



Working with Conflict

Working with Conflict

- What is it?
- What are the different types and sources of organizational conflict?
- Why should I care about resolving conflict?
- What are the main Conflict Resolution Strategies?
- What are the Barriers to Conflict Resolution?

Working with Conflict

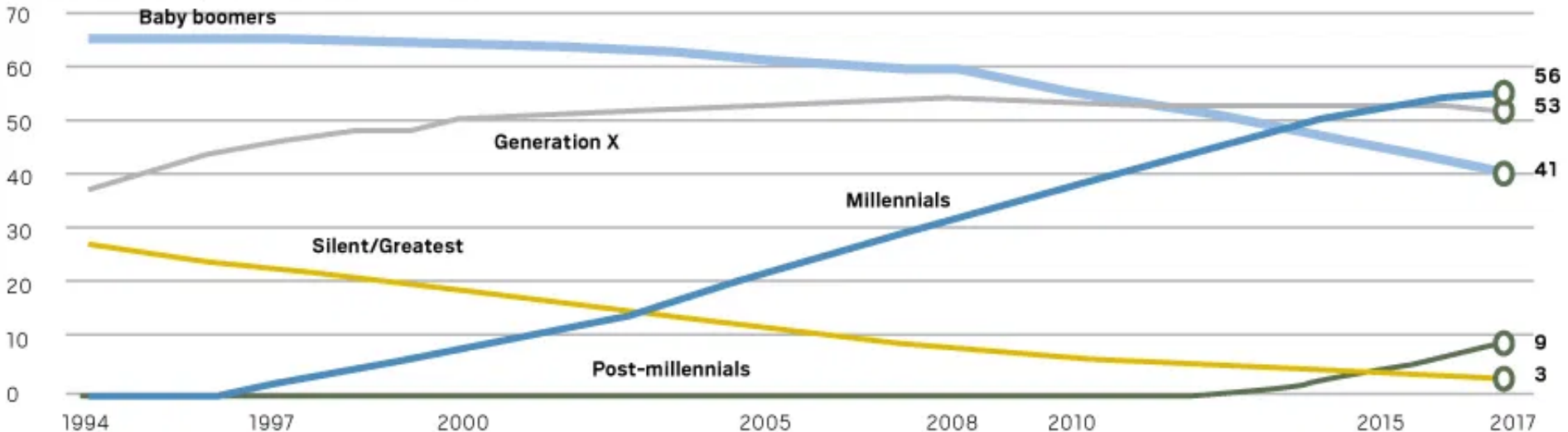
What is it?

**“to be different, opposed, or contradictory”
- Merriam-Webster**

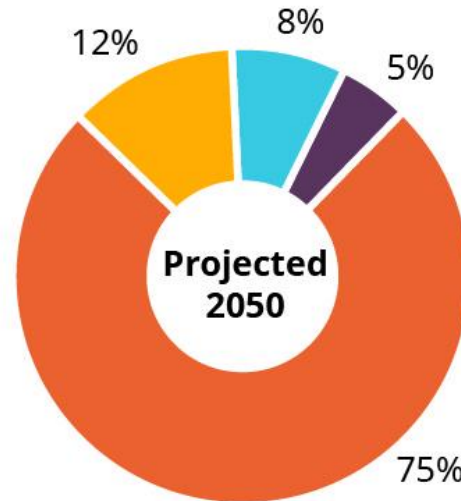
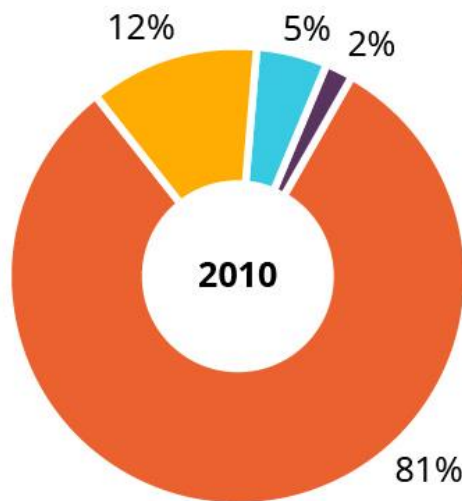
Working with Conflict - Workforce Generations

Labor force by generations, in millions

More than one-in-three American labor force participants (35%) are millennials, making them the largest generation in the U.S. labor force, according to a Pew Research Center analysis of U.S. Census Bureau data.

