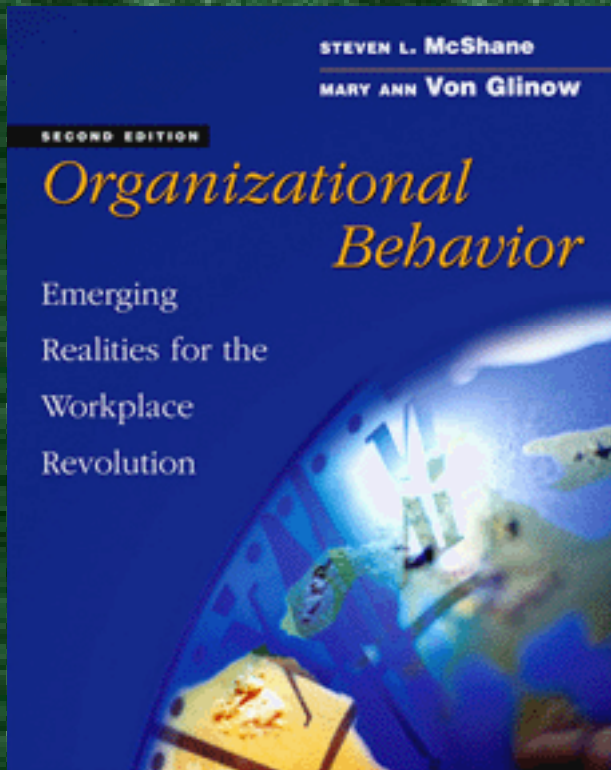
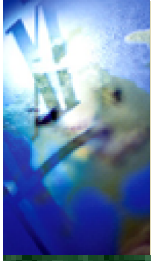


CHAPTER

13



Organizational
Conflict and
Negotiation

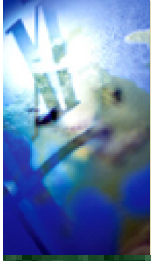


Inter-Generational Conflict

Inter-generational conflict is more common today because employees across age groups work together more than ever before. Fred Getz, an executive at Robert Half International Inc. recommends adapting to the different needs and work styles of younger employees to minimize this conflict.



