

# *Management* *CONFLICTS*

☆

*Submitted by Dr. Vladlena E. Zarembo*

# *CONFLICT*

- *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*

=

*Conflict situation*  
+

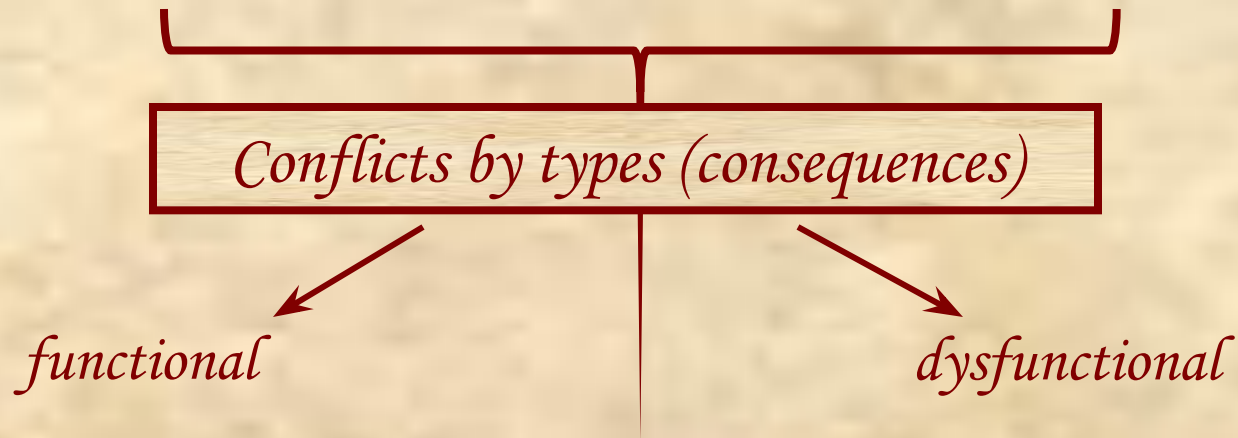
*Pretext*

*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*

# CONFLICT

<i>Benefits</i>	<i>Losses</i>
<i>Detection of various viewpoints</i>	<i>Problems in control</i>
<i>Better management effectiveness</i>	<i>Aims disagreement</i>



# CONFLICT

*interpersonal*  
↓  
*long-term*  
(conflict situation)



*group*  
(measures)



# CONFLICT

*Conflicts by types (by participants)*



# CONFLICT

*Conflicts by types (by participants)*



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

*between groups*



# *CONFLICT*

*Conflicts by types (by participants)*

*interpersonal*

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

*between groups*

*inside of a person  
(role game)*



# *Conflict*

*Managerial situation*



*Conflict sources*



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

# *Conflict*

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



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

# *Conflict*

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



*Reaction to the conflict*



*failed*

*Conflict handling*

*successful*



# *Conflict handling*



```
graph TD; A["Conflict  
handling"] --> B["Structural way"]; B --- C["Clarifying the work requirements"]; B --- D["Coordination mechanisms"]; B --- E["Integration mechanisms"]; B --- F["Complex aims of organization"]; B --- G["Structural motivation systems"];
```

## *Structural way*

*Clarifying the work requirements*

*Coordination mechanisms*

*Integration mechanisms*

*Complex aims of organization*

*Structural motivation systems*



# *Conflict handling*

```
graph TD; A["Conflict  
handling"] --> B["Structural way"]; A --> C["Interpersonal way"]; C --> D["Avoidance"]; C --> E["Smoothing"]; C --> F["Compulsion"]; C --> G["Compromise"]; C --> H["Problem solving and readiness to the  
other's point of view"];
```