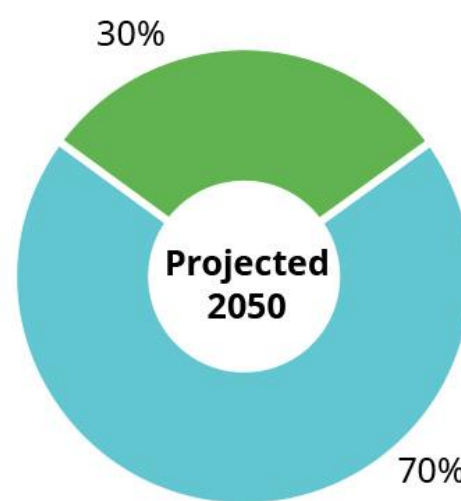
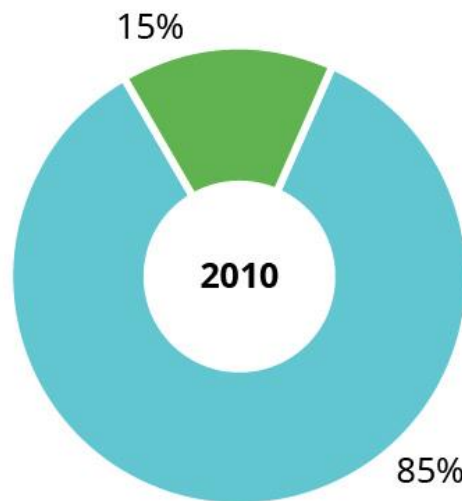


Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.



