



# Managing Teams & Conflict Management

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Conflict as a Complex Process



# Conflict defined

- *NOUN - A struggle for power, property etc.*
- *Strong disagreement between people, groups etc. that often results in an angry argument*
- *VERB - to be different, opposed or contradictory: to fail to be in agreement or accord*

(Merriam-Webster)

What is CONFLICT ?



Conflict may be defined as a **disagreement or struggle** between people with opposing needs, ideas, beliefs, values or goals.

Source: tadpole.com.my



# Synonyms for Conflict

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- How would you define the word "conflict"?
- Think about other words for conflict and write them down



# Conflict as a complex process - types

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Intrapersonal (internal) conflict can be your own concerns about daily decisions, or how taking major transitional steps will impact you - an internal conflict with yourself, that may cause you uncertainty

Interpersonal conflict refers to any type of disagreement with 2 or more people which may be personal, professional, emotional or physical. Examples of interpersonal conflict include: personality clashes, ineffective communication, lack of trust, differing or incompatible goals.



# Conflict as a complex process - types

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Intergroup conflict occurs between 2 or more teams of groups - managers can play a key role in resolution of such conflict.

Interorganizational conflict occurs across organizations - managers from one firm may compete with another.



# One more time - Types of conflict

- Person vs. Person
- Person vs. Self
- Person vs. Nature
- Person vs. Society
- Person vs. Technology
- Person vs. Supernatural

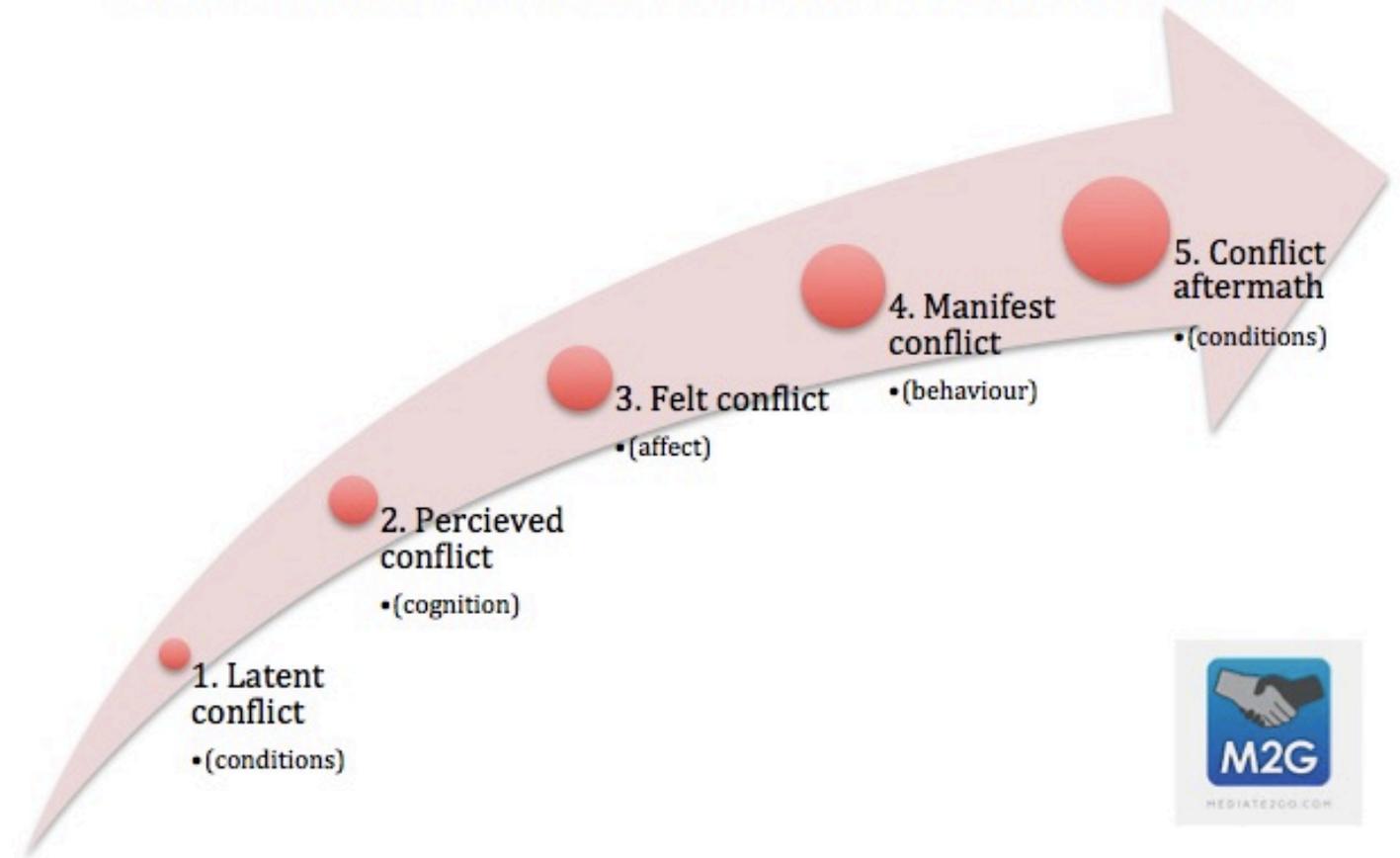


# Five stages of conflict

- 1. Latent** – participants are not yet aware of conflict
- 2. Perceived** – participants aware that conflict exists
- 3. Felt** – stress and anxiety
- 4. Manifest** – conflict is open and can be observed
- 5. Aftermath** – outcome of conflict, resolution or dissolution

