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Conflict Management in an organization

Prof. A.K. Sood

MD, PhD, DNB (MCH) , DNB(Hospital & Health Admn), MBA

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What are the contents of this session ?



1. What is **conflict**?
2. What is the **importance** of conflicts in management ?
3. Whether conflict is **useful or harmful** to organizations?
4. What are **reasons/ sources** of conflicts?
5. What are **different types** of conflicts?
6. What are **stages** in the conflict process?
7. How can we resolve conflicts?

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What are the **Resources** for CEOs?

Resources

Money

Materials

Manpower

Human resource is-

Living resource with **emotions and feelings**

Other resources can only be **utilized through human resource**

Human resource **consumes 70-80%** of total recurrent budget in organizations

Human potential is **underutilised**

Human potential is **infinite**



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Employees **do not want to work??**

The official winner of the "not my job" contest...



Work has three perspectives

Physiological perspective

Social perspective

Psychological perspective

To change attitude towards human resource

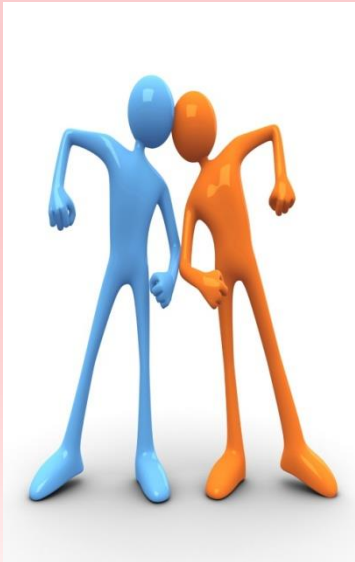
Each person is **unique**

Thinking from **head**

Thinking from **Heart**

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What is a **conflict**?



Hospital is a **complex organisation**

Many **categories** of functionaries

Team work is critical for functioning

Conflict is a **conscious attempt** made by **one party** to **block the goal** achievement of the **other party**

Conflict is the **extent** to which **people oppose** and **block** each other

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What is the **importance of conflicts** for CEOs ?



Surveys show the CEOs **spend over 20%** of their time handling one **conflict** or the other

Management today is faced with responsibility of ensuring **optimum levels of growth** and productivity in view of **competition**

Work Environment is full of **conflicting situations**

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Whether conflict is **useful or harmful** to organizations?



Traditional view

All conflicts harmful

Every conflict viewed negatively

Associated with **violence, turbulence, agitation, destruction** and irrational

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Whether conflict is **useful or harmful** to organizations?

Behavioral school of thought

Conflict is **logical and inevitable** in any organization should be accepted

Since an organization is composed of **individuals** and they have different perceptions of **goals, and differing values**, conflicts are bound to arise.

The conflicts **focus on problems** and instigate search for better and **innovative solutions**



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Whether conflict is **useful or harmful** to organizations?

Interactive view

This view not only accepts conflicts as **inevitable**, but also **encourages** it.

If the groups become **non-responsive** to innovation and **change**.

So, the task of **manager to manage** it is such a manner, so that its **beneficial effects** are maximized and **negative** or harmful aspects are **minimized**.



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Whether conflict is **useful or harmful** to organizations?



Functional

The conflicts which result **is increased organization performance** and help the organization to attain its goals may be termed functional.

Dysfunctional

The conflicts which **hinder an organizations growth** and present it from achieving its goal can be termed as dysfunctional.

This depends upon the **nature of conflict, intensity, duration** and the manner in **which it is handled**.

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What are **reasons/ sources** of conflicts?

i. Competition for **limited resources**

Men, material, money

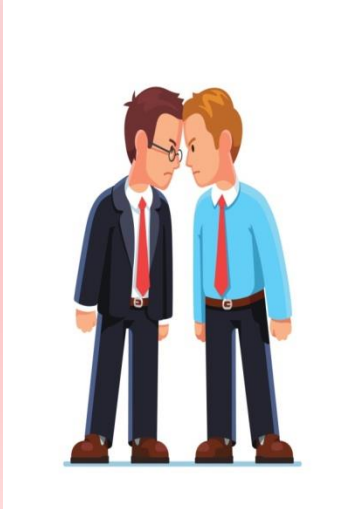
Power, status or **manager's time**



No organization can provide **all these resources** to **all the groups** as per their **demand**, so the groups **compete** for the limited resource and many **conflicts arise** form this source.

