

MANAGING CONFLICT AT WORK

by **Dr Vanessa Barker**, Director of the Cranfield General Management Programme

Conflict is a form of interaction between parties who either have different perceptions or perceptions of differences. It is an inevitable part of organisational life and can take many forms.

Forward to look, performance might be at maximum, rapid organisational change and power differences may all give rise to conflict and as a result effective conflict handling is a critical management capability.

Conflict is significant in organisations because it impacts on organisational performance. The extent to which conflict exists in an organisation's performance is linked to the amount of conflict present.

The effects of too much conflict include decreased communication between conflicting parties, escalation of aggression and negative stereotyping which can lead to a deterioration of working relationships. On the other hand, too little conflict can mean that groups and individuals reach decisions which have failed to take into account other points of view, leading to quality and consistency.

Moderate levels of conflict can bring significant benefits so that conflict can be a significant driver of change. Properly handled, it can help people to face many challenges, build effective teams and improve performance.

Managers are likely to find themselves dealing with conflict at different levels – individual, organisational, inter-organisational, within organisational and inter-organisational – but a few of

the basic rules personal, effective conflict management is equally a critical part of the manager's role, requiring capabilities similar to those of a trained negotiator.

In their conflict management literature, researchers identified key areas of conflict leading to new ideas and shared how different approaches to managing differences may impact upon interpersonal and group outcomes.

Competing: Assertive and uncooperative – one or individual ignores their concerns or the concerns of others.

Accommodating: Unassertive and cooperative – the individual ignores their own concerns to satisfy the concerns of the other parties.

Avoiding: Unassertive and uncooperative – the parties neither address their own concerns nor those of the other individuals.

Collaborating: Assertive and cooperative – an attempt to work with others to find a solution that satisfies the concerns of both parties.

Compromising: Moderate to low assertiveness and cooperativeness. The objective is to find a solution by going to some degree to what one or both parties want.

Successful conflict handling requires sound decision-making processes, an accurate knowledge about the conflict and the parties involved and the ability to offer and find the type of approach depending on the situation.



• Moderate levels of conflict can bring significant benefits.

However, most of us have a preferred way of dealing with conflict. Other people pressure us to deal with a strong personal reaction – we are more likely to react in one or two favourite styles which may be more less effective than utilising the full range.

The approach was supported by feedback from managers contacted with 11 senior managers working in a variety of organisations. The most effective managers used a wider repertoire of styles and took more control into account than those who favoured their one or two favourite.

For many people, their style was at low conflict situations that will be inevitable. Instead of the reactions they felt, so an unbalanced outcome happens frequently and effectively when both concerned parties involved, what would have been done differently and how to decrease conflict handling skills.

The following reflective questions may be useful:

- What happened and why was the conflict significant to you?
- What are the possible sources of the conflict?
- What led you to do and why?
- What were the consequences of the approach you adopted?
- If you were to encounter the same situation again, what could you do differently to improve the outcome?

- What specific learning points can you identify as a result of your reflection?

To avoid conflict, conflict is a challenge – so you need to adopt a more approach to manage what the conflict means? In what context can you detach back from the emotional attachment? Are you able time for emotional issues in the important business interest in the situation and how problems in your conflict handling behaviour?

Reflective questions such as those listed below assist to help managers think critically about their behaviour in conflict, and what time, energy and resources to achieve positive outcomes.

Finally, it is worth remembering that conflict situations are dynamic in nature. They shift and change direction, depending on the responses of the conflicting parties. Finding that level of awareness is a useful way of anticipating and managing conflicts in order to achieve the most positive outcome for all concerned.

Managing Conflict At Work

M Walker



Managing Conflict At Work:

Unveiling the Magic of Words: A Review of "**Managing Conflict At Work**"

In a world defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is truly awe-inspiring. Enter the realm of "**Managing Conflict At Work**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve into the book's central themes, examine its distinctive writing style, and assess its profound effect on the souls of its readers.

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