



PROJECT MANAGEMENT

60 Minutes

CFM: Conflict Management

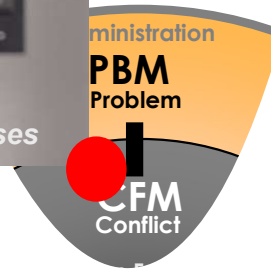
Bogdan Lent



00:00 CFM Conflict Management



- Human Factor Processes



Interaction

Conflict Management



Project Management

Conflict Management

Goals

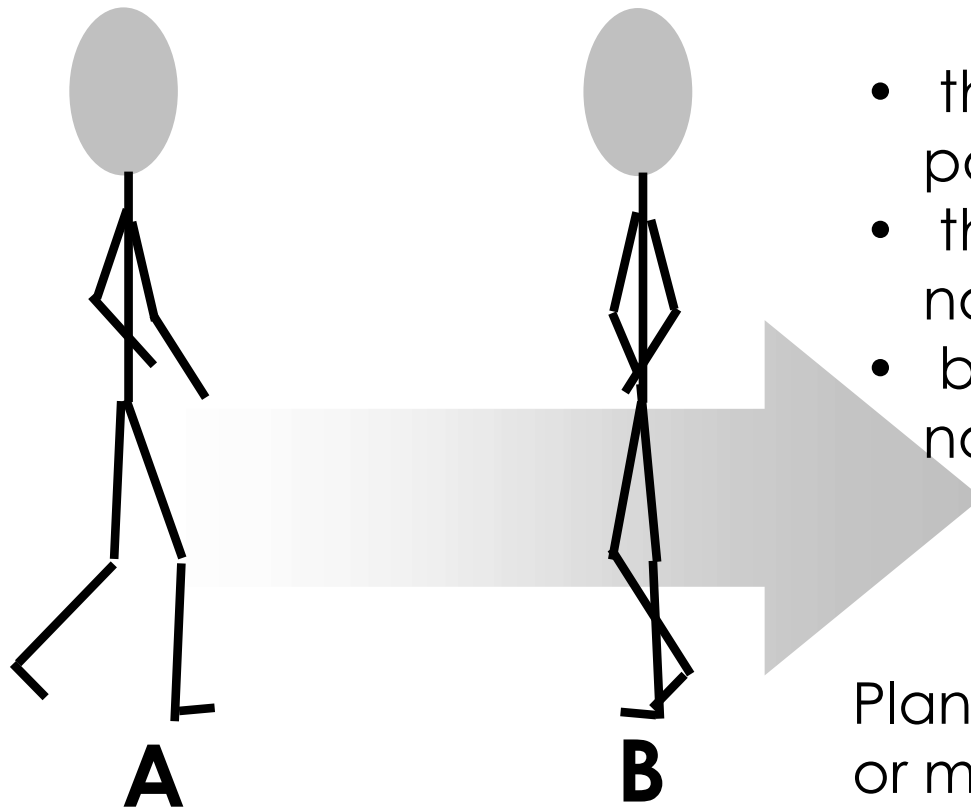
The goal of conflict management is as early as possible recognition of conflicts and conflicts potential; proper reaction on the conflicts through the application of proven methods and elaboration of preventive measures against their reappearance.



What is it: Conflict?



What is it: Conflict?



Conflict emerges:

- there are at least two parties
- the intentions of both can not be matched
- behaviour of both can not be matched

Plan B block the intention of A
or make it at least difficult to
realise



Types of conflicts

- Intrapersonal: Person has problems with herself/himself
- Interpersonal: Two team members have mutual problem
- Intra-team: Team member has problem with the team
- Inter-team: Two teams have problem with themselves



Conflict Potential

Source	Examples
Identity	Social role of an organization, mission, sense and goal, pattern, basic values, image.
Strategy	Long term strategy, the policy of a company, key note, plans, priorities
Structure	The principles of structure, hierarchy in the process of management, administrative procedures , posts of the line structure and the management positions, central posts and the decentralized ones.
People, groups, atmosphere	Interpersonal , Knowledge and abilities of the team, personalities , attitude, relations, style of management, informal group creation, roles, power and conflicts, atmosphere in the work place and project team.
Particular functions, bodies	Tasks, competences and responsibility, the contents of tasks, groups and project teams, coordination.
Processes, their conduct	Processes and schedules of tasks realization, informative, decisive, , planning and steering processes.
Resources	Human resources (workforce), budget,
Physical measures	Technical resources , Instruments, a phone, a computer, machines, material, furniture, rooms, premises, financial measures.

