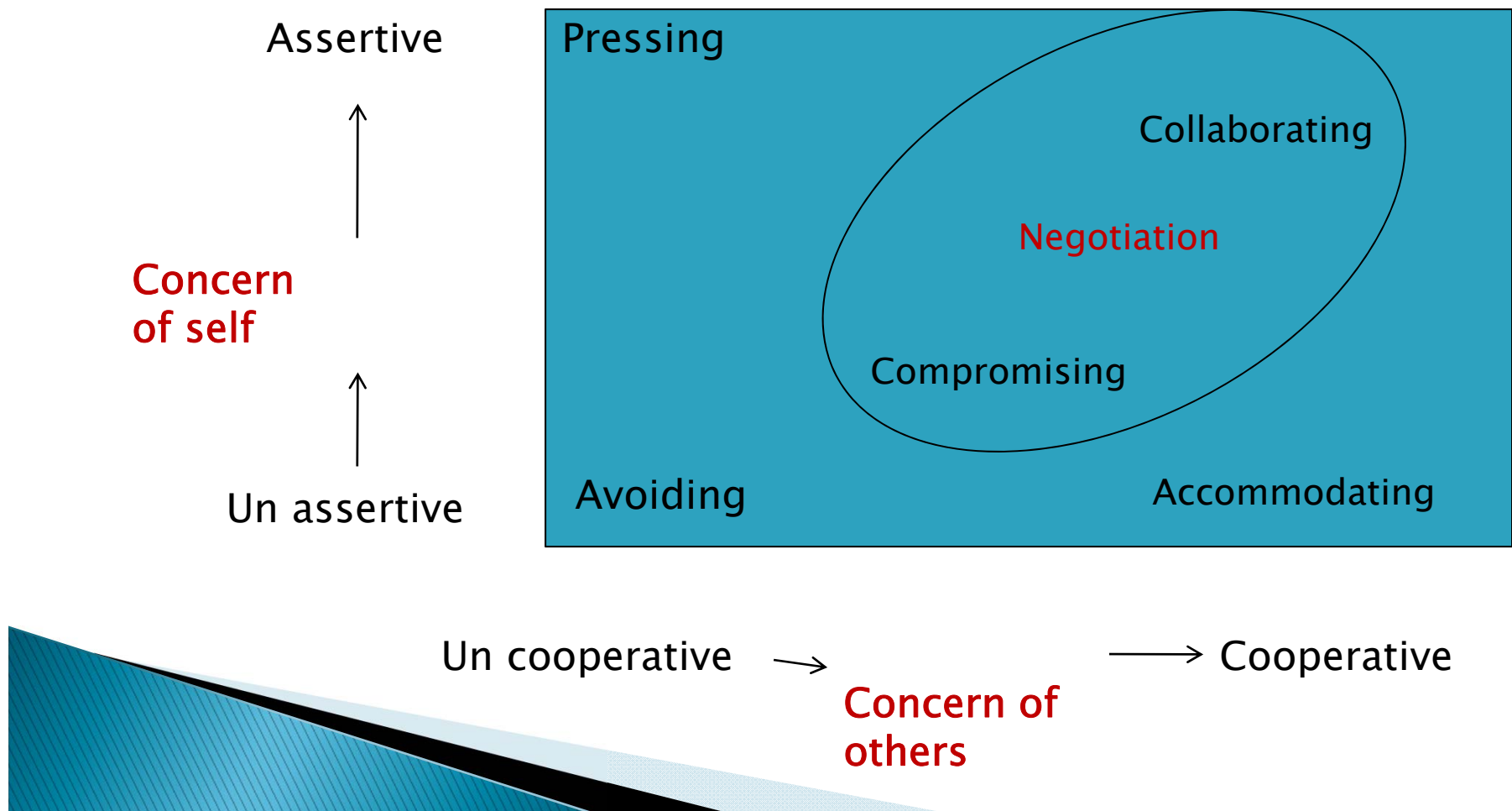


Group level Conflict

- ▶ **Inter-group conflict** – between the groups – distorted perceptions, negative stereotypes of out-group members and reduced communication may result
- ▶ Mentality of “us versus them” often forms and grows stronger as conflict escalates



Dual concern model by Kenneth Thomas (1976)



ဒွိသောက ပဋိပက္ခ ဝါကိဇ္ဇ

Dual concern model By Kenneth Thomas

ယုံကြည်မှု ပြင်းထန်
Assertion

တစ်ဦးချင်း သောက

ယုံကြည်မှုအားနည်း

Conflict
Management

ဖိ
press

စည်းမထားကာပူးပေါင်း
collaborate

အပေးအယူညှိ
Negotiate

သံသယဖြင့်ပူးပေါင်း
compromise

ရှောင်
avoid

ဖြည့်စည်းပေးခြင်း
acommodate

ပူးပေါင်းမှုမရှိ
Cooperation

အဖွဲ့အစည်းသောက

ပူးပေါင်းလိုခြင်း
Cooperation

Managing conflict – dual concern model

- ▶ Two dimensional model – depend on concern for individual's **own** outcomes as well as an **opponent's** outcomes–