*Structural way*

*Interpersonal way*

*Avoidance*

*Smoothing*

*Compulsion*

*Compromise*

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

# Conflict

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



*Reaction to the conflict*



*failed*

*Conflict handling*



*Functional and dysfunctional consequences*

*successful*



# CONFLICT

## Conflicts by types (consequences)

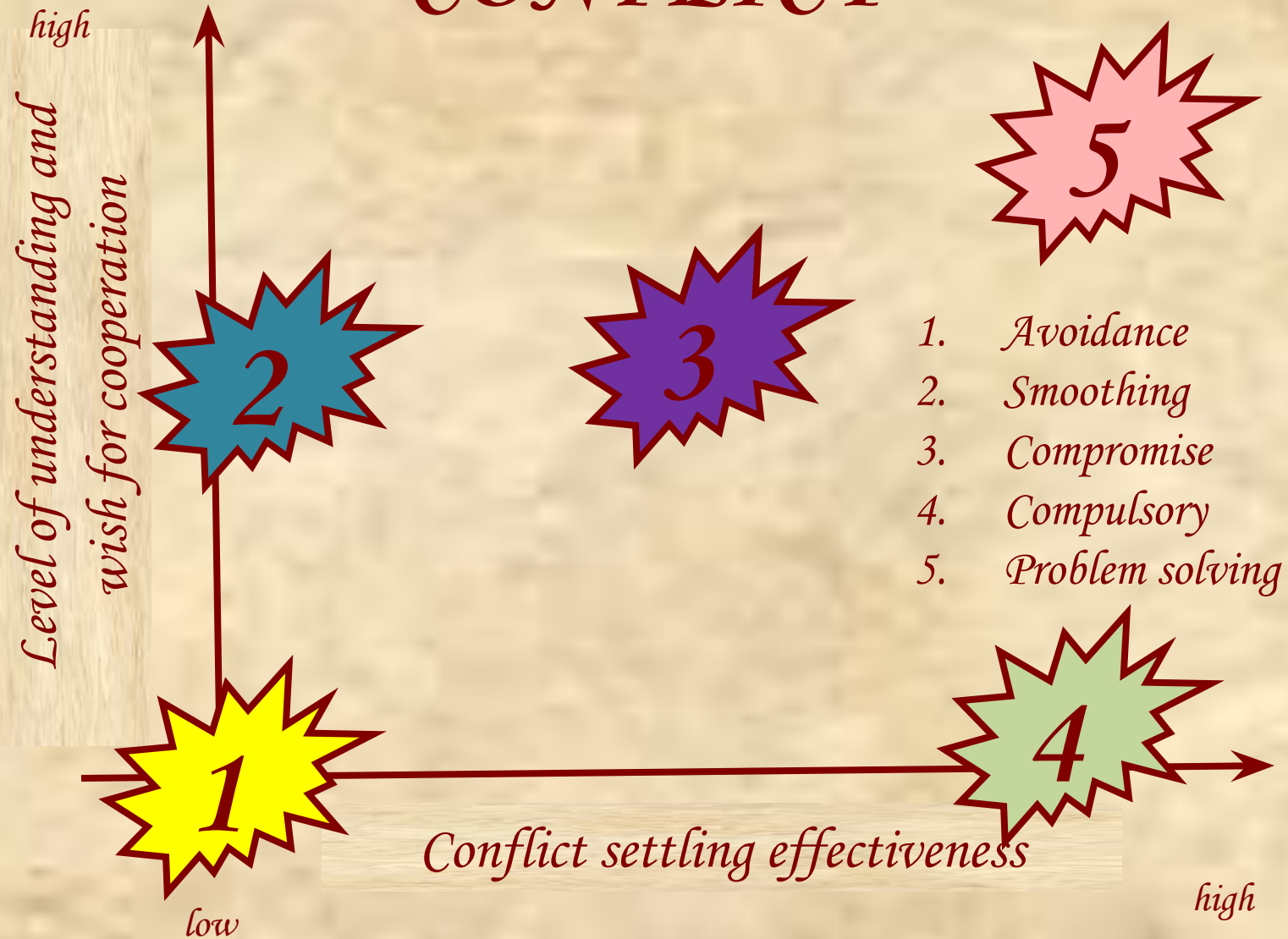
*functional*

- *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*

# CONFLICT





*Mostly common*  
*ways*

```
graph TD; A["Mostly common  
ways"] --> B["The trial of Solomon"]; A --> C["McCarthyism"]
```

*The trial of Solomon*

*McCarthyism*

# *Why Conflicts Appear in an Organization*

```
graph TD; A["Why Conflicts Appear  
in an Organization"] --> B["Expectations of a  
Person about a  
Company"]; A --> C["Expectations of a  
Company about a  
Person"];
```

