

Conflict & Change Course Wrap-Up

MGMT 500 Day 9

Agenda

- Conflict
 - Types of Conflict
 - Conflict Handling Styles
- Change
- Wrap Up

- Free Associate:
- Two types:
 - Emotional (or A-type)
 - Cognitive (or C-type)

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- In a study of 48 top management teams in small and mid-sized US companies Amason (1996) found:
 - C-type conflict sparks creativity, stimulates innovation and improvement, lead to higher decision making quality, higher commitment to and acceptance of decisions
 - A-type conflict significantly reduced decision quality, understanding, commitment, and acceptance.

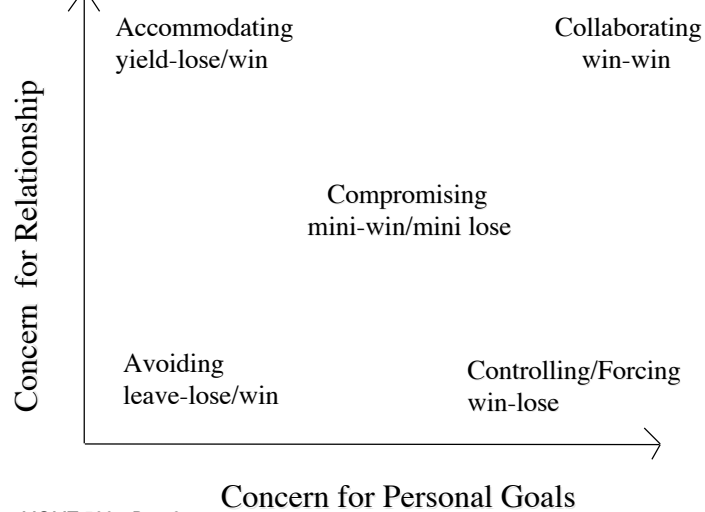
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Strategies for Handling Conflict

- Avoiding
- Accommodating
- Competing
- Compromising
- Collaborating

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A Model of Conflict Handling Styles



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Avoiding

- When to use:
 - trivial problem
 - no chance of satisfying your concerns
 - low power
 - costs of confrontation are high
 - people need a cool down time
 - need to gather more info
 - others could solve problem better

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Avoiding

- High scores suggest:
 - people can't get needed help from you
 - people "walk on eggshells" around you
 - you don't actively participate in making decisions
- Low scores suggest:
 - More discretion needed in confronting issues
 - More sensitivity to others
 - Need for better time management--prioritize

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Accommodating

- When to use:
 - when you are wrong
 - issue is more important to the other person
 - build up social credits for later use
 - continued competition will be damaging
 - when you are outmatched and losing
 - when preserving harmony is more important

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Accommodating

- High Scores suggest:
 - you may not be asserting yourself
 - undervaluing of self
 - lack of research and preparation
 - others may be taking advantage of you
- Low scores suggest:
 - trouble building goodwill with others
 - perception that you are unreasonable
 - trouble admitting you are wrong
 - inability to perceive legitimate exceptions to rules
 - lack of knowing when to give up

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Competing

- **When to use:**
 - quick, decisive action vital
 - important issues when unpopular courses of action need to be take
 - vital issues about which you are right
 - to protect yourself from others who might take advantage of you

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Competing

- **High Scores suggest:**
 - People might be afraid to contradict you
 - People less likely to ask for information as they don't want to be perceived by you as weak
 - Inability to listen to others
 - Lack of concern for others' welfare
- **Low scores suggest:**
 - A feeling of powerlessness, inability to use power
 - Trouble with being assertive
 - Difficulty in making decisions

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Compromising

- When to use
 - Goals are moderately important
 - Both sides have roughly equal power
 - Both sides have somewhat non-overlapping goals
 - To achieve temporary settlements to complex issues
 - To resolve problems fairly quickly
 - A backup when collaboration is unsuccessful

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Compromising

- High Scores suggest:
 - Potential for gamesmanship
 - Inability to focus on larger issues, seeing beyond surface of problems
- Low scores suggest:
 - Difficulty in making concessions
 - Inflexibility

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Collaborating

- **When to use:**
 - when options for mutual gain exist
 - need to satisfy multiple parties
 - more information is needed
 - to work through hard feelings which have been interfering with an interpersonal relationship

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Collaborating

- **High Scores suggest:**
 - spending too much time on trivial issues
 - potential for others to take advantage of you
- **Low scores suggest:**
 - inability to see situations as potential for joint gain
 - pessimism
 - autocratic decision making tendencies

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What to do?

