



# CONFLICT MANAGEMENT

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Nepal Administrative Staff College, 2076



# Session Outline

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- Understand Conflict
- Nature and Causes of Conflict
- Conflict Process
- Conflict Management Strategies
- Some Effective Tips to handle Conflict



Look at the chart and say the COLOR not the word

**YELLOW BLUE ORANGE**  
**BLACK RED GREEN**  
**PURPLE YELLOW RED**  
**ORANGE GREEN BLACK**  
**BLUE RED PURPLE**  
**GREEN BLUE ORANGE**

**Left - Right Conflict**

**Your right brain tries to say the color but  
your left brain insists on reading the word**



# Contemporary issues in Civil Service

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- Adjustment / reconciliation of existing Structure
- Changing Environment
- Legal basis for running the federal units not complete
- Redeployment Challenge of Civil Servants
- Capacity Gap in Local Government
- Politicization/ Media Chase and many more

# राप्ती स्वास्थ्य विज्ञान प्रतिष्ठानका उपकुलपति र शिक्षाध्यक्षबीचको लफडा उत्कर्षमा

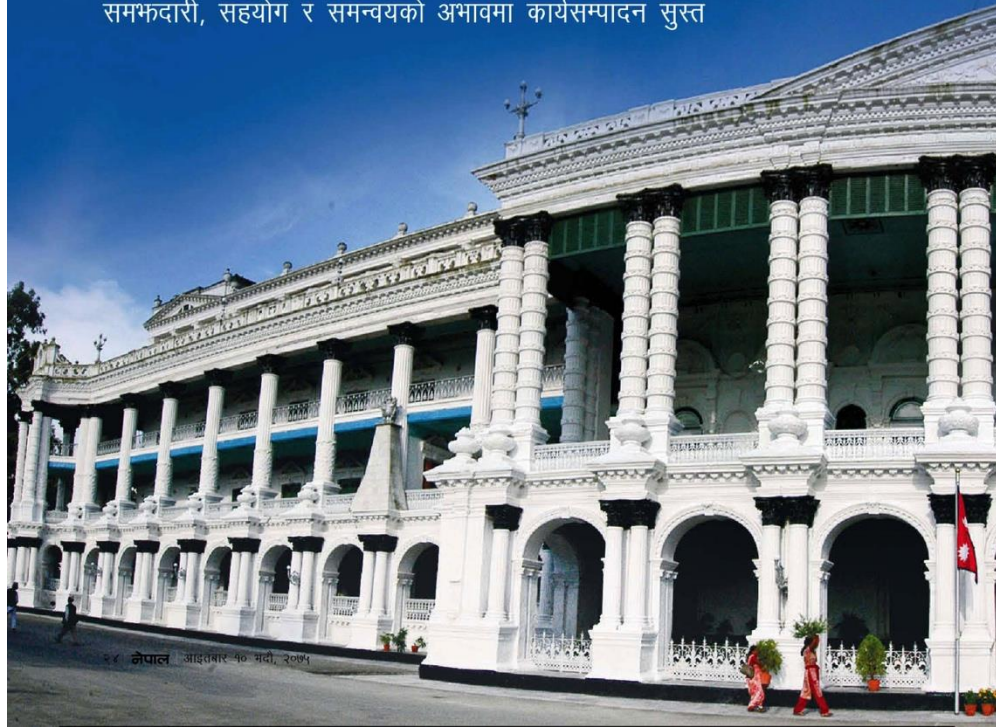
समाचार

प्रदेश सरकारलाई अर्को झट्का, सचिव हेरफेर अधिकार  
