

## **Chapter-10**

# **Managing Organizational Conflict: The Creation of Better Human Relation**

---

Conflict is inevitable in personal life, organization or in nation as well. In making organization or family effective and productive, the leader should know how to manage or resolve conflict. Although, conflict is not always dysfunctional, it creates innovation and alternatives too. The winner is the one who can read properly the conflict episode, derive strategy properly and resolve the conflict without any residual effect or psychological entropy. For any conflict, there are conflict episode, theory, process and resolution approaches. A conflict is a behaviorally and perceptually expressed disagreement and discontent over some issues or decisions.

### **reality of conflict & effective communication**

- conflict between people is a fact of life
- conflicts occur at all levels of interaction.
- thus, conflict is a critical event in the course of a relationship.
- whether a relationship is healthy or unhealthy depends not so much on the number of conflicts between participants, but on how the conflicts are resolved.
- are conflicts
- functional
- or
- dysfunctional

### **CONFLICTS ARE DYSFUNCTIONAL**

- Conflict is an indication that situation is threatening, devastating or on a point of breaking.
- Conflicts are unproductive and dysfunctional.
- Conflicts can delay or prevent the attainment of a goal or frustrate an individual. in hospital situation
- conflict is inevitable
  - CONFLICT ARE FUNCTIONAL
  - ALL CONFLICTS ARE NOT UNPRODUCTIVE.

### **CONFLICTS CAN BE USEFUL CONSTRUCTIVE, AND POSITIVE**

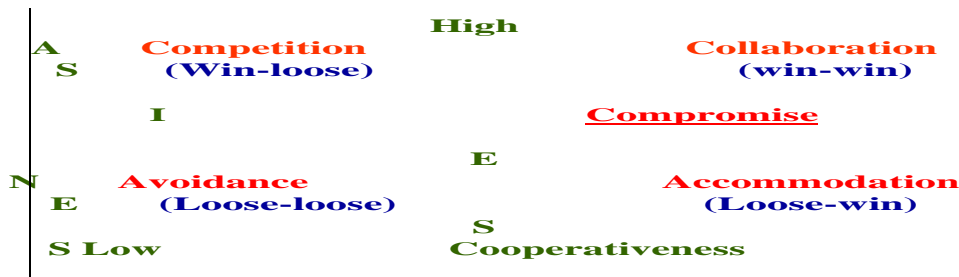
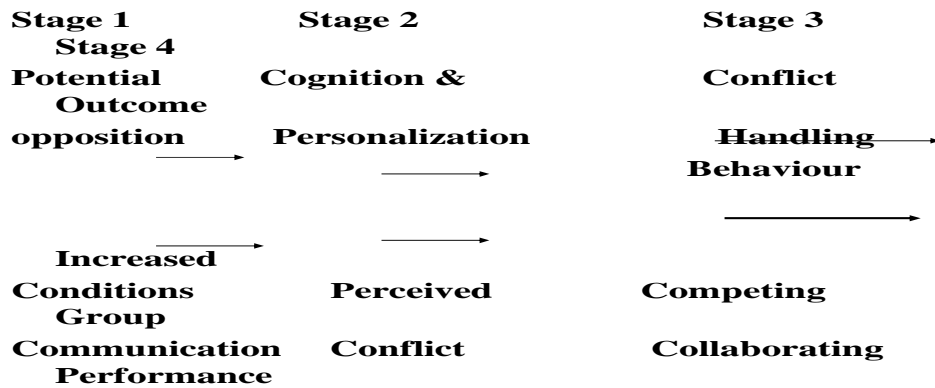
- in fact, a relationship with frequent conflict may be healthier than one with no observable conflict
- Conflict can promote innovation, creativity and development of new ideas, which make organizational growth possible.
- If it is handled well, however, conflict can be productive – leading to deeper understanding, mutual respect and closeness.
- and the reality is all the major reforms and changes occur as a consequence of conflict
- Conflict occurs when an individual or group feels negatively affected by another individual or group or events
- Basically conflict is an issue of perception.

