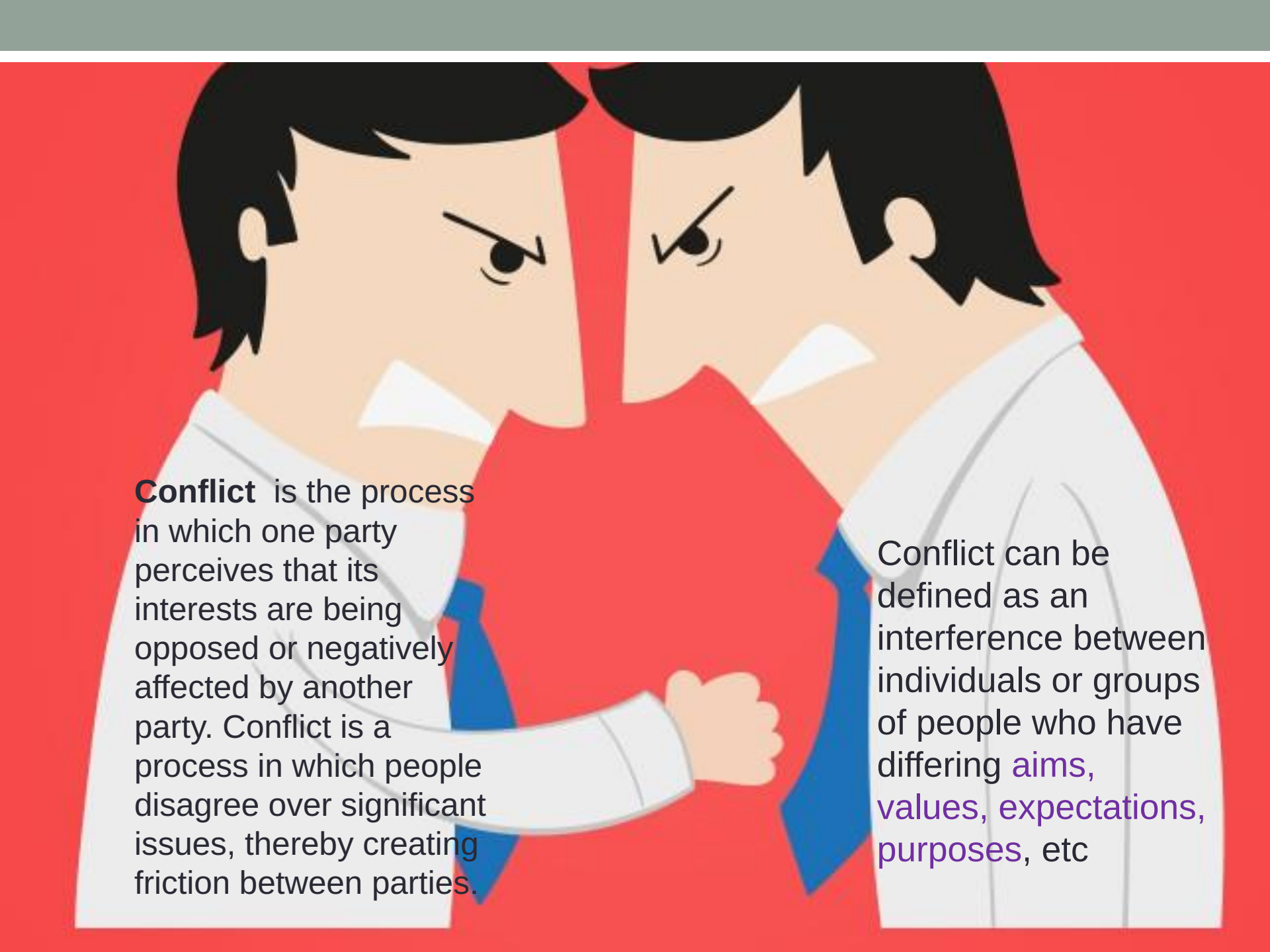


# INDIVIDUAL CONFLICT MANAGEMENT STYLES

---



by Angelina Ochkur

An illustration of two men in white shirts and blue ties, facing each other with angry expressions. The man on the left has his right hand raised towards the man on the right. The background is a solid red color.

**Conflict** is the process in which one party perceives that its interests are being opposed or negatively affected by another party. Conflict is a process in which people disagree over significant issues, thereby creating friction between parties.

Conflict can be defined as an interference between individuals or groups of people who have differing **aims, values, expectations, purposes, etc**

An illustration of two men in a conflict. The man on the left is wearing a light blue shirt and has a questioning expression with a question mark above his head. The man on the right is wearing a dark suit and a red tie, looking back at the first man with a serious expression. The background is a light grey brick wall with a large white lightning bolt symbol.

## Types of Conflict

✓ **TASK CONFLICT:**  
CONFLICTS OVER  
CONTENT AND GOALS OF  
THE WORK

✓ **RELATIONSHIP CONFLICT:**  
CONFLICT BASED ON  
INTERPERSONAL  
RELATIONSHIPS

✓ **PROCESS CONFLICT:**  
CONFLICT OVER HOW  
WORK GET DONE

# Individual Conflict Management Styles



The obliging style



The avoiding style



The integrative style



The dominating style



The compromising style



**The obliging style** of conflict management is based on low concern for self, high concern for others, and focusing on the needs of others while satisfying or ignoring personal needs.

This works best when issues are unimportant, knowledge is limited, there is long-term give and take, and the person managing the conflict has no power.



The background of the slide features a light blue gradient with a white floor. Scattered across the scene are several black silhouettes of business professionals in various poses: some standing, some pointing, some holding briefcases, and one woman with her hand to her face. The overall aesthetic is clean and professional.

**The avoiding style** is based on low concern for self and others and a focus on suppressing, setting aside, and ignoring the issues. This is appropriate when the conflict is too strong and parties need to cool off.



**THE INTEGRATIVE STYLE** shows high concern for self and for others and focuses on collaboration, openness, and exchange of information. This is used when issues are complex, when commitment is needed, when dealing with strategic issues, and when longterm solutions are required.

**The dominating style** shows high concern for self, low concern for others, and focuses on advancing own goals at any cost. This is used when time is short, issues are trivial, all solutions are unpopular, and an issue is important to the party resolving the conflict.





**THE COMPROMISING STYLE** shows moderate concern for self and others and focuses on achieving a reasonable middle ground where all parties win. This is used when goals are clearly incompatible, parties have equal power, and a quick solution is needed.



# Manager's ways to manage conflict

Managers can manage conflict by either preventing or reducing high levels of conflict or stimulating low levels of conflict. To do this, managers can **apply a behavioral approach** or **an attitudinal approach**.

**The behavioral approach** targets the behavior causing the conflict, while **the attitudinal approach** targets the roots of the conflict, including people's emotions, beliefs, and behaviors.

**Behavioral methods** include enforcing rules, separating the parties, clarifying tasks, having a common enemy or outside competition, and increasing resources and rewarding cooperation.

**Attitudinal methods** include having a common enemy, rotating members, increasing resources, and team-building and organizational development (OD). To stimulate conflict, managers can introduce change, increase task ambiguity, or create interdependency.

By knowing your own default patterns you improve your self-awareness.

Once you are aware of your own patterns, you can pay attention to whether they are working for you and you can explore alternatives.