1. Avoidance
2. Pressing
3. Accommodation
4. Compromising
5. Negotiation
6. Collaboration



Avoidance

- ▶ Withholding Complaints,
- ▶ Suppressing Arguments, and
- ▶ Declaring Topic

- ▶ https://books.google.com.mm/books?hl=en&lr=&id=YFauBAAQBAJ&oi=fnd&pg=PT167&dq=avoidance+in+conflict+management&ots=sHONbTdSe1&sig=WtbVQ8KaXK53_vWtUrrUF1eLQF8&redir_esc=y#v=onepage&q=avoidance%20in%20conflict%20manageme nt&f=false



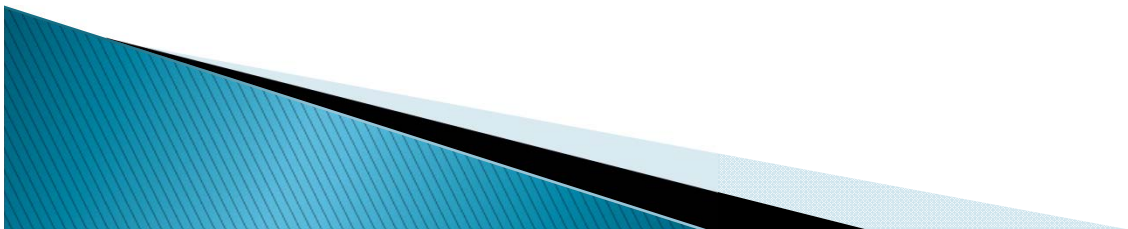
Pressing

- ▶ Compelling immediate action
- ▶ Exertion of pressure
- ▶ If concern for own outcome is high and unconcern for others' outcome or even wish to “beat” the other side
- ▶ Rely on series of contentious strategies:
 1. Irrevocable commitments
 2. Threat or promises
 3. Persuasive argumentation



Accommodation

- ▶ **Accommodation** involves giving in to the other's wishes or smoothing the choppy waves of a **conflict**.
- ▶ **Accommodation** sacrifices one's own goals for the sake of the other person.
- ▶ Accommodators often use phrases like:
"Whatever you want is fine with me."



Compromising

- ▶ The use of **compromise** is a common solution to resolving disagreements in negotiation and mediation processes.
- ▶ While it may produce an agreement, **compromise** does not always resolve problems that contain underlying interpersonal or organizational **conflict**.
- ▶ It may generate a **functional or material solution** but not resolve emotional or behavioral issues associated with the disagreement.

Collaborating

- ▶ a 'win/win' strategy, the collaborating style strives to make sure that both sides are satisfied.
- ▶ It requires an **open discussion** of all the issues and concerns, exploration of alternative solutions, and **honesty** and commitment from all the parties.

▶ <https://www.dougsguides.com/collaborating>



Negotiation

- ▶ Process whereby two or more parties decide what each will **give and take** in an exchange between them
- ▶ Involve some type of **direct interaction** being face to face, verbal or written
- ▶ Parties in negotiation are inter-dependent , both desire something the other party has control over
- ▶ https://books.google.com.mm/books?hl=en&lr=&id=I40iv1B23XkC&oi=fnd&pg=PP1&dq=negotiation+in+conflict&ots=j7SzJEbXID&sig=e9xknIXWEofGBrBaq0Ky4OU3wqQ&redir_esc=y#v=onepage&q=negotiation%20in%20conflict&f=false



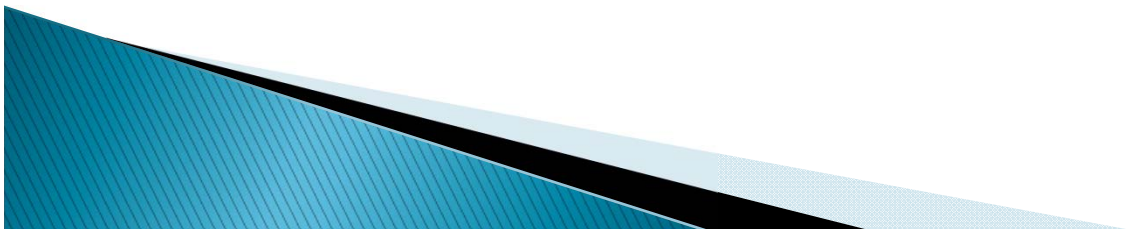
Basic Steps in Negotiation

- ▶ There are five steps to the negotiation process, which are:
 - ▶ Preparation and planning.
 - ▶ Definition of ground rules.
 - ▶ Clarification and justification.
 - ▶ Bargaining and problem solving.
 - ▶ Closure and implementation.
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- ▶ <http://study.com/academy/lesson/what-is-negotiation-the-five-steps-of-the-negotiation-process.html>



Basic concepts– Best Alternative To a Negotiated Agreement (BATNA)

- ▶ The parties in a negotiation have alternatives that they will implement if the negotiation ends in an **impasse (deadlock)**
- ▶ The best alternative the negotiator will obviously chose if an impasse is reached, it is the **focus of negotiation**



Thank you



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