Asian Black White All Other

Workforce Makeup by Ethnicity, 2010 to 2050



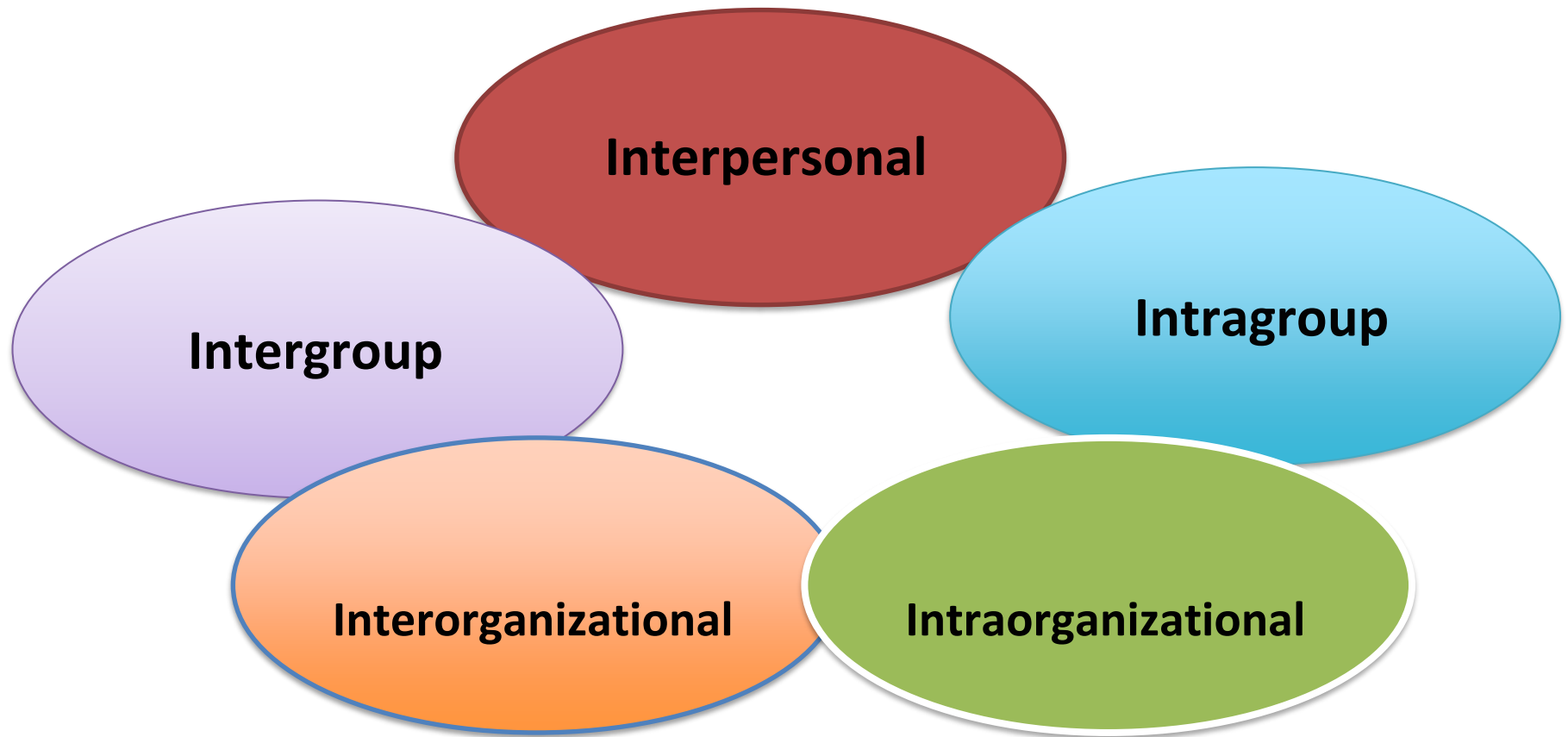
Hispanic Non-Hispanic

Working with Conflict

What kinds of conflict do you have??

Is it good, bad?

What are the different types of conflict?



Working with Conflict

What is the root cause/source of conflicts?

What are the different sources of conflict?



Working with Conflict Activity

20 Minutes

- Identify at least 1 type of current, unresolved conflict for each category - *Interpersonal, Intragroup, Intergroup, Intraorganizational & Interorganizational*
- Identify the source(s) of the conflict - *Hierarchy/Authority, Communication, Personality, Resources, Organizational Structure/Change, Tasks/Goals, Personal and Expectations/Performance*

Why Should I Care About Resolving Conflict?

Some Stats:

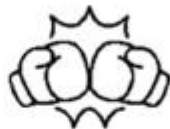
- 53% lost work time WORRYING about the incident
- 46% considered CHANGING JOBS
- 37% believed their COMMITMENT to the organization declined
- 28% lost Time AVOIDING the instigator
- 25% were SATISFIED with how the organization handled the conflict
- 22% decreased their EFFORT at work
- 12% actually CHANGED JOBS to avoid the instigator
- 10% decreased the amount of TIME they spent at work

Source: University of North Carolina Capel Hill's Kenan-Flagler Business School



COMPETING

When it's useful:



- In an emergency
- When unpopular initiatives must be implemented
- For issues essential to sustaining the business
- To surpass parties who are satisfied with the status quo

COLLABORATING

When it's useful:



- When the concerns of both parties are very important
- When the objective and the desire is to learn and gain understanding
- When insights should be combined
- When difficult feelings need to be worked through

COMPROMISING

When it's useful:



- When goals are moderately important but not significant enough to merit extra disruption
- When two opposing parties with nearly equal power have similar goals
- If a short-term fix for a complex issue is sufficient for the time being
- To meet a high-pressure deadline, if collaborating will take too long

AVOIDING

When it's useful:




- When the problem is insignificant in respect to other problems
- When your own concerns are almost certainly not going to be considered
- When there are too many costs and almost zero benefits

ACCOMODATING

When it's useful:



- When you discover you're incorrect/you've made a mistake
 - When the problem is significantly more important to the other party
 - If you can earn goodwill for other problems that are on your agenda
 - When you discover you can't out-compete the other party
 - When you are safe to let the other party learn from their own mistake
- 

Working with Conflict Activity

10/30 Minutes

First:

- Take 10 minutes to decide which Conflict Resolution Strategy would be best for each of your 5 different types of conflict

Then:

- Break out into small groups
- Each member will describe their types of conflicts, sources and conflict management strategies to the group
- Choose 1 volunteer from your group to give a summary of the discussions/resolutions to the larger group

Working with Conflict

Break - 15 minutes

Barriers to Conflict Resolution

- Communication
- Time Management
- Personal Styles

Barriers to Conflict Resolution

- Communication
 - Not Listening/Dismissive
 - Defensiveness
 - Jumping to Conclusions
 - Inability to Empathize
 - Emotions