- Bradley's Barn
- Avocado Computers
- Phelps, Inc.

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Strategies for Managing Interpersonal Conflict

- Long-term solutions:
 - Diagnose type of conflict
 - “Reframe” Personality Problems: A-type to C-type
- Short-term solutions
 - Call in a mediator
 - Reducing interdependence
 - Decoupling, Buffering, Linking pins

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A-Type to C-Type

- Create team norms about getting conflict out in the open conflict, provide training
- Avoid majority rule, seek consensus
- People need to “save face”
- Re-focus
 - Go back to that shared mission & goals thing
 - Build the team identity
 - Make pledges & commitments
 - Focus on finding solutions, maintaining relationships

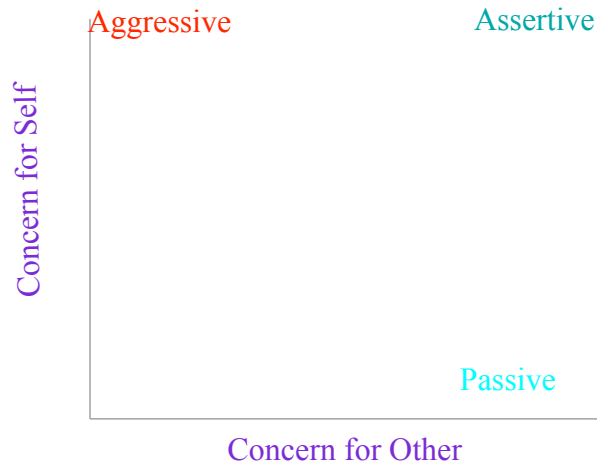
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A-Type to C-Type

- In meetings:
 - Focus on understanding others, not imposing the correctness of your views.
 - Avoid phrases like: “You’re wrong about” or “What your saying doesn’t make sense.”
 - Ask open questions like “Tell me about”, “Explain”, and “How do you fell about.”
 - Restate each person’s view to see if you understand.
 - Find and affirm points of common understanding and agreement.
 - If the tone begins to get personal, reiterate the issues and ask people to focus on ideas, issues and data.

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Sending Styles



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Sending Assertive Messages

● Ingredients

When you *State what the person did (their behavior) specifically and non-judgmentally.*

Because *Describe the effects on you; why is this a problem?*

What do you think?...*Ask for an explanation or their thoughts on the situation, it might be a misunderstanding.*

What next.....*Agree on a course of action, including a follow-up meeting if appropriate.*

Understand? *Make sure both of you clearly understand of the events and outcomes of the meeting.*

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Practice

- Think of a difficult (or not-so-difficult if you tend to avoid addressing issues of conflict) situation involving a co-worker (or family, etc).
- Identify:
 - What s/he is doing
 - Why it bothers you
 - What you would like done about it

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Role Play

- Get into a group of 3
- Rotate turns being the feedback giver, recipient and observer
- Spend 1 minute briefing the other two on the background of your situation
- Give feedback to the recipient using the “Sending An Assertive Message” format
- Ask the observer (and the recipient) for their reactions to your feedback
- Spend about 5 minutes on each person

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Concluding Comments

- Conflict in teams is unavoidable--however, it does not have to result in decreased productivity
- Handled properly, conflict can be key to leveraging differences in perspectives and interests to arrive at creative solutions
- However, many people respond defensively to conflict
 - Create norms
 - Give people communication training
- People need to depersonalize conflict and transform A-type conflict into C-type conflict

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Organization Change

Most of us are about as eager to be changed as we were to be born and go through our changes in a similar state of shock.”

- James Baldwin

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Personal Change

- Think of something you wanted to change in yourself...
- Did it work?
- How did you go about doing it?

