



Figure 1

# Organizational Conflict

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*Understanding Effective Approaches to Workplace Conflict Resolution*

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## Introduction to Organizational Conflict

### What is Organizational Conflict?

Have you ever been frustrated, unhappy, or not on the same page as you're as your workers? Well, this is considered organizational conflict, it happens at all levels; conflict is unavoidable but there are techniques that we can do to reduce conflict in the workplace. According to *Organizational Behavior*, there are five styles of conflict-handling approaches that are common within an organization which include: competing, collaborating, compromising, avoiding, and accommodating Conflict (J. Stewart Black) which we will explore in more detail. Through my research and evaluating survey results I will explore which style is the most common and evaluate which is the most effective.

To understand effective approaches to workplace conflict resolution, we will explore different tyle of conflict, methods to resolving and reducing conflict and evaluate which is most effective through research. To answer this question, I will evaluate literature and conduct an assessment and interview a small group of volunteers from my workplace to see which style is the most common. To be efficient in resolving and reducing conflict, first we must understand why conflict and the different styles of conflict.

### What are common conflicts that occur within an organization?

It does not matter the size of the organization; large and small organizations experience certain levels of conflict, and it is important for leaders and management to understand how to approach conflict resolution. The four main root causes of conflict within an organization are in *chapter 14.1*:

1. **Goal Conflict:** People or group desires different outcomes. An example is when you feel as if you are "not on the same page" as your coworkers," either because there is not a clear direction or different priorities.
2. **Cognitive Conflict:** holds ideas or opinions that are inconsistent with those of others. Politics is the most common form but also occurs when there is a difference of opinions on stances.

3. **Affective Conflict:** When a person or group's feelings or emotions arise and do not get along with each other. When personality types of clashes or are incompatible.
4. **Behavioral Conflict:** exists when a person or group behaves in a way that is unacceptable to others. For an example would be the generational divide between older and younger generations.

Historically there was always a conflict between younger and older generations, in today's modern society that remains the same, to an organization this is even higher due to the 2020 Covid-19 pandemic. One of the results of the pandemic is the mentality the younger generation now has on work-life balance. The pandemic closure has led to Gen Z believing that, 'they understand that their mental and emotional states contribute to their success and ability to produce results, with the 'work to live' mentality driving their work ethic.' (Gonzales, M.). Baby boomers were raised to believe that "the ability to work is a privilege." This societal difference leads to the generations to behavioral conflict in that older generations believe that Gen Z 'lack drive or discipline' when in it is just that they hold different values. Gonzales suggests that the way to support all employees are:

- **Ask for their opinions.** *Executive teams and people managers should regularly solicit honest feedback from their workforce, both older and younger. Lasan said meetings between staff and leadership can "open the door to greater understanding amongst all generations."*
- **Host team-building activities.** *Scheduling an offsite luncheon or team-building activities can allow employees from different ages and backgrounds to get to know one another. Do not view this as "forcing your team into liking each other," Lasan said. Look at it to increase understanding and friendship among workers who may not always interact with one another.*
- **Leverage technology.** *Tarnacki said employers can focus on integrating modern, consumer-grade technology to help better support the employee experience for workers of all ages, including older workers.*

Source: (Gonzales, M.) "The Generational Divide Between Older and Younger Generation." SHRM. <https://www.shrm.org/the-generational-divide>

“Ask for their opinions, host team-building activities, and leverage technology,” are great examples of resolving not only generation conflict but can be applied to any of the four-root conflict common causes especially for behavioral. It is common that a lot of conflict arise from misconceptions or wrong assumptions, so “ask for their opinion” can help clear up wrong misconceptions or assumptions.

