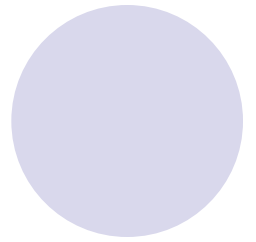
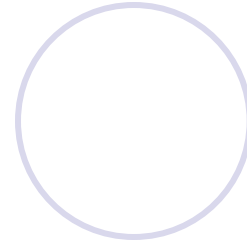
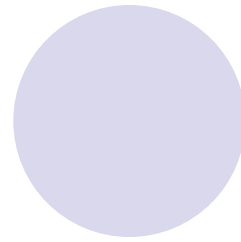
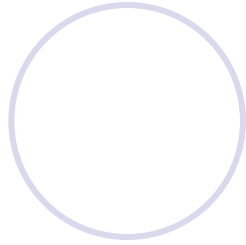




**Topic 10**

**Conflict Managing**

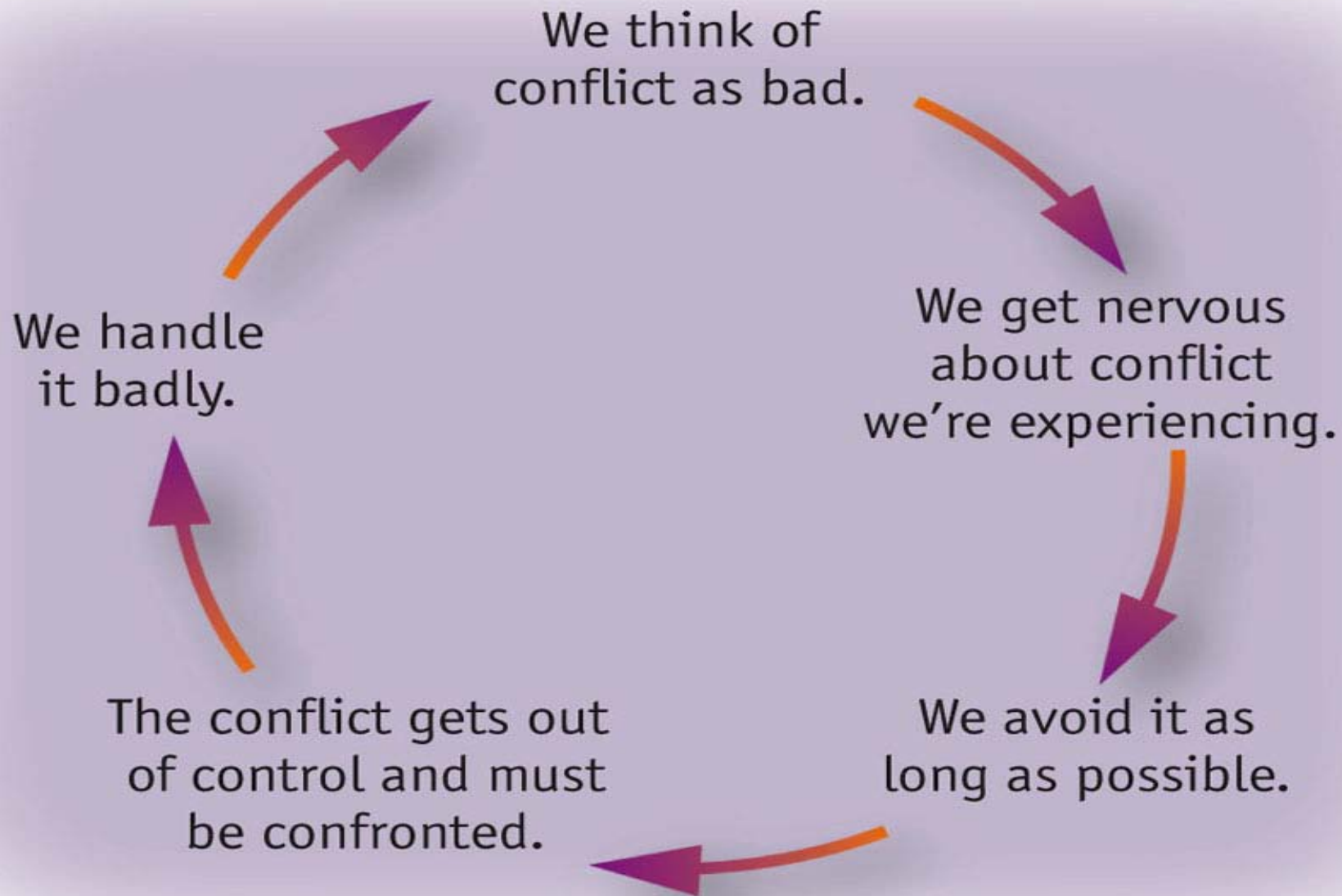
# Conflict



- A clash between incompatible people, ideas, or interests.