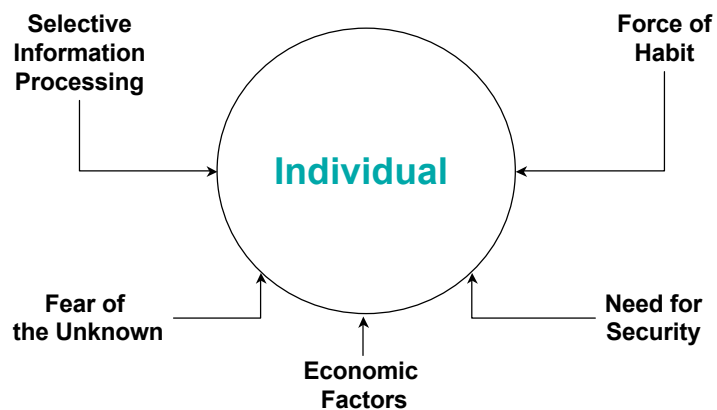
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Organization Change

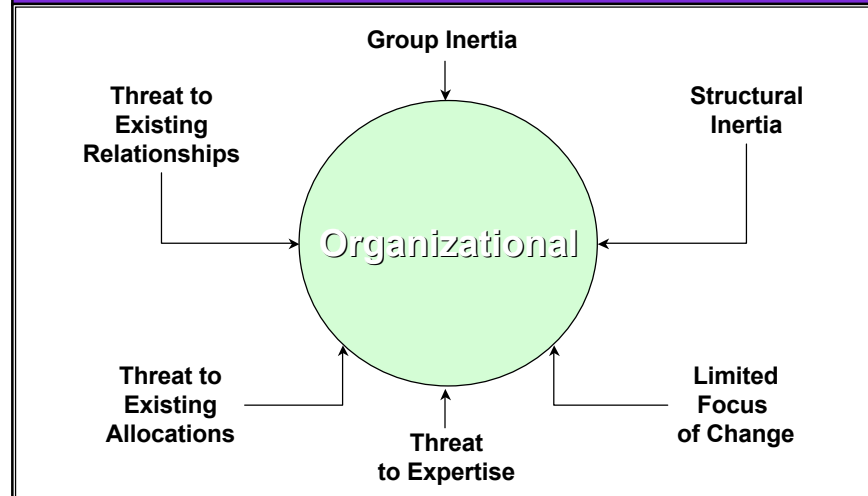
- Think of a change you experienced at work recently....
- What were the likely effects on you?
- Did you embrace it easily? Why or why not?
- How about the others around you?

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Resistance to Change







Resistance to Change

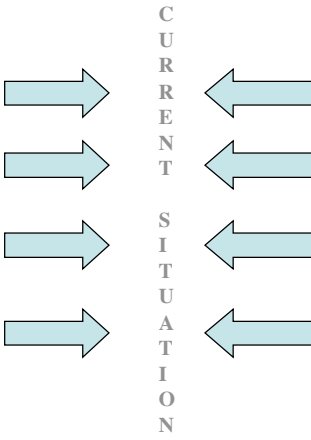


Overcoming Resistance To Change

- Sources of resistance
 - Inertia
 - Need for security
 - Economic Change
 - Fear
 - Selective Information Processing

Lewin's Force Field Model of Organizational Change

- What is the situation?
 - forces promoting change 
 - forces restraining change 
 - possible sources of support 
 - Unfreezing:
 - Add/remove forces 
 - Movement
 - Refreezing
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Managing Organization Change

- Managed from the top
- A s-l-o-w process
- Trickle-down approach
- Likert's linking pin model
- Senge: "When I look at efforts to create change in big companies over the past 10 years, I have to say that there is evidence of success to say that change is possible--and enough evidence of failure to say that it isn't likely."

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Kotter's Steps to Leading Organization Change

- Create a sense of urgency
- Create the guiding coalition
 - Who is responsible?
 - Develop public commitment
- Develop a vision & strategy
 - What will the organization look like and better able to accomplish after the change?
 - What resources will be required?
 - What systems and structures will need changing?
 - How will changed systems and structures affect other aspects of the organization?
 - What individual behaviors will support the change?
 - Create benchmarks for measuring success

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Kotter's Steps (con't)

- Communicate the change vision
 - Are people excited and on board with the need for change? Do they see the benefits?
- Empower broad-based action
- Generate short-term wins
- Consolidate gains and produce more change
- Anchor new approaches in the culture

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An Alternative Model: Applied Epidemiology

- Gladwell: The Tipping Point
- Characteristics of fads:
- Can we apply the same principles of the spread of an epidemic and social trends to organization change efforts?
- Three rules:
 - Law of the few
 - The stickiness factor
 - The power of context

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Begin Again

- The good news: your education is a symbol; a signal
- The bad news: your education is a symbol; a signal

“Anyone who wants to improve the way they manage others must first learn to manage themselves.”