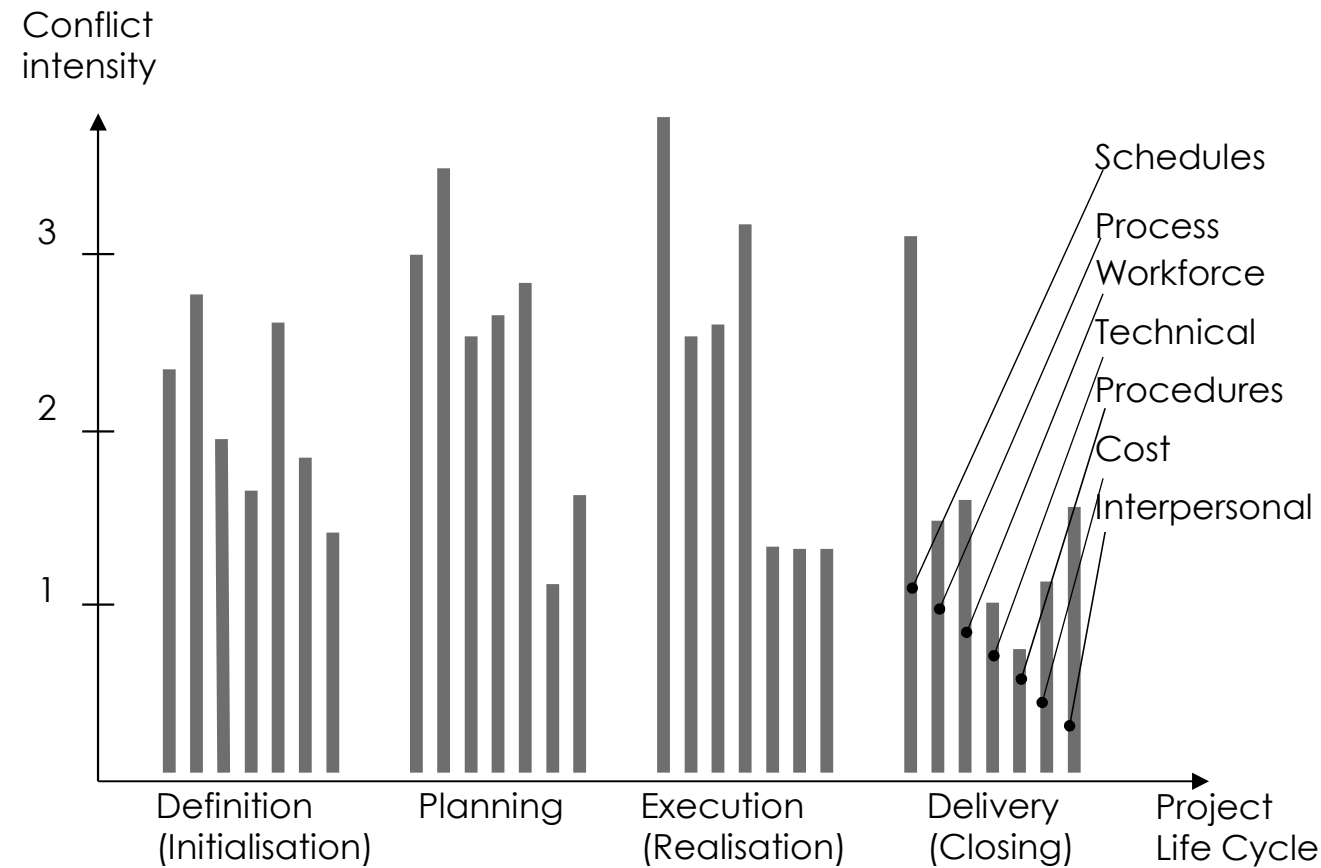


Conflict Potential acc. to Bisno

- Social situation
- Personality and interactions
- Structure
- Culture and ideology
- Coincidences



Conflict Potential



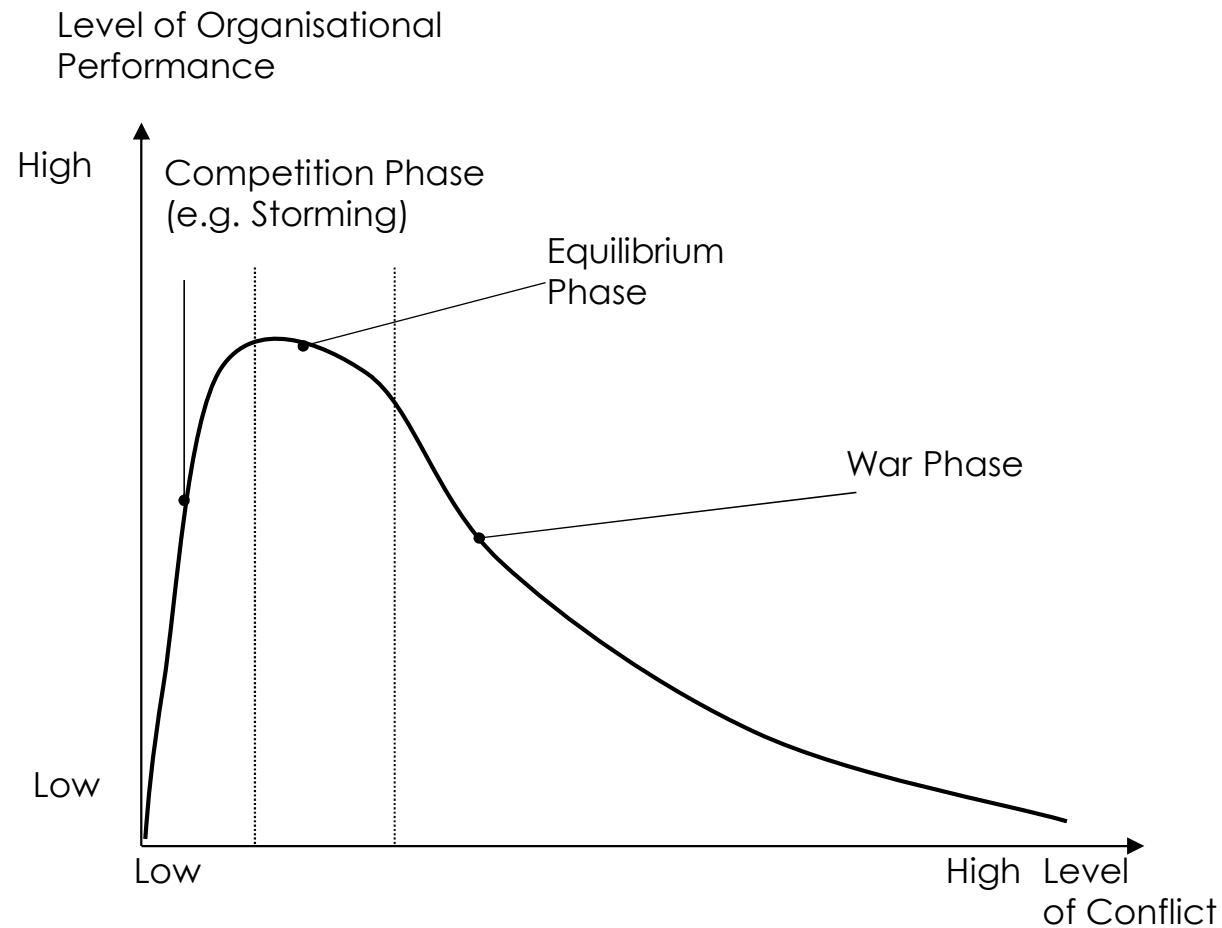
Conflict Symptoms

Signs of conflicts in a group:

- impatience in a group
- ideas are criticized before their presentation is finished
- team members can not agree on the goals and intentions
- the arguments are very emotional and volatile
- team members are not willing to enter a compromise and build parties
- negative opinions on others and their achievements
- no common agreement on a team position on some items
- team members claim the other side does not will to understand them
- the opinions of others are intentionally differently passed further
- there is no trust atmosphere in the group

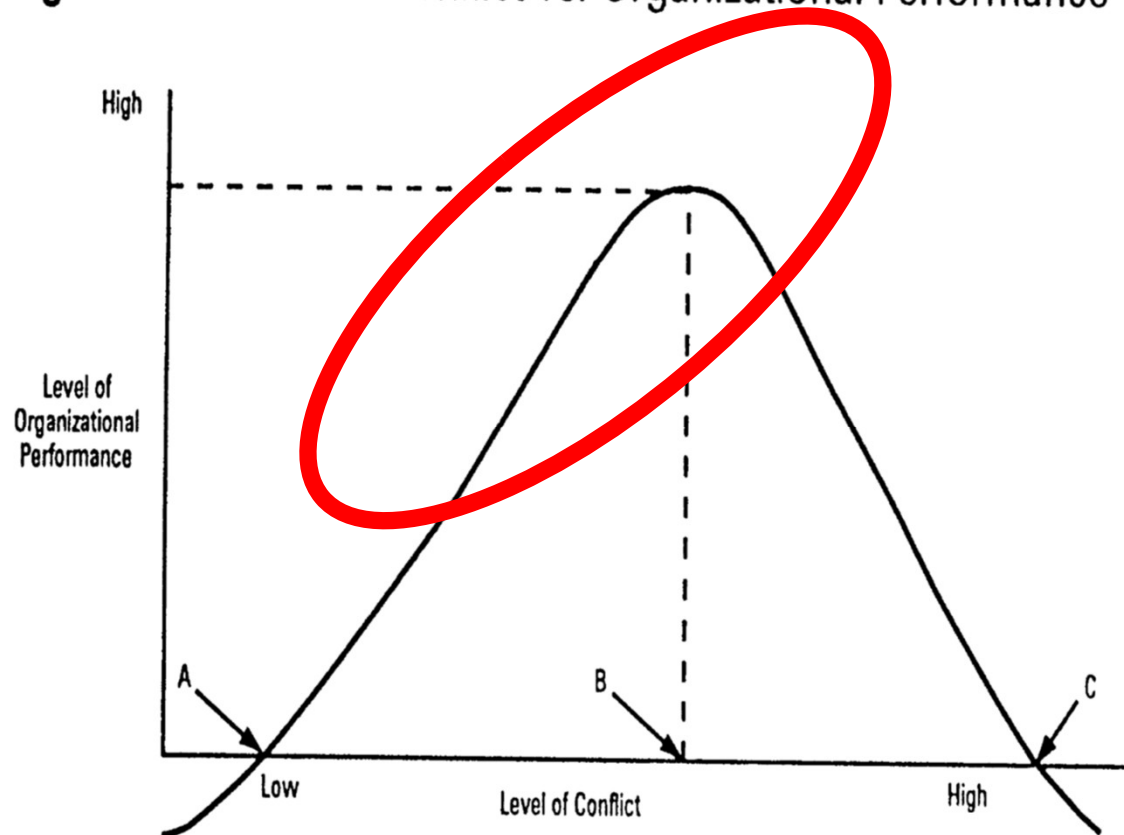


Conflict Impact Performance



Conflict Impact

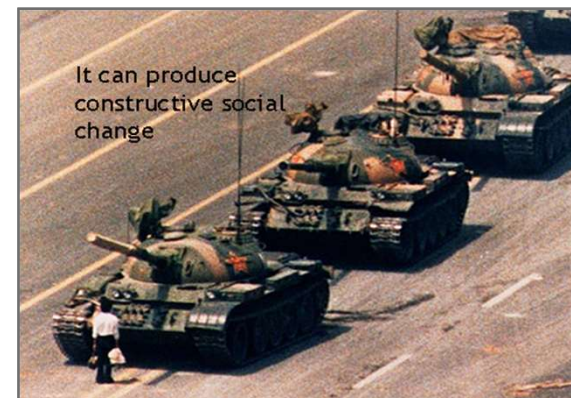
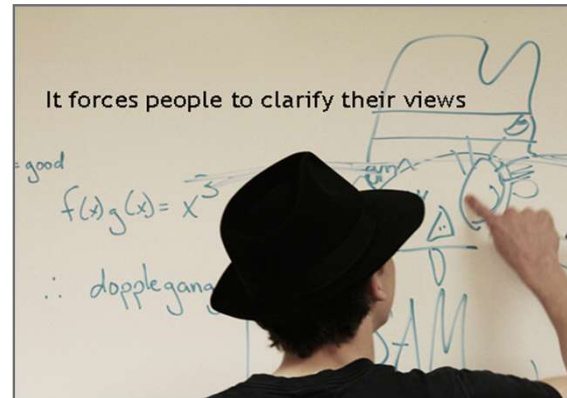
Figure 3.3 Level of Conflict vs. Organizational Performance



