



Managing Teams & Conflict Management

Potential Causes of Organizational
Conflict



Causes of Conflict

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DATA

Conflicts stem from:

- lack of information;
- different information;
- different interpretations of data; and
- different assessment procedures.

RELATIONSHIP

Conflicts stem from:

- misperceptions;
- stereotypes; and
- poor communication.

VALUES

Conflicts relate to:

- day-to-day values; and
- self-definition.

STRUCTURAL

Conflicts relate to:

- how a situation is set up;
- who is involved in making decisions;
- geographical and physical relationships; and
- unequal power and authority.



Why organizations have so much conflict

(Miles, 1980, in Organizational Behaviour, Black et.al)



CONFLICT

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1. Task Interdependencies
2. Status Inconsistencies
3. Jurisdictional Ambiguities
4. Communication Problems
5. Dependence on Common Resource Pool
6. Lack of Common Performance Standards
7. Individual Differences





Workplace conflict

TOP THREE COMMON CAUSES OF WORKPLACE CONFLICT

49 percentage of
conflict caused by
WARRING EGOS

34 percentage of
conflict caused by
WORKPLACE STRESS

33 percentage of conflict
caused by HEAVY
WORKLOADS

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Ego

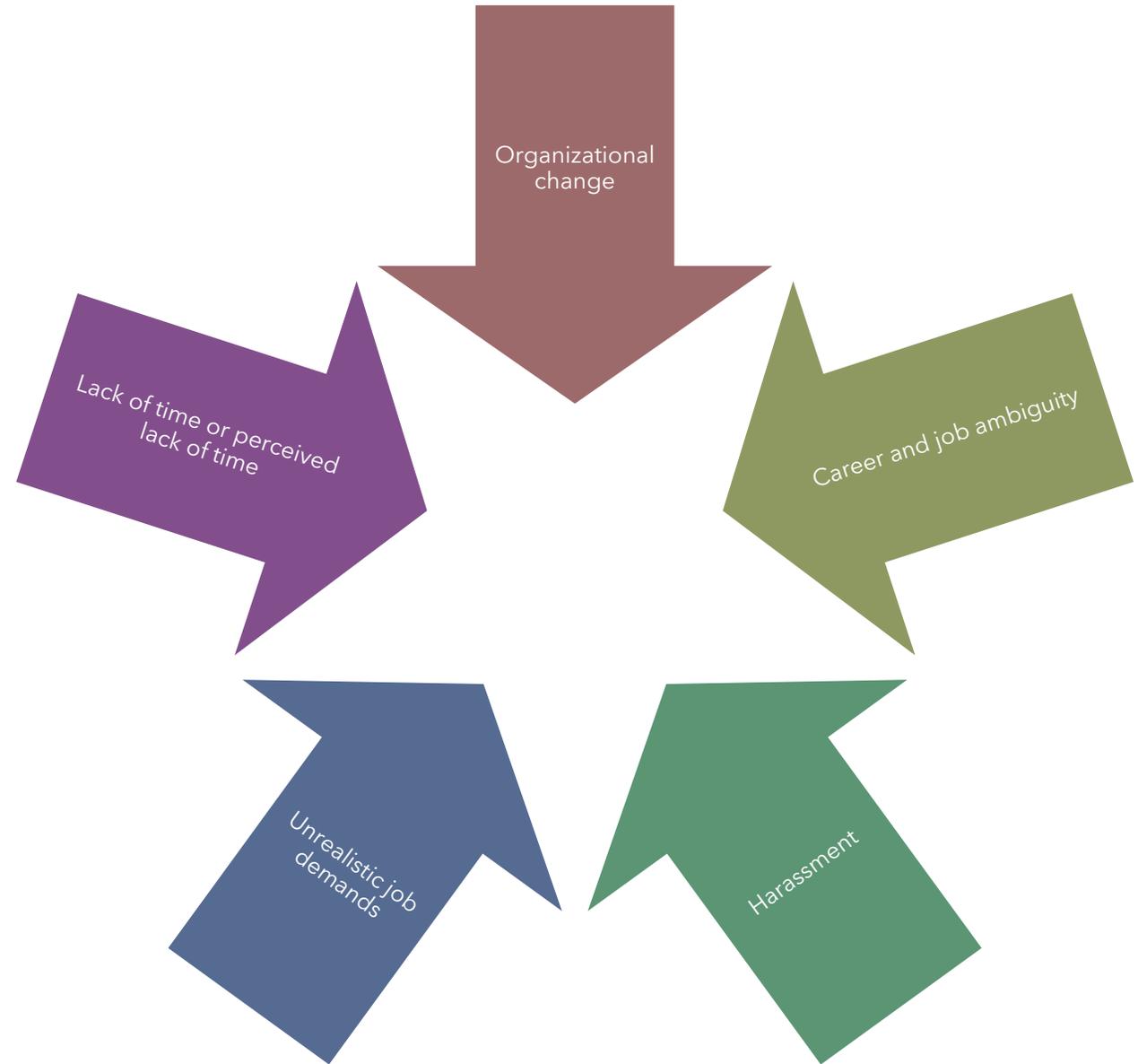
- Feeling disrespected or ignored
- Wanting and not receiving job gratification
- Being overlooked for promotion
- Feeling your competence is being questioned
- Overwhelm
- Personality clashes



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Workplace Stress



Workloads



- Long hours
- Tight deadlines
- Job insecurity
- Changes to duties
- Responsibility
- Insufficient workload



A Model of the Conflict Process : (Thomas, 1976, in Organizational Behaviour, Black et.al)



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Four
Stages

Frustration

Conceptualization

Behaviour

Outcome



Conflict Escalation

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The causes of conflict in the health care environment reflect those of other organizations, with a potential outcome affecting the quality and safety of patient care

