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## Conflict-

1. Management
2. Forms
3. Origin
4. Escalation
5. Diagnosis
6. Solutions
7. Potentials and conclusion

## Conflict definition

A social conflict is:

" (...) an **interaction between actors** (individuals, groups, organizations, etc.), where at least one actor experiences **incompatibilities in thinking/imagining/perceiving and/or feeling and/or willing** with the other actor(s) in such a way that in **realizing there is an interference** by another actor(s). " (Glasl, 2004, p. 17).

Characteristics of conflicts:

- at least 2 parties involved
- different interests in each case (e.g. goals, strategies, values)
- at least one party experiences incompatibility (between own and other interests)
- at least one party wants to assert its interests

## Conflict properties

### Conflicts...

- are disturbances,
- interrupt the course of action,
- have a burdening effect,
- have a tendency to escalate → expand and increase in intensity,
- are accompanied by a progressive limitation of the ability to perceive and make decisions,
- create a pressure to resolve it (Kratz, 2003).

## Conflict management definition

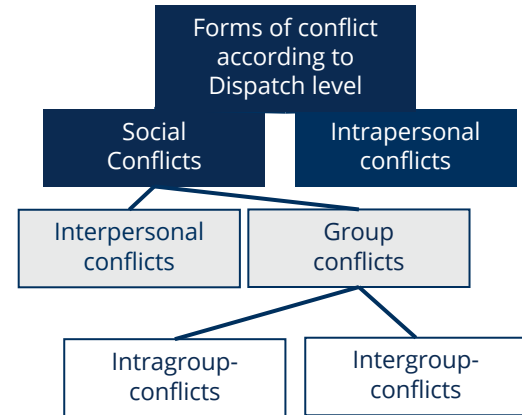
- Measures to prevent an escalation or spread of an existing conflict
- Systematic, conscious and targeted handling of (classes of recurring) conflicts

**Goal:** Reduction of conflict costs

**Means:** conflict counseling and mediation (Häseler, 2004)

## Differentiated according to discharge level

- intrapersonal conflict: on the individual level (inner conflicts)  
Example: Decision making
- interpersonal conflict: between two acting actors  
Example: Marriage & Relationship Conflicts
- collective conflict: between a plurality of people  
Example: Between departments, strike, war (Wagner, 1978)



(Jehle, 2007, p. 108ff).

### Differentiated according to conflict types

#### Factual conflicts:

- factual and cognitive topics

#### Relationship Conflicts:

- emotional and relationship issues

#### Conflicts of Interest:

- due to different interests

#### Role Conflict:

- through different expectations and fulfillment of social roles

#### Internal conflicts:

- in the world of thoughts and feelings of a person

#### Value conflict:

- through different values and principles (Proksch, 2010)

## Differentiated according to the subject matter of the dispute

### Couple conflicts

- Identity Conflicts
- Distance conflicts
- Development conflicts
- Clan conflicts
- Transaction conflicts
- Communication conflicts

### Triangular conflicts

- Coalition Conflicts
- Jealousy conflicts
- Delegation conflicts
- Objectification conflicts

### Group conflicts

- Departmental egoism
- Ruling conflicts
- Dual membership conflicts
- Conflicts of change
- Conflicts of norms
- Structural conflicts
- Constitutional, representational and legitimacy conflicts

### Institutional Conflicts

### System conflicts

(Black, 2006)



### Conflict effects in companies

- Open disputes, industrial action
- Below average performance
- Above-average absenteeism
- High scrap production
- Bullying
- Disputes about competencies and areas of responsibility
- Competition for scarce goods/resources
- Service by the book
- Low willingness to cooperate
- High number of customer complaints, reclamations

### Causes of conflict in companies

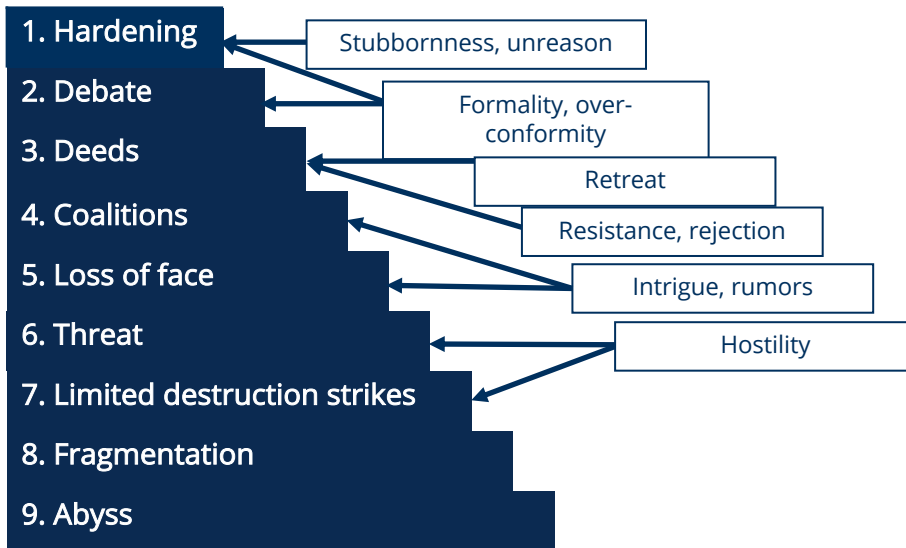
- Values, visions, goals: clarity, commitment
- Organizational structure: size, scope, number of hierarchical levels, homogeneity of employees, opportunities for promotion and development
- Standards and rules: Guidelines on recruitment, appraisals, promotion, work instructions, control systems, official channels, decision-making procedures, participation
- Means and resources: personnel, rooms, machines, facilities, budget
- Tasks and work processes: incentives, requirements, burdens, decision-making scope, competencies

