Conflict

- Conflict
  - the struggle that results from incompatible or opposing needs, feelings, thoughts, or demands within a person or between two or more people
Positive and Negative Aspects of Conflict

- **Positive**
  - Can bring about necessary change

- **Negative**
  - Cause stress
  - Reduce productivity
  - May cause harm to the organization
  - Frustration
Types of Conflict

- Intrapersonal
- Interpersonal
- Structural
- Strategic
Strategies for Managing Interpersonal Conflict

- Compromise
- Avoidance and smoothing
- Forcing a solution
- Confrontation or problem solving
Strategies for Managing Interpersonal Conflict

• **Compromise**
  – The parties to the conflict settle on a solution that gives both of them part of what they wanted.

• **Conflict resolution**
  – Managing a conflict by confronting the problem and solving it
Initiating Conflict Resolution

1. Understand the conflict.
2. State the problem in terms of actions and effects.
3. Listen to the response.
4. Is the problem acknowledged?
   - Yes: Find a solution together.
   - No: Restate the problem.
5. Restate the solution.

Implement the solution.
Responding to a Conflict

• Understand the problem
  – Listen to the complaint
  – Interpret the problem in terms of actions and effects
  – Agree with something the other person said
Responding to a Conflict

• **Work on a solution**
  – Find a solution together
  – Agree on how to carry out the solution
  – Implement the solution
Responding to a Conflict

1. Listen to the complaint.
2. Interpret the problem in terms of actions and effects.
3. Agree with something the other person said.
4. Find a solution together.
5. Agree on how to carry out the solution.
6. Implement the solution.
Mediating Conflict Resolution

1. Begin by establishing a constructive environment.
2. Ask each person to explain what the problem is.
3. Have individuals state what they want to accomplish or what will satisfy them.
4. Restate in your own words each person’s position.
5. Have all participants suggest as many solutions as they can.
6. Encourage the employees to select a solution that benefits all of them.
7. Summarize what has been discussed and agreed on.
Change in the Workplace

• Supervisors do not decide whether organizations should change, but how to make the changes work.
Change in the Workplace

Factors that can affect the success of change:

• The change agent
• Determination of what to change
• The kind of change to be made
• Individuals affected
• Evaluation of change
Sources of Change

- Management
- Employees
- External Forces
Sources of Change

• Organizations change when management sees an opportunity or a need to do things better.

• Organizations change when employees form unions or make suggestions on how to improve quality and cut costs.
Sources of Change

• New laws and regulations often lead to organizational change.
• Economic trends can lead to organizational change.
Resistance to Change

- People are fearful because change carries the risk of making them worse off.

- Peoples’ resistance to change is greatest when they are not sure what to expect or why the change is necessary.
Implementing Change

• To implement a change, a supervisor must:
  – Overcome resistance to it
  – Ensure that the change is made
  – Create the conditions in which the change is likely to last
Implementing Change

• Three phases of change:
  – Unfreezing
  – Changing
  – Refreezing
Unfreezing

- Tell employees about a change as soon as you learn about it.
- Make sure employees understand what the change is and how it is likely to affect them.
- Be positive about the change.
- Describe how the organization will help employees cope.
Unfreezing (cont.)

• Allow employees to express concerns and ask questions.
• Answer as many questions as you can and get answers to the rest ASAP.
• Keep alert to your company’s status in the marketplace and let your employees know about it.
• Listen to expressions of employee sadness or anger without argument.
Changing

• The key to implementing change is building on successes.
• As employees see the change achieving desirable results, they are more likely to go along with it and even embrace it.
To induce changes in behavior, the change effort should include tangible or intangible rewards for the desired behavior.

Establish reasonable deadlines for the change.

Identify individuals and groups that will begin with a positive attitude.
Refreezing

• The change process is complete only when employees make the new behavior part of their routine.
• Backsliding is a natural response; therefore supervisors need to keep everyone on track.
Refreezing

- An important part of refreezing is for employees to be rewarded for behavior that shows they have made the desired change.
Proposing Change

To propose a change effectively, the supervisor should begin by analyzing it:

• How will it help the organization better achieve its goals?
• Will it improve quality or productivity?
• What steps are required to carry it out?
• How much will it cost?
• Who will carry it out?
• What training will be required?
Proposing Change

• Except for simple changes, a supervisor should make proposals in writing.
  – Begin with a brief summary of what the change is and why it is desirable.
  – Provide details about the procedure for change and the costs and benefits involved.
Organizational Politics and Power

- **Organizational politics**
  - Intentional acts of influence to enhance or protect the self-interest of individuals or groups

- **Power**
  - The ability to influence people to behave in a certain way
Sources of Power

• **Position power**
  – Power that comes from a person’s formal role in an organization

• **Personal power**
  – Power that arises from an individual’s personal characteristics
## Types of Power

<table>
<thead>
<tr>
<th>Power Type</th>
<th>Arises From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legitimate</td>
<td>The position a person holds</td>
</tr>
<tr>
<td>Referent</td>
<td>The emotions a person inspires</td>
</tr>
<tr>
<td>Expert</td>
<td>A person’s knowledge or skills</td>
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<tr>
<td>Coercive</td>
<td>Fear related to the use of force</td>
</tr>
<tr>
<td>Reward</td>
<td>Giving people something they want</td>
</tr>
<tr>
<td>Connection</td>
<td>A person’s relationship to someone powerful</td>
</tr>
<tr>
<td>Information</td>
<td>Possession of valuable information</td>
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</tbody>
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Political Strategies

• Doing favors
• Making good impressions
• Cultivating the grapevine
• Supporting the manager
• Avoiding negativism
• Giving praise
Building a Power Base

- Assume greater responsibility.
- Seek control over resources.
- Please the boss.
- Do favors for others.
- Develop alliances with others.
Socializing

• At many organizations, socializing is one way of getting ahead.
  – Avoid behaviors such as getting drunk at parties or dating subordinates.
  – Be sensible, but natural.