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What are reasons/ sources of conflicts?



ii. Diversity of **goals**

Each group in the organization has **different functions** to perform and so develop **their own goals and norms**.

These may be incompatible with each other.

One group **may try to achieve** the goal at **the expense** of the other, especially when the **reward system** is linked to **performance**.

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What are reasons/ sources of conflicts?

iii. Task interdependence



The **groups** in an organization like hospitals **have to interact** with each other in order to **accomplish their tasks**.

Two work groups may not directly interact with each other but are affected by each others action (Store & supplies unit, WMO , Engineering services etc)

One group's performance depends on another group's prior performance (diagnostics before **clinical intervention**)

Two or more **groups** are mutually interdependent in accomplishing their tasks.(Anesthesia & Surgical Dept)

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What are reasons/ sources of conflicts?

iv. Differences in **values and perception**

Various groups in the organization hold **'conflicting'** values and **perceive situations** in a narrow individualistic manner

e.g. management vs labour, Junior vs Senior Staff

Medical Vs Nursing staff

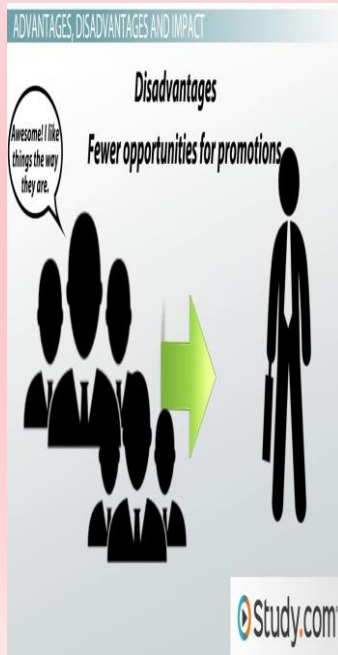
v. Organizational **ambiguities**

Job descriptions may not be available or if available **not updated**, SOPs , Control & Supervisory **mechanisms**, appraisal & **rewards**, Promotional avenues, **perks etc**



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What are reasons/ sources of conflicts?



vi. Introduction of **change**

Change can lead to **inter-group** conflicts.

When an organization **is merged into another**, power struggle often exists.
Headships in rotation

vii. Nature of **communication**

Poor communication (**Formal & Informal**) is the cause of all conflicts “if **we just communicate with each other**, we could **eliminate our differences**”

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What are reasons/ sources of conflicts?



viii. **Aggressive** nature of people

Personality differences in the individuals who are **highly authoritarian, arrogant, autocratic and dogmatic**- lead to potential conflict.



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What are different types of conflicts?

i. Intra-personal conflicts

These are the conflicts **within an individual**.

These can be

Offer of a **good job in a city** where one is **not willing** to go.

One is **attracted to equally appealing alternatives** e.g. Seeing a movie or go out for a picnic.

One is **repelled by two equally unpleasant alternatives** e.g. Threat of being dismissed if one **fails to report against a friendly colleague** who is guilty of breaking **organization rules**.

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What are different types of conflicts?

ii. Inter-personal conflicts

These are the conflicts **between individual**
(HODs & Number TWO)

These may be due to **personal dislikes**; personality **differences**, difference of **opinion** about task related matters.

iii. Intra-group conflicts

These are the conflicts **between an individual and a group.** (New recruit from other organization)

These are due to **individual's inability to conform** to group norms.



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What are different types of conflicts?

iv. Inter-group conflicts

These are the conflicts **between groups** within an organization.

