

Fundamentals of Organizational Communication

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MGM332

Lecture 07



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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**Shockley-Zalabak,
9e Update**

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Chapter 9

**Organizational Conflict:
Communicating for
Effectiveness**

Define organizational conflict



Why ORGANIZATION COMMUNICATION CONFLICT EXIST ?



ما هي الحاجة الي وجود المحاكم الاقتصادية ومكاتب العمل ؟



Learning Objectives (1 of 2)

- 9.1** Analyze how organizational communicators' knowledge of conflicts help resolve conflicts effectively
- 9.2a** Define organizational conflict
- 9.2b** Describe organizational conflict
- 9.3** Describe individual conflict styles and strategic objectives
- 9.4** Describe group conflict approaches
- 9.5** Express ethical abuses during conflict
- 9.6** Express individual responsibilities for productive conflict
- 9.7** Develop processes for productive conflict

Introduction: Organizational Conflict: Communicating for Effectiveness

Objective 9.1 Analyze how organizational communicators' knowledge of conflicts help resolve conflicts effectively

تحليل : كيف تساعد معرفة الاتصالات التنظيمية في حل النزاعات
بشكل فعال ؟

9.1 Introduction: Organizational Conflict: Communicating for Effectiveness

- Communicating for effectiveness

Point 2 – **Communicating for effectiveness**

- Concept of conflict
- Describe its various contexts
- Causes
- Consequences



Causes of conflict

Organizational
Structure

Limited
Resources

Task
Interdependence

Incompatible
Goals

Personality
Differences

Communication
Problems

Defining and Describing Conflict Processes

Objective 9.2a Define organizational conflict
Describe organizational conflict

Objective 9.2b

9.2 Defining and Describing Conflict Processes (1 of 5)

Defining Conflict

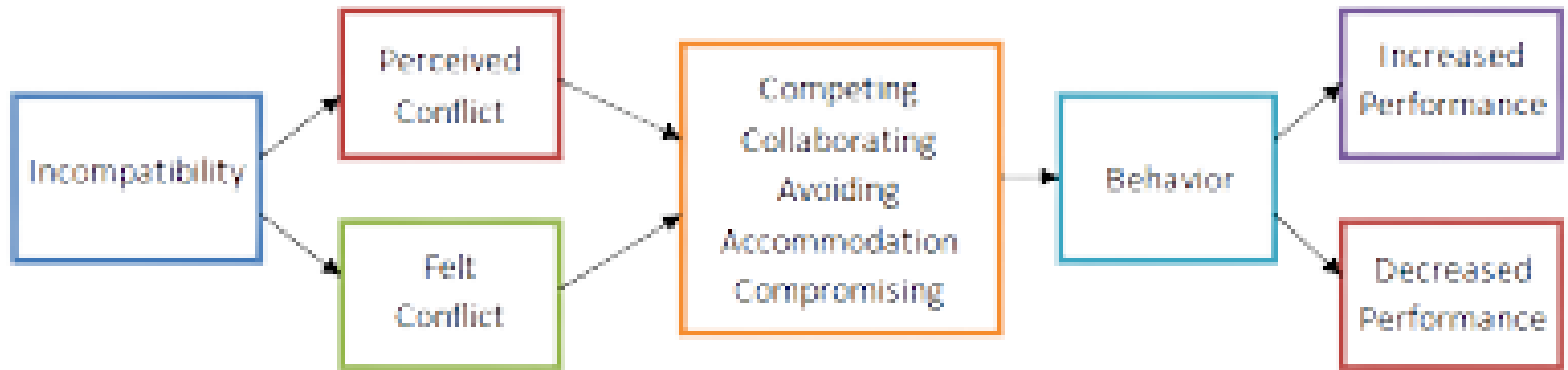
Point 1 – Overview

- Process that occurs when individuals experience frustration in attaining goals and addressing concerns
- Frustration is a result of different values or scarce rewards

Point 2 – Process involved in conflict

- Perceptions
- Emotions
- Behaviors
- Outcomes





9.2 Defining and Describing Conflict Processes (2 of 5)

- Conflict Contexts
 - The conflict context influences



9.2 Defining and Describing Conflict Processes (4 of 5)

Conflict Episodes

Point 1 – Overview

- Total interaction of stages determines whether conflict is productive or counterproductive
- Stages help to visualize conflict as a process
- Stages analyze specific conflicts from a process perspective

Point 2 – Five basic conflict stages

- Latent conflict
- Perceived conflict
- Felt conflict
- Manifest conflict
- Conflict aftermath