केन्द्रमै

आवरण

# कर्मचारीतन्त्र अक्षम कि असहयोगी ?

समभक्तदारी, सहयोग र समन्वयको अभावमा कार्यसम्पादन सुस्त

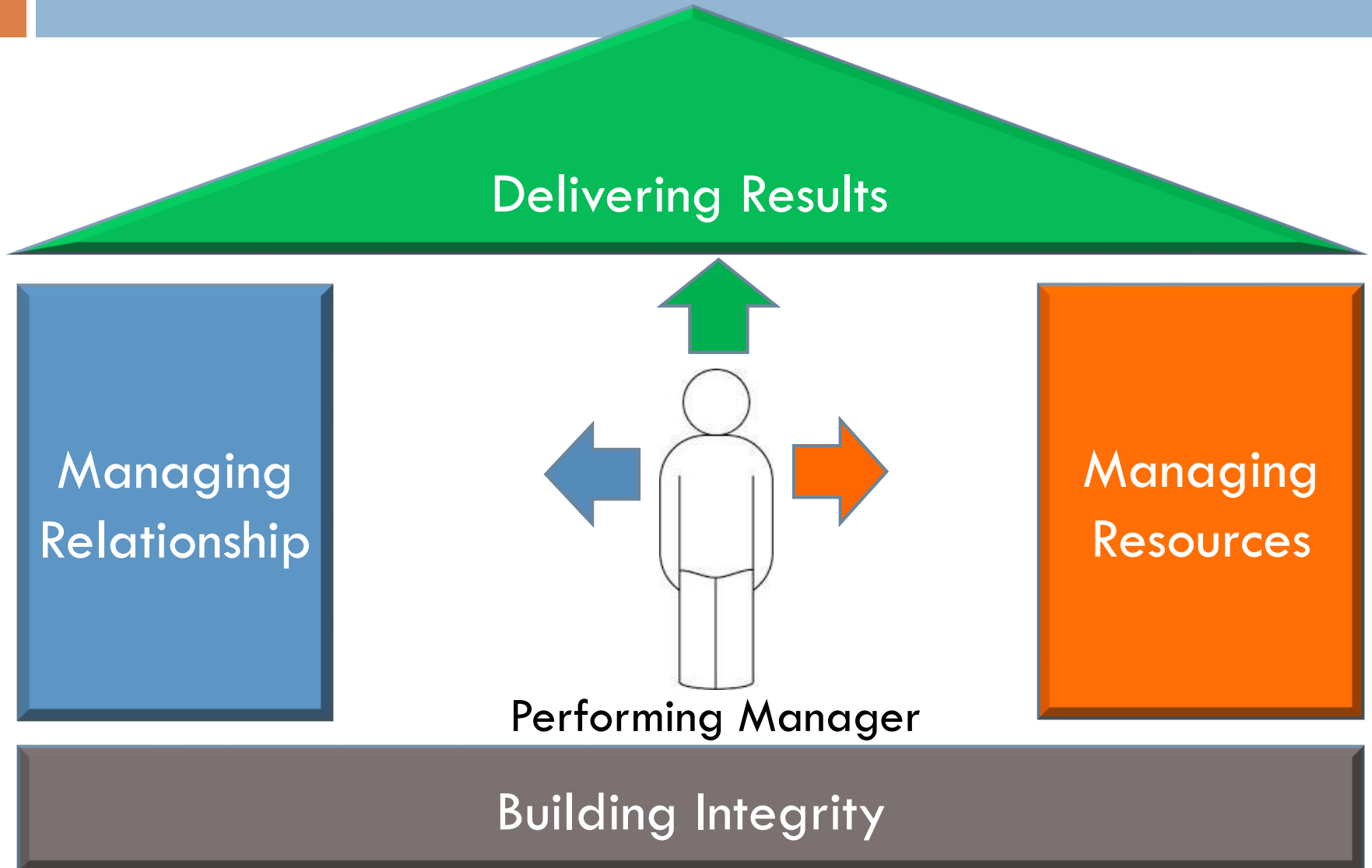


नेपाल आइतबार ५० नदी, २०७५



# Core Competencies of a Manager

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# Conflict: Definition

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A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about.

-S.P. Robbins





# Conflict: Transitions Thought

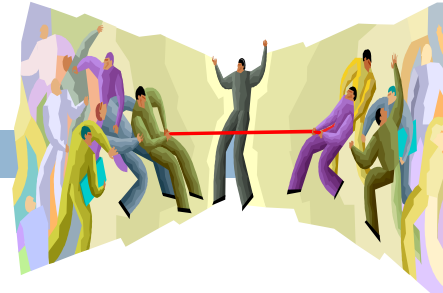


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- **Traditional View of Conflict(Dysfunctional)**
  - The belief that all conflict is harmful and must be avoided
  - Prevalent view in the 1930s-1940s
- **Human Relations(Humanistic) View of Conflict**
  - The belief that conflict is a natural and inevitable outcome in any group
  - Focuses on productive conflict resolution



# Conflict: Transitions Thought



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## □ Modern(Interactionistic) View of Conflict

- The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively
- A “**positive force**” that is necessary for a group effectiveness, self critical & creative.