### What are some ways to resolve conflict?

To evaluate strategies to avoid conflict, I referred to Chapter 14.2 Kenneth Thomas' “Five Modes of Resolving Conflict (J. Stewart Black). Thomas' model suggests the five modes of resolving conflict are:

1. *Competing: best used when issues are important and unpopular decisions need to be made, or quickly made*
2. *Collaborating: best used when the solution needs a win-win, while you're learning, when insights and other perspectives are merging*
3. *Compromising: best used while learning, goals are more important than effort in 'winning'*
4. *Avoiding: when stakes or emotions are high and further evaluation is necessary or when others can resolve the issue more easily*
5. *Accommodating: when you are in the wrong, they are in a higher position, or you are still learning or building social credits or harmony.*

Just as Gonzales stated in “Ways to Support all employees,” Thomas' “five modes” are similar in that they require a higher level of emotional intelligence to implement effectively. The style in which you approach conflict depends on the environment, situation, and relationship of each party, for an example, the more the relationship holds value to you're the harder the stakes get, so you are more likely to adopt a style that suits the less assertive style like avoiding, accommodating, or compromise; the situation holds more value than the relationship.

When negotiating a contact with an external organization, it will be more important to get your ideas across than to build a friendly relationship. In this situation a more assertive approach would be more efficient, like competing, compromising, or collaborating. The key to understanding when to apply is that management needs to first evaluate the level of assertiveness and cooperation is needed to reach the goal.

### Strategies to resolve conflict?

Chapter 14.3 of *Organizational Communication* suggests the following for preventing conflict:

1. *Emphasizing organization wide goals and effectiveness. Focusing on organization-wide goals and objectives should prevent goal conflict. If larger goals are emphasized, employees are more likely to see the big picture and work together to achieve corporate goals.*
2. *Providing stable, well-structured tasks: When work activities are clearly defined, understood, and accepted by employees, conflict should be less likely to occur. Conflict is most likely to occur when task uncertainty is high; specifying or structuring jobs minimizes ambiguity.*
3. *Facilitating intergroup communication: Misperception of the abilities, goals, and motivations of others often leads to conflict, so efforts to increase the dialogue among groups and to share information should help eliminate conflict. As groups come to know more about one another, suspicions often diminish, and greater intergroup teamwork becomes possible.*
4. *Avoiding win-lose situations: If win-lose situations are avoided, less potential for conflict exists. When resources are scarce, management can seek some form of resource sharing to achieve organizational effectiveness. Moreover, rewards can be given for contributions to overall corporate objectives; this will foster a climate in which groups seek solutions acceptable to all.*

*“Emphasizing organization wide goals and effectiveness.”* Based off this the above definition in chapter 14.3, conflicts that call for this solution would be when common goals are not clear, this could address the problem, when you feel as if your colleagues are not understanding the urgency of the situation. Once everyone understands the goal it is easier to collaborate, create a plan, or solutions.

*“Providing stable, well-structured tasks.”* Sometimes the issue is there is little to no guidance on the tasks, so they do not get done or create frustrations. Well-structured tasks allow the team to know their roles and responsibilities so they may complete them efficiently.

*“Facilitating intergroup communication.”* Fostering teamwork can help the group cohesiveness, when the group feels they can trust each other they work better together, and less conflict is present.

*“Avoiding win-lose situations.”* Creating a win-lose situation raises the stakes and can make the individuals less likely to collaborate or take risks that could affect them negatively or ‘lose.’ Avoiding win-lose situations allows the team to focus on their goals and tasks instead of ‘winning’ so they will conduct themselves in a manner that is goal oriented.

One of the most common mistakes and habits that managers fall into is the act of non-action. Non-action is exactly as it sounds when a manager ignores a problem or does not take any action to resolve it. Non-action occurs when managers avoid deciding because there is a lack of evidence, further investigation is needed, emotions such as anger of either party are involved.

Jathon Janove wrote a very helpful article in SHRM to help managers “Overcome the Insidious Instinct to Avoid.” Janove explains the habit of ‘avoiding’ as a survival instinct. His first example is that while walking, you see a suspicious stick that may be a dangerous snake, instead of further investigation your instincts tell you to avoid. His second and best example is when he learned to ski, the instructor told him to “lean forward when going downhill to slow down.” His response was, “he is trying to kill me,” and went with his instinct to lean back while going downhill which resulted in him having more accidents. Once Janove taught himself to go against his instinct and lean forward he saw that his skill level and chances of “wipe out” less often. It is natural for us to avoid situations that put us in situations that are unpleasant, to be effective managers it is best to practice “going against our instinct” and taking the easier route because to reach solution first we must address the problem.