J. Tomaselli, Chicago Tribune



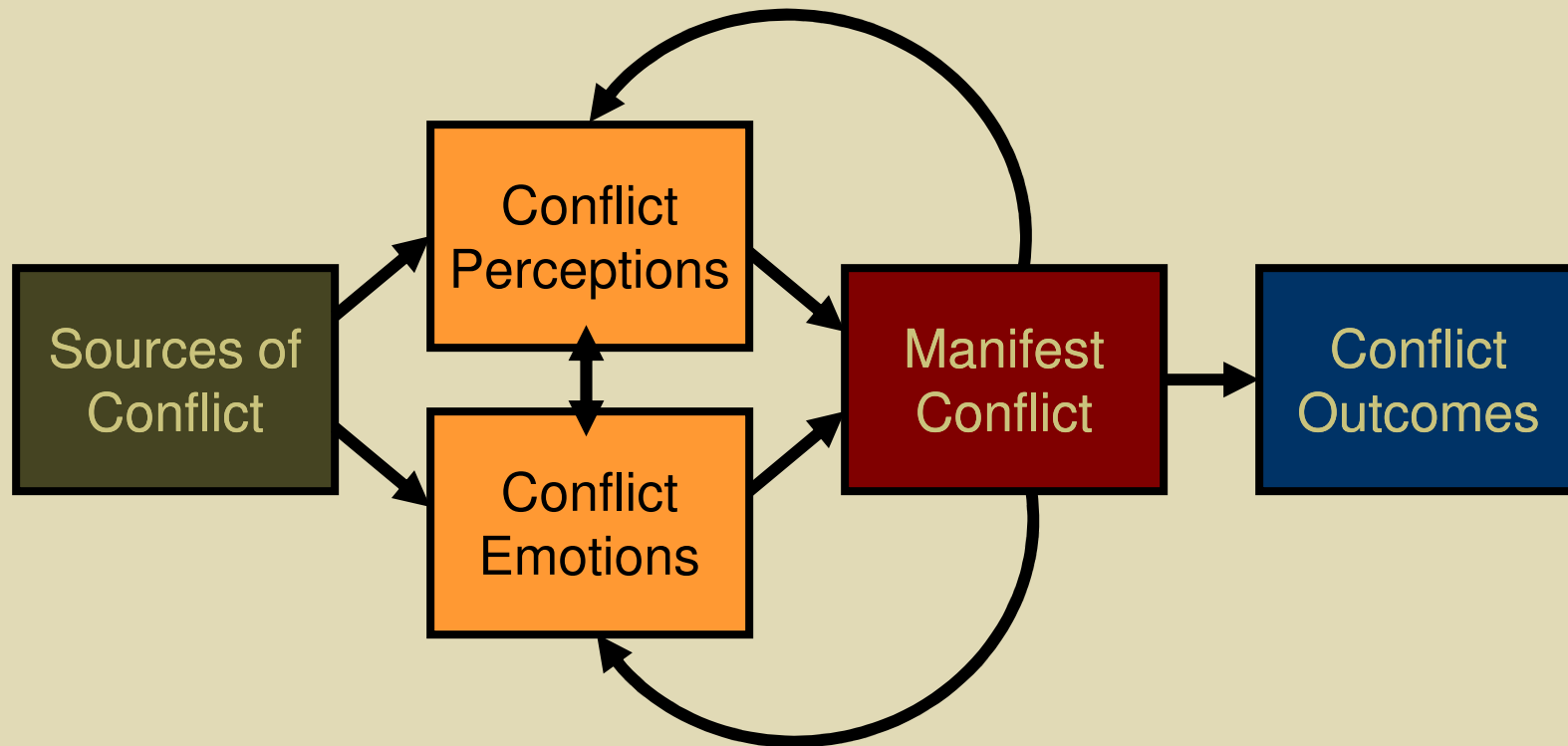
Conflict Defined

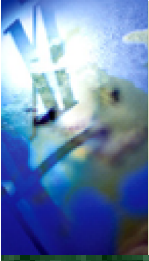
The process in which one party perceives that its interests are being opposed or negatively affected by another party.



J. Tomaselli, Chicago Tribune

The Conflict Process

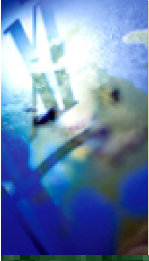




Task-Related vs. Socioemotional Conflict

- Task-related conflict
 - Conflict is aimed at issue, not parties
 - Basis of constructive controversy
 - Helps recognize problems, identify solutions, and understand the issues better

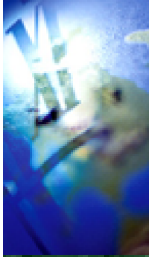
- Socioemotional conflict
 - Conflict viewed as a personal attack
 - Foundation of conflict escalation
 - Leads to dissatisfaction, stress, and turnover



Organizational Conflict Outcomes

- Dysfunctional outcomes
 - Diverts energy and resources
 - Encourages organizational politics
 - Encourages stereotyping
 - Weakens knowledge management

- Potential benefits
 - Improves decision making
 - Strengthens team dynamics



Sources of Conflict

Goal
Incompatibility

Different Values
and Beliefs

- Different beliefs due to unique background, experience, training
- Caused by specialized tasks, careers
- Explains misunderstanding in cross-cultural and merger relations