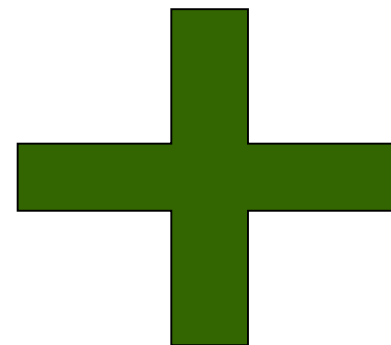


# Conflict: Functional Vs Dysfunctional

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## **functional conflict**

Conflict that supports the goals of the group and improve its performance.



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## **dysfunctional conflict**

Conflict that hinders group performance.

# Conflict: Types-Organizational Setting

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- Intrapersonal
- Interpersonal
- Intragroup
- Intergroup
- Inter organizational



बाह्यरी समीक्षा  
प्रहरी अधिकृतबीचको अस्वस्थ प्रतिस्पर्धा पत्रपत्रिकामा छरपस्ट



# One of the realities we face

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*Community User group at Aadhikhola RMCP- Use dozer instead of labor hour contribution for local road construction. Using dozer means ensuring a VAT bill of 13%. However, they do not pay it instead generate “varpai receipt” of the amount allocated in the form of “Dor-Hajiri”*



# Conflict: Systemic View & Grouping

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Types	Definitions	Examples used to measure/ assess
Relationship Conflict	Disagreements based on personal/ Social issues	<ul style="list-style-type: none"><li>• How often do people get angry in your team?</li><li>• How much relationship tension is there in your team?</li></ul>
Task Conflict	Disagreement about the work being done	<ul style="list-style-type: none"><li>• To what extent are there differences of opinion in your team?</li><li>• How much conflict is there about the work you do in your team?</li><li>• How often do people in your team disagree about opinions regarding the work to be done?</li><li>• How frequently are there conflicts about ideas in your team?</li></ul>



# Conflict: Types Grouping

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Type	Definition	Examples used to measure/ assess
Process Conflict	Centers on task strategy and delegation of duties and resources	<ul style="list-style-type: none"><li>• How often do members of your team disagree about who should do what?</li><li>• How frequently do members of your team disagree about the way to complete a team task?</li><li>• How much disagreement about the delegation of tasks exists within your team?</li></ul>