### **There are benefits to conflict.**

Without conflict we will not have the conversations or reach solutions that are necessary to hold a comparable advantage today. Conflict gives us the opportunity to creatively come up with solutions to problems, clear up assumptions that may be wrong, build stronger relationships within the group, build trust, and hold accountability. When we are faced with conflict, we must come up with solutions to satisfy the situation

which gives us the opportunity to create solutions. Negative assumptions can not only hurt us but hinder the progress that can be made without conflict, we are not given the opportunity to clear up any assumptions that are wrong. The most important outcome that arises from conflict is building trust within a company and holding us to a higher level of accountability.

One of the hardest pitfalls to climb out of Group think, or when the group collectively agrees to avoid standing out. This can be problematic when unethical behavior is occurring in the workplace. In this instance conflict is beneficial to combat groupthink and hold coworkers who are behaving unethically.

"Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler is a self-help book that was vital to understanding why having "high stake conversations" is important in the workplace. Some of their first examples of "crucial conversations" are "asking your boss for a raise and choosing a marketing strategy that is integral to the company success." Crucial conversations as defined by the book is "a discussion between 2:00 or more people in which they hold opposing opinions about high stake issues and where emotions run strong." Each of the examples that I presented above could happen within an organization but are important for self or organizational growth which is like the benefits of constructive conflict.

## Review of Literature

### *Crucial Conversations*

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). *Crucial conversations*. McGraw-Hill Contemporary.

#### Main Concepts:

1. The power of Dialogue: 'master dialogue' understanding and challenging these personal narratives can help in managing emotions and promoting a 'larger pool of information shared by all.'
2. Hold the right conversation: Choose the right topic and stay on topic.
3. Mastering Emotion when scared or angry: Emotional intelligence is a key component of successful communication.



4. Making It Safe: Creating a safe environment is crucial for effective communication.
5. Speaking 'Persuasively, Not Abrasively': 'Be persuasive not abrasive' involves sharing facts, telling stories, and using other techniques to influence others positively.
6. Move to action: Encourage testing, cultivating an environment where ideas can be challenged without fear of retribution to promote open dialogue and collaborative problem-solving.
7. Making Better Decisions: Collectively "drawing on the diverse perspectives of those involved."
8. Implementing the Skills: Practice in 'real life situations.' Ensuring improvement and application of these tools are essential.

Crucial Conversations is important to understanding conflict because holding 'crucial conversations' requires navigating around situations where conflict may arise and how to handle conflicts once they start. The art of mastering how to hold conversations when 'stakes are high' involves a higher level of emotional intelligence because you need to be able to understand how to hold 'the right dialogue' and staying on the right path even when emotions are high. You will have to be able to understand when the direction of the conversation is no longer on topic. *Crucial Conversations* emphasizes having an awareness of yourself and the other party to "control the dialogue" and make sure that the subject matter is relevant.

"Speaking persuasively not abrasive" is another aspect they mention, the concept is that to win someone over you need to understand how to get your point across without triggering negative emotions in which will leave them guarded. Next, they suggest creating an environment that encourages a safe place for your followers to express their concerns openly and without repercussions. Finally, it is important to continue to practice and monitor your success, give yourself opportunities to practice in real life. Much like conflict, holding high stake conversations has its benefits to organizational and personal growth.

## Getting to Yes

Fisher, R., Ury, W., & Patton, B. (2006). *Getting to yes* (2nd ed.). Penguin Putnam.

