

**Managers are from Mars.
Employees are from Venus.**

How Do They Manage Conflicts On Earth?

Dr. Pranav Naithani
Business Faculty
Sharjah Higher Colleges of Technology

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Perceptual Dissonance

Perception of a
Manager ↓



Perception of an
Employee ↓



Perceptual Dissonance

Perception of a
Manager ↓



Perception of an
Employee ↓



Perceptual Dissonance

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

(Rowlands, 2006)

Employees often



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

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.

Types of Conflict

1.Task Conflict

2.Process Conflict

3.Relationship Conflict

The Good and the Bad of Conflict

Moderate Task Conflict =  Increased Group Performance.

Moderate Process Conflict =  Increased Group Performance.

Relationship Conflict =  Decreased Group Performance.

Conflict Conversion ?

Task Conflict



Relationship conflict

(Thomas, 2008)

Idea Opponent



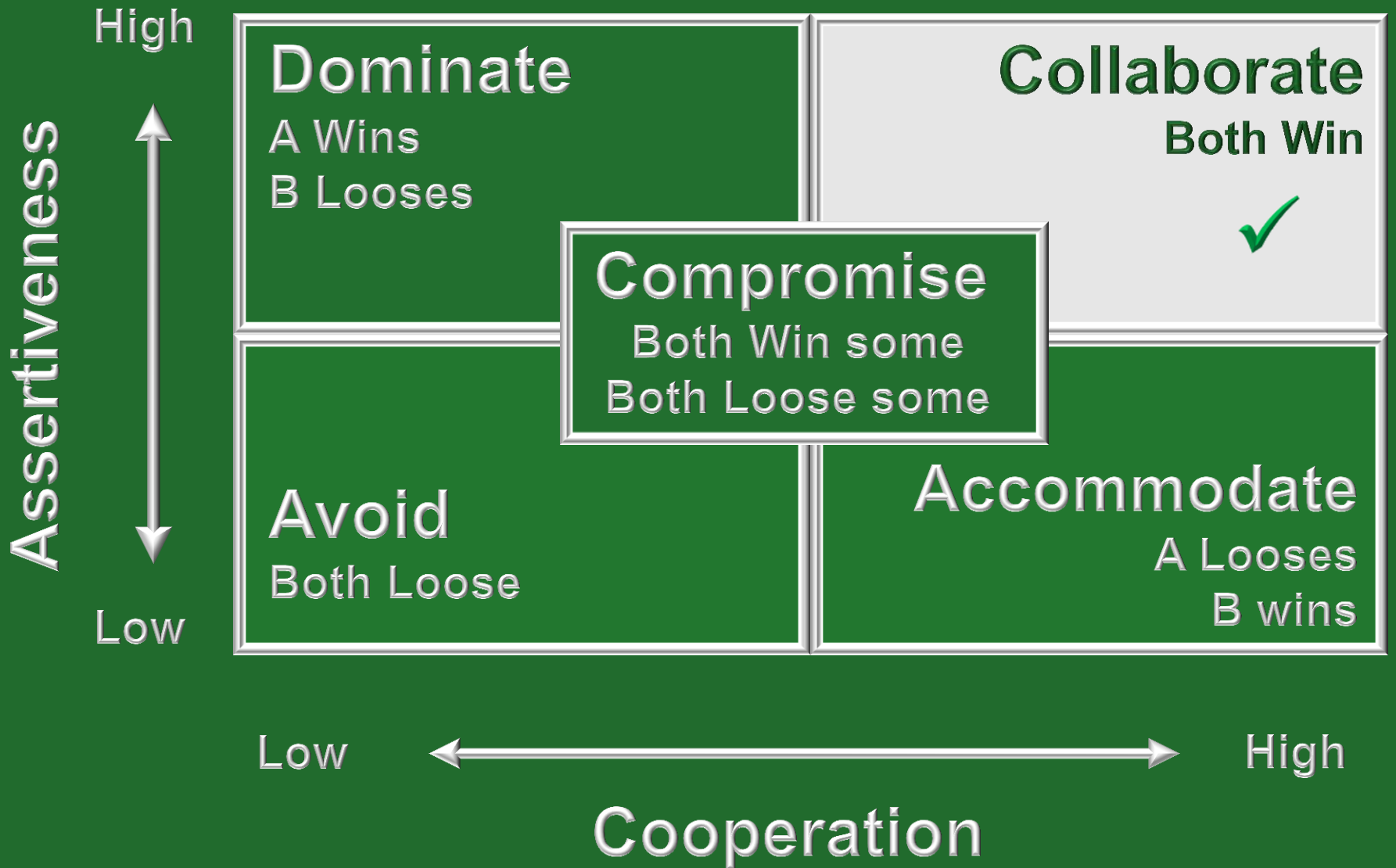
Personal Opponent

(Tubbs, 2010)

A close look at



Conflict Management Styles



(Kilmann and Thomas, 1975)

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

Problem
Ownership of
the Conflict

Dominate **X**

Manager owns a
problem

Collaborate



Compromise

Avoid

X
The other person
owns a problem

Accommodate

How to Collaborate?

Enabling Bureaucracy



Bureaucracy + Social Structure

Social Structure

Coercive

Enabling

Structure



(A)

Coercive Bureaucracy

Extensive written rules
Rigid rule enforcement
Highlight poor performance



✓ (B) – **TOYOTA and GE** Enabling Bureaucracy

Empowered employees
Rules as enabling tools
Hierarchy supports learning

Technical



(C)

Autocratic

Minimum written rules
Hierarchy controls



(D)

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

Resolving Cultural Conflicts.

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

Thank You
for your attention.

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