Sources of Conflict

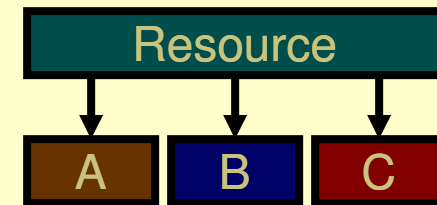
Goal
Incompatibility

Different Values
and Beliefs

Task
Interdependence

Three levels of interdependence

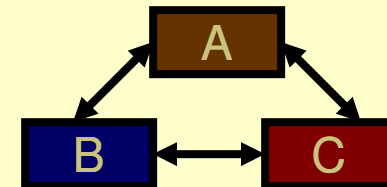
Pooled

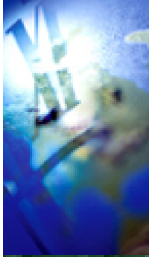


Sequential



Reciprocal





Sources of Conflict

Goal
Incompatibility

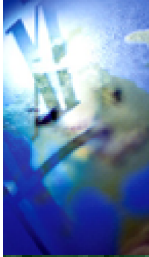
Different Values
and Beliefs

Task
Interdependence

Scarce
Resources

Ambiguity

- Lack of rules guiding relations
- Encourages political tactics



Sources of Conflict

Goal
Incompatibility

Different Values
and Beliefs

Task
Interdependence

Scarce
Resources

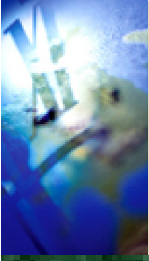
Ambiguity

Communication
Problems

Lack of opportunity
--reliance on stereotypes

Lack of ability
-- arrogant communication
heightens conflict perception

Lack of motivation
-- conflict causes lower motivation to
communicate, increases
stereotyping



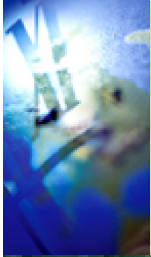
Conflict Mgt. Styles: Orientations

■ Win-win orientation

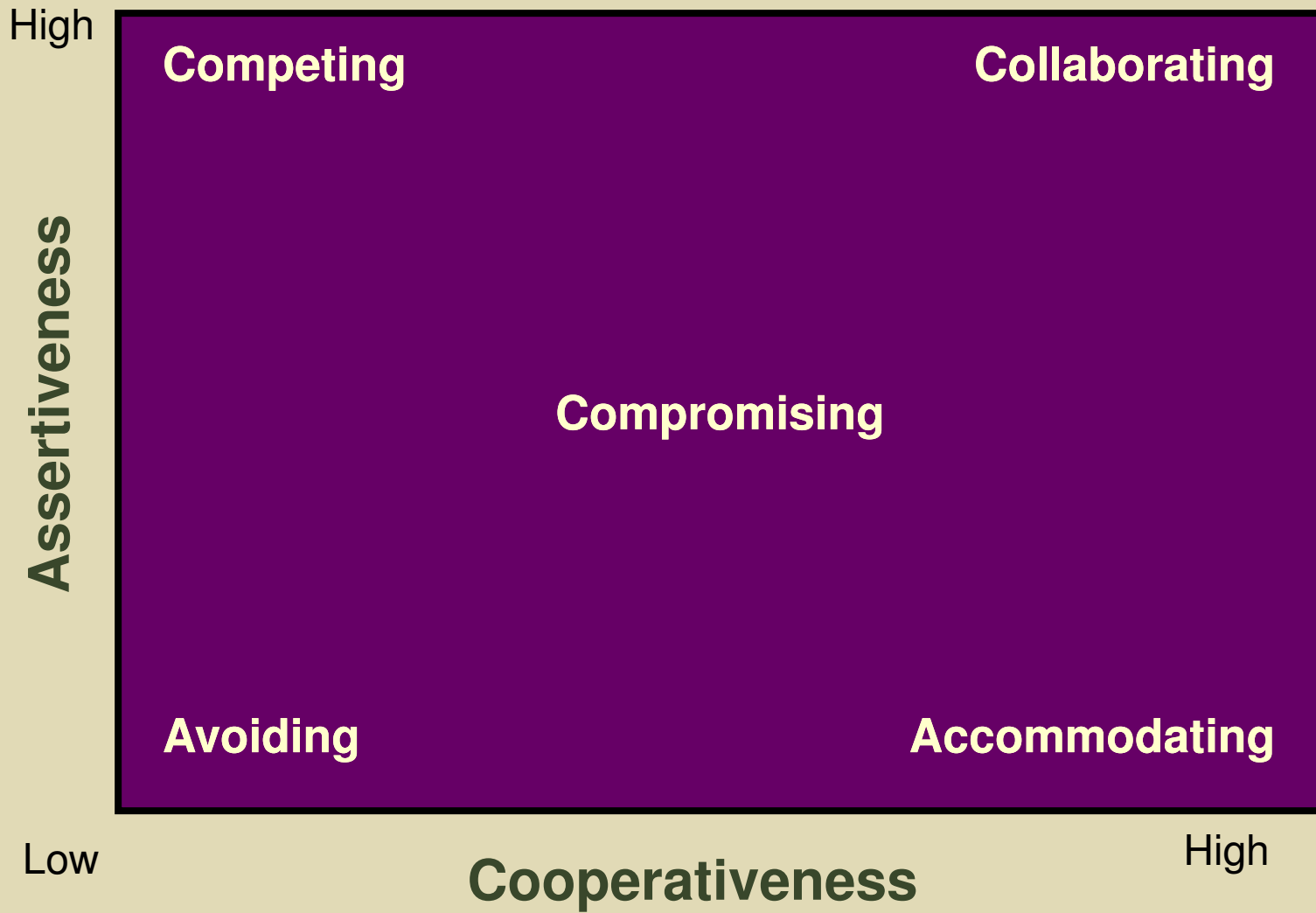
- You believe parties will find a mutually beneficial solution to their disagreement

