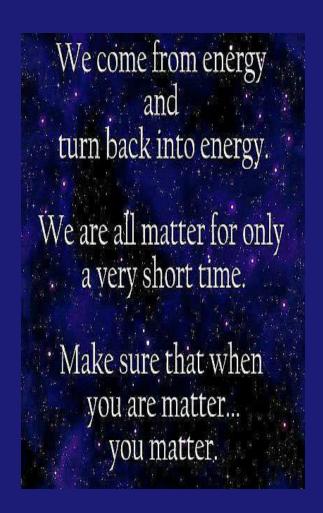# Conflict Management in an organization

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Why Directors/CEOs should have management & leadership skills

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.

We are **judged by others** on the ***out put*** from our departments / Institutions

These skills help us to ***increase our out put***

Management concepts are ***universally*** applicable to **all sectors**

Key word in management is ***output***

Management as **an art** of **getting** the things done from ***other persons***

Resources for CEOs?

Money
Materials
Manpower
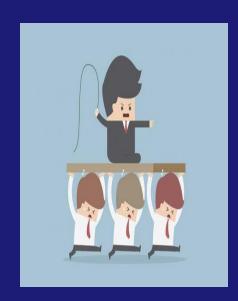**Time**

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

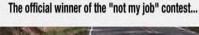**Human potential is underutilised**

Human potential is infinite

Concern of CEOs

Employees do not want to work??

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

Work from *physiological* perspective

Work from *social* perspective

Work from *psychological* perspective

To change attitude towards others

Each person is *unique*
Thinking from *head*
Thinking from *Heart*

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2. What is the *importance of conflicts* in management ?

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

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

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

9. What are *Techniques for conflict stimulation*?

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

1. What is 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*

2. 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*

3. Whether conflict is useful or harmful to organizations?

Traditional view

➢ All conflicts *harmful*

➢ Every conflict viewed *negatively*

➢ Associated with v*iolence, turbulence,* agitation, destruction and irrationality

3. 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.***

3. 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.**

3. 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.**

4. What are reasons/ sources of conflicts?

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.

4. What are reasons/ sources of conflicts?

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 to linked to performance*.

4. What are reasons/ sources of conflicts?

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)**

4. What are reasons/ sources of conflicts?

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*

Organizational ambiguities

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

4. What are reasons/ sources of conflicts?

Introduction of change

Change can lead to inter-group conflicts. When an organization is *merged into another*, power struggle often exists. *Headships in rotation*

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"**

4. What are reasons/ sources of conflicts?

Aggressive nature of people

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

5. 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.

5. 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._**

5. 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.

5. 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*.

6. What are stages in the conflict process?

Conflict is a _dynamic process_, which includes-

- ➤ **Antecedent conditions(Nature & extent of Factors _causing conflicts_)**

- ➤ **Cognitive states (How these factors are _perceived_ as _threats by groups/individuals_)**

- ➤ **Affective states (_Emotional status affected_ due to perceived threats)**

- ➤ **Conflicting behavior (_Attempt to block_ each other performance)**

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

Prolonged group conflicts cause the following changes in relationship between groups.

➢Groups become *antagonistic toward* each other

➢Each group sees the other as an *enemy, which interferes* with its goal-oriented behaviour

➢Perceptions are distorted- each group develops *positive perceptions about its own group* and *negative perceptions toward the other.*

➢ *Communication ceases to exist-* the group member of one group avoid interaction with the other and if forced to interact, they tend to *show hostility and aggression* towards each other

7. What changes can occur due to conflicts?

Potential benefit of inter-group conflict

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*.

Conflicts increase innovation- conflicts *create/generates ideas*, view points and stimulate innovation.

Conflict serves as a catharsis- These provide an *outlet* through which the member *ventilate their feelings* without damaging organizational functioning.

8. 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.

- ➢ P*opularity* is given more importance than *technical* competence

- ➢ People show *great resistance to change*

- ➢ *New ideas* are not forth coming

9. What are Techniques for conflict stimulation?

Manipulate communication channels- **Deviate messages form** *traditional channels, Transmit ambiguous* **or threatening information**

Alter the organization structure **(redefine** *jobs, alter tasks*, **reform units or activities,** *Increase units size , transfers etc*

Alter personal behavior factors **(Change** *unit heads, leaders*, **Create role conflict)**

10. How can we resolve inter-group conflicts?

I. *Conflict-Avoidance strategies-*

This attempts to keep the conflict from coming into open.

➢ *Ignoring the conflict-* No action is taken

➢ *Imposing a solution-* Forcing the conflicting parties to accept *a solution devised by a higher-level manager.*

"Decision taken by higher authoroties I cannot anything"

10. How can we resolve inter-group conflicts?

II. *Conflict- diffusion strategies-*

These keep the *conflict in abeyance* and attempts to "*cool" the emotions of the concerned parties.*

➢ By *playing down* its *extent or importance.*

This is useful as a *stop-gap measure* to let people cool down and regain perspective and confining the disagreement among groups to management level.

10. How can we resolve inter-group conflicts?

III. *Conflict containment strategies*

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"

10. How can we resolve inter-group conflicts?

IV. *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

How can you deal with Employees to minimise conflicts ?

Use Adjectives

Give credit for achievements

Take responsibility for failures

Call employees by first name

Have tea/lunch together

Have informal get to gather

How can you deal with Employees to minimise conflicts ?

Develop **SOPs & job** functions

Performance appraisal system linked with reward system

Communication both formal & informal

Frequent meetings

Have **best employee** of month

Reward good performance in peer group

Explain **faults in private**

How can you deal with Employees to minimise conflicts ?

Human resource **Planning**

❖ **Selection, recruitment** and other forms of job assignments

❖ **Trainings**

❖ **Performance** Appraisal/ Rewards/Punishment

❖ **Transfers**

❖ Employee **Counseling** and Feedback

❖ Employee-employer **relationship**

❖ **Career Planning** and Development.

❖ Organizational **work culture**

How can you deal with Employees to minimise conflicts ?

Work Culture

- ❖   **Openness**

- ❖   **Trust**

- ❖   **Autonomy**

- ❖   **Creativity**

- ❖   **Pro-activity**

- ❖   **Authenticity**

- ❖   **Risk taking**

What is *conflict?*

Whether conflict is *useful or harmful* to organizations?

What are *reasons/ sources* of conflicts?

How can we *resolve inter-group conflicts*?

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and
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Thank you