9.2 Defining and Describing Conflict Processes (5 of 5)

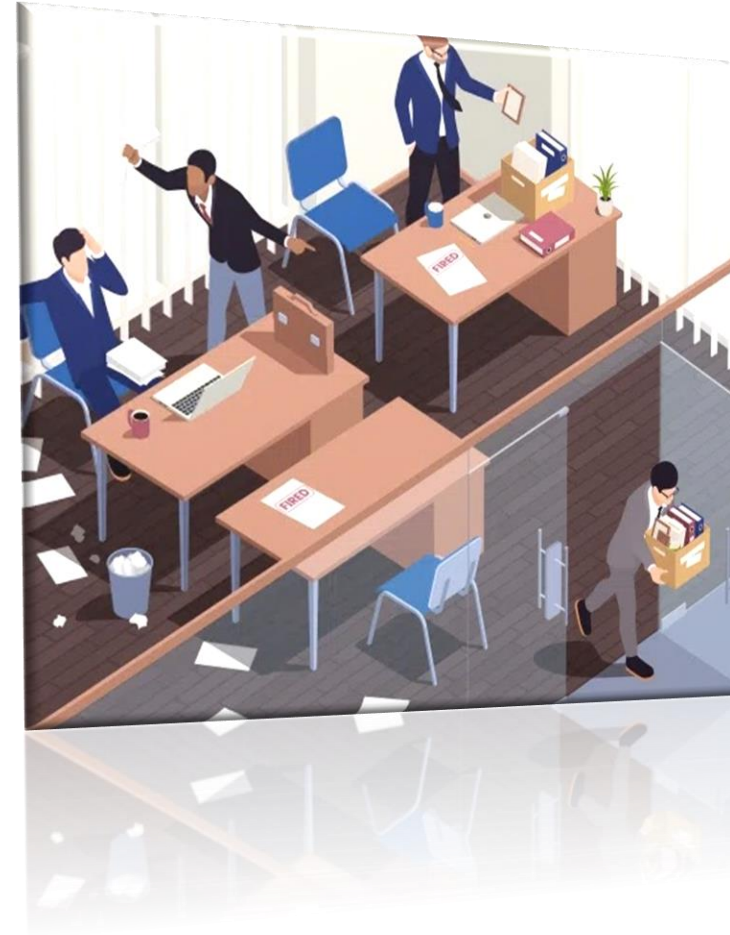
Conflict Consequences

Point 1 – Overview

- Building of positive reputations or negative ones
- Damage an organization or improve overall effectiveness
- Destructive conflict damages relationships and negative outcomes
- Negative conflict contribute to aggression, burnout, lowered commitment, silence

Point 2 – Benefits

- Stimulate creativity
- Solve problems
- Improve interpersonal relationships
- Improve trust



Objective 9.3 Describe individual conflict styles and strategic objectives

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9.3 The Individual in Organizational Conflict (1 of 4)

Orientations/Predispositions/Styles

Point 1 – **Avoidance**

- Individuals pursue their own goals and support relationships and goals
- Organizations employ uses, skills, abilities

Point 2 – **Competition**

- Individual approaches by emphasizing personal goals and needs without considering opinions or needs of others
- Needs competitiveness and counterproductive

Point 3 – **Compromise**

- Concerns with task issues and approaches with a give-and-take attitude
- Individuals help organizations make a decision among various viewpoints

Point 4 – **Accommodation**

- Provides important support to groups engaged in making difficult decisions
- Encourages the accommodative individual to abandon issue, goal, or task input when others appear to disagree

Point 5 – **Collaboration**

- Individuals work for goals to examine issues thoughtfully
- Task-oriented and goal information to solve the problem thoroughly