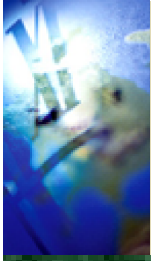
■ Win-lose orientation

- You believe that the more one party receives, the less the other receives
- Tends to escalate conflict, use of power/politics



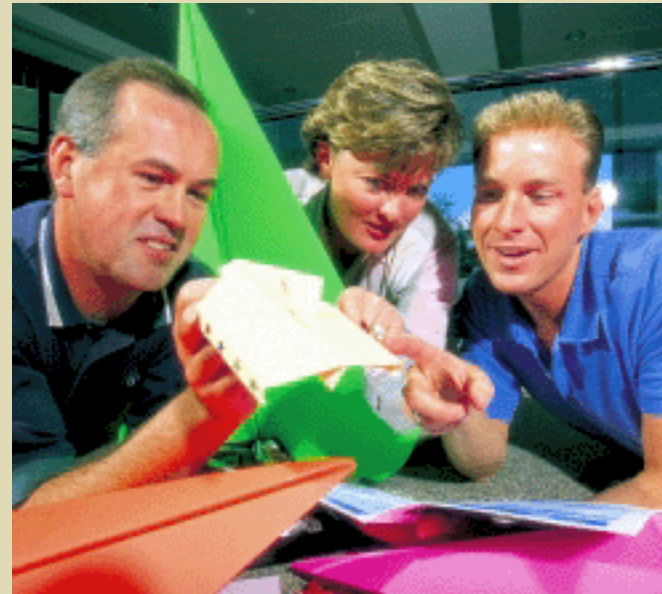
Conflict Management Styles



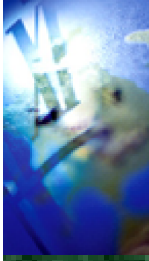


Superordinate Goals at Tivoli Systems

The value of superordinate goals was apparent in a paper airplanes exercise at Tivoli Systems. Teams discovered that they succeeded by focusing on the organization's goals rather than fighting over conflicting goals between teams.

