

DISCUSSION ONE

Conflicts are common occurrences in most if not all workplaces (Overton & Lowry, 2013). Conflicts also occur frequently at homes, shopping centers as well as in other places where people have different interests. When conflict is not resolved at the earliest possible it may lead to a number of negative effects to the organization in the case of work place. Such effects may include dysfunctional team work, high employee turnover and decreased client satisfaction among others (Jungst & Blumberg, 2016).

Although conflicts are of different nature, most people tend to use different approaches (i.e. competing, accommodating, avoiding, collaborating and compromising) to resolve an identical conflict. Sometimes an individual can apply different approaches for the same conflict. That happens mostly if one approach does not effectively resolve a conflict.

There are for instance, several times in my career that I have noticed that a particular approach that I had chosen could not end a conflict. When that happens, I normally go for a different approach even if the prior chosen approach had helped a resolve a similar conflict before. A good case is when I shared a working space with colleague who didn't care reorganizing the place after each day's work. I tried talking to her about it but still nothing changed. I decided to use my favorite approach, (avoiding) but with time it was becoming unbearable. I was thinking of seeking transfer from the office then I came across the idea of creating a timetable indicating the days each one of us will be responsible for reorganizing the place and communicated the same to my colleague. It did look like a nice idea but it worked out perfectly (Compromising).

References

- Jungst, M., & Blumberg, B. (2016). Work relationships: counteracting the negative effects of conflict. *International Journal of Conflict Management*, 27(2), 225-248.
- Overton, A. R., & Lowry, A. C. (2013). Conflict Management: Difficult Conversations with Difficult People. *Clinics in Colon and Rectal Surgery*, 26(4), 259.

DISCUSSION 2

To better understand the type of conflict manifested in the given case it would be important for a team leader to know the difference between the three types of conflicts. According to Simons and Peterson (2000), task conflict is the type of conflict that arises among team members with regard to the content of their decisions and in most cases it occurs due to different perceptions while relationship conflict is the type of conflict that arises due to interpersonal incompatibility. Main characteristics for relationship conflict are tension, annoyance and animosity among team members. Process conflict on the other hand is the type of conflict that arises with respect to how a task will be accomplished within a team or an organization this will be mainly due to allocation of resources and the different techniques available to accomplish the task.

I think the conflict being witnessed in the cases herein is a process conflict.

In my view the best way to resolve the said conflict would be to:

- i. Make effort to make the two teams understand that they are not competing against each other but working together as a team. This can be achieved through task process coaching and changing the individual interventions.
- ii. Trying to understand the level of conflict between the two groups and restricting their operational structure to make them more interdependent. This will help foster the spirit of teamwork thereby diluting the animosity witnessed between the two groups.
- iii. Initiate activities that will help build trust between the two groups. Structuring a unified communication channel between the two groups will help end the incidences of sending nasty notes.

References

Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of applied psychology*, 85(1), 102.