### Main Concepts:

1. Focus on interests not 'position': both parties need to work together to form a solution not 'switch positions.'
2. Separate the people from the problem: Address the issue without attacking the opposite side so they are less likely to escalate.
3. Focus on interests: identify the underlying cause to understand their interests so you can create a solution.
4. Generate options for mutual gain: Brainstorm and create multiple options to weigh the solutions. Avoid "zero-sum thinking."
5. Insist on using objective criteria: this helps us rely on fair standards for both parties, scientific judgement, or other external criteria to propose solutions.
6. Best Alternative to a Negotiated Agreement (BATNA): understand the bottom line while negotiating for the best course of action.
7. Fairness and Reciprocity: they are more likely to agree if it appears fair. Reciprocity is the willingness to give and take.
8. Effective Communication: this is active listening to navigate the conversation, expressing your needs and evaluating theirs. Taking their perspective into consideration helps find common ground.

Getting to Yes is a self-help book that is important for any sort of person in a leadership position to effectively navigate their team to their side. The authors emphasize the importance of separating the person from the problem often throughout the book. One theme throughout the reading that I learned is that often there is a miscommunication or misconception when faced with conflict. Often there are solutions to conflicts that can satisfy both parties equally. When we think of conflicts as 'Me versus Them' or "I am right, and they are wrong" we close off an entire set of solutions because we are not thinking outside of ourselves.

One example that really stuck out to me was a library scenario where two guests were arguing over an open window and the librarian intervened. One guest wanted

the window open and the other closed, the librarian asked why they wanted it that way. One side wanted it open for fresh air, the other wanted it closed to avoid the draft. The solution that the librarian suggested was not over either position, she suggested a solution that satisfies each party, she opened a window in the other room. *Getting to Yes* concept framework emphasizes the importance of the collaborative approach to conflict resolution because the best alternative is a win-win.

### Finding Confidence in Conflict

Christian, K., *Ted X Talks, Finding Confidence in Conflict*, YouTube.  
<https://www.youtube.com/FindingConfidenceinConflict>

Kwame Christian is the speaker of this Ted Talk, he is a business lawyer and negotiations consultant, his unique background has given him a set of skills that have strengthened his ability to understand the art of negotiation and understand the importance of conflict. Christian begins by telling a comedic joke about his love for his favorite breakfast cereal cinnamon toast crunch, and his frustrations with his wife when she finishes the last bowl. His response to her action was to passively eat her 'granola' although he does not like it. Later, he explains how his approach to 'effective conflict management' helps him reframe his thinking so that he can approach his wife in a manner that is more effective. In this scenario after years of this pattern he addresses his concerns with her, and she was honestly 'blissfully unaware' that she was doing that and how it affected him so profoundly.

Conflict is 'intimidating and infuriating' it triggers our instinct to 'fight, flight, or deer in the headlights' as a response. Christian proposes that we this is a trait that has not evolved, our conflicts have grown past these responses so to combat this natural response we need to embrace compassionate curiosity. Compassionate curiosity is approaching conversations with genuine curiosity with the intent to understand and being open to possibility of either being wrong or damaging the relationship. Approaching conflict with this mentality allows you to address the issue, learn and collaborate and avoid using tactics that will not solve the issue.

### Discussion of literature

One of the major themes I have noticed while reading *Getting to Yes*, *Crucial Conversations* and watching the *Finding Confidence in Conflict* Ted Talk was it is most

important to separate the people from the problem. Getting to Yes states this by “separating the people from the problem” and Finding Confidence in Conflict explains how finally addressing the issue (instead of passive aggressively) helped solve his problem. When faced with conflict or hard feelings, it's important to understand the root cause and approach it from a us versus the situation in or to reach collaboration and creative problem solving.

Crucial Conversations and Finding Confidence in Conflict each discuss the importance of going against our instinct of “fight, flight, and freeze” and further evaluate the situation and approach the conflict with a prepared and thoughtful conversation. Understanding the situation and how to approach it with a thoughtful and open mind can help.

## Conflict Resolution Approach Style Exercise

### Methods

I surveyed five of my colleagues on their conflict resolution approach style from Chapter 14 *Management Skills Application Exercises* (see appendix A) and had a brief interview with each candidate to reflect their style (J. Stewart Black). The purpose was to see which style is most common and see if they how they feel about their approach and after learning briefly about the different styles see if they have a preferred style. The three questions I proposed following the evaluation were:

1. What do you think of your results?
2. Which style do you think most accurately describes your approach?
3. Why do you think organizational conflict is so prevalent?