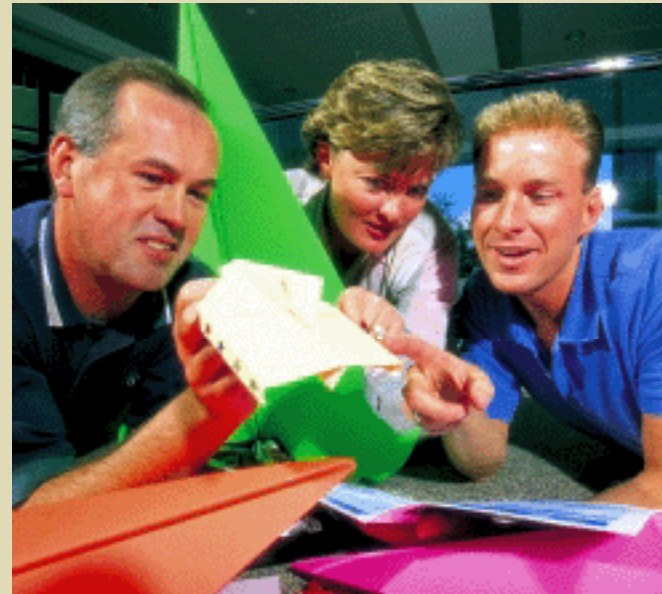


Ed Lallo



Emphasizing Superordinate Goals

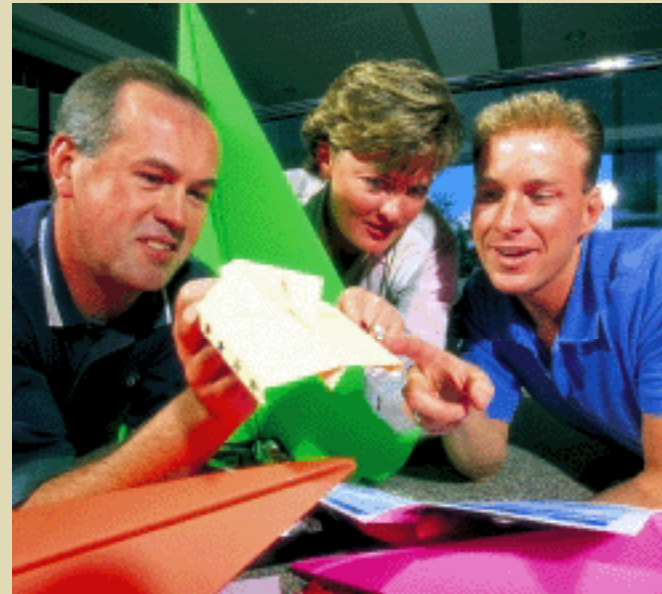
- Emphasizing common objectives rather than conflicting sub-goals
- Reduces goal incompatibility and differentiation



Ed Lallo

Reducing Differentiation

- Removing sources of different values and beliefs
- Move employees around to different jobs, departments, and regions
- Other ways to reduce differentiation:
 - Encourage generalist careers
 - Common dress code and status
 - Common work experiences



Ed Lallo



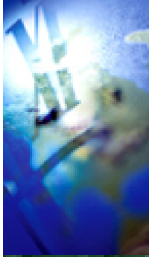
Improving Communication/Understanding



G. Diggins, Soul Drums

Employees understand and appreciate each other's views through communication

- Informal gatherings
- Formal dialogue sessions
- Teambuilding activities
(such as drum circles, shown here)



Other Ways to Manage Conflict

Reduce Task Interdependence

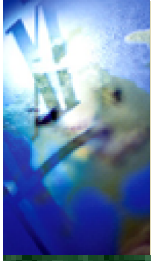
- Dividing shared resources
- Combine tasks
- Use buffers