9.3 The Individual in Organizational Conflict (2 of 4)

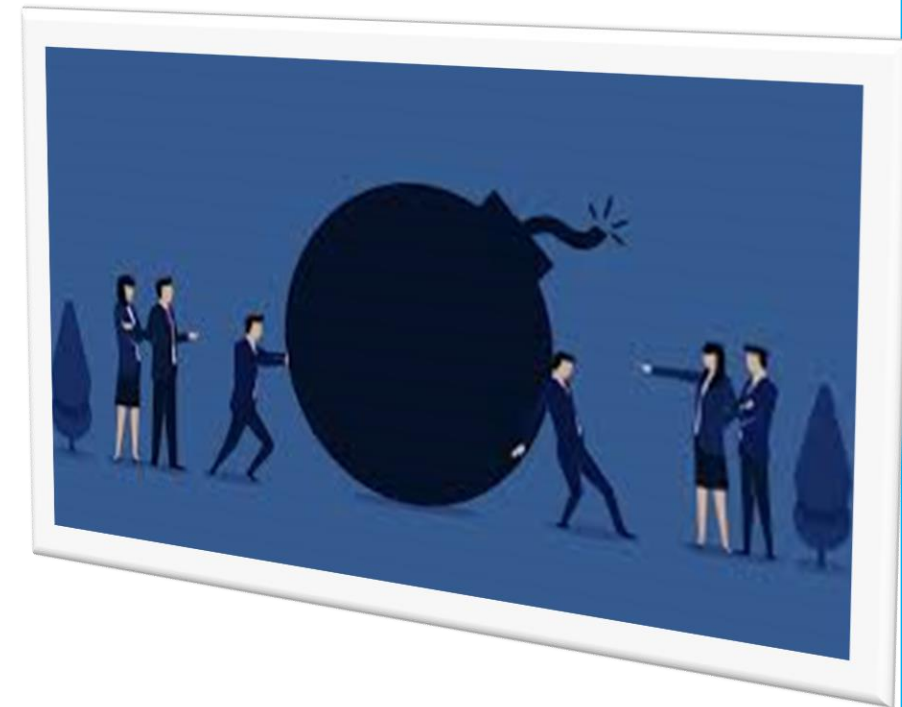
Strategic Objectives

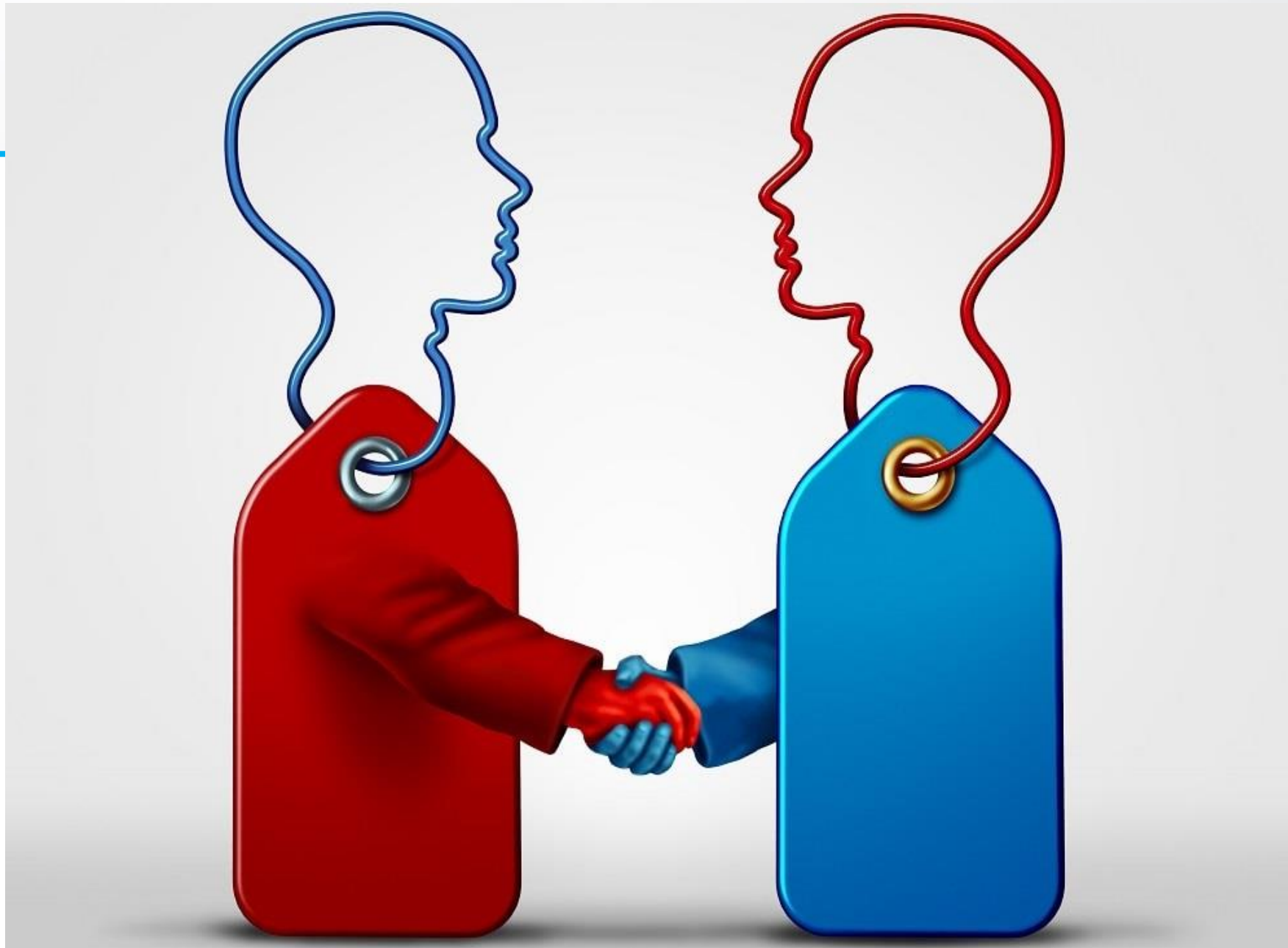
Point 1 – Objectives

- Preferences for particular conflict styles with assessments of risks involved in a particular situation
- Organizational role, power positions, previous experiences, specific issues all contribute to the strategic objectives adopted by conflict participant

Point 2 – Strategic choice

- Attempting to escalate, reduce, maintain or avoid a conflict
- Personal preferences and decisions affect whether the conflict escalates, reduces, stays at present level, or is avoided





9.3 The Individual in Organizational Conflict (3 of 4)

Communication Tactics in Conflict

Point 1 – **Overview**

- Communication behaviors attempting to move toward escalation, reduction, maintenance at the present level or avoidance
