



Clear-Sighted Career Online Learning Series Presents:

Successfully Navigating Workplace Conflicts

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Before We Begin...



Complete this sentence:

“Conflict always happens; therefore...”

Today's Learning Objectives

- Identify components and causes of conflict
 - Reflect on our own conflict styles and approaches
 - Brainstorm strategies for responding to conflict
 - Apply conflict concepts and principles
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What is Conflict?

“Conflict is an **expressed** struggle between at least two **interdependent** parties who **perceive** incompatible goals, scarce resources, and interference from others in achieving their goals” (*Wilmot & Hocker, 2011*).

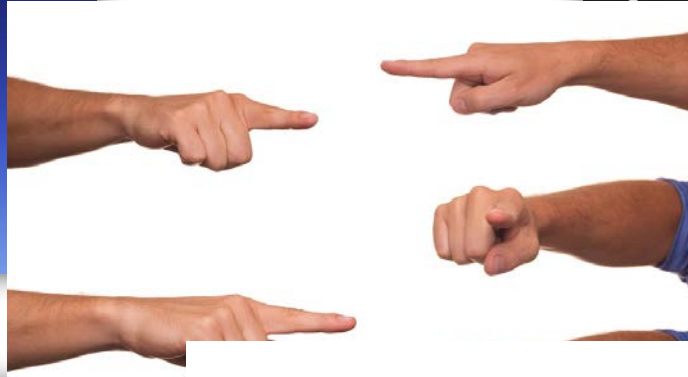
“A process that begins when someone **perceives** that someone else has negatively affected, or is about to negatively affect, something that the first person cares about” (*O’Rourke, 2013*).

Perceiving Conflict



Image Source: moillusions.com; W.E. Hill, 1915 (original image)

Causes of Workplace Conflict



Source: Collins, *Managing Conflict*, p. 1

Image Sources: themreport.com; offthegridnews.com; campion-services.com; buzzle.com

Assessing Conflict

- Taking a step back to evaluate the factors
 - Making informed decisions and purposeful moves
 - Practicing self- and other-awareness
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Recognizing and Responding to Conflict

Conflicting Parties	Physical and Psychological Context	Messages/Feedback
Level of conflict	Stress	Verbal aggression
Personalities	Policies, procedures, norms	Ineffective tactics
Conflict management style	Power distribution	Nonverbal cues
	Trust	Defensiveness

Your Approach

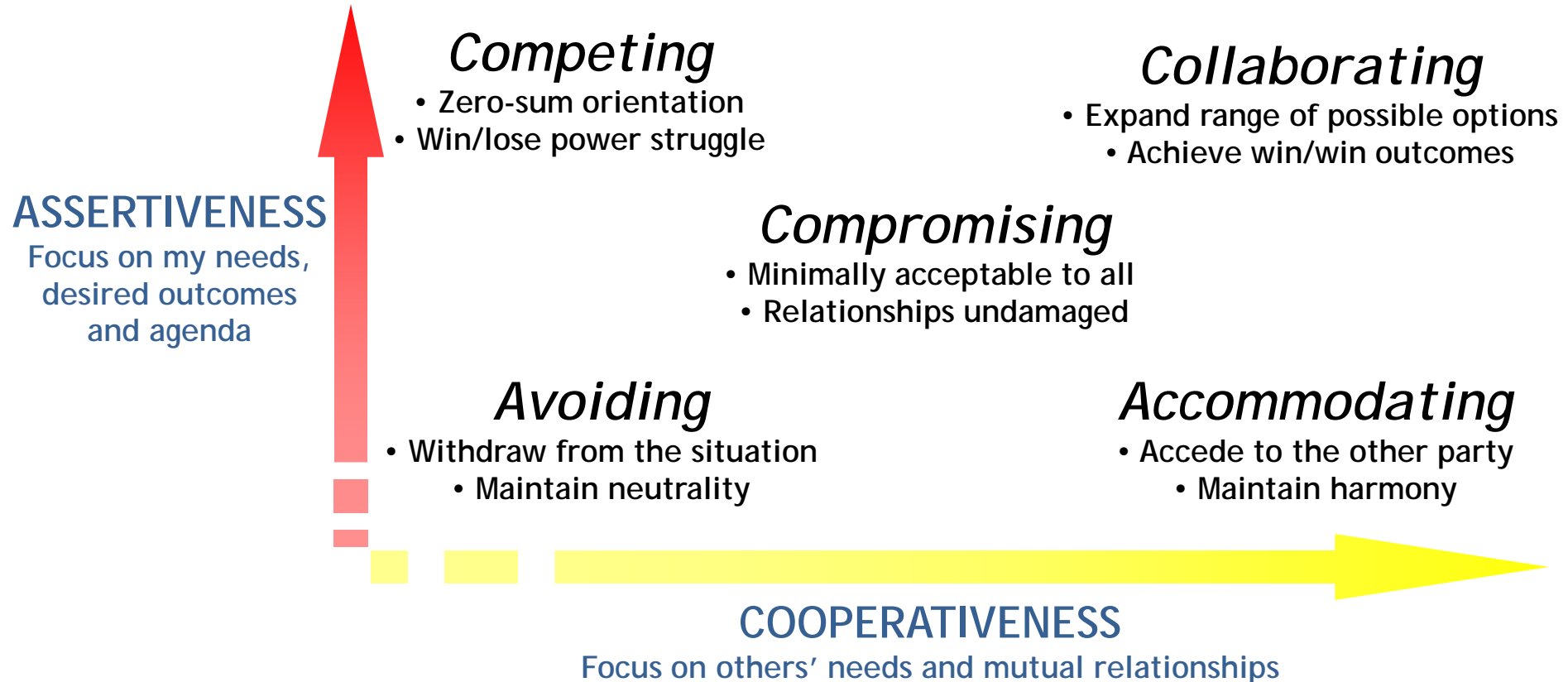
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- I love peace and harmony and will go to great lengths to avoid conflict.
 - I sometimes will willingly engage in conflict, but only if I can see no other good choice.
 - I like the give-and-take of a good verbal conflict and am not particularly wary of getting involved.
 - I enjoy constructive conflict. My adrenaline gets going and I like to see what can come of it. I even seek out conflict at times.
 - I count on conflict to help clear the air, solve problems, and get us to a “different place.”

Conflict Management Styles

- Accommodating
- Avoiding
- Competing
- Compromising
- Collaborating

Sources: Thomas and Kilmann, 1974; Wilmot & Hocker, 2011

Thomas-Kilmann Conflict Modes



Source: Kenneth Thomas & Ralph Kilmann, 1974

See www.kilmann.com/conflict.html

Workplace Scenario

As a member of a project team, you are expected to share your ideas with other members. Not all team members' ideas are equally considered.

Basic Communication Skills for Conflict Management

- **L**istening
- **A**cknowledging
- **R**esponding
- **C**ommitting

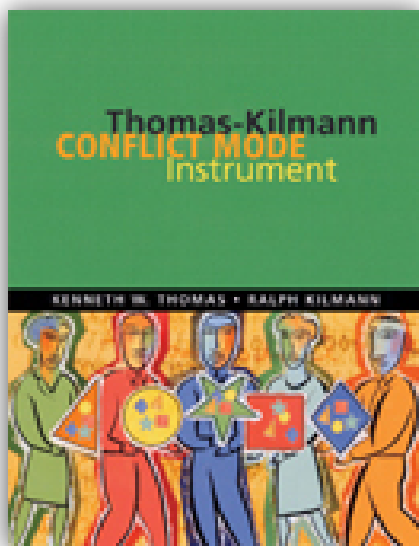
Source: Littlejohn & Domenici, *Communication, Conflict, and the Management of Difference*

Key Take-aways

- Identify the source or cause of conflict
 - Practice self- and other- awareness
 - Implement a strategy appropriate for the situation not just your personal preference
 - Commit to reframing conflict as a learning opportunity
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Your Next Steps