# Sources/ Causes of Conflict

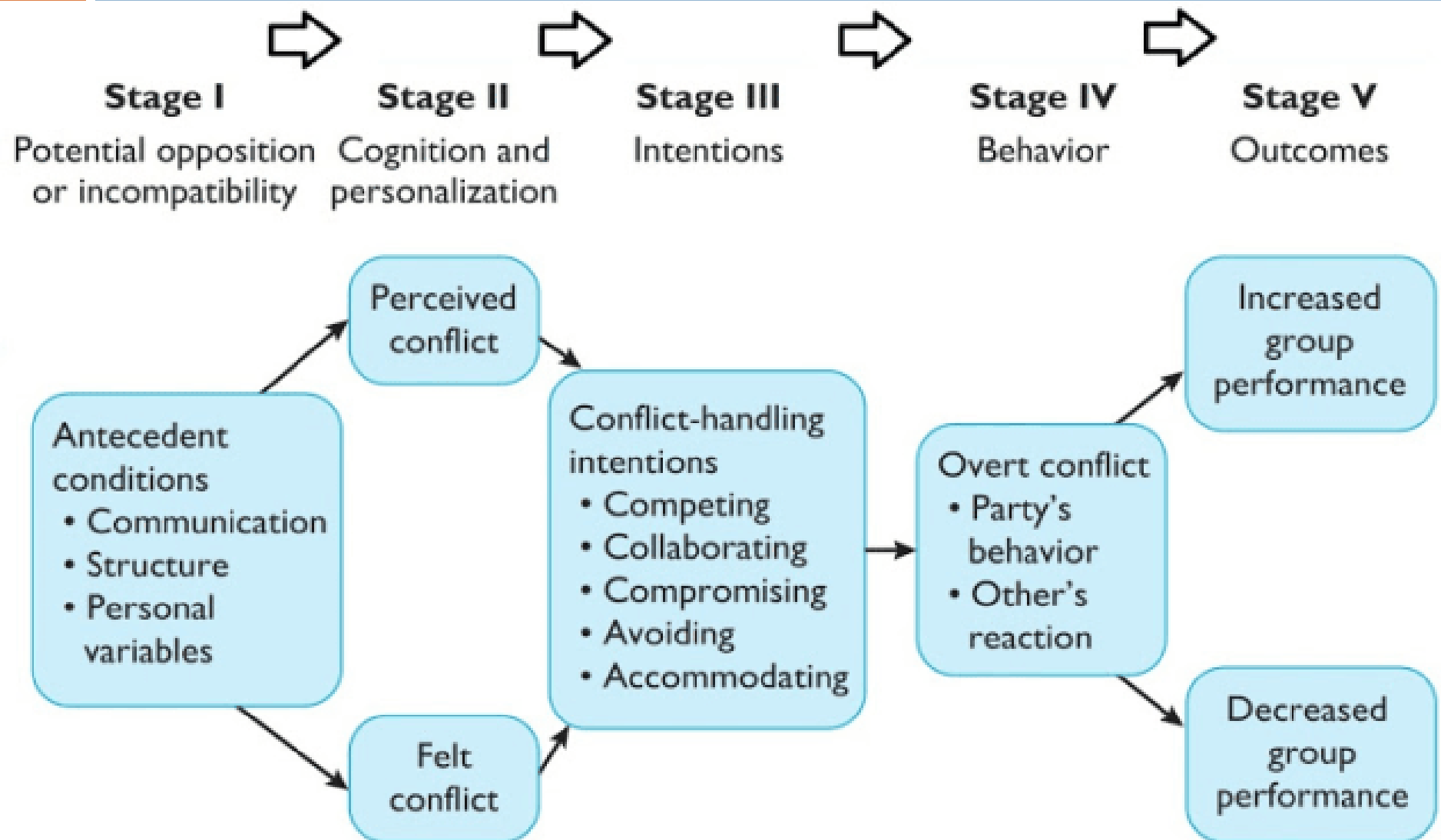
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- Personal Variable
- External Factors
- Communication Variable
- Structure Variable
- Leadership Factor



# The Process View of Conflict

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# Self Assessment



# Calculate the total under each category:

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- Competing: 4,9,12
- Collaborating: 1, 5, 7
- Avoiding: 6,10,15
- Accommodating: 3,11,14
- Compromising: 2, 8,13
  
- **Result:** My dominant style is...( your highest Score)