- Preferences and strategies for overall organizational values
- Understanding cultural context and limitations of categories for productive conflict behaviors

Point 2 – **Categories of tactics**

- Tactics for conflict escalation
- Tactics for conflict avoidance
- Tactics for conflict maintenance
- Tactics for conflict reduction



9.3 The Individual in Organizational Conflict (4 of 4)

Emotion during Conflict

Point 1 – **Overview**

- Communication in understanding responses to conflict and approaches taken in organizational circumstances
- Suppression of emotion includes suppressed disagreements, reduced upward information flow, the loss of voice

Point 2 – **Three components of emotion**

- Cognitive
- Physiological
- Behavioral



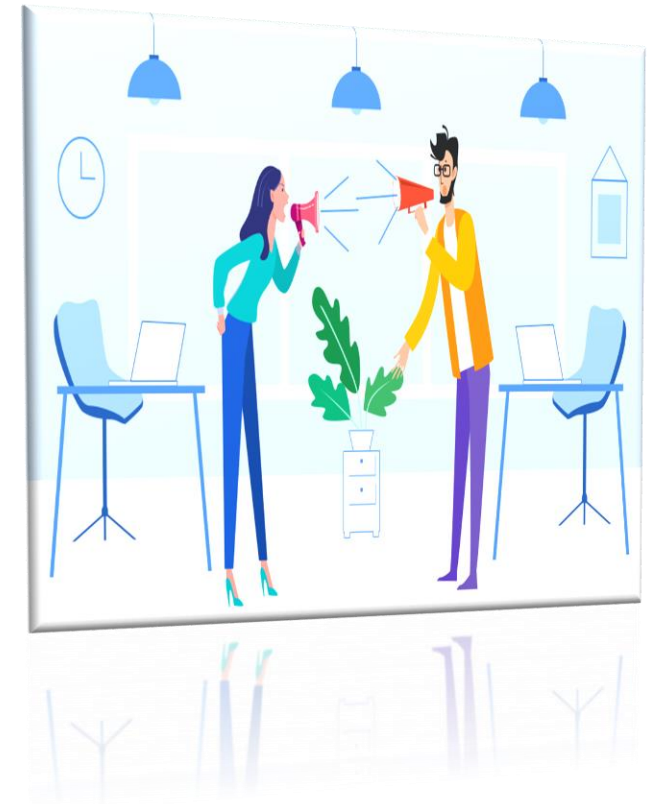
Objective 9.4 Describe group conflict approaches

