

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 to 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, resulting in 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 reality accurately, 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 person neither expresses 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, there is no such a preferred way of dealing with conflict. Other people processes or focus with a strong personal reaction – we are more likely to react to how or how someone reacts which may be more effective than relying on a set style.

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 skills and took more control into account than those who focused their use on two techniques.

For many people, there are one or two conflict situations that will be inevitable. Instead of the reactions they feel, or an unbalanced reliance upon their favoured and effective skills when faced with such situations, what would happen if they effectively set out to develop 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 directly addressing some situations – do you tend to adopt a passive approach to conflict when the conflict arises? In what circumstances can you detach back from the emotional atmosphere? Are you able time for emotional issues in the important moments inherent in the situation and how problematic is your conflict handling behaviour?

Reflective questions such as these have been shown to help managers think critically about their behaviour in conflict, and over time, develop their capability 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

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Managing Conflict at Work Clive Johnson, Jackie Keddy, 2010-09-03 Managing Conflict at Work provides practical guidance on how to prevent contain and resolve conflict in the workplace It demonstrates how effective conflict management can have a powerful impact on the way organisations channel their energies encouraging positive mindsets and building stronger and happier workforces Putting the cost of rising conflict in context with recessionary times it looks beyond individual cases to issues such as workforce motivation and corporate responsibility The authors provide a wide range of practical techniques tools and templates to support individuals who need to facilitate the resolution of employee disputes Aimed not just at mediators and conflict practitioners but at staff managers and anyone who needs to deal with people disputes the book emphasises simple and practical ways for dealing with conflict situations both when potential disputes are first emerging and once a conflict has escalated into a formal complaint Also including international case studies extensive appendix of templates tools and forms including stakeholder analysis mediation in take forms and reflective questioning prompts Managing Conflict at Work provides practical support to ensure that your company prevents disputes and stays within the law The book is accompanied by an extensive range of ready to use templates and case studies and is supported by a dedicated website providing information and downloads referred to in the book as well as videos and podcasts

Managing Conflict at Work Jim Murphy, 1994 Helps readers understand the roots of conflict in their organizations assess their current conflict resolution skills and devise new strategies to actively and assertively overcome the tensions and other disagreements that threaten productivity and cooperation

Conflict Resolution in the Workplace Doug Wesley, 2015-03-22 Ideally the workplace should be an environment free from worry and stress where employees can feel safe comfortable welcome able to get creative juices flowing stay motivated and be efficient and productive However most of us don't actually think of our offices this way If we did we would never dread going to work and we wouldn't try to negotiate working from home occasionally Often the thing that prevents us from feeling more positive about our workplace is the stress and conflict we experience with co workers It's sometimes harder to get along with office folk than say school mates or people from the gym or church since we don't have the luxury of choosing who we work with We are stuck with whoever happens to work there too unlike other social settings where we choose those close to us based on our similarities and common interests The good news is through better understanding and a little strategy workplace conflict can be resolved and altogether eliminated Throughout this book I'm going to show you how to mediate conflicts and easily arrive at amicable solutions acceptable to all parties More importantly you will learn how to conflict proof your workplace to prevent conflicts before they have a chance to get out of hand If you are ready to take the first step to creating a stress free and productive workplace then let's get started

[Resolving Conflicts at Work](#) Kenneth Cloke, Joan Goldsmith, 2011-05-24 The classic text on resolving workplace conflicts fully revised and updated Resolving Conflicts at Work is a guide for preventing and resolving

conflicts miscommunications and misunderstandings at work including dozens of techniques for revealing how the inevitable disputes and divisions in the workplace are actually opportunities for greater creativity productivity enhanced morale and personal growth In the third edition of this text all chapters are completely infused with additional content updated examples and new case studies Like its predecessors it identifies core strategies for preventing and resolving both intermittent and chronic conflicts in the workplace In addition the book Includes a new foreword by Warren Bennis which represents his most recent thinking about judgment calls and candid communications in the workplace Presents new chapters on leadership and transformational conflict coaching and organizational systems design This definitive and comprehensive work provides a handy guide for managers employees union representatives human resource experts and consultants seeking to maintain stable and productive workplaces

Managing Conflict David Liddle, 2023-10-03 Whether it s a disagreement between colleagues a dispute with management or large scale industrial action conflict at work is a perennial problem for organizations their people and profits The second edition of *Managing Conflict* shows HR professionals how to tackle these problems by not only resolving current issues but also preventing future instances of conflict It includes the latest research and case studies showing how conflict management has been impacted by hybrid working models and digitalization There are also updates to reflect how resolution is a driver of trust in organizations enabling people to disagree more constructively in a safe environment This book covers the causes and costs of conflict the impact of the psychological contract and the legal framework for managing workplace disputes both in the UK and internationally It shows how to design a conflict management strategy develop a formal resolution process and engage stakeholders and training managers in resolution and mediation skills Packed with best practice examples from organizations such as Tesco Burberry and Nationwide Building Society as well as conflict resolution resources and toolkits this book is essential reading for all HR professionals looking to resolve conflict in the workplace

Resolving Conflicts at Work Kenneth Cloke, Joan Goldsmith, 2011-01-06 Here is a completely updated edition of the best selling *Resolving Conflicts at Work* This definitive and comprehensive work provides a handy guide for resolving conflicts miscommunications and misunderstandings at work and outlines the authors eight strategies that show how the inevitable disputes and divisions in the workplace actually provide an opportunity for greater creativity productivity enhanced morale and personal growth This new edition includes current case studies that put the focus on leadership management and how organizations can design systems to change a culture of avoidance into a culture of creative conflict The result is a more practical book for today s companies and the people who work in them

The Conflict Survival Kit Cliff Goodwin, Daniel B. Griffith, 2007 Provides a firm grounding in basic interpersonal communication and management skills such as rapport building empathetic listening behavior modeling reframing problem solving and decision making and contains unique chapters on practice and application Tools for the Conflict Survival Kit provide strategies that can be used immediately in workplace situations Case studies and role plays give readers practice

communicating negotiating and problem solving and an opportunity to refine and develop this important craft Gives readers a thorough grounding in basic interpersonal communication and management skills such as rapport building empathetic listening behavior modeling reframing problem solving and decision making Addresses specific conflict resolution situations including negotiation mediation group decision making assertive confrontation etc Includes resolution frameworks and models for these situations using a step by step process Introduces readers to important techniques such as interest based collaborative approaches empathetic communication and listening the supportive confrontation model participative management practices and alternative dispute resolution Provide a collection of specific skills advice activities challenges and techniques which readers can apply immediately to workplace situations Designed for those who need instant skill building and practical methods for handling organizational and personal conflicts **Strategies for Managing & Resolving Conflict at Work**

Henry Jawhary,2023-02-02 In today s fast paced and ever changing work environment conflicts at work are an inevitable part of the workplace But with the right strategies and tools you can learn to manage and resolve conflicts in a way that benefits everyone involved In **Strategies for Managing and Resolving Conflict at Work** we take an in depth look at the causes of conflict at work and provide practical actionable advice for dealing with it From understanding your own conflict management style to learning how to communicate effectively with your colleagues and superiors this eBook is packed with valuable insights and tips that will help you navigate the challenges of working in a team Whether you re a manager a team leader or simply looking to improve your skills in this area **Strategies for Managing and Resolving Conflict at Work** is an essential guide that will help you build stronger more productive relationships in the workplace

Managing Conflict at Work ,2018 **Emerging Systems for Managing Workplace Conflict** David B. Lipsky,Ronald L. Seeber,Richard Fincher,2003-04-25 **Emerging Systems of Managing Workplace Conflict** presents illustrative real life examples as well as cutting edge methods and tools for integrating systems of dispute resolution into standard corporate procedures This vital resource investigates the systems organizations have developed to manage common and costly workplace conflicts involving supervisor employee relationships race age and gender discrimination complaints sexual harassment occupational safety and health reasonable accommodation of the disabled and wrongful termination as well as other problems stemming from governmental regulations and court actions Drawing on the authors vast research and frontline experience with a wide variety of corporations and organizations this important book examines successful responses to universal workplace problems and conflicts In addition the book is filled with illuminating case examples and stories from organizations such as Brown and Root Kaufman and Broad Warner Brothers Universal Studios Kaiser Permanente the United States Postal Service Johnson Johnson Shell Prudential and others that have instituted systems of dispute resolution in response to ongoing destructive conflict expensive litigation and crippling settlements This book offers an enormously useful approach for the application of the most up to date systems of organizational conflict resolution and shows how this approach

can work in specific situations to save time and money

Managing Conflict in the Workplace Shay

McConnon, Margaret McConnon, 2010 This book gives an understanding of the origins and nature of conflict and enables the reader to find solutions through open communication and mutual trust and respect It offers a simple structure which will allow all parties to reach the magic of win win