- Complete a conflict style self-assessment

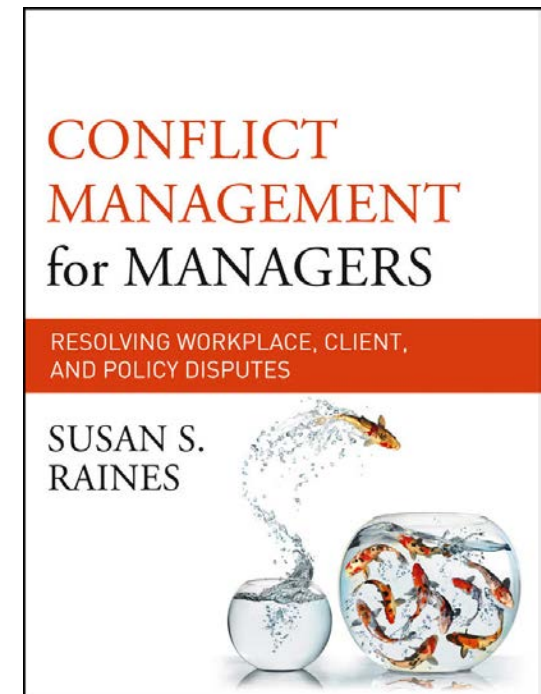
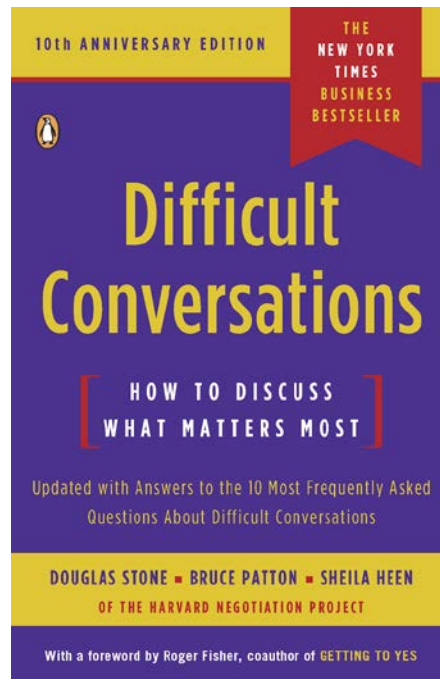
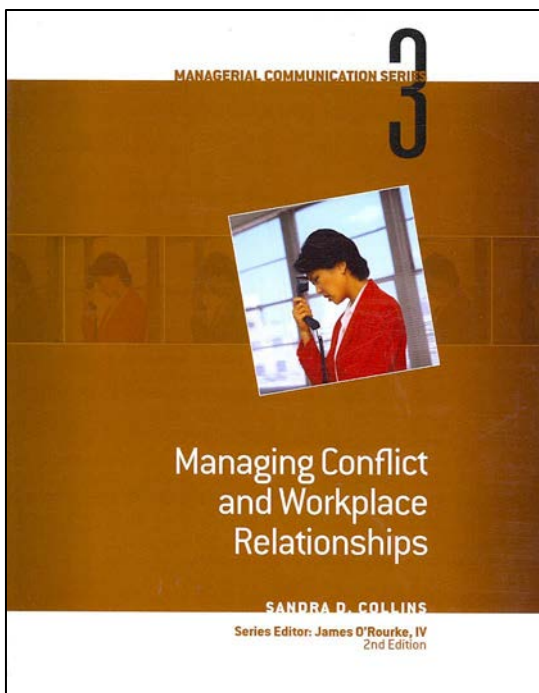


<https://www.cpp.com/products/tki/index.aspx>

<http://www.buildingpeace.org/conflict-styles>

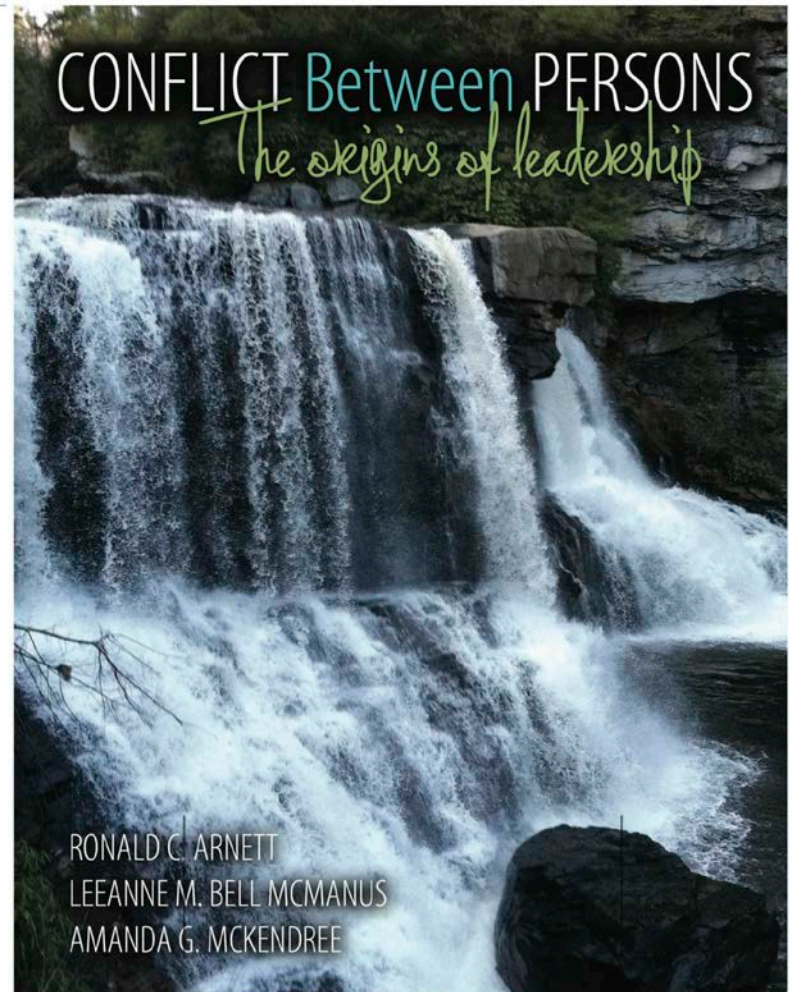
Your Next Steps

- Explore resources



“We dwell in an era of multiple ethical positions that constitute contrasting communication and conflict orientations.”

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Thank You!

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