9.4 Groups in Organizational Conflict (1 of 10)

Group Members in Conflict

Point 2 – **Styles of conflict**

- Avoidance style
- Distributive style
- Competitive style



9.4 Groups in Organizational Conflict (3 of 10)

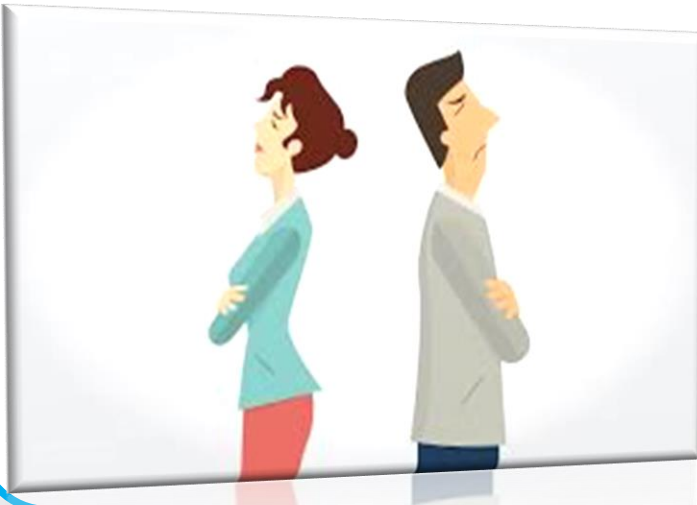
Procedural Conflict

Point 1 – Overview

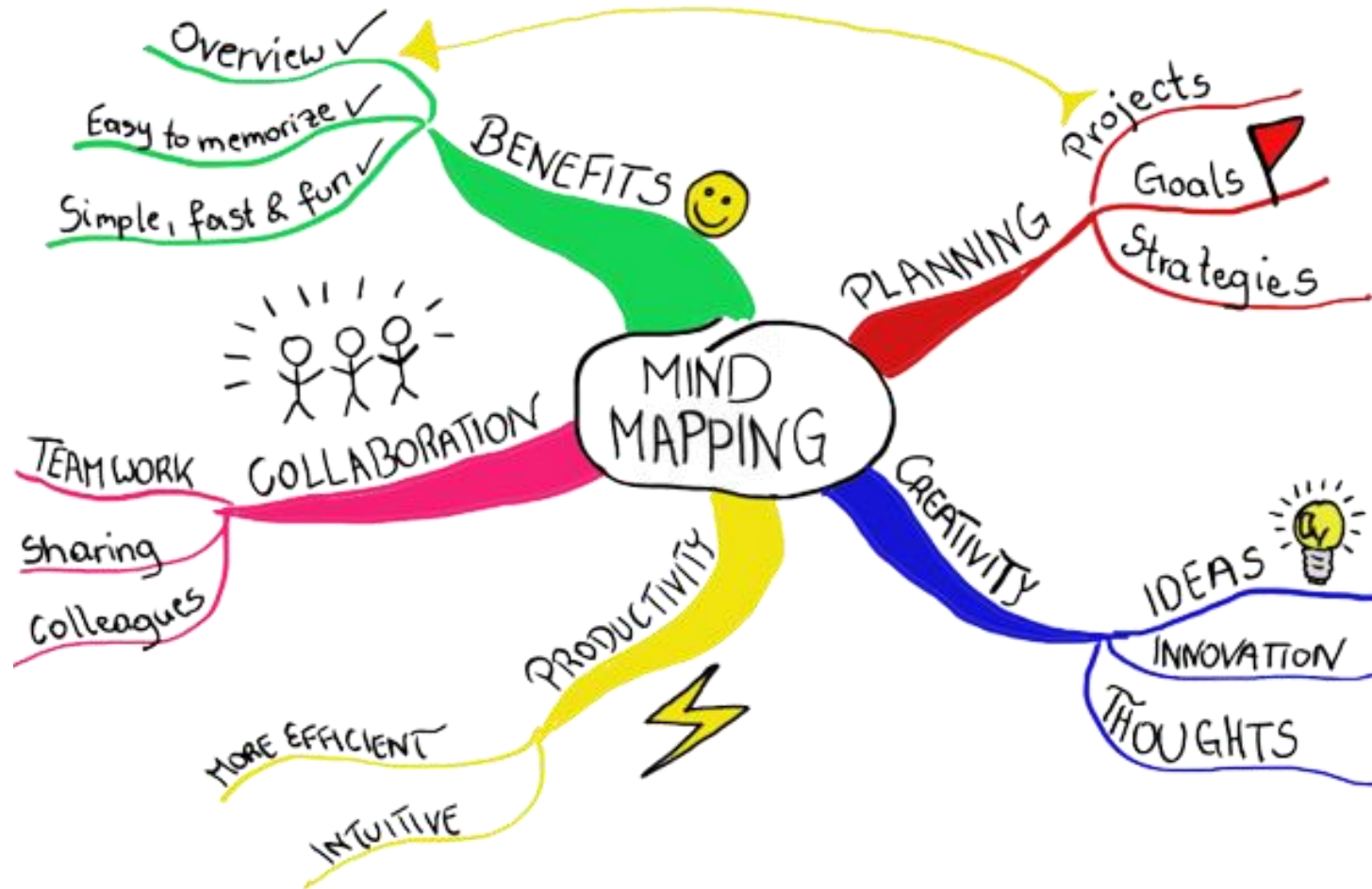
- Types of organizational groups conflict over procedures
- Tension and conflict within groups occurs when responsibilities are not carried out