- Pedler & Boydell

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What We've Learned

- **Building a management *toolkit* including:**
- **Organization Culture**
 - Creating an organization mission and vision based on shared values
 - Building commitment and motivation based on shared values and goals
 - Understanding individual differences and the role of situation strength in determining behavior
 - Competency based hiring and selecting people to fit with organization culture'
 - More info: MGMT 545

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Motivation

- Understanding the impact of job satisfaction on personal and organization outcomes, and methods to influence satisfaction
- How to diagnose performance problems in terms of ability, motivation and resources
- Different perspectives on what motivates people, and why there is no single recipe for motivation
- High probability successful motivation techniques including goal setting, feedback, rewards, job design
- More info: MGMT 540, 546

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- **Creativity**


- Cultivating and promoting creativity
- Issues in selecting and managing people who might add creativity but not 'fit in'
- Perception and paradigms
- Knowledge of the decision making process and bounded rationality
- Effective engagement in decision making
- Pitfalls and advantages of group decision making



- **Team Development Skills**

- Knowledge of team composition elements
- Effects of group dynamics
- How to align teams on common values
- Effects of diversity in teams and organizations
- Stages of team development
- Orienting teams to success
- Motivational issues in teams
- Conflict management
- **More info: MGMT 545, 546**

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- **Conflict management**
 - Conflict handling styles
 - Types of conflict
 - Transforming A-type to C-type conflict
 - Assertive messages
 - More info: MGMT 547
 - **Organization change & development**
 - Force field model
 - Resistance to change
 - Overcoming resistance
 - Organization development models

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Self-development

- Knowledge of your values, strengths, weaknesses, areas for development
- Development of goals and leadership mission
- Goals, continuous reinvestment
- Expanding out of your comfort zone
- Tackling the sensitive line
- Empty your cup!
- Seeking feedback from others
- Continue growth, development, CHANGE

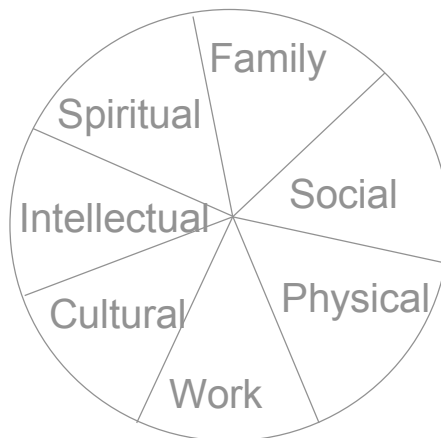
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Your Competency Portfolio

		Where you are	Where you are going
Others' Views	Abilities: <i>How you see yourself</i>	What I already know: What I need to learn:	Goals & Values: <i>What matters to you</i> What I already know: What I need to learn:
	Perceptions: <i>How others see you</i>	What I already know: What I need to learn:	Success Factors: <i>What matters to others</i> What I already know: What I need to learn:
Your Views			

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What are you doing with your life?



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What Are Your Priorities?

- “I Am” Exercise
- “Big Rocks”

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What Needs To Change?

- I need to *stop* doing:

- I need to *start* doing:

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Have You Left Your Workplace Better Than You Found It?

- 1 in 4 American workers report being chronically angry at work
 - Be open, friendly, accessible, a coach
 - Show genuine interest in others' needs and concerns
 - Leave others feeling better after interacting with you
 - Create an environment that makes work enjoyable
 - Read what is expressed non-verbally
 - Learn to communicate supportively and assertively
 - Savor and protect your reputation
 - Lead with values, mission, and vision
 - “Many people live lives of quiet desperation” - Thoreau
 - “Many people live lives of aimless distraction”

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Take Care of Yourself

- Negative effects of stress
- Effective leaders live an examined life
 - “The unexamined life is not worth living”
 - Socrates
- Remember your big rocks
- Take a WELL day

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