Workplace Conflict Resolution Essentials For Dummies Vivian

Scott, 2014-12-09 Resolving conflict in the workplace No problem Working your way through a conflict in the office can present unexpected challenges but there s no need to feel unprepared Workplace Conflict Resolution Essentials For Dummies has you covered In the book you ll find practical expert guidance on various approaches to negotiating and mediating a successful resolution for you and your team You ll get coverage of negotiation techniques mediation methods and solutions for managers and employees dealing with workplace conflict and tons of tips on building and maintaining successful teams to work through existing conflicts and help avoid future disturbances Encouraging colleagues to work together toward a common goal is an essential skill that all successful business professionals must possess Rather than resorting to arguments surrendering running away or filing a complaint this resource shows you how to address uncomfortable conflict in the workplace head on giving you the tools and advice you need to restore peace prevent conflicts from ever starting in the first place and maintain better productivity while boosting morale Offers clear instruction for addressing conflicts resolving disputes and restoring peace and productivity to the workplace Helps you find a solution and explore positive means for resolving conflicts Illustrates how working through problems within your team makes the workplace the positive environment it should be Provides guidance on developing the key negotiation and mediation skills you need to create a harmonious workplace Whether you re new to managing professionals working your way up the corporate ladder or just want to brush up on your knowledge base Workplace Conflict Resolution Essentials For Dummies has everything you need to ensure your workplace environment is positive and productive

Conflict Resolution at Work For Dummies Vivian Scott, 2009-12-30 A

practical workplace guide to handling conflict effectively Managing employees and encouraging them to work together toward a common goal is an essential skill that all leaders should possess Conflict Resolution at Work For Dummies provides the tools and advice you need to restore peace train your colleagues to get along better with others prevent conflicts from ever starting and maintain better productivity while boosting morale One of the only trade publications that takes the manager s perspective on how to address conflicts resolve disputes and restore peace and productivity to the workplace Examines more positive means for resolving conflicts other than arguing surrendering running away filing a lawsuit etc Helps managers and employees sort through problems and make the workplace a more rewarding place No manager should be without Conflict Resolution at Work For Dummies

Pfeiffer's Classic Activities for Managing Conflict at Work

Jack Gordon, 2003-01-01 *Managing Conflict in the Workplace Super Series* Institute of Leadership & Management, 2007

Super series are a set of workbooks to accompany the flexible learning programme specifically designed and developed by

the Institute of Leadership Management ILM to support their Level 3 Certificate in First Line Management The learning content is also closely aligned to the Level 3 S NVQ in Management The series consists of 35 workbooks Each book will map on to a course unit 35 books units

Operations Management in the Travel Industry, 2nd Edition Peter Robinson, Paul Fallon, Harry Cameron, John C Crotts, 2016-02-26 Covering the applied managerial perspective of the travel industry this book looks at the core disciplines and the application of theory to practice Considering individual and corporate social responsibility it teaches effective managerial skills by reviewing legal frameworks quality management and marketing financial management and the management of shareholders and stakeholders It discusses current trends such as sustainability and governmental emission targets against a background of the needs of a commercial business to innovate and increase profits A valuable tool for both students and those working in the travel industry this new edition includes new content a revised structure and all new international case studies

Human Resource Management at Work Mick Marchington, Adrian Wilkinson, Rory Donnelly, Anastasia Kynighou, 2020-11-03 A leading textbook in its field Human Resource Management at Work is a comprehensive guide to the theory and practice of HRM Aligned to the CIPD Level 7 qualification yet also relevant on non CIPD accredited HR masters courses this book covers everything students need to excel in their academic studies and will ensure that they can hit the ground running in a practitioner role after university Divided into four key parts the first part of the book covers HRM strategy and the global context the forces shaping HRM at work and international and comparative HRM Part Two discusses the role of HR professionals and line managers in the workplace and how the responsibilities for delivering effective HR vary in a changing world of work Part Three has expert coverage of the key areas of HR including resourcing and talent management learning and development L D reward and employment relations The final part examines the impact that HRM can have on business performance and also outlines the key knowledge and skills required to carry out a business research project Fully updated through this seventh edition now has new coverage of diversity and inclusion D I workplace analytics ethics wellbeing and precarious work as well as additional coverage of the alignment of HRM with organisational strategy and the integration of different components of HRM Human Resource Management at Work includes new global case studies reflective practice activities to encourage critical thinking exercises to help the consolidation of learning and explore further boxes to encourage wider reading Online supporting resources include an instructor s manual and lecture slides