Increase Resources

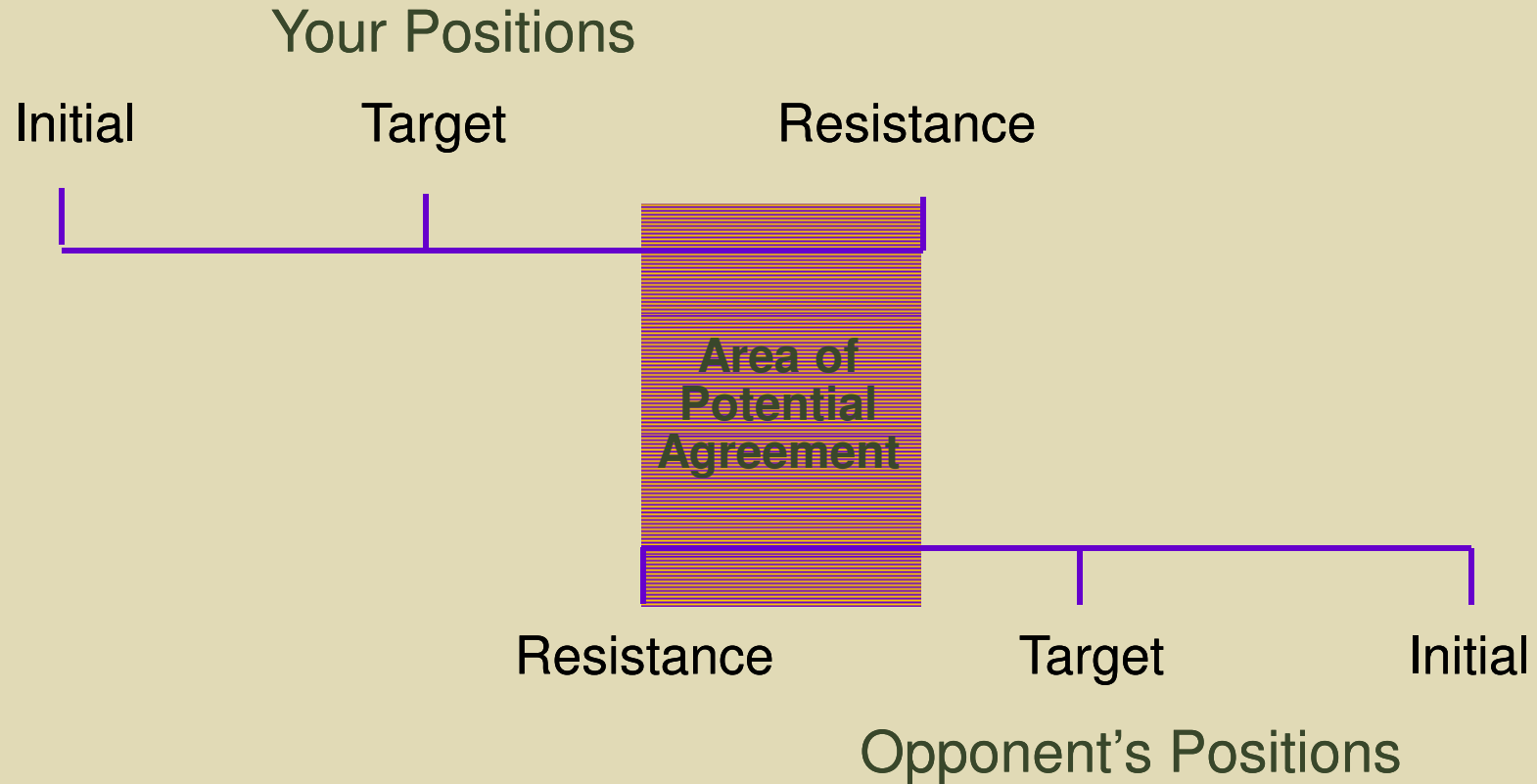
- Duplicate resources

Clarify Rules and Procedures

- Clarify resource distribution
- Change interdependence



Bargaining Zone Model



Situational Influences on Negotiation



© Corel Corp. With permission.

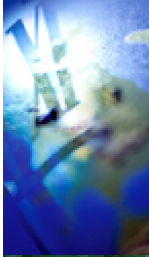
- Location
- Physical Setting
- Time Investment and Deadlines
- Audience