Point 2 – **Process**

- Decision making (Next slide)
- Accepting responsibility



Process : Decision Making



9.4 Groups in Organizational Conflict (4 of 10)

Interpersonal Issues

Point 1 – **Overview**

- Groups produce interpersonal power clashes among members who seek influence and control
- Introduce tension and counterproductive behaviors
- Disrupts group cohesiveness

Point 2 – **How conflict happens**

- Attempting to force group members to take sides in essentially interpersonal disputes
- Individuals disagreeing or disparaging each other in front of a group



9.4 Groups in Organizational Conflict (6 of 10)

Groupthink

Point 1 – **Group conflict**

- Productive and unproductive
- Anger blocks effective problem solving
- Absence of productive conflict blocks group effectiveness
- Resulting in ill-conceived courses of action



9.4 Groups in Organizational Conflict (7 of 10)

Dissent

Point 1 – Reasons for dissent

- Perceived risk by employees and other stakeholders
- Overall organizational effectiveness
- Treatment of employees and stakeholders
- Ethical breaches

Point 2 – Organizational support for dissent

- Organizations vary in their support for dissent expression
- Regardless of tactics utilized and emotions expressed, dissent must be considered an important part of conflict processes of organizations
- Dissent can be creative or counterproductive



9.4 Groups in Organizational Conflict (8 of 10)

- Negotiation
- Bargaining
- Mediation
- Third-party arbitration



Group Conflict Management Processes

Point 1 – Negotiation

- Discussions between individuals for a decision or course of action
- Groups negotiate procedures and issues with expected give-and-take among members

Point 2 – Bargaining

- Presentation of proposals for the purpose of achieving a working agreement on particular issues

Point 3 – Mediation

- Individual guides negotiations or bargaining efforts of groups
- Members of group or organization are involved in process

Point 4 – Third-party arbitration

- Involves an outside negotiator
- Frequently results in ill will because of the forced nature of resolution

9.4 Groups in Organizational Conflict (9 of 10)

Power and Organizational Conflict

Point 1 – Uses of organizational charts

- Define formal power structures
- Description of who has the right to overrule whom and who makes decisions
- Resolution of disagreements when collaborations or compromises break down

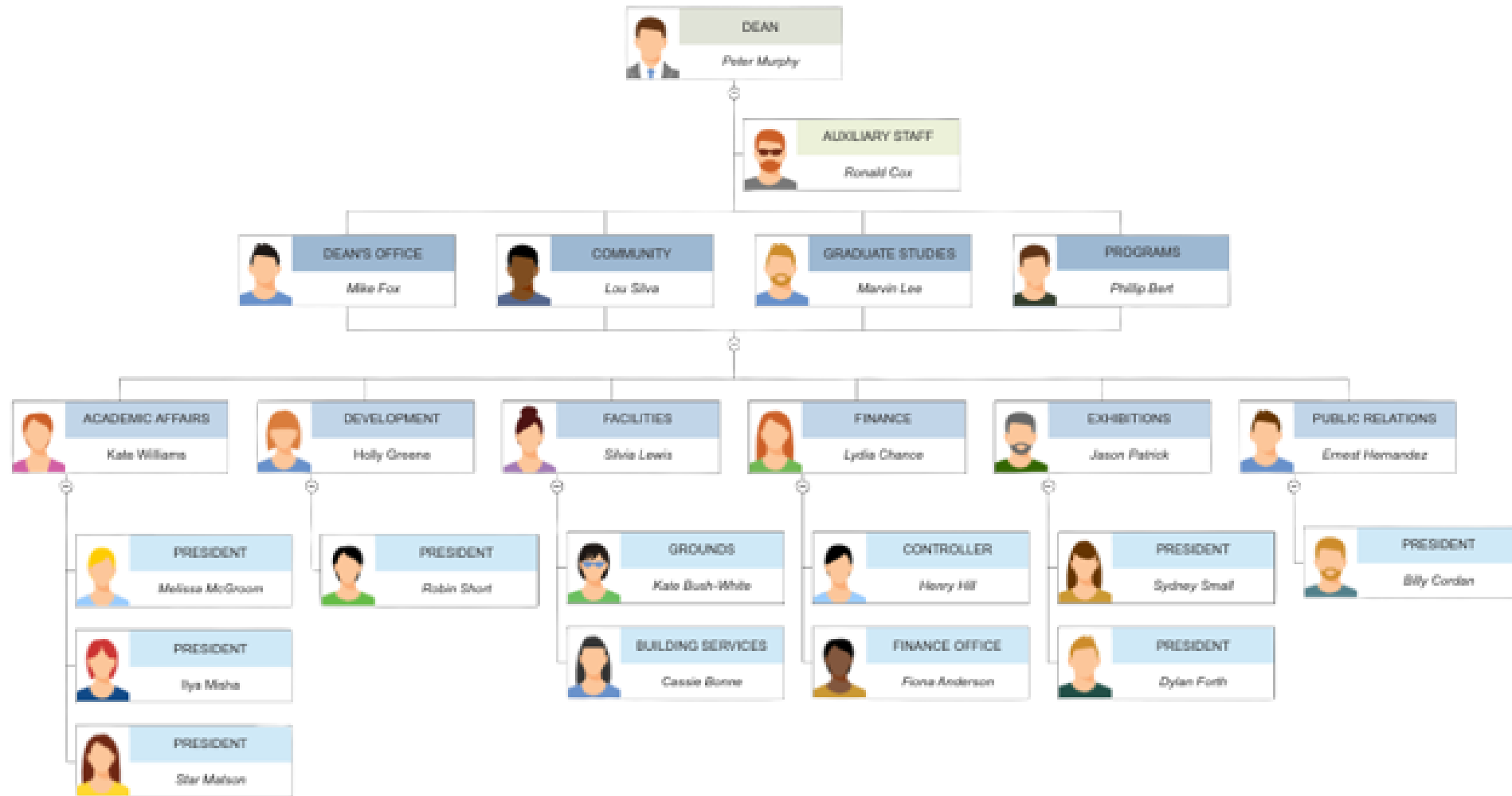
Point 2 – Factors affecting organizational conflicts