### Interview results

I asked three questions after briefly going over the five different approaches to conflict resolution. The purpose of the interview questions was to first evaluate their reflection, think about their goals and their opinion on common conflicts that arise. The results of the survey showed the following order of most common styles: Avoiding, Accommodating, Compete, and Collaborate.

*What do you think of your results?*

Most people were surprised by their results and unhappy about their styles were avoidance, this is when I would go over the different styles and why most people especially within our small office would rate high. The avoidance style is relationship based, we either value the relationships we have so we avoid, and the design of our office has it so we can all work together or separate/ delegate tasks. It was also mentioned that one was not thinking of only work, she thought of outside work because it seemed more relevant to her.

*Which style do you think most accurately describes your approach?*

When asked which styles they preferred the order is as follows: Collaborate, Compete, Accommodate, Compromise, Avoid. Most of my colleagues believed that we could work towards a more collaborative approach, especially when it comes to big decisions and planning events. However, some think that collaboration is great, but it is not applicable to most of our tasks, which need quicker responses so that is why she believes competition is most applicable to our office.

*Why do you think organizational conflict is so prevalent?*

We work in Human Resources, when it comes to our office my boss was concerned that some of us may conceal if we have any frustrations because there is little to no conflict within our office. However, organizationally there is a lot of role ambiguity which causes jurisdictional issues and a lot of pointing fingers and lack of communication within each department.

The most common type of conflict resolution style is to avoidance from at least from the five people that I tested, because people hold a higher value on their relationships than arguing their point, and it is quicker to reach the solution. In our situation we are a small office of 7 people it is the most effective situation to avoid any hard feelings and "avoid and accommodate," luckily, at least in my opinion, we have not reached a point where the conflict has risen so high that it is hard to navigate around. Just like my office's situation everyone's different, so the different styles should be utilized when necessary. For an example, we may tap into a different approach, when necessary, from day to day we may accommodate each other's needs but for

bigger projects we could put more of a compromising tactic or collaboration. Evaluation of the situation is important, now that I understand that my (most) of my coworker's conflict approach is to avoid, to "*emphasizing organization wide goals and effectiveness*," I will monitor the situation more closely or check in with me colleagues to ensure that their needs are being met.

## Findings

The results from the exercise show that the common style of approach to conflict for the sampled people is avoidance and the style which they preferred is collaboration. However, during the interview process it was found that they somewhat disagreed with their results, they were thinking about the aspect of our small office. Because they were thinking of their current situation in a small office and would otherwise classify themselves as more collaborative or competitive, shows that approach to conflict is situational. In smaller workplaces, a larger amount of cooperation and lower level of assertiveness is required to keep the peace and to work effectively in a fast-paced environment.

## Organizational Conflict Summary

Organizational conflict is unavoidable but has its benefits. It is important to not only understand the four root causes of conflict: goal, cognitive, affective, and behavioral but the ways to approach and prevent. The main approaches to conflict are competing, collaborating, compromising, avoiding, and accommodating. Conflict resolution involves emphasizing organizational-wide goals and effectiveness, providing stable, well-structured tasks, facilitating intergroup communication, and avoiding win-lose situations. A strong emotional intelligence is required for people who wish to approach and resolve conflict effectively because you will need to understand the root of the conflict and the needs that are not being met.

Emotional intelligence also allows to separate the people from the problem as "Getting to Yes" suggests, if we focus solely on the people instead of the problem, we lack the ability to create a win-win situation. "Crucial Conversations" taught us that avoiding unpleasant high-stake conversations can hold us back and keep us from

achieving great things or holding a comparative advantage organizationally by hindering our innovation.

The results from the Conflict Resolution Approach Style application style showed that in the environment of a small office, the common approach to conflict was to avoid, this is mainly due to the small number and the sort of tasks that we do. With a smaller group it is more valuable to have a cohesive bond so small concerns are 'avoided' to preserve the relationship. The problem did not outweigh the consequences. Our office is a fast-paced environment which needs quick action and responses, which is when avoidance style is most effectively applied. When we work on larger projects such as planning events my colleagues suggested that they can switch between roles when needed but on a day-to-day basis quick action is necessary.