Effective Negotiator Behaviors

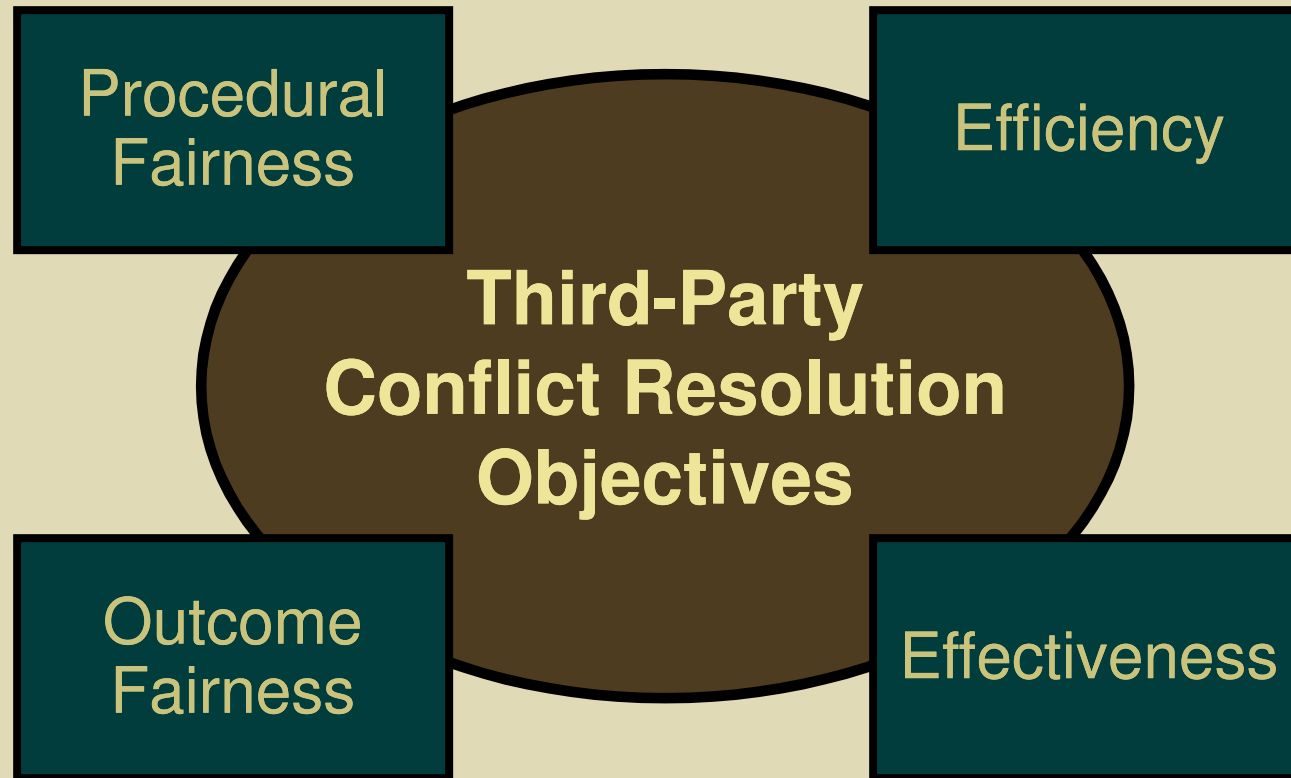


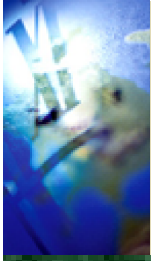
© Corel Corp. With permission.

- Plan and Set Goals
- Gather Information
- Communicate Effectively
- Make Appropriate Concessions