### **MAIN COMPONENTS TO CONFLICT**

- PERCIEVED INCOMPATIBILITY OF INTERESTS
- SOME INTERDEPENDENCE OF THE PARTIES/GROUPS
- SOME FORM OF INTERACTION

**PROCESS OF CONFLICT**

**PROCESS OF CONFLICT**



**TYPES OF CONFLICT**

- **INTRAPERSONAL CONFLICT:** Within the same person, centering around personal decision, value judgment, ethical issues, extreme emotive involvement.
- **INTERPERSONAL CONFLICT:** Between two persons or across the group due to differences of opinion, conflicting interest etc.
- **ROLE CONFLICT:** Due to misunderstanding over perceived roles, roles vs jobs, role clarity.
- **GOAL CONFLICT:** In case, goal of the organization is generating non-compliance with personal goal.

- **INTER-GROUP CONFLICTS:** Between two or among the groups over some issues, interests, stakes or identities.
- **CLIENT HOSPITAL CONFLICT:** This is very common, conflict between service provider and service consumer.
- **ORGANISATIONAL CONFLICT:** centering around power, resource, delegation or simply egos.

### **MANAGEMENT OF CONFLICT**

- since majority of conflicts are due to perception and personal issues, the solutions mainly lie within us
- We are the problems and we only have the solutions
- We need to develop management strategies at our level first

### **INTERPERSONAL COMMUNICATION SKILLS**

Communication is exchange of information, ideas and most importantly feelings.

The purpose is to get your message across to others clearly and unambiguously

Positive (IPC) approaches to conflict resolution

These are the underlying principle that underscores all successful conflict resolutions.

That is, both parties must view their conflict as a problem to be solved *mutually* so that both parties have the feeling of winning – or at least finding a solution which is acceptable to both

### **BARRIERS TO COMMUNICATION**

- Physical or environmental
- Personal
- Interpersonal skill
- Verbal skills
- Nonverbal skills

- Listening skills
- Feedback skills

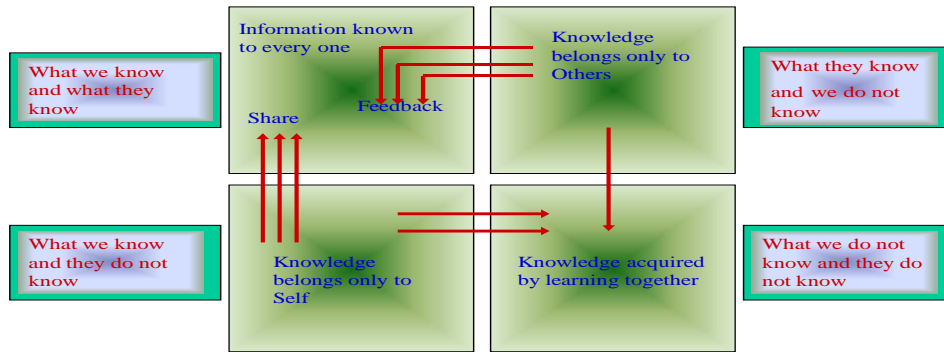
### **BEHAVIOR AND ATTITUDE DETERMINE EACH SKILL**

- **AGGRESSIVE:** Intrusive, swashbuckling and trying to be indomitable.
- **PASSIVE:** Giving in, surrendering and compromising.
- **ASSERTIVE:** Appropriate and positive, higher degree of integrity.
- **SYMPATHY :** Equal with feelings
- **APATHY :** Against the feeling
- **EMPATHY :** Identical to feeling
- Interpersonal Communication
- **(IPC) HELPS PREVENTING CONFLICT**
- To prevent conflict from happening in the first place, identify the ways in which we contribute to disagreement in certain communication patterns.
- Identify a specific, recent conflicting situation, recall what you said, think specifically about how you could have used more effective verbal skills
- Think about ways in which your communication had set a more trustful tone or offensive tone