Managing a Dental Practice Michael R. Young, 2010 The parallel aims of a dental practice are to deliver excellent patient care through highly trained and motivated employees and to maximise income and profit Achieving these aims as a practice manager demands a clear vision sound preparation planning and marshalling of resources broad business knowledge an understanding of a rapidly changing world and above all wise judgement So why Genghis Khan Although some in the West see him in negative terms the Mongol leader created one of the world s greatest empires His hugely successful strategies included intelligence gathering understanding his rivals

motivations being quick to learn and adopt new technologies and ideas and successful people management Genghis Khan is one of history's most charismatic and dynamic leaders and you will need all his skill strength and tenacity to succeed in both dentistry and business This how to book on survival and empire building in the dentistry business is ideal for anyone who owns aspires to own or is involved in managing a practice It contains advice relevant to both small and large practices to dentists working in the National Health Service NHS and private practice and to general and specialist practices This book in summoning years of valuable experience of the vagaries of dental practice and connecting them with the wider world provides the reader with an excellent starting point from which to plan develop and make successful their own practice

Stephen Hancocks in his Foreword **Leadership and Nursing Care Management** Diane Huber, 2013-09-24 Research Notes in each chapter summarize relevant nursing leadership and management studies and show how research findings can be applied in practice Leadership and Management Behavior boxes in each chapter highlight the performance and conduct expected of nurse leaders managers and executives Leading and Managing Defined boxes in each chapter list key terminology related to leadership and management and their definitions Case Studies at the end of each chapter present real world leadership and management situations and illustrate how key chapter concepts can be applied to actual practice Critical Thinking Questions at the end of each chapter present clinical situations followed by critical thinking questions that allow you to reflect on chapter content critically analyze the information and apply it to the situation A new Patient Acuity chapter uses evidence based tools to discuss how patient acuity measurement can be done in ways that are specific to nursing A reader friendly format breaks key content into easy to scan bulleted lists Chapters are divided according to the AONE competencies for nurse leaders managers and executives Practical Tips boxes highlight useful strategies for applying leadership and management skills to practice **Managing Workplace Anxiety and Stress** Syed Omer, Managing Workplace Anxiety and Stress To equip working professionals with useful skills and strategies for handling anxiety and stress at work in order to foster a more relaxed productive and satisfying work environment This book is meant to be your powerful manual for dealing with anxiety at work Whether you are having trouble managing your anxiety because of performance pressures job insecurity or interpersonal difficulties this book will provide you with the information and strategies you need You ll discover your triggers create coping skills and foster a positive working relationship This book explores how to thrive in a sometimes stressful workplace not merely get by at work It will help you achieve a good work life balance strengthen your support network and become resilient You can reach your maximum potential and improve your experience at work with the appropriate tactics Managing Workplace Anxiety and Stress is designed to assist you in addressing the prevalent yet frequently concealed challenges associated with anxiety at work This book provides doable applicable methods for stress management resilience building and striking a work life balance It's a helpful manual with lots of doable advice to make you feel less stressed and more assured about your profession This book is your partner in creating a happier healthier work

environment regardless of experience level or needing new stress management techniques Understanding triggers and symptoms creating a supportive environment getting professional assistance developing resilience conquering particular workplace anxieties navigating interpersonal dynamics conquering performance and presentation anxiety financial stress dealing with outside pressures from the workplace and fostering long term well being are just a few of the topics covered in this book The book also discusses tools and resources including creating a toolbox specifically for a given work environment legal and HR issues managing diversity reining in erratic teams and handling conflict at work Along with success stories and a message of empowerment and hope the book also offers inspiration The goal of the book is to assist readers in overcoming stress and anxiety at work developing resilience navigating interpersonal relationships and leading satisfying lives despite anxiety

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