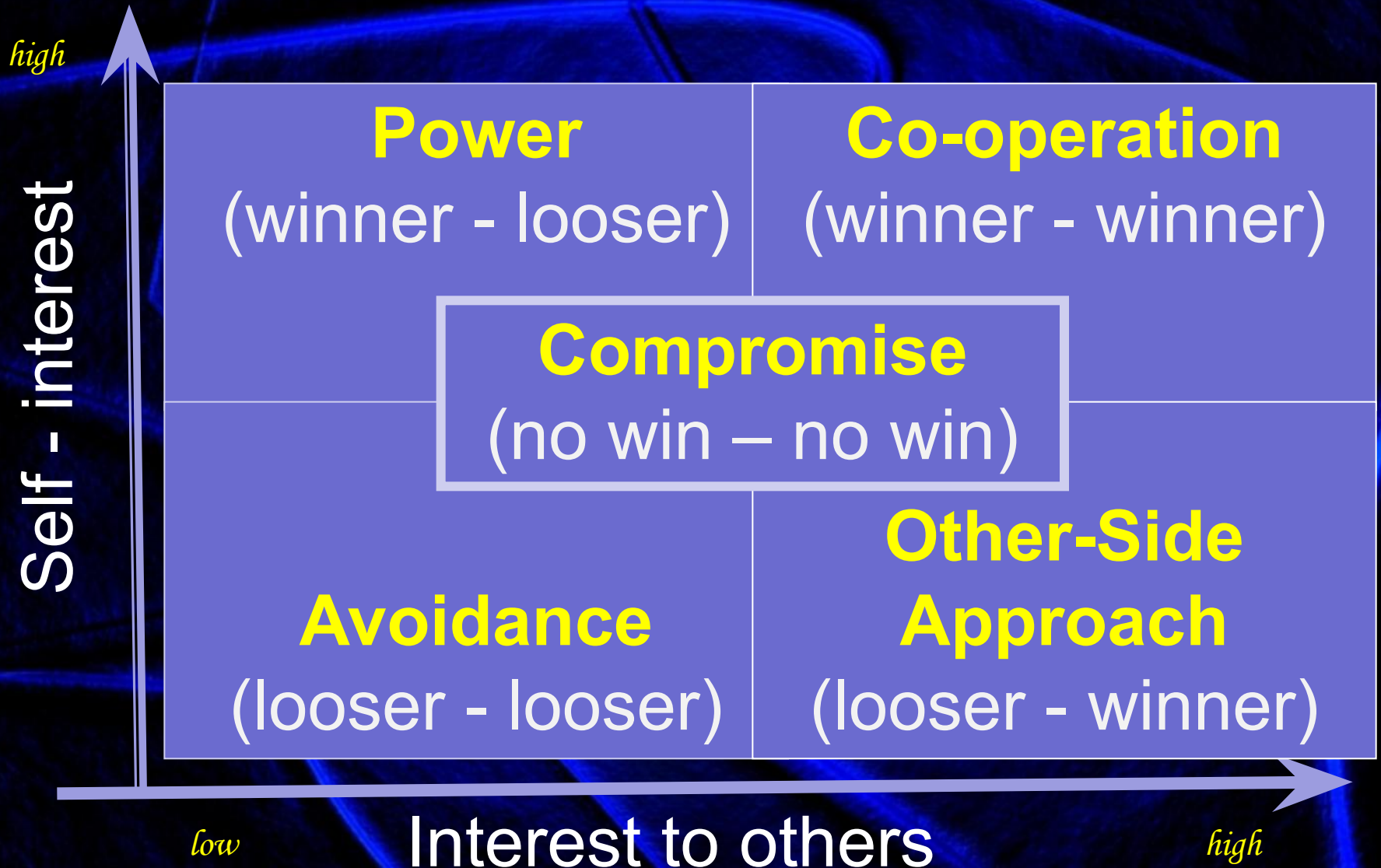
*Expectations of a  
Person about a  
Company*

*Expectations of a  
Company about a  
Person*

## *5 Ways What a CEO Can*

- ☐ *Competitive style – ~~based~~ on power, means winner and loser 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*

# Styles of the Conflict Handling





*That's it for today. Take care, have fun!*

*Sincerely yours,  
Vladlena Zarembo*