## Stages of Conflict

Adapted based on Louis R. Pondy's article Organizational Conflict: Concepts and Models



# Constructive conflict outcomes

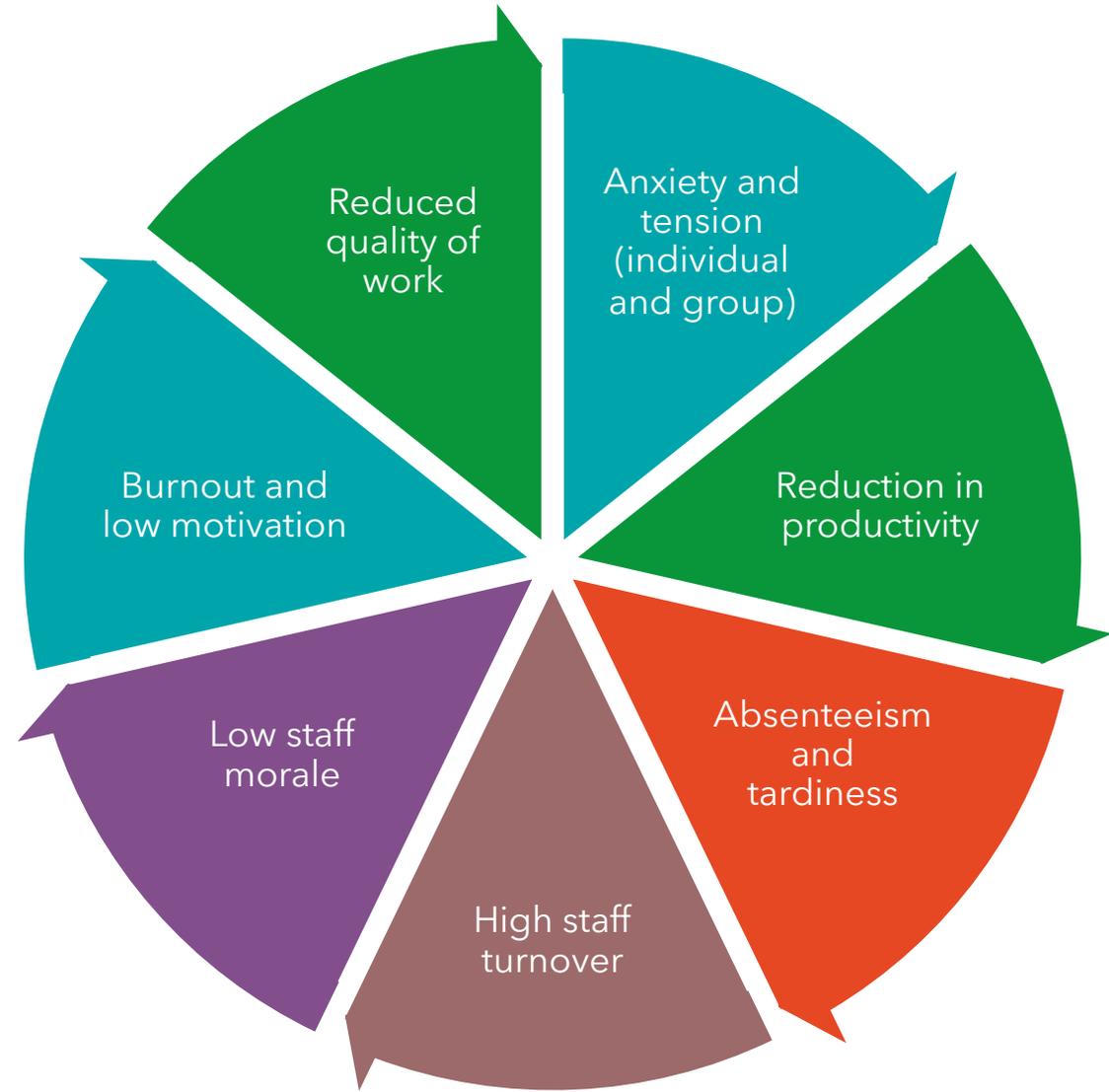
The Chinese symbol for “conflict” includes crisis and opportunity

冲突

- Innovation and creativity
- Efficient problem solving
- Stronger organizational relationships
- Higher commitment from staff
- Inspires new ideas, learning
- Positive change



# Destructive Conflict outcomes





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The most prominent area of our life that sees all the stages of conflict and has the potential for both constructive and destructive conflict is the **WORKPLACE**

