



# GESTÃO CORRENTE

GC 7 – Interpersonal Skills: **Managing Conflict**

Prof. João Pargana

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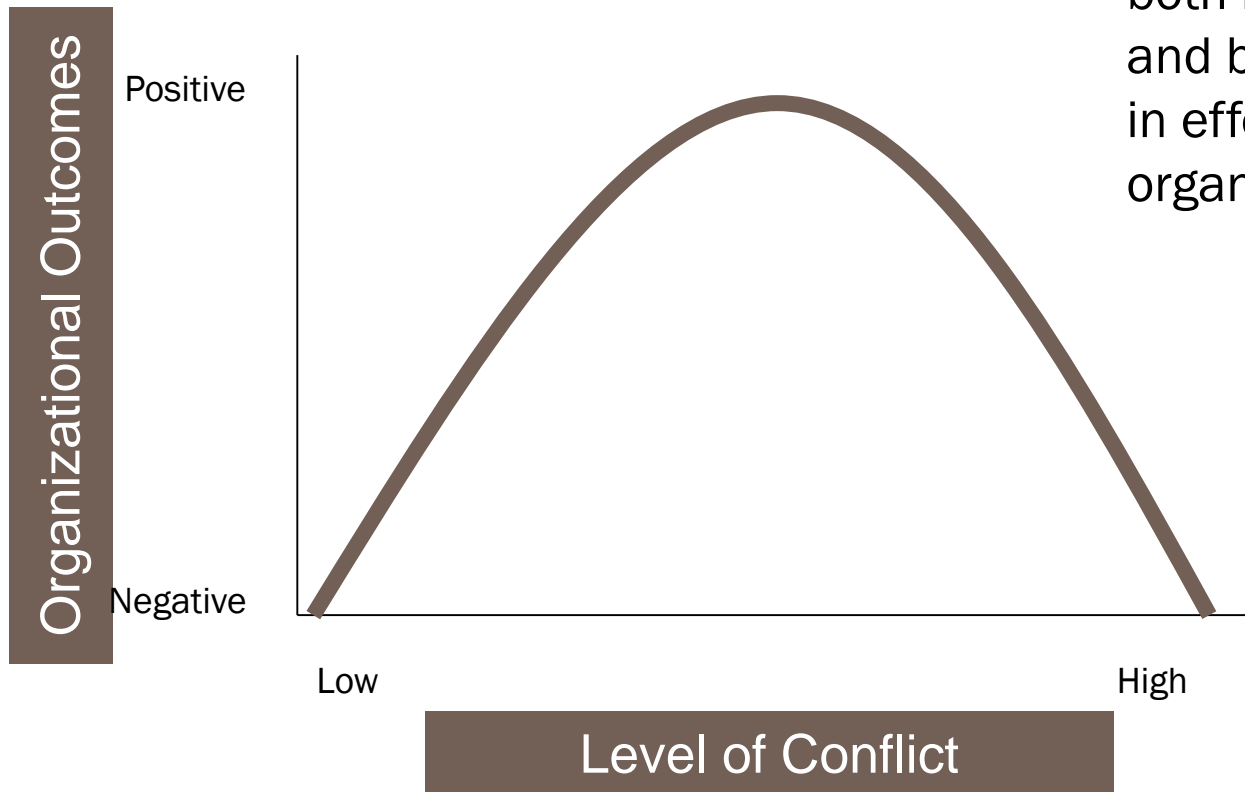
# LEARNING OBJECTIVES

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1. Diagnose the **focus and source** of conflicts
2. Utilize appropriate **conflict management strategies**
3. **Resolve** interpersonal confrontations **through collaborations**

# THE RELATIONSHIP BETWEEN CONFLICT AND OUTCOMES



Some conflict is both inevitable and beneficial in effective organizations.