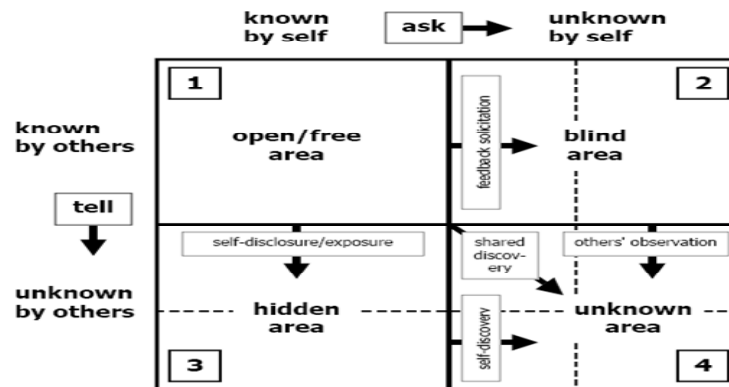
### **SELF-AWARENESS**

SELF-AWARENESS INCLUDES RECOGNITION OF OUR PERSONALITY, OUR STRENGTHS AND WEAKNESSES, OUR LIKES AND DISLIKES.

### JOHARI WINDOW-A TOOL TO MANAGE CONFLICT



### MOVING TOWARDS OPEN SELF



### TRANSACTION ANALYSIS (TA)

It is a simple and popular approach which helps people develop awareness about them. The application of transaction analysis helps to develop a better understanding of self and interpersonal behavior.

### CONCEPTS OF TRANSACTION ANALYSIS

1. EGO STATES
2. TRANSACTIONS
3. LIFE POSITIONS

4. GAMES PEOPLE PLAY

5. STROKES

### **EGO STATES**

- IRRESPECTIVE OF AGE EVERYBODY HAS THESE EGO STATES AND EACH OF THEM GET ACTIVATED AT AN APPROPRIATE TIME.

### **STRUCTURE OF PERSONALITY**

- AS PER TA, THE STRUCTURE OF PERSONALITY IS DIVIDED INTO THREE EGO STATES:
- P -PARENT EGO STATE (TAUGHT CONCEPT OF LIFE)
- ADULT EGO STATE (THOUGHT CONCEPT OF LIFE)
- CHILD EGO STATE (FELT CONCEPT OF LIFE)

### **LIFE POSITIONS**

- Depending on the understanding of the ego states individuals can understand their life positions as per transactional analysis, there are four life positions.

### **I AM OK, YOU ARE NOT OK**

- Attitude-'i am always right'
- Generally operates from high critical parent and rebellious child ego states
- Highly prescriptive
- Any disagreement arouses a strong reaction.

### **I AM NOT OK, YOU ARE OK.**

- QUITE SUBMISSIVE
- LESS INOVATIVE
- LACKS RISK TAKING RESPONSIBILITIES
- OPERATES MOSTLY FROM COMPLIANT CHILD EGO

### **I AM NOT O.K, YOU ARE NOT O.K**

- Most destructive life position
- Very low 'adult ego' state and other ego states are also not functionally distributed
- Helpless depressed, miserable, suicidal, feel miserable, lack of confidence
- do not trust others

### **I AM OK, YOU ARE OK**

- High emotional intelligence (eq) most healthy life position
- Express confidence in self and trust in others
- Ego states –nurturing parent ,adult and happy child ego states

### **BUILDING OUR CAPACITIES**

But we require developing leadership skills in us to manage & channelize conflict to positive resolution

### **LEADERSHIP TRANSFORMS POTENTIAL INTO REALITY**

Leadership is the ultimate act that identifies, develops, and uses the potential that is in an organization and its people. Leadership is the process of encouraging and influencing people to direct their efforts towards the achievement of some particular goal(s). Let is the human factor that helps a group identify where it is going and then motivate it towards its goals.