- Organizational ideology
- Organizational values
- Organizational culture

Point 3 – Factors influencing conflict processes

- Informal leaders
- Coalitions of individuals with special relationships
- Politics
- Assumptions of superiority





9.4 Groups in Organizational Conflict (10 of 10)

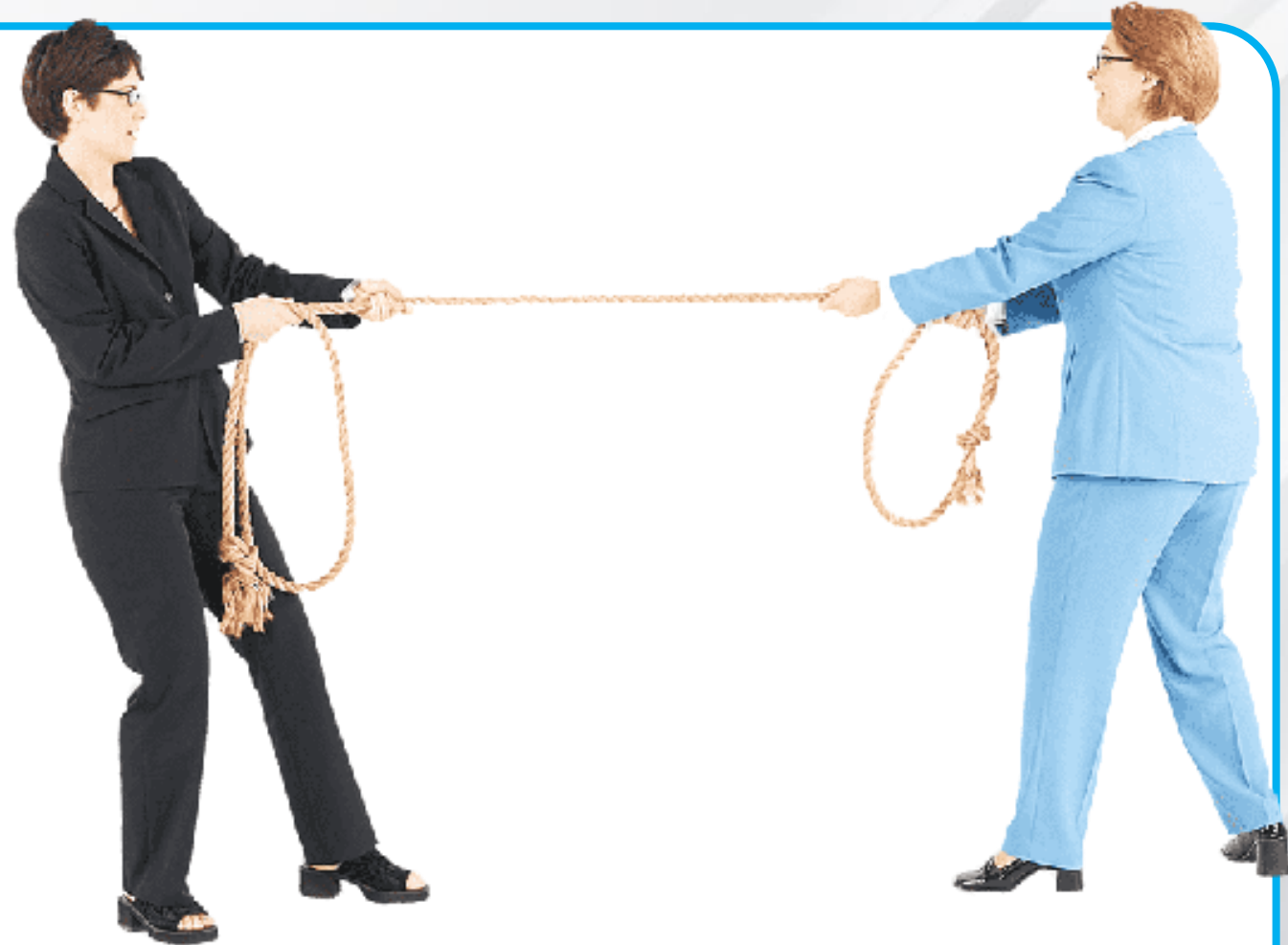
Conflict with Customers & Vendors

Point 1 – Customer interactions

- Personality
- Communication style
- Differing expectations
- Organization-generated problem

Point 2 – Effective conflict management

- Identifying problem responsibility
- Assessing course of corrective action
- Working with vendor problems
- Problem-solving and decision-making



Objective 9.5 Express ethical abuses during conflict

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9.6 Productively Engaging in Conflict

- Value of conflict
- Responsibilities for productive conflict

Point 1 – Value of conflict

- Develop knowledge, sensitivity, skills for communication competence
- Valuable contribution to individuals and organizations

Point 2 – Responsibilities for productive conflict

- Bring relationships up to date and strengthen by addressing underlying problems and working for solutions
- Analyze goals and find ways to achieve them
- Focus on knowledge, sensitivity, skills toward productive process



Objective 9.7 Develop processes for productive conflict

9.7 Guidelines for Productive Conflict (1 of 3) النزاع المنتج

Contribute to Supportive and Ethical Environments for Conflict



Point 1 – **Evaluation versus problem description**

- Attempts to fit our words to our experience reality
- Avoid strong, emotion-laden words

Point 2 – **Control versus problem orientation**

- Attempts to control the behavior and responses of others
- Put more time and energy into commitments

Point 3 – **Strategy versus spontaneity**

- Perceived by engaging in manipulative behaviors
- Facilitate an individual's freedom of choice through accurate information

Point 4 – **Neutrality versus empathy**

- Groups accept different values and beliefs
- Support members

Point 5 – **Superiority versus equality**

- Groups participate equally in problem solving
- Respecting numerous and diverse contributions to solutions

Monitor Your Personal Behavior and the Behavior of Others for Signs of Destructive Conflict :

Point 1 – **Identify common goals and interests between people or in groups**

- Focus on common needs, desires, concerns
- Identifying common interests and goals

Point 2 – **Develop norms to work on problems**

- Responsible for assisting in presenting individual opinions
- Avoiding win/lose statements and suppression of differences
- Avoiding quick solutions
- Making decisions by discussion
- Value diverse contributions for effectiveness

Point 3 – **Work on problem identification and definition**

- Giving concessions to reach a solution
- Talk together about issues

Point 4 – **Focus on mutual gain**

- Principled negotiation based on ethical communication behaviors and supportive climates
- Supports ethical behavior by separating people from problem
- Focus on interests



9.7 Guidelines for Productive Conflict (3 of 3)

Set a Meeting to Work on the Conflict

Point 1 – **Develop solutions and narrow the choices for action**

- Participants should encourage others to participate in solution generation
- Individuals make commitments to generate long-term possibilities for successful conflict resolution

Point 2 – **Commit to solutions**

- Comes by developing an implementation plan
- Agreeing on a solution or approach to problem

Point 3 – **Monitor the process**

- Establishes a framework for revisiting an issue
- Improves organizational relationships and organizational mechanism for better decision making and adaptation to change







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Thank You