Some of the main themes throughout my research were first, to come up with a more effective solution, it is important to approach the conflict as situation versus the problem instead of people versus the problem. Second, the level of assertiveness and cooperation need to be considered because conflicts approach depends on the situation. Lastly, it is important to follow-up and follow-through with decisions and actions made, non-action is a terrible habit to get into and can lead to the problems growing and becoming harder to solve.

There are not one size fits all approach to conflict resolution, although collaboration does allow each team to reach a solution that is mutually beneficial and involves each side to be involved. *Crucial Conversations* and *Approaching Conflict with Confidence* best encapsulate why it is important to have conversations that make us uncomfortable and that is that conflict gives us the opportunity to grow, problem solve and address concerns or assumptions that may not be obvious. Managers and leaders with a higher level of emotional intelligence can approach conflict objectively and create a solution that is more a win-win situation.

## Resources

**Christian, K., Ted X Talks, Finding Confidence in Conflict, YouTube.**

<https://www.youtube.com/FindingConfidenceinConflict>

Finding confidence in conflict is a ted talk that brings up important aspects of conflict and why conflict is necessary. Kwame Christian talks about his unique experience and how he has developed this outlook on dealing with conflict and why conflict is necessary. I will refer to this video when explaining how conflict is beneficial in the workplace, conflict can be beneficial when it is constructive.

Kwame is the director of American Institute of Negotiation, and works as a negotiation consultant for attorneys, so he has plenty of experience in the art of negotiation and its importance.

**Fisher, R., Ury, W., & Patton, B. (2006). Getting to yes (2nd ed.). Penguin Putnam.**

This book talks about how to resolve conflicts effectively, they begin by explaining different types of conflicts, understanding the types of conflicts that arise and how to know which strategies are most effective. Getting to yes refers to negotiating during conflicts so that the situation can be a win-win. I will refer to 'Getting to Yes' to explain tactics and ideas they propose.

Fisher, Ury, and Patton have written several books of similar styles with the aim of helping others reach a newer level of understanding. This is the third edition of the book, which was originally published in 1981 and updated in recent years to update examples and change verbiage to be more modern. Getting to Yes has a lot of reviews and is mentioned in educational texts such as Open Stax Organizational Behavior.

**Gurchiek, K., Reducing Employee Conflict, SHRM, August 12, 2023.**

<https://www.shrm.org/reducing-employee-conflict>

Gurchiek provides clear examples and statistics that may be useful to explain how conflicts arise in the workplace and to understand the most common instances. Understanding common occurrences can be used to conclude the most effective way to resolve conflict if there is one preferred method.

This is from SHRM's official website which is used by HR professionals for training and to retain learning and to be informed on best practice as well as the law.



**Gurchiek, K., Follow These Tips to Help Ease Difficult Communications. SHRM. June 13<sup>th</sup> 2023. <https://www.shrm.org/follow-these-tips-to-help-ease-difficult-communications>**

This SHRM article is also by Kathy Gurchiek, I like this article because it is a clear and straight forward guide to understand how to have difficult conversations, I may reference this chapter for guidance in understanding the concepts in Crucial Conversations and to formulate thoughts on how to navigate the best format for approaching conflict.

**Gonzales, M. The Generational Divide Between Older and Younger Employees. SHRM. May 8, 2023. <https://www.shrm.org/rgenerational-divide-between-older-and-younger-employees>**

This article is very helpful to understand a common occurrence in the workplace, which is generational differences. This article is helpful to draw connections between communication issues and people's needs. The conflicts that arise from generational differences are important to understand when considering the best methods to resolve conflicts as it is very common.

**Janove, J., J.D. Overcome the Insidious Instinct to Avoid. SHRM. April 27, 2022. <https://www.shrm.org/overcome-the-insidious-instinct-to-avoid>**

This article is very helpful because it addresses one of the most common conflicts resolution tactics, which is also the most problematic. He talks about how it is easy to fall into this pattern, the importance of avoiding and how to recognize. I will refer to this article when I reflect on my own tendencies to avoid conflict, to be more relatable to the audience and to help with my own personal growth.

