What You Will Learn Today

- Understand the five different strategies for managing conflict
- How and when to utilize an Integrating strategy
- The best uses for alternative strategies
- Create a conflict management development plan
U.S. employees spend **2.8 hours per week** dealing with conflict.

Source: [http://www.entrepreneur.com/article/207196](http://www.entrepreneur.com/article/207196)

Equivalent to **385 million working days**

81% of workers experience conflict with others

The typical manager spends 25–40% of time – that’s 1-2 business days!


Negative Outcomes
- Climate of distrust
- Resistance to cooperation
- Increased stress
- Delayed progress
- Missed deadlines
- Poor decision-making
- Inefficient use of resources
- Loss of good employees

Conflict is Natural and Inevitable.
Dealing with Conflict

When can it be beneficial?

Positive Outcomes

- Climate of trust and open dialogue
- Strong team dynamic
- Commitment to the organization and greater satisfaction
- Stimulation of interest and creativity
- Increased efficiency and productivity
- New approaches or solutions
- Long-standing problems brought out into the open
- Stretched personal capabilities
- Clarified thoughts and feelings

Definition of Conflict

The situation that occurs when parties with contrasting goals come in contact with one another.
Relationship Conflict

Workflow Conflict

Three Types of Conflict

- **Relationship Conflict**: Parties have interpersonal incompatibilities.
- **Task Conflict**: Parties disagree about a task to be performed.
- **Process Conflict**: Parties disagree about how a task should be completed.
Blake and Mouton’s Conflict Grid

Five Conflict Strategies

Competition

Integrating

Avoiding

Smoothness

Stages of a Conflict Encounter

Stage 1: Conflict

Stage 2: Outcome
Avoiding

Stage 1: Conflict

Stage 2: Outcome

Competing

Stage 1: Conflict

Stage 2: Outcome

Smoothing

Stage 1: Conflict

Stage 2: Outcome
Should Integrating always be your go-to method of conflict resolution?
When to Use the Avoiding Strategy

STAGE 1: CONFLICT  STAGE 2: OUTCOME

A → A
B → X

When to Use the Smoothing Strategy

STAGE 1: CONFLICT  STAGE 2: OUTCOME

A → A
B → X

When to Use the Competing Strategy

STAGE 1: CONFLICT  STAGE 2: OUTCOME

A → A
B → X
When to Use the Compromising Strategy

When to Use the Integrating Strategy

Integrating

- Climate of trust
- Clarified thoughts and feelings
- Improved communication
- Enhanced creativity and innovation
- Increased efficiency and productivity
How Can You Become More Adept at Integrating?

TO BECOME MORE ADEPT AT INTEGRATING:
- Articulate your goal and listen to the other party’s.
- Look at the big picture.
- Stay calm and non-defensive.
- Ask questions to understand goals and values.
- Put yourself in the other party’s shoes.
- Reframe the conflict as an opportunity.
- View the other party as a partner.

Development Planning

Step 1
Assess your conflict management style.

Creating a plan to develop your conflict handling skills.
Step 2
Examine where your style works for you and where it doesn’t.

Step 3
Identify common conflict encounters and think about which conflict strategy is appropriate to use.

Step 4
Determine what you will do differently.
Development Planning

Step 5
Practice.

Creating a plan to develop your conflict handling skills.