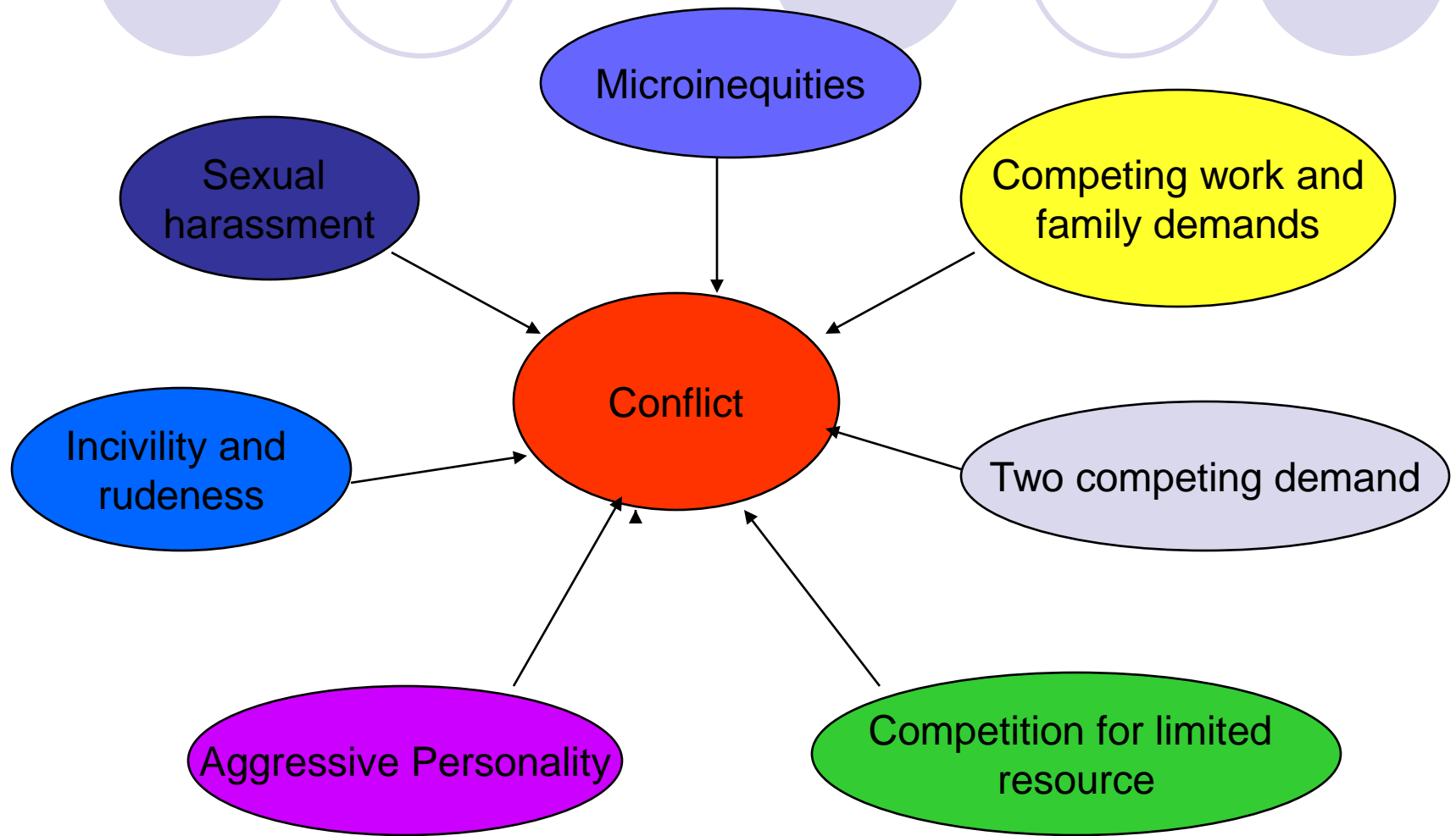
# Beliefs about conflict

- Most people believe any kind of **conflict is bad**.
- However, **avoiding conflict** is usually counter-productive and leads to a self-perpetuating cycle.
- It is better to **confront conflicts constructively** so that issues can be resolved.