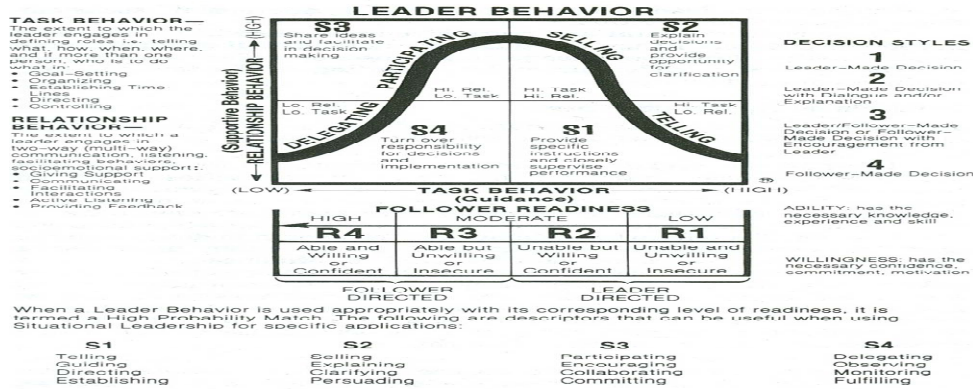
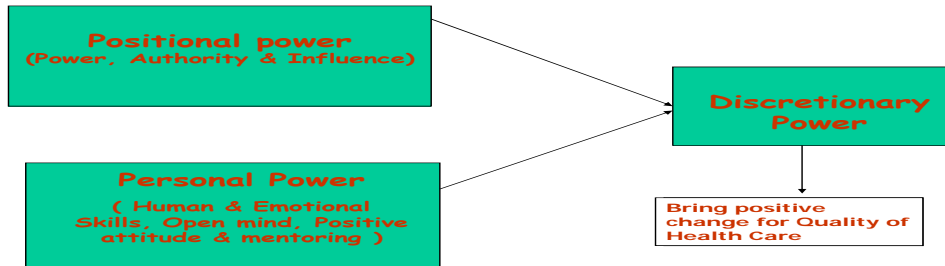
### **OUR LEADERSHIP TODAY REQUIRES TO CONVERT POTENTIAL INTO REALITY**

NEED TO RESTORE TRUST AND BRING CHANGES IN WORK CULTURE TO ENHANCE QUALITY OF HEALTH CARE AND FOR THIS LEADERSHIP NEEDS TO DEVELOP CREDIBILITY



- Let us have a slogan  
**CHALTA HAI NAHIN CHALAGA**  
**THIS REQUIRES TO BUILD OUR**  
**CREDIBILITY = ABILITY+ACTION+AUTHORITY**

**LEADERSHIP TO RE-LOOK AT:**



	ADMINISTRATION	MANAGEMENT	LEADERSHIP
MAIN CONCERN	FOLLOW PROCEDURES	GET RESULTS	EXCEL
EMPHASIS ON	CONFORMITY	INTERACTON	CREATITY
FOCUS ON	STATUS QUO	STABILITY	TREND SETTING
NORM	QUANTITY	QUALITY	PUSHING BENCHMARKS
ASSESSMENT CRITERIA	EFFICIENCY	EFFECTIVENESS	BOUNDARY MANAGEMENT
DRIVEN BY	PAST (TRADITION, PRECEDENCE)	PRESENT (COMPETITION)	FUTURE (VISION)
APPROCH	TACTICS	STRATEGY	VISION
STRUCTURE	HIERARCHY/PROTOCOL	MATRIX	NETWORK
RESPONSE MODE	REACTIVE	PROCTIVE	PROCTIVE(MAKES OTHERS PLAY YOURGAME)
MANAGING BY	DEVELOPING PROCEDURE	BUILDING SYSTEMS	BUILDING CULTURE
HRD APPROACH	SUPERVISION	COACHING	MENTORING
DOMINANT NEED	CONTROL-DEPENDENCY	ACHIEVEMENT POWER	POWER-EXTENSION
CONCEPT OF POWER	LIMITED/UNSHARALE	SHARABLE	MULTIPLYING
SOURCE OF POWER	STATUS/AUTHORITY	COMPELENCE	EMPOWEMENT