# (1) DIAGNOSE: TYPES OF CONFLICT



## Focus of Conflict

**Issues**  
(resources, ...)

**People**  
(emotions, ...)

## Source of Conflict

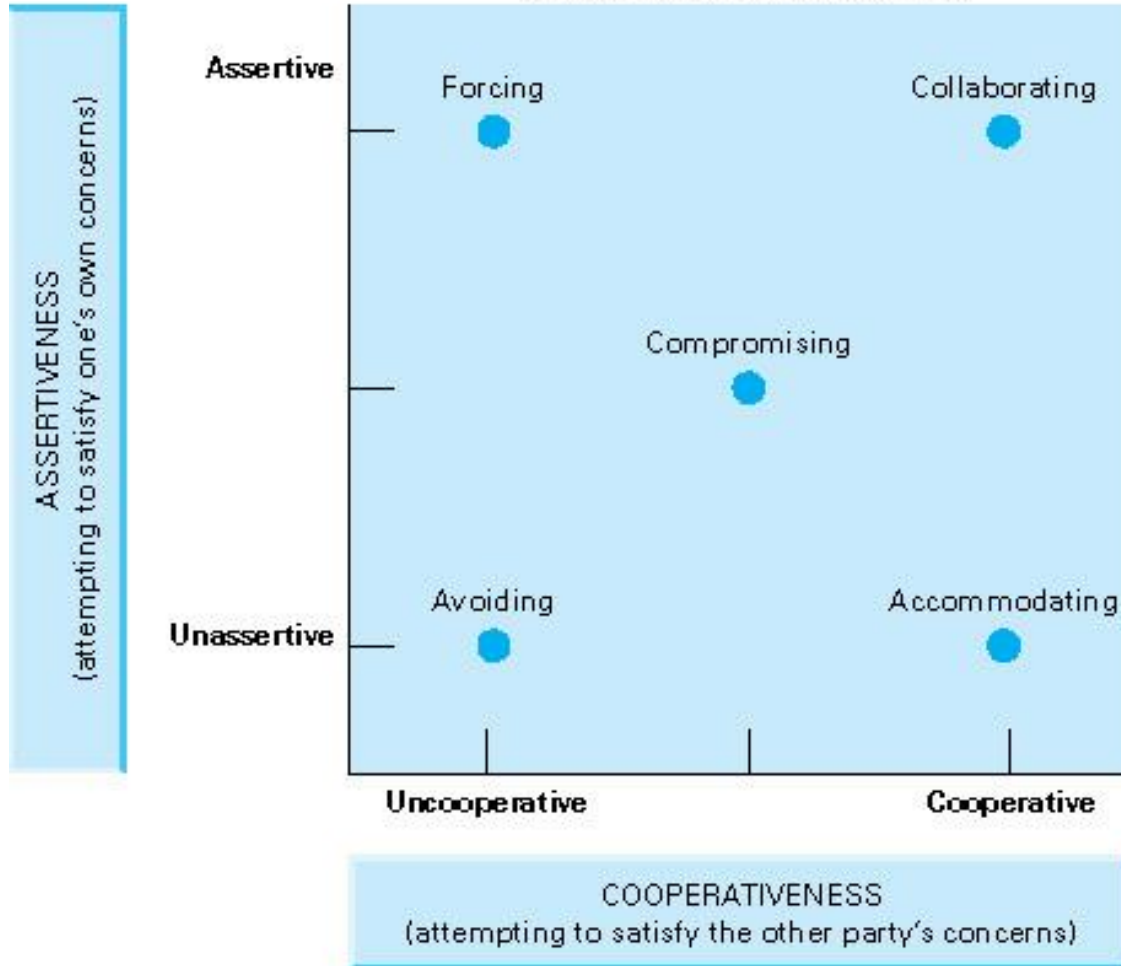
**Personal Differences**  
(Perceptions, expectations)

**Informational Differences**  
(misinformation)

**Incompatible Roles**  
(goals and responsibilities)

**Environmental Stress**  
(Resource scarcity, uncertainty)


## (2) CONFLICT RESOLUTION



Forcing: To get your way

Avoiding: Avoid having to deal with conflict

Compromise: Reach an agreement quickly

Accommodating: Don't upset the other person

Collaborating: Solving the problem together

# SELECTING THE RIGHT STRATEGY

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Two Perspectives on Negotiation:

Distributive: "Dividing up a fixed pie"

Integrative: "Expanding the pie"

Negotiation Strategy	Distributive	Integrative
Conflict Management Strategy	<ul style="list-style-type: none"><li>•Compromising</li><li>•Forcing</li><li>•Accommodating</li><li>•Avoiding</li></ul>	<ul style="list-style-type: none"><li>•Collaborating</li></ul>

While we are predisposed to one approach, no single approach is the best. Effective managers use a variety of approaches.

# SITUATIONAL CONSIDERATIONS

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Select your conflict management approach based upon:

- Issue importance
- Relationship importance
- Relative power
- Time constraints

# MATCHING THE CONFLICT MANAGEMENT WITH THE SITUATION



Situation	Conflict Management Approach				
	Forcing	Accommodating	Compromising	Collaborating	Avoiding
How important is the disputed Issue?	High	Low	Med	High	Low
How important is the relationship?	Low	High	Med	High	Low
What is the relative level of power?	High	Low	Equal	Low-High	Equal
Is time a significant constraint in resolving the dispute?	Med-High	Med-High	Low	Low	Med-High

Table 7.4, p. 411



## (3) A 'DEFAULT STRATEGY': COLLABORATION

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Of all the approaches, collaboration is the best. However, it is the difficult to implement.

### **Framework**

1. Establish super-ordinate goals (shared goals)
2. Separate the people from the problem
3. Focus on interests, not positions
4. Invent options for mutual gains
5. Use objective criteria for evaluating alternatives
6. Define success in terms of real gains, not imaginary losses

# FOUR PHASES OF COLLABORATIVE PROBLEM SOLVING

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1. Problem Identification
2. Solution Generation
3. Action Plan Formulation and Agreement
4. Implementation and Follow-Up

# COLLABORATIVE PROBLEM SOLVING

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## Initiator

1. Maintain personal ownership of problem (I)
2. Describe problem in terms of behaviors, consequences, and feelings (I)
3. Avoid drawing conclusions and attributing motives (I)
4. Persist until understood (I)
5. Encourage two-way discussion (I)
6. Manage the agenda: approach multiple or complex problems incrementally (I)
7. Focus on commonalities as the basis for requesting a change (SG)

I – Problem Identification

SG – Solution Generation

# RULES OF ENGAGEMENT FOR CONFLICT MANAGEMENT

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- Work with more information
- Focus on the facts
- Develop multiple alternatives
- Share agreed-upon goals
- Inject humor
- Maintain a balanced power structure
- Resolve issues without forcing consensus

Lauren Mackler at Harvard Business School - Managing Conflict  
<http://www.youtube.com/watch?v=HZOVWzKzpNg>

Conflict management methods  
<http://www.youtube.com/watch?v=ZtLXxQBGGvY&feature=related>

TED Conflict Negotiation  
<http://www.youtube.com/watch?v=6xCkhV7zhuw>

# COLLABORATIVE PROBLEM SOLVING

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## Responder

1. Establish a climate for joint problem solving (I)
2. Seek additional information by asking questions (I)
3. Agree with some aspect of the complaint (I)
4. Ask for suggestions of acceptable alternatives (SG)

I – Problem Identification

SG – Solution Generation

# COLLABORATIVE PROBLEM SOLVING

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## Mediator

1. Acknowledge that a problem exists (I)
2. Maintain a neutral posture regarding the disputants (I)
3. Serve as facilitator, not judge (I)
4. Manage the discussion to ensure fairness (I)
5. Explore options by focusing on interests; creates agreement on action plan and follow-up (SG)
6. Make sure all parties fully understand and support the solution agreed (SG)

## All Roles

1. Ensure that all parties support the agree-upon plan
2. Establish a mechanism for follow-up

I – Problem Identification

SG – Solution Generation