Conflict between unions vs. Management

One union vs. **another union**

One functional area (production), vs. another functional area (maintenance)

Direct **recruits vs. promoters** etc.





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What are different types of conflicts?

v. Conflict between organizations

This is considered desirable if limited to the **economic** context only.

Between **Corporate hospitals**

Govt.Vs Private health sector

This leads to **innovative and new products**, technological advancement, and **better services** at lower prices.



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What are **stages** in the conflict process?

Conflict is a **dynamic process**, which includes-

- i. **Antecedent conditions** (Nature & extent of **Factors causing conflicts**)
- ii. **Cognitive states** (How these factors are **perceived as threats** by groups/individuals)
- iii. **Affective states** (**Emotional status** affected due to perceived threats)
- iv. **Conflicting behavior** (**Attempt to block each other performance**)



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What **changes** can occur due to conflicts?

Potential **benefit** of inter-group conflict

- i. Conflict **clarifies the real issues**- when groups of people express their concerns and differences, it helps to sharpen the real issues involved in a problem.
- ii. Conflicts **increase innovation**- conflicts **create/generates ideas**, view points and stimulate innovation.
- iii. Conflict serves as a **catharsis**- These provide an **outlet through** which the member ventilate their feelings without damaging organizational functioning.

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How can we resolve inter-group conflicts?



- i. **Ignoring** the conflict- **No action** is taken
- ii. **Imposing** a solution- Forcing the conflicting parties to accept a solution devised by a higher-level manager.
“**Decision** taken by **higher authorities** I cannot anything”
- iii. Keep the **conflict** in **abeyance** and attempts to “**cool**” the **emotions** of the concerned parties.
By playing down its **extent** or **importance**.

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How can we resolve inter-group conflicts?



iv. Using **representatives** -Manager can meet the representatives of the **opposing groups**.

The rationale is that these representatives **know the problem** and their **know view points** accurately and forcefully.

Try to come to agreement by **bargaining**

“**Giving assurance** for future actions”

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How can we **resolve inter-group conflicts**?

v. Conflict **resolution**

Definition of problem & **related causes** /factors by joint effort and based on facts

Points of **agreement and differences** should be identified

Groups should **work together** to develop solutions

Structural or functional **changes** in the organisation



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When we need to **stimulate productive conflicts** in organizations?



Following are the **signs** where **conflict stimulation** is needed:

Organization filled with **'yes men'**

Employees are afraid to **admit ignorance**

Compromise is stressed in decision making

Managers put too much emphasis on **harmony and peace**.

Popularity is given more importance than **technical competence**

People **show** great **resistance** to change

New ideas are not forth coming

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What are **Techniques** for conflict stimulation?

- i. Manipulate **communication channels**- **Deviate** messages from **traditional channels**, Transmit **ambiguous** or threatening **information**
- ii. **Alter** the organization **structure** (**redefine jobs**, **alter tasks**, reform units or activities, **Increase units size** , **transfers** etc
- iii. **Alter personal behavior factors** (**Change unit heads, leaders,** **Create role conflict**)





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Key messages

Conflict is a **conscious attempt** made by **one party** to **block the goal** achievement of the **other party**

Whether conflict can be useful or harmful to organizations, depends upon the **nature of conflict, intensity, duration** and the manner in **which it is handled**.

The **reasons/ sources** of conflicts are **competition** for limited resources, diversity of **goals**, task **interdependence**, differences in **values and perception**, organizational **ambiguities**, introduction of **change**, nature of **communication**, aggressive **nature** of people.

Conflict is a **dynamic process** starting with presence of **factors causing conflicts**, these factors are perceived **as threats**, **Emotions** are affected and then **attempt is made** to block each other performance

Conflict resolution can be done by **definition of problem** & related causes /factors by **joint effort** and based on facts of both parties, working together to develop **solutions**

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We come from energy
and
turn back into energy.

We are all matter for only
a very short time.

Make sure that when
you are matter...
you matter.

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Thank you