Barriers to Conflict Resolution

- Time Management
 - Not Listening/Dismissive
 - Jumping to Conclusions

Barriers to Conflict Resolution

- “Default” Styles

Working with Conflict Activity

5/25 Minutes

First:

- Take a few minutes to review your Conflict Style Profile

Then:

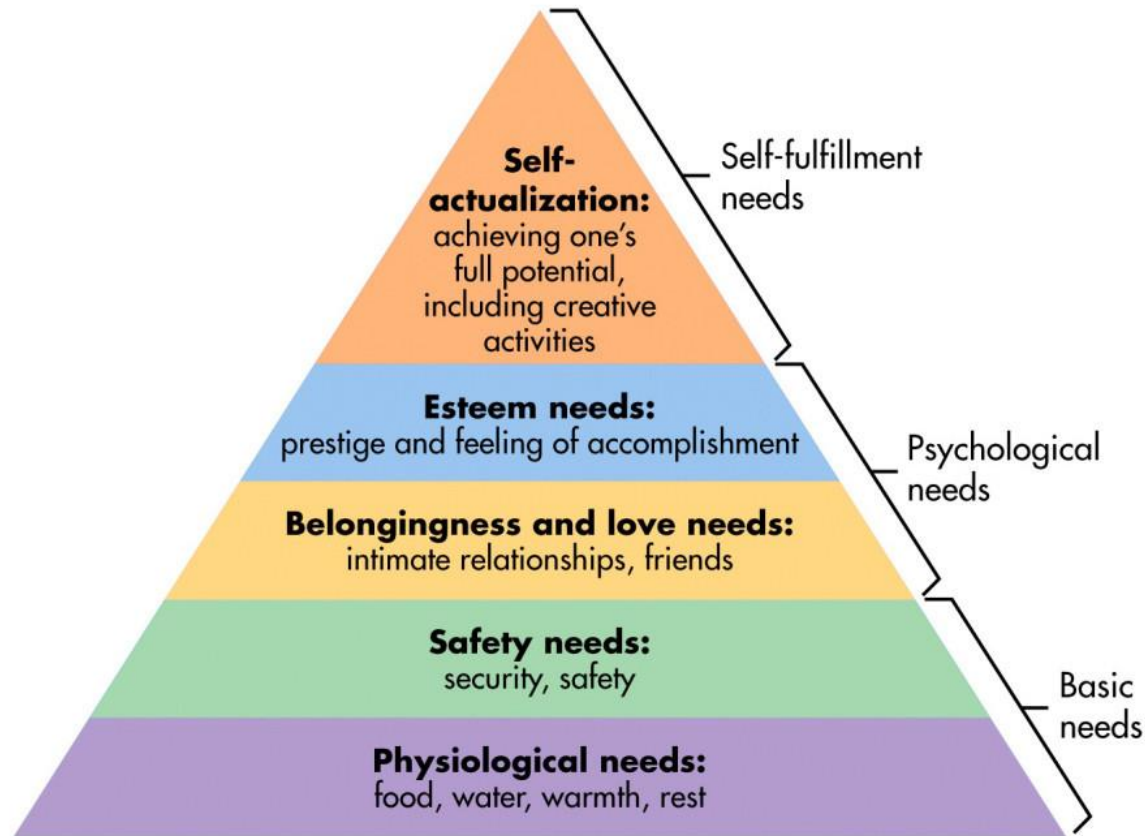
- Break out into small groups
- Each member will describe how they plan to use their “default” style or how they might need to change their styles for the conflicts and conflict resolution strategies identified earlier in the session
- Choose 1 volunteer from your group to give a summary of the discussions/resolutions to the larger group

Motivation and Conflict

Motivational Theories:

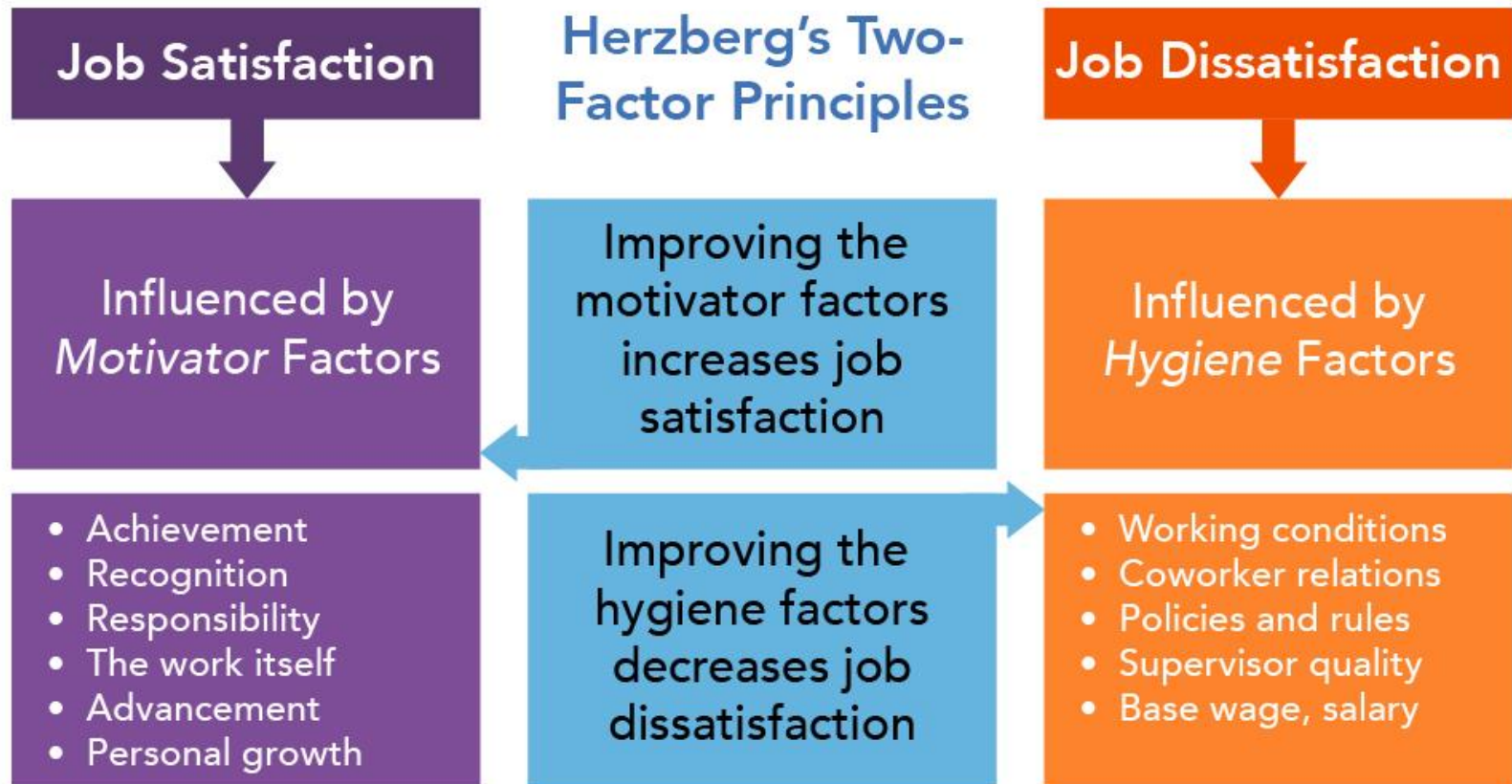
- Maslow's Hierarchy of Needs
- Herzberg's 2-Factor Theory
- Vroom's Expectancy Theory

Maslow's Hierarchy of Needs



Source: Simply Psychology

Herzberg's 2-Factor Theory



Source: Lumen Learning

Vroom's Expectancy Theory

Motivational Force



Source: selfleadership.com

Workforce Planning

Q & A?

Resources:

<https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>

<https://opentextbc.ca/businessethicsopenstax/chapter/diversity-and-inclusion-in-the-workforce/>

<https://www.simplypsychology.org/maslow.html>

<https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/herzbergs-two-factor-theory/>

https://www.google.com/search?q=expectancy+theory&tbm=isch&chips=q:expectancy+theory,g_1:vroom:_1R8IFhpL9A%3D&hl=en&sa=X&ved=2ahUKEwjtw-71ud7xAhXFakwKHW9mByAQ4lYoAXoECAEQEw&biw=1349&bih=606#imgrc=NULyCXpe81xPSM&imgdii=OvKBGc7SoZrVoM



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