This is from SHRM's official website which is used by HR professionals for training and to retain learning and to be informed on best practice as well as the law.

**J. Stewart Black, David S. Bright. Organizational Behavior. Jun 5, 2019. <https://openstax.org/books/organizational-behavior/pages/14-introduction>**

Organizational Behavior textbook provides key examples and definitions, specifically chapter 14 which focuses on Organizational Conflict. I will refer to Organizational Behavior will be used for key definitions to define how conflict is used in business.

Landell, Natasha. Engaging in Aim. Sarasin and Partners. June 3<sup>rd</sup>, 2019. [Figure 1](#)

Figure 1 Image, google image search for "Organizational Conflict Image."

## Annotated Bibliography

***Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). Crucial conversations. McGraw-Hill Contemporary.***

Crucial Conversations is a business self help guide with the goal to teach how to address "high stake conversations" and come out positively. They began by explaining why it is important to hold high stake conversations although we may not want to and the steps necessary to be prepared for these conversations. I think that I may refer to this text when explaining solutions or why conflicts arise in the workplace.

Crucial Conversations has sold over 5 million copies and has great reviews, this is the third edition which has been updated with modern examples to be more relevant, but the concepts are still the same. Crucial Learning has their own website where readers can expand on their knowledge gained from the reading.

**Landell-Mills, N. Engaging in Aim. Saras & Partners. Bing Image Search.**

<https://www.bing.com/images/organizationalconflict>

Figure 1. Bing Image Search for "organizational conflict" filter by color 'teal' this was used as a cover image because it went with the color theme and depicted workplace conflict.

## Appendix A.

### Results of Conflict Resolution Approach Style Exercise

What is Your Approach to Conflict Resolution?						
	1	2	3	4	5	
1. I firmly push for my goals.	1	2	3	4	5	
2. I always try to win an argument.	1	2	3	4	5	6
3. I try to show my opponent the logic of my position.	1	2	3	4	5	
4. I like to discuss disagreements openly.	1	2	3	4	5	
5. I try to work through our differences.	1	2	3	4	5	5
6. I try to get all concerns on the table for discussion.	1	2	3	4	5	
7. I try to work for a mutually beneficial solution.	1	2	3	4	5	
8. I try to compromise with the other person.	1	2	3	4	5	5
9. I seek a balance of gains and losses on each side.	1	2	3	4	5	
10. I don't like talking about disagreements.	1	2	3	4	5	
11. I try to avoid unpleasantness for myself.	1	2	3	4	5	13
12. I avoid taking positions that may incite disagreement.	1	2	3	4	5	
13. I try to think of the other person in any disagreement.	1	2	3	4	5	
14. I try to preserve relationships in any conflict.	1	2	3	4	5	7
15. I try not to hurt the other person's feelings.	1	2	3	4	5	

Organizational Behavior. Management Skills Application Exercises. Appendix B.

**What Is Your Approach to Conflict Resolution?**

1. I firmly push for my goals.	1	(2)	3	4	5	
2. I always try to win an argument.	(1)	2	3	4	5	5
3. I try to show my opponent the logic of my position.	1	(2)	3	4	5	
4. I like to discuss disagreements openly.	(1)	2	3	4	5	
5. I try to work through our differences.	(1)	2	3	4	5	3
6. I try to get all concerns on the table for discussion.	(1)	2	3	4	5	
7. I try to work for a mutually beneficial solution.	(1)	2	3	4	5	
8. I try to compromise with the other person.	(1)	2	3	4	5	3
9. I seek a balance of gains and losses on each side.	(1)	2	3	(2)	5	
10. I don't like talking about disagreements.	1	2	(3)	4	5	
11. I try to avoid unpleasantness for myself.	1	(2)	3	4	5	7
12. I avoid taking positions that may incite disagreement.	1	(2)	3	4	5	
13. I try to think of the other person in any disagreement.	1	(2)	3	4	5	
14. I try to preserve relationships in any conflict.	1	(2)	3	4	5	7
15. I try not to hurt the other person's feelings.	1	2	(3)	4	5	

Organizational Behavior, Management Skills Application Exercises, Appendix B.