(Berkel, 2003)

## Subjective causes of conflict (person-job fit)

- Personal characteristics: Flexibility, communication skills, tolerance, aggressiveness.
- Attitudes and motives: cooperation, trust, competition, achievement motivation, loyalty, identification
- Perceptions and knowledge: Perceptions of social processes and expectations, knowledge of the effects of one's own behavior
- Behaviors: Leadership behavior, work behavior, breadth of behavioral repertoire, verbal fluency
- Relationships: Trust, openness, power, partnership

(Berkel, 2003)



## Diagnostic process according to Glasl (2004)

1. Initial rough assessment of the conflict potential according to conflict forms (types and objects of dispute, possible causes of conflict, etc.)
2. External diagnosis based on the five diagnostic dimensions → Conflict-Issues
  - Conflict history
  - Parties to the conflict
  - Relations between the parties to the conflict
  - Basic attitude to the conflict
3. Confrontation of the conflict parties with the results of the five diagnostic dimensions and supplementary self-diagnosis by the conflict parties

## Diagnostic process - First rough assessment

*As part of conflict management, the corporate community manager should always answer the following questions:*

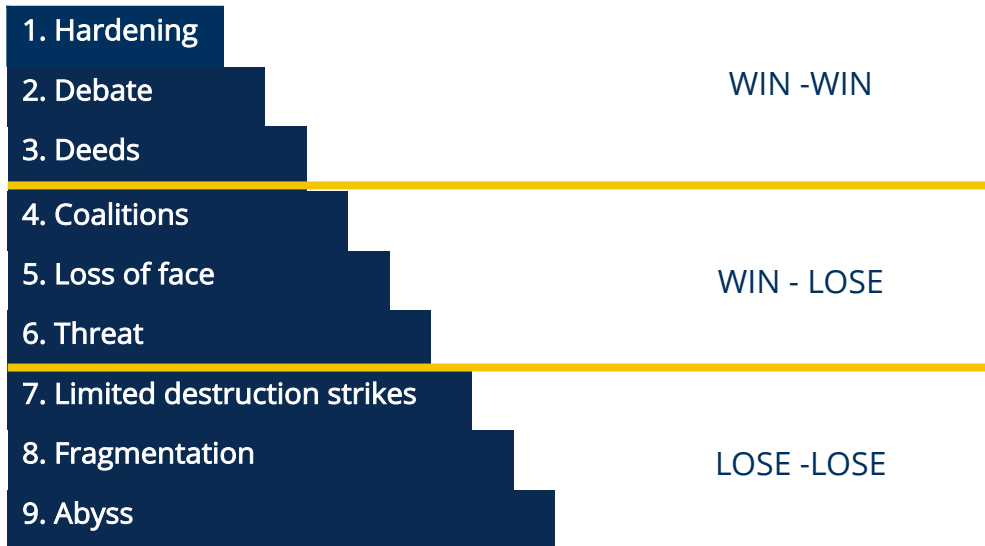
1. Is the situation at hand a social conflict?
2. Insofar as it is a conflict...
  - ...what is the nature of the conflict?
  - ...what is the cause of the conflict?
  - ...what is the level of escalation?
  - ...how do I proceed? (Intervene!; Do not intervene, but follow up!; Do not intervene and do not follow up!)

