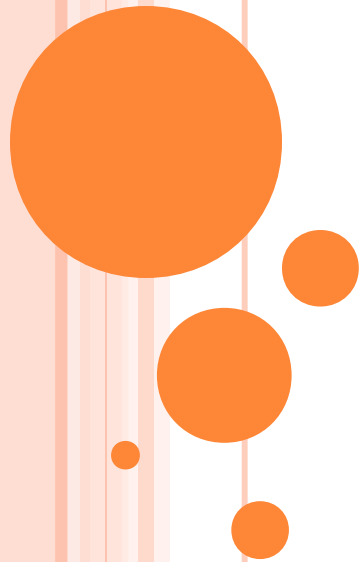


# CONFLICT IN AN ORGANIZATION & MANAGEMENT STRATEGIES



**SUDHEEP A P  
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# INTRODUCTION

- Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting



# DEFINITION OF CONFLICT

- It is a process that begins when one party perceives that another party has negatively affected or is about to negatively affect something that the first party cares about.



# ORGANISATIONAL CONFLICT

## ○ Organizational Conflict

- The discord that arises when goals, interests or values of different individuals or groups are incompatible and those people block or thwart each other's efforts to achieve their objectives.



# VIEWS ON CONFLICT

- Traditional view
- Human Relations view
- Interactionist View



# TYPES OF CONFLICT

- Functional – support the goals of the group and improves its performance
- Dysfunctional – conflict that hinders group performance



# LEVELS OF CONFLICT

- Conflict can occur at three levels namely:
  - Individual level– intra individual conflict
  - Interpersonal level – interpersonal conflict
  - Group or organisational level





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graph TD; A((Organizational conflict)) --- B[Interpersonal conflict]; A --- C[Intragroup conflict]; A --- D[Intergroup conflict]; A --- E[Interorganizational conflict];
```

Organizational conflict

Interpersonal conflict

Intragroup conflict

Intergroup conflict

Interorganizational conflict





# INTRA INDIVIDUAL CONFLICT

- Within every individual there are usually
  - A number of competing needs and roles
  - A variety of ways that drives and roles can be expressed
  - Many types of barriers that can occur between the drive and the goal
  - Both negative and positive aspects attached to desired goals



# CAUSES OF INTRA INDIVIDUAL CONFLICT

- Conflict due to frustration
- Goal Conflict
- Role Conflict – may be conflict between personality of the person and the expectations of the role



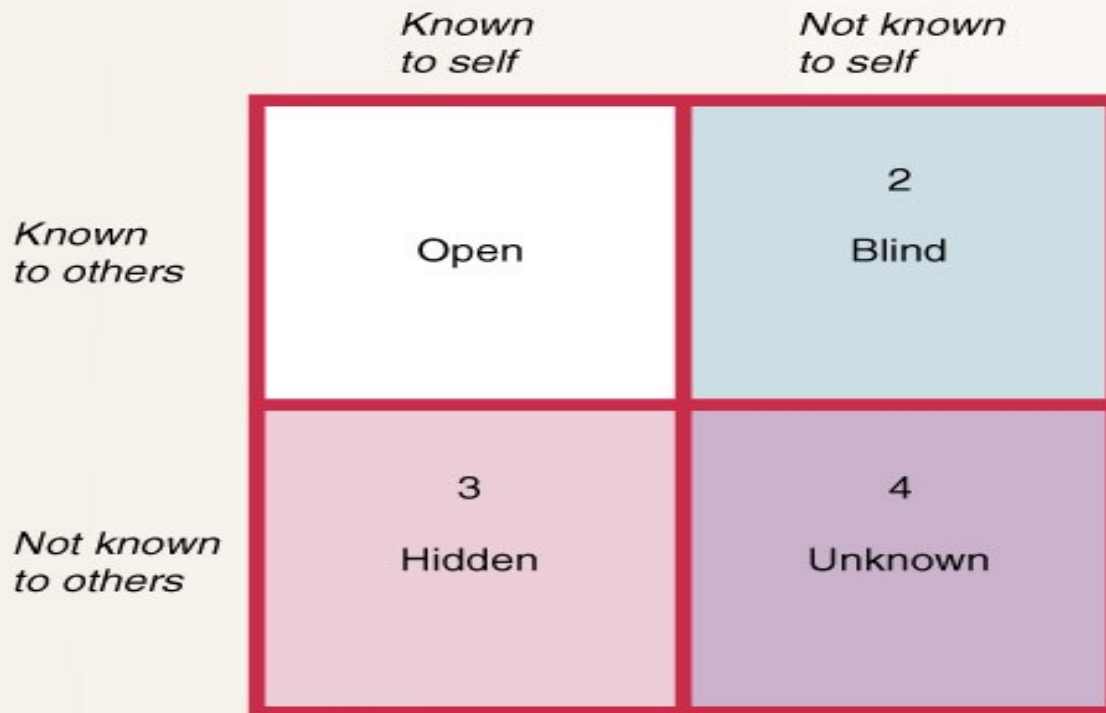
# INTERPERSONAL CONFLICTS

- Sources of Interpersonal Conflicts
  - Personal differences
  - Information deficiency
  - Environmental stress



# ANALYSING INTERPERSONAL CONFLICTS

- The Johari Window  
(Joseph Luft and Harry Ingham)



# JOHARI WINDOW FOUR REGIONS

1. **Open area, open self, free area, free self, or 'the arena'**: what is known by the person about him/herself and is also known by others -
2. **Blind area, blind self, or 'blindspot'**: what is unknown by the person about him/herself but which others know
3. **Hidden area, hidden self, avoided area, avoided self or 'façade'**: what the person knows about him/herself that others do not know
4. **Unknown area or unknown self**: what is unknown by the person about him/herself and is also unknown by others



# IMPORTANCE OF JOHARI WINDOW

- Points out possible interpersonal styles
- Can be used to sort out possible interpersonal conflict situations
  - E.g for hidden self –can increase trust through disclosure but it must be worth the cost
  - To decrease blind self – look for feedback from the other persons.



# CONFLICT MANAGEMENT STRATEGIES

- In any situation involving more than one person, conflict can arise. The causes of conflict range from philosophical differences and divergent goals to power imbalances. Unmanaged or poorly managed conflicts generate a breakdown in trust and lost productivity.



## CONFLICT MANAGEMENT STRATEGIES...CONT...

- **Competing**

A desire to satisfy one's interests, regardless of the impact on the other party to the conflict.

- **Collaborating**

- A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties.





## CONFLICT MANAGEMENT STRATEGIES...CONT...

- **Avoiding**

The desire to withdraw from or suppress a conflict.

- **Accommodating**

The willingness of one party in a conflict to place the opponent's interests above his or her own.

- **Compromising**

A situation in which each party to a conflict is willing to give up something.



# HOW TO DEAL WITH INTERPERSONAL CONFLICTS

- Model the attitudes and behaviours you want your employees to emulate
- Identify the source of conflict, structural or interpersonal
- Focus on tasks, not personalities
- Address the conflict in a timely way
- Learn from conflict



# INTERGROUP CONFLICT

- Competition for resources
- Task interdependence
- Jurisdictional ambiguity
- Status struggle



# CONCLUSION

- Conflict is inevitable because people will always have different view points, ideas, and opinion. Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them.