## What Is Your Approach to Conflict Resolution?

1. I firmly push for my goals.	1	2	3	4	5	
2. I always try to win an argument.	1	2	3	4	5	8
3. I try to show my opponent the logic of my position.	1	2	3	4	5	
4. I like to discuss disagreements openly.	1	2	3	4	5	
5. I try to work through our differences.	1	2	3	4	5	8
6. I try to get all concerns on the table for discussion.	1	2	3	4	5	
7. I try to work for a mutually beneficial solution.	1	2	3	4	5	
8. I try to compromise with the other person.	1	2	3	4	5	7
9. I seek a balance of gains and losses on each side.	1	2	3	4	5	
10. I don't like talking about disagreements.	1	2	3	4	5	
11. I try to avoid unpleasantness for myself.	1	2	3	4	5	15
12. I avoid taking positions that may incite disagreement.	1	2	3	4	5	
13. I try to think of the other person in any disagreement.	1	2	3	4	5	
14. I try to preserve relationships in any conflict.	1	2	3	4	5	8
15. I try not to hurt the other person's feelings.	1	2	3	4	5	

Organizational Behavior, Management Skills Application Exercises, Appendix B.

**What Is Your Approach to Conflict Resolution?**

1. I firmly push for my goals.	1	2	3	4	5	
2. I always try to win an argument.	1	2	3	4	5	10
3. I try to show my opponent the logic of my position.	1	2	3	4	5	
4. I like to discuss disagreements openly.	1	2	3	4	5	
5. I try to work through our differences.	1	2	3	4	5	7
6. I try to get all concerns on the table for discussion.	1	2	3	4	5	
7. I try to work for a mutually beneficial solution.	1	2	3	4	5	7
8. I try to compromise with the other person.	1	2	3	4	5	
9. I seek a balance of gains and losses on each side.	1	2	3	4	5	
10. I don't like talking about disagreements.	1	2	3	4	5	10
11. I try to avoid unpleasantness for myself.	1	2	3	4	5	
12. I avoid taking positions that may incite disagreement.	1	2	3	4	5	6
13. I try to think of the other person in any disagreement.	1	2	3	4	5	
14. I try to preserve relationships in any conflict.	1	2	3	4	5	
15. I try not to hurt the other person's feelings.	1	2	3	4	5	

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Organizational Behavior: Management Skills Application Exercises, Appendix B

**What Is Your Approach to Conflict Resolution?**

1. I firmly push for my goals.	1	2	3	4	5	
2. I always try to win an argument.	1	2	3	4	5	10
3. I try to show my opponent the logic of my position.	1	2	3	4	5	
4. I like to discuss disagreements openly.	1	2	3	4	5	
5. I try to work through our differences.	1	2	3	4	5	11
6. I try to get all concerns on the table for discussion.	1	2	3	4	5	
7. I try to work for a mutually beneficial solution.	1	2	3	4	5	
8. I try to compromise with the other person.	1	2	3	4	5	7
9. I seek a balance of gains and losses on each side.	1	2	3	4	5	
10. I don't like talking about disagreements.	1	2	3	4	5	
11. I try to avoid unpleasantness for myself.	1	2	3	4	5	11
12. I avoid taking positions that may incite disagreement.	1	2	3	4	5	
13. I try to think of the other person in any disagreement.	1	2	3	4	5	
14. I try to preserve relationships in any conflict.	1	2	3	4	5	10
15. I try not to hurt the other person's feelings.	1	2	3	4	5	

Organizational Behavior, Management Skills Application Exercises, Appendix B.

Average Total, and Self Ideal Rank interview answers

Style	Total Evaluated	Self-Ideal-Rank
Competing	39	2
Collaborating	34	1
Compromising	29	3
Avoiding	56	5
Accommodating	38	4