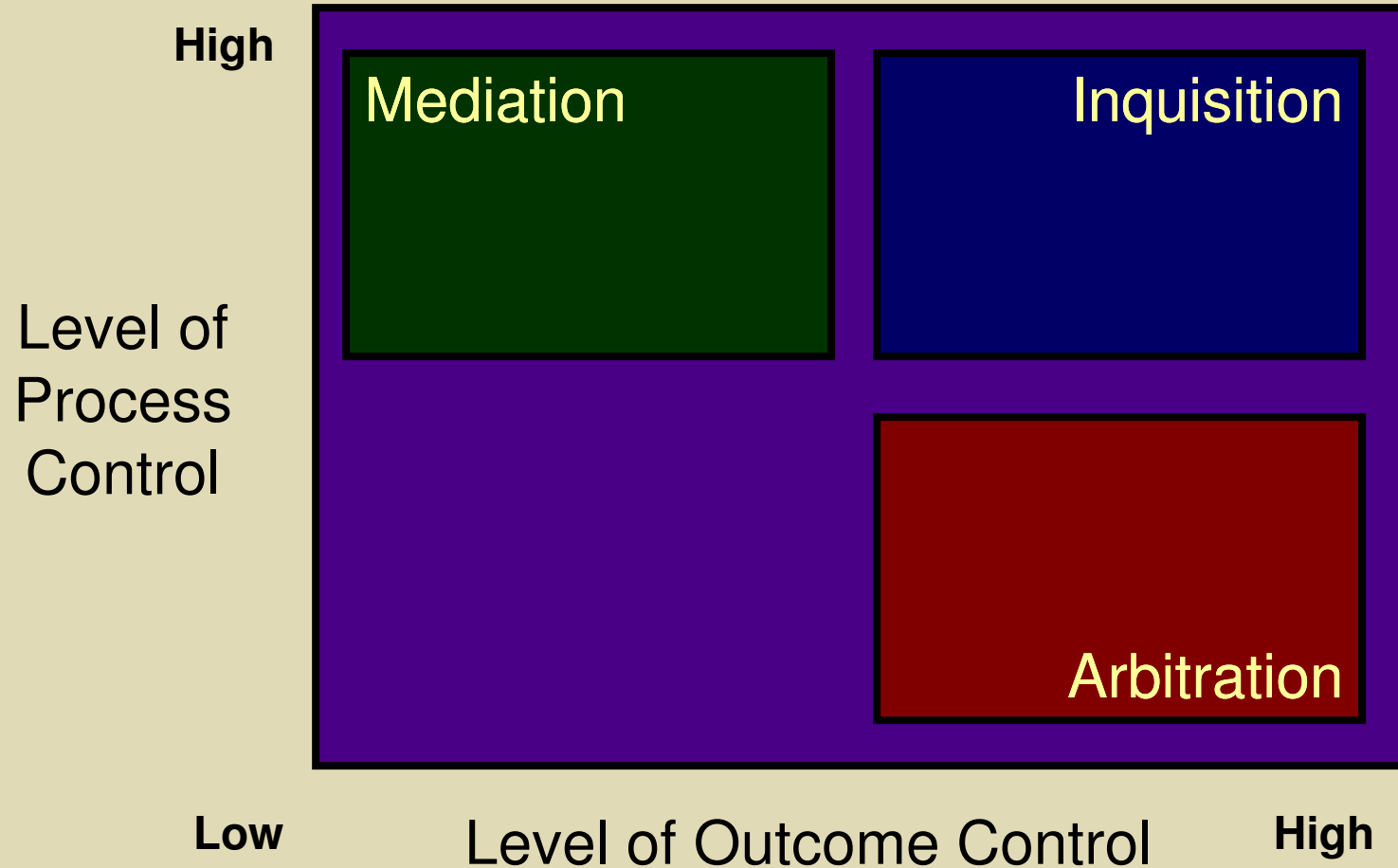


Third-Party Objectives



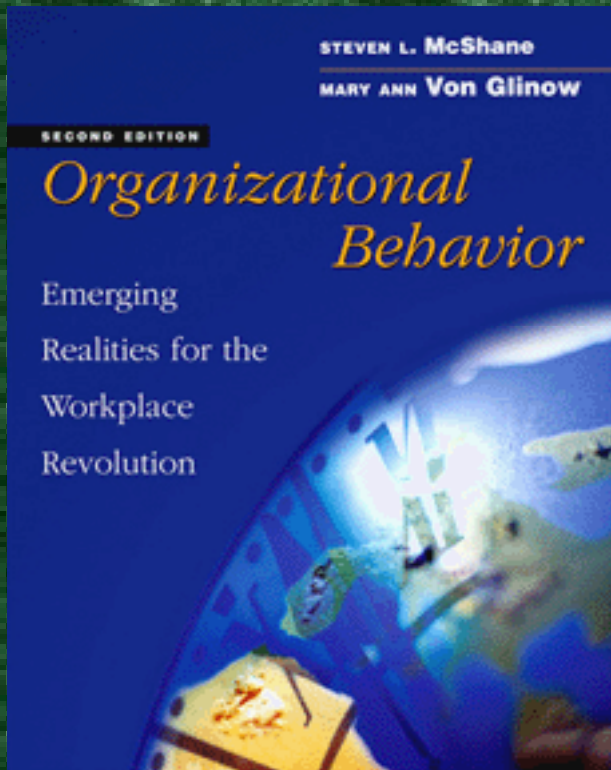


Types of Third Party Intervention



CHAPTER

13



Organizational
Conflict and
Negotiation