## The conflict avoidance cycle.

# Why does so much conflict occur?

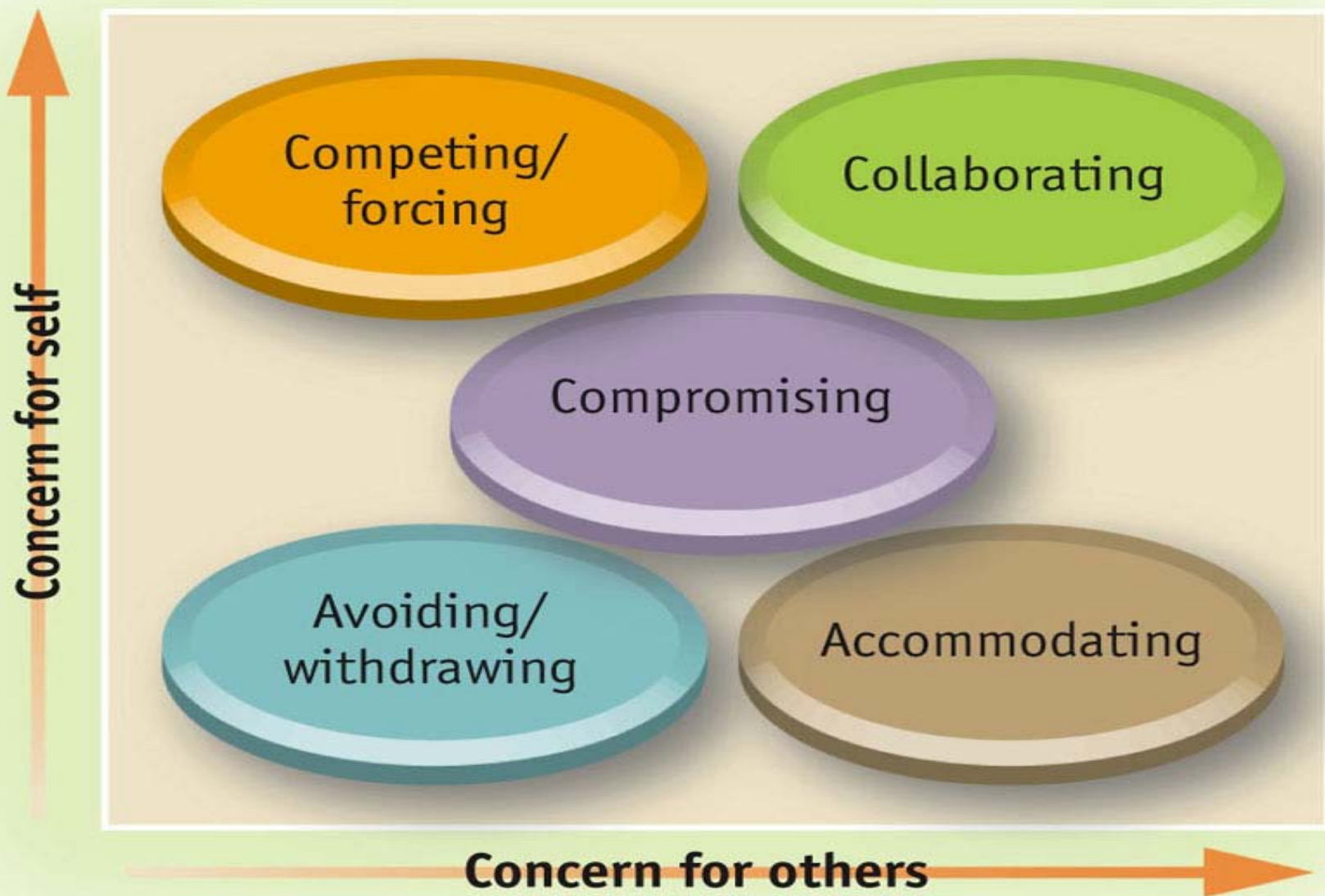


## Five Types of Conflict

1. ***Fact-based conflict*** – disagreement about factual issues.
2. ***Policy conflict*** – disagreement about *how* to handle a situation.
3. ***Value-based conflict*** – disagreement that occurs when people hold opposing values.
4. ***Pseudoconflict*** – false conflict from game playing.
5. ***Ego-based conflict*** – emphasis on *winning* over *resolving* the conflict.



