

# Chapter 10: Conflict

What we will cover:

- 1) Meanings, types, and levels of conflict
- 2) Means of conflict resolution and negotiation
- 3) Coping with stress and burnout at work

# Chapter 10: Attributional Biases

- *Fundamental attribution* error: e.g., “She’s a mean person and she just does mean things.”
- *Actor-observer* bias: e.g., “Your career failures are your fault; mine are due to my disadvantages.”
- *False consensus* effect: e.g., “Nobody in their right mind would ever disagree with this proposal.”
- *False uniqueness* effect: e.g., “They got lucky in the first half, but we won the game because of our great skill.”
- *Self-serving* bias: e.g., “We will get a low grade *only* if the instructor has a bad day.”
- *Male gender* bias: e.g., “The men’s league is so much more competitive than the women’s.”

# Chapter 10: Accounts for Conflict

- *Excuses*: Why an admittedly problematic action or decision was done. “Yes it was bad, but \_\_\_\_\_ made me do it; so, I really had no choice.”
- *Justifications*: Why an action or decision that seems problematic was actually good or necessary when seen from another perspective. “I was following my conscience, not your rules.”

# Chapter 10: Sources of Conflict and Communication

- Differing understandings of a situation
- Actions of an individual that are or seem threatening or disruptive
- Clashes between different roles
- Limited resources (including time and energy)
- Threats or perceived threats to values identities or relationships

# Chapter 10: Issue Control Tactics

- Directing attention away from an issue
- Limiting access to information
- Defining what type of information counts as legitimate
- Creating fear about raising an issue
- Setting criteria for decisions or priorities that frame a decision
- Defining the problem, decision, or conflict in definitive terms

# Chapter 10: Phases of Conflict

- *Latent*: Arising conditions
- *Perceived*: Recognizing the possibility
- *Felt*: Sensing problems
- *Manifest*: Overtly or openly clashing
- *Aftermath*: Dealing with the outcomes

# Chapter 10: Styles of Conflict Management

- *Avoidance*, denial, or withdrawal
- *Accommodation* or smoothing over
- *Competition*, force, or dominance
- *Compromise*, or meeting half-way
- *Collaboration*, integration, or problem-solving

# Chapter 10: Principles and Tactics of Competitive Negotiation

- Maximize your power base (with assumptions of a “zero-sum” game).
- Make your power base visible: e.g., “Our time is extremely valuable.”
- Take extreme positions and minimize movement. “We can accept nothing less . . . .”
- Work for one-to-one trades of items of relatively equal value. “We’ll give in on this only if . . . .”
- Manage deadlines strategically.

# Chapter 10: Principles and Tactics of Collaborative Negotiation

- Separate people from the problem.  
“It’s not you but this situation.”
- Focus on needs and interests, not on positions.  
“So what are we trying to accomplish here?”
- Invent options for mutual gain (“win-win” solutions).  
“We have a common interest in . . . .”
- Identify objective criteria before solutions.  
“How can we best evaluate our proposals?”
- Freely exchange information and ideas.  
“Here’s what we’ve learned since our last meeting.”

# Chapter 10: Levels of Conflict

- *Intrapersonal*: e.g., work-home tensions
- *Interpersonal*: e.g., fear of one's supervisor
- *Group*: e.g., coalitions within a committee
- *Inter-group*: e.g., sales vs. production
- *Organizational*: e.g., labor vs. mgmt
- *Inter-organizational*: e.g., pressure on suppliers
- *Societal*: e.g., class inequalities and resentment
- *International/Global*: e.g., threats of war or economic embargoes

# Chapter 10: Means of Social Support in Times of Stress

- *Emotional*: “I know you’ll be okay in the interview.”
- *Informational*: “Please be sure to bring that past report to the meeting.”
- *Instrumental or Material*: “Would you like some time off to sort through that problem?”
- *Appraisal*: “That was a great presentation!”

# Chapter 10: Dealing with Corporate/Organizational Crises

- *Denial*: e.g., “We didn’t make that policy.”
- *Evasion of Responsibility*: e.g., “We didn’t know what was going on.”
- *Reducing the Offensiveness of the Event*: e.g., “We’re sorry for what happened.”