(Jödicke, 2014)

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- Diagnostic process - levels according to Glasl (1994)





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- Intervention approaches

1. Hardening

2. Debate

3. Deeds

4. Coalitions

5. Loss of face

6. Threat

7. Limited destruction

8. Fragmentation

9. Abyss

**Moderation (1-3)**

Parties basically able to resolve conflict themselves; neutral mediation to support, structure conflict discussion

**Process support (4-5)**

Parties unable to resolve conflict themselves; mediation shifts focus to factual and relationship issues; communication rules crucial

**Mediation (5-7)**

Eliminates basis for conversation; mediator conducts separate conversations and structures content; supports constructive solutions

**Power intervention (7-9)**

If all procedures failed; bring parties back to negotiating table or conflict intervention by force majeure

**Arbitration (6-8)**

If upstream intervention options fail; arbitration court follows strict neutrality of interests and makes decision; opportunities: objectification of conflict issues, termination of destructive actions

(Böhm, 2003)

- Phase model of the conflict conversation



**2nd phase:**

Opening/ Create framework

**1st phase:**

Preparation/ preliminary talk

**3rd phase:**  
Confrontation / conflict  
presentation

**4th phase:**  
Evaluation/ Interest/ Needs

**5th phase:**  
Solution finding/ negotiation/ agreement

**6th phase:**  
Realization/ Follow-up discussion

(Doppler & Lauterburg, 2014, p. 470 f; Klappenbach D., 2011, p. 180).  
Figure: <http://www.pro-coach.de/wp-content/uploads/2015/01/3-schritte.png>

## Excursus: Negotiation technique according to the Harvard principle

### Origin

Original title: Negotiating an agreement without giving in

→ Developed at Harvard in 1979 by Roger Fisher, William Ury and Bruce Patton

The basic principles:

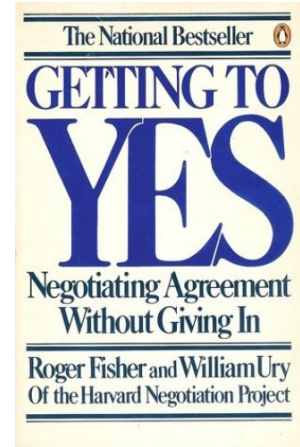
- No principle of compromise
- Solution-oriented negotiations
- Neither hard nor soft method

The basic attitude:

- **soft on the people while hard on the problem**

The basic idea:

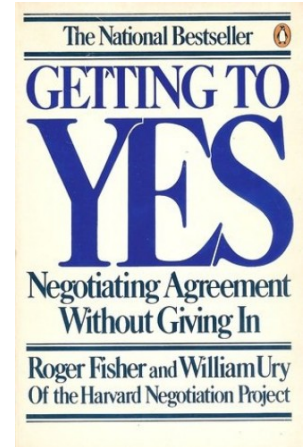
- **negotiators are people first**



(Fischer, Ury, Patton, 1997; Fischer, Ury, Patton, 2009).

### Excursus: Negotiation technique according to the Harvard principle

*"What we have tried to do is to organize common sense and common experience in a way that provides a usable framework for thinking and acting."  
(Fischer et al., 1997)*



## Excursus: Negotiation technique according to the Harvard concept

- People: Treat people and problems separately!
- Interests: Focus not on positions, but on interests!
- Options: Develop different choices before making a decision!
- Criteria: Base the result on objective decision principles!

(Fischer et al., 2009. p. 34)

## Excursus: Negotiation technique according to the Harvard concept

Develop the "Best Alternative" to Negotiated Agreement (BATNA)\*.

- Knowledge of BATNA creates self-confidence
- The better BATNA, the higher negotiating power
- Anticipating the BATNA of the other person

Use Negotiation Judo

- Questioning instead of attacking the position of the other, even silence has power
- Involve mediator in messy situations

Dealing with dirty tricks

- Negotiate rules of the game at the beginning
- Recognize common negotiation tricks
- Do not fall into victim role

(Fischer et al., 2009)

## Excursus: Negotiation technique according to the Harvard concept

### Advantages of the Harvard Principle

- ✓ understanding agreement, if agreement is possible
- ✓ efficient
- ✓ Improvement or at least non-deterioration of relations
- ✓ Win-win by means of collaboration as a goal

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*Established concept in negotiations for co-existence of divergent goals and interests*

*"Studying books on tennis, swimming, riding a bicycle, or riding a horse will not make you an expert. Negotiation is no different."*

(Fischer et al., 2009)



## 10 rules for successful conflict management

- 1. make careful diagnosis
- 2. proceed according to plan
- 3. ensure role clarity
- 4. create acceptance
- 5. promote communication
- 6. allow emotions
- 7. preserve neutrality
- 8. be open and honest
- 9. have patience
- 10. remain modest

(Doppler & Lauterburg, 2014)

## To argue or not to argue? Opportunities through conflicts

- Identification of potential for change, improvement and development
- Prevent stagnation
- Pointing out problems → developing problem awareness
- Reflection & differentiated view of problems
- Open conflict resolution prevents conflict escalation and mobbing (tension)
- Strengthening self-confidence and self-esteem
- Safeguarding own interests
- Strengthening group cohesion (after solution)

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