## Stage III: Intentions

# Conflict Management: Two Broad Dimensions

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### □ Cooperativeness

- Attempting to satisfy the other party's concerns

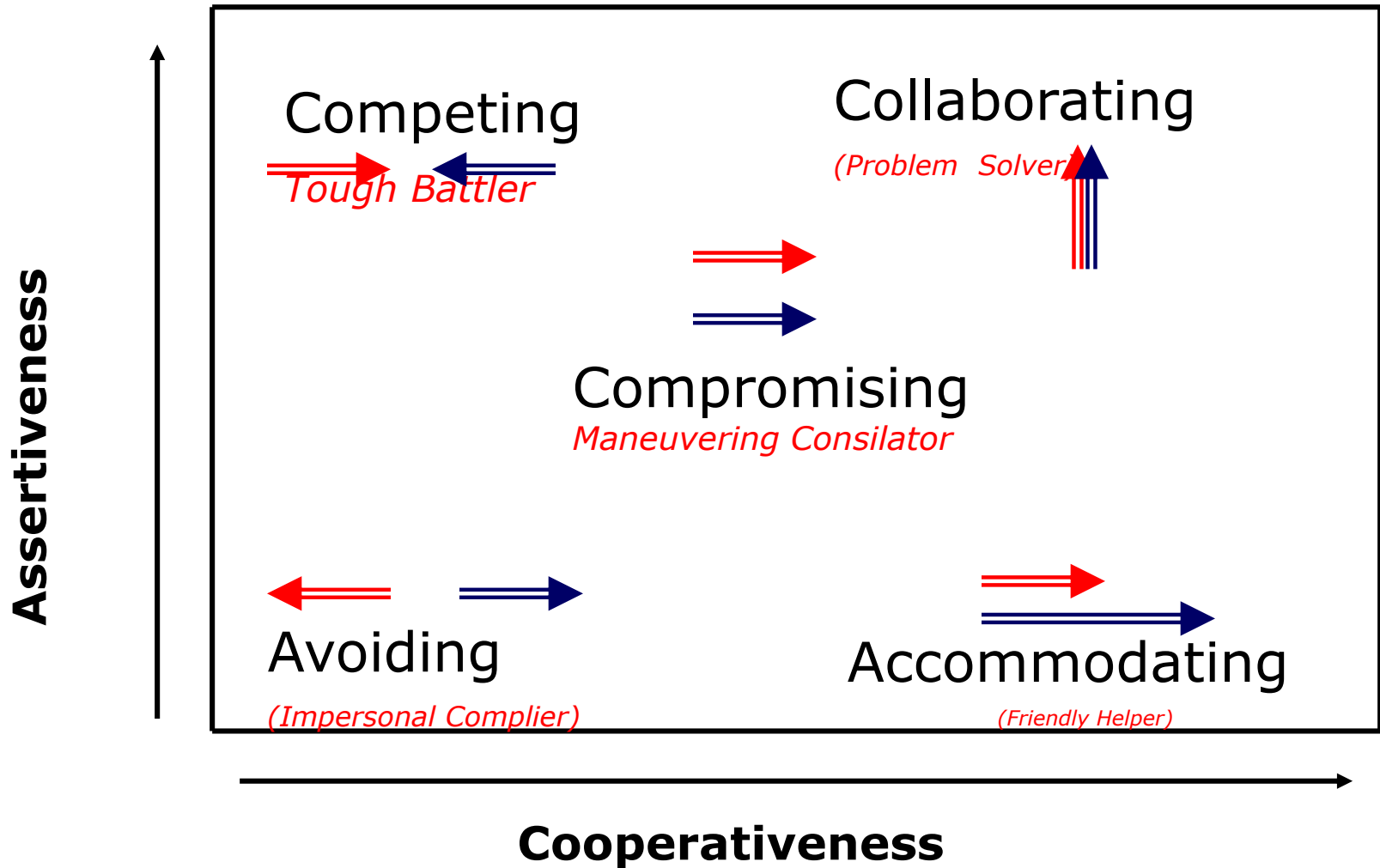
### □ Assertiveness

- Attempting to satisfy the one's own concerns





# Conflict Handling Strategies





# Conflict Management: Dimensions

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Dimensions	Characteristics	Conflict Table
Avoiding	Desire to withdraw or suppress a conflict.	Lose-Lose
Accommodating	willingness to place opponent's interests above own.	Lose-Win
Compromising	Willingness to give up something.	Some Win-some Lose
Competing	Desire to satisfy one's interest regardless of impact of other party to the conflict.	Win-Lose
Collaborating	Desire to satisfy fully concerns of all parties.	Win-Win



# Conflict Management

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- ❑ It is the use of resolution and stimulation techniques to achieve the desired level of conflict.
- ❑ Is the practice of being able to identify and handle conflicts sensibly, fairly and efficiently.

# Conflict Management Techniques

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## ➤ Conflict Resolution Techniques

- ❑ Problem solving
- ❑ Superordinate goals
- ❑ Expansion of resources
- ❑ Avoidance
- ❑ Smoothing
- ❑ Compromise
- ❑ Authoritative command
- ❑ Altering the human variable
- ❑ Altering the structural variables

## ➤ Conflict Stimulation Techniques

- ❑ Bringing in outsiders
- ❑ Communication
- ❑ Restructuring the organization
- ❑ Appointing a devil's advocate







# Some Effective Tips to Handle Conflict

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- Don't argue with perception
- Don't judge behaviors
- Build **Bridge Mindset** rather than **Barrier mindset**

Source: Shay and McConnon, 2008



# How to build Bridge Mindset?

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- Listen for feelings, needs
- Acceptance Listening
- Talk Constructively

Example:

*We seem to have diff approaches to...*

*Help me to understand why you want to...*

*Would it be a good idea to talk about....*



# Closing Note

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- Conflict is inevitable phenomenon yet complex
- Human and non human factors are responsible for conflict
- Different perspectives from all parties need to be analyzed
- Rather than Judging behaviors ,connect with needs
- Conflict handling intentions and conflict resolution/stimulation techniques need to be used appropriately based on the circumstances



# Thank You