# Styles of managing conflict:



# Styles of Managing Conflict

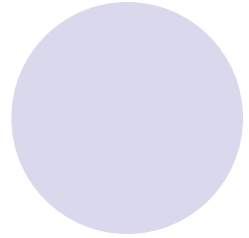
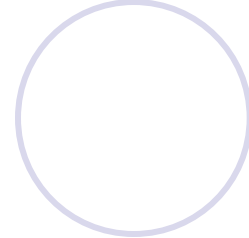
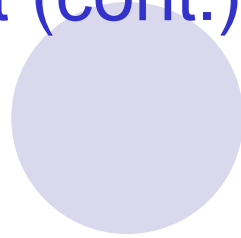


- 1. Avoiding / withdrawing
- Low concern for self and other
- Ignoring conflicts – believe that it will go away

# Styles of Managing Conflict (cont.)

- 1. Avoiding / withdrawing (cont.)
- **Advantage:** Maintaining relationships that would be hurt.
- **Disadvantage:** The problem usually get worse.
- **Appropriate use :**
  - 1. One's stake in the issue is not high.
  - 2. It will damage a critical working relationship.
  - 3. it is time limited.

## Styles of Managing Conflict (cont.)



- 2. Accommodating

- Low concern for self and high concern for other.

# Styles of Managing Conflict (cont.)

## 2. Accommodating (cont.)

**Advantage:** Relationships are maintained.

**Disadvantages:**

1. Counterproductive

2. People take advantages of the accommodator.

3. If overuse, the relationship is often lost.

**Appropriate use:**

1. It is important to maintain relationships.

2. The time is limited

3. The outcomes are not important to the accommodator.

## Styles of Managing Conflict (cont.)

3. **Competing / forcing** (high concern for self, low concern for other)  
win- or-lose situation  
Aggressive verbally and physically  
Force the other party to do what you want

## Styles of Managing Conflict (cont.)

### 3. Competing / forcing (cont.)

**Advantage:** Better decisions if the forcer is correct

**Disadvantage:** If overuse, lead to post conflict tension, resentment and hostility

**Appropriate use:**

1. It is urgent
2. Close relationship is not critical.
3. The conflict is about personal (value) differences.

## Styles of Managing Conflict (cont.)



- 4. **Compromising**
- Moderate concern for self and other.
- Each person gives up something so both have gain some satisfaction.
- A fairly constructive approach to conflict when the issue is moderately important.

## Styles of Managing Conflict (cont.)



### ● 4. Compromising (cont.)

- **Advantages:**
  1. Conflict is resolved quickly.
  2. Relationships are maintained.
- **Disadvantages:**
  1. Counterproductive results.
  2. Game playing in bargaining.
- **Appropriate use:**
  1. Time is limited.
  2. The issues are complex and critical, no simple solution.
  3. The parties have strong interest in different solutions.

## Styles of Managing Conflict (cont.)



- 5. Collaborating
- High concern for self and other
- Maximize satisfaction for both parties
- Conflict is viewed as a mutual problem to be solved as effectively as possible.

## Styles of Managing Conflict (cont.)

- 5. Collaborating (cont.)
- **Advantage:** Lead to the best solution if use assertive behavior.
- **Disadvantage:** More time and effort
- **Appropriate use:**
  - 1. Maintaining relationships is important.
  - 2. Time is available.
  - 3. It is a peer conflict.



# Question

- What strategies for managing interpersonal conflict do you find most effective?

# Dealing Constructively with Conflict

- 1. Constructive handling of criticism
- - See yourself as distance
- - Understand the critic's perspective
- - Don't take the criticism personally
- - Look for the pattern in terms of others' criticism
- - Ask for clarification and specifics

# Dealing Constructively with Conflict (cont.)

## 2. Reframing

### 2.1 Cognitive Restructuring (Reframing)

### 2.2 Reframing by asking questions

Do I understand the situation?

Do I miss anything?

What is the real Issue?

How do I want to act?

How would I want to be treated if the situation were reversed?

# Dealing Constructively with Conflict (cont.)

- 3. Make communication honest and open
- 
- 4. Avoid “loaded” words.



## Dealing Constructively with Conflict (cont.)

5. Limit complaints to recent behavior and to the current situation.
6. Assume responsibility for your own feelings and preferences.
7. Try to use an assertive communication style.

## Dealing Constructively with Conflict (cont.)



- 8. Negotiating and bargaining
- Conferring with another person to resolve the problem.



# Assignment

- Case study: Couples Combat