Managers are from Mars.

Employees are from Venus.

How Do They Manage Conflicts On Earth?

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Cite as: Naithani, P. (2013). Managers are from Mars and employees are from Venus. May, 1st. Al Ain Colleges conference, UAE.
Perceptual Dissonance

Perception of a Manager ↓ Perception of an Employee ↓
Perceptual Dissonance

Perception of a Manager ↓

Perception of an Employee ↓
### Perceptual Dissonance

<table>
<thead>
<tr>
<th>Question</th>
<th>Managers Claim</th>
<th>Employees Accept</th>
<th>Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver promise</td>
<td>84%</td>
<td>28%</td>
<td>56%</td>
</tr>
<tr>
<td>Advocate for staff</td>
<td>81%</td>
<td>28%</td>
<td>53%</td>
</tr>
<tr>
<td>Give a clear direction</td>
<td>79%</td>
<td>29%</td>
<td>50%</td>
</tr>
<tr>
<td>Assign the right people</td>
<td>63%</td>
<td>17%</td>
<td>46%</td>
</tr>
<tr>
<td>Evaluate fairly</td>
<td>73%</td>
<td>30%</td>
<td>43%</td>
</tr>
</tbody>
</table>

(Rowlands, 2006)
Employees often

- Perceive the manager as their **ADVOCATE**.
- Not as a **representative** of the top management.

*(Hecht et. al., 1999)*
Employee To Manager Transition

- From a specialist to a generalist.
- From functioning as an individual to the task of running a collective.
- Shift from loyalty to one’s discipline to loyalty to the organization.

(Hecht et. al., 1999)
Types of Conflict

1. Task Conflict
2. Process Conflict
3. Relationship Conflict

(Amason and Sapienza, 1997)
The Good and the Bad of Conflict

Moderate Task Conflict = Increased Group Performance.  

Moderate Process Conflict = Increased Group Performance.  

Relationship Conflict = Decreased Group Performance.  

(Peterson and Behfar, 2003)
A close look at Conflict Management Styles
Conflict Management Styles: 
SPEED v/s Participation

- Often managers complete the tasks with SPEED at the expense of group participation. 

(North, 2003)
Managers often **Dominate** or **Avoid**

- **Dominate**: Manager owns a problem
  - Crossed out
- **Avoid**: The other person owns a problem
  - Crossed out
- **Collaborate**: Checked
- **Compromise**: Empty
- **Accommodate**: Empty
How to Collaborate?

Enabling Bureaucracy

Bureaucracy + Social Structure
Coercive Bureaucracy
- Extensive written rules
- Rigid rule enforcement
- Highlight poor performance

Enabling Bureaucracy
- Empowered employees
- Rules as enabling tools
- Hierarchy supports learning

Autocratic
- Minimum written rules
- Hierarchy controls

Organic
- Empowered employees
- Minimum Rules

(Adler, 1999 as cited by Liker, 2004)
An additional dimension: Cultural Conflict

- Beyond task, process and relationship, conflict can be rooted in cultural differences.

- Cultural differences create expectations about one's own and others' behaviour.

- Arises strong emotions even though the issue of disagreement is insignificant.

(Williams, 2004)
Cultural Conflict: Local Common Sense

- Individualistic and Collectivist Dimensions
- Comfort with Conflict
- Involvement and Role of Third Parties
- Communication and Negotiation Styles

(Ford, 2001)
Resolving Cultural Conflicts.

- Probing for the cultural dimension.
- Learning about other cultures.
- Altering organizational practices and procedures.

(Williams, 2004)
Thank You
for your attention.
References: