# Management CONFLICTS

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- ☐ a serious disagreement or argument, typically a protracted one, or
- ☐ an incompatibility between two or more opinions, principles, or interests, or
- ☐ a condition in which a person experiences a clash of opposing wishes or needs

Conflict situation

Pretext

Reasons for occurrence

- ☐ Consequence of inadequate communication development
- Different aims and ideas
- Disagreement between two or more parties
- ☐ Correlation of tasks
- ☐ Different life style and experiences



Conflicts by types (consequences)

functional

dysfunctional



group sures)

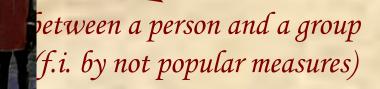
CONFLICT

Conflicts by types (by participants)





Conflicts by types (by participants)



between groups



Conflicts by types (by participants)

interpersonal

between groups

between a person and a group (f.i. by not popular measures)

inside of a person

(role game)

Managerial situation







The more sources exist, the ... (?) the whole situation is.

Managerial situation



Conflict sources



Possibility to settle the conflict



The more pretexts, the ... (?) the whole situation is.

Managerial situation



Conflict sources



Possibility to settle the conflict



Reaction to the conflict



failed

Conflict handling

successful

# Conflict handling

Structural way

Clarifying the work requirements

Coordination mechanisms

Integration mechanisms

Complex aims of organization

Structural motivation systems

# Conflict handling

Structural way

Interpersonal way

Avoidance

Smoothing

Compulsion

Compromise

Problem solving and readiness to the other's point of view

Managerial situation



Conflict sources



Possibility to settle the conflict



Reaction to the conflict



Conflict handling



Functional and dysfunctional consequences

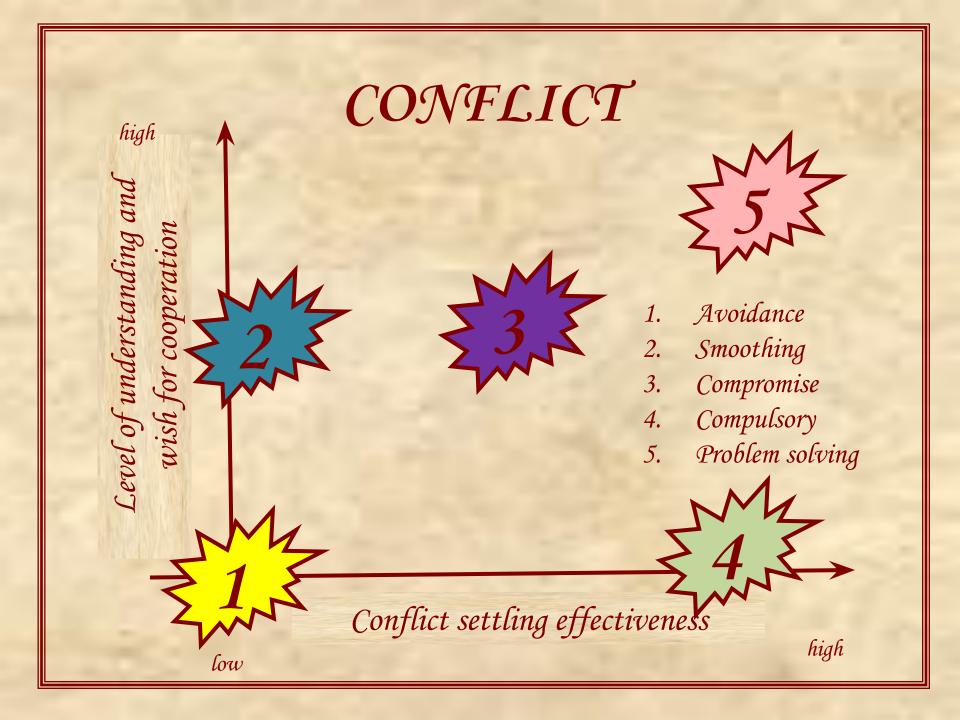
Conflicts by types (consequences)

functional

- ☐ The final result is acceptable for everyone
- ☐ More desire for the further cooperation

dysfunctional

- Less working effectiveness
- □ No desire to compromise in the future
- ☐ "the-other-party-being-an-enemy" idea
- Displacement of interest



# Mostly common ways

The trial of Solomon

McCarthyism

# Why Conflicts Appear in an Organization

Expectations of a

Person about a

Company

Expectations of a Company about a Person

# 5 Ways What a CEO Can

- ☐ Competitive style **£0.50**d on power, means winner and looser in a conflict
- Dissociation style lower level of persistence and no looking for co-operation
- ☐ Compromising style temperate persistence and wish for co-operation
- ☐ Adaptation style desire for co-operation and lower persistence on decision
- ☐ Co-operation style

#### **Power**

(winner - looser)

#### Co-operation

(winner - winner)

#### Compromise

(no win – no win)

Avoidance (looser - looser)

Other-Side
Approach
(looser - winner)



Sincerely yours, Vladlena Zarembo