00:00 CFM Conflict Management

Conflict Impact

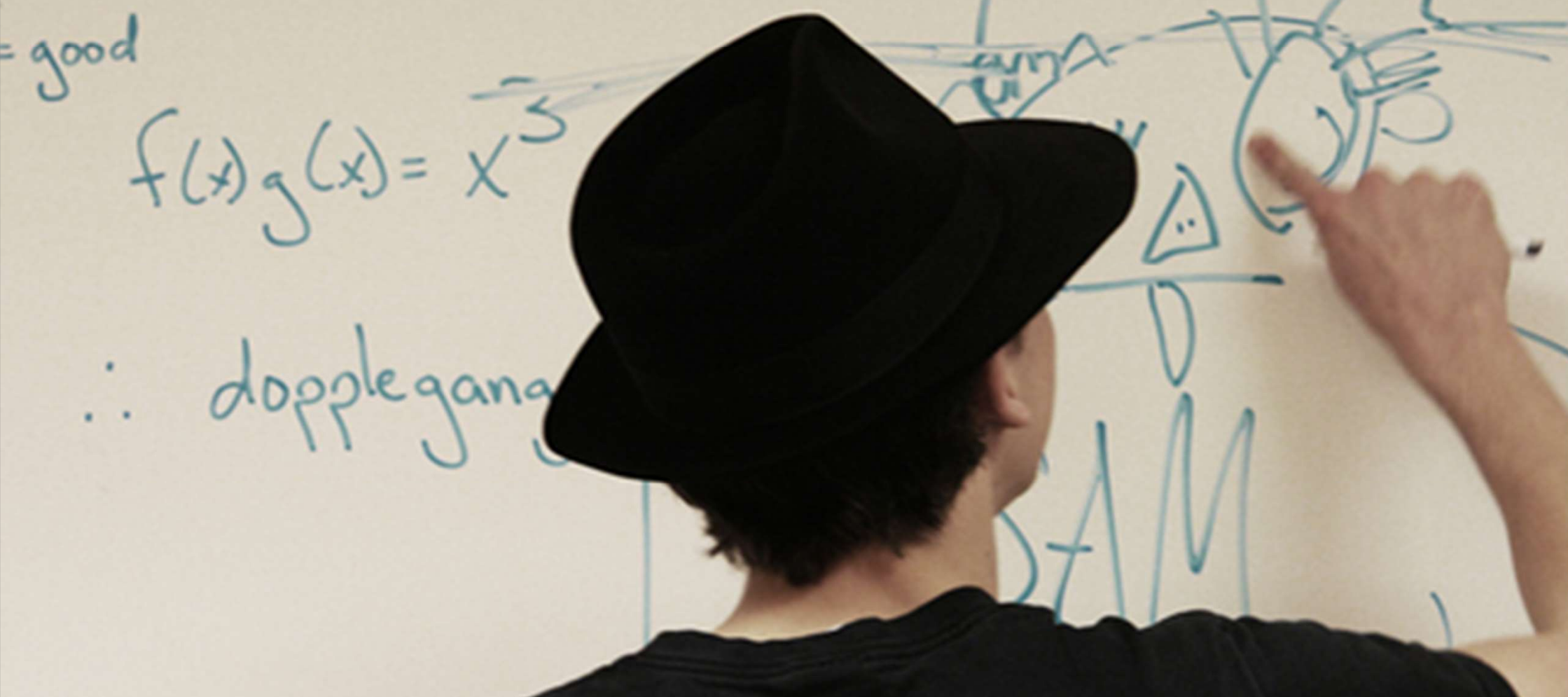
Positive Conflict Contribution





increased creativity

It forces people to clarify their views



It can produce
constructive social
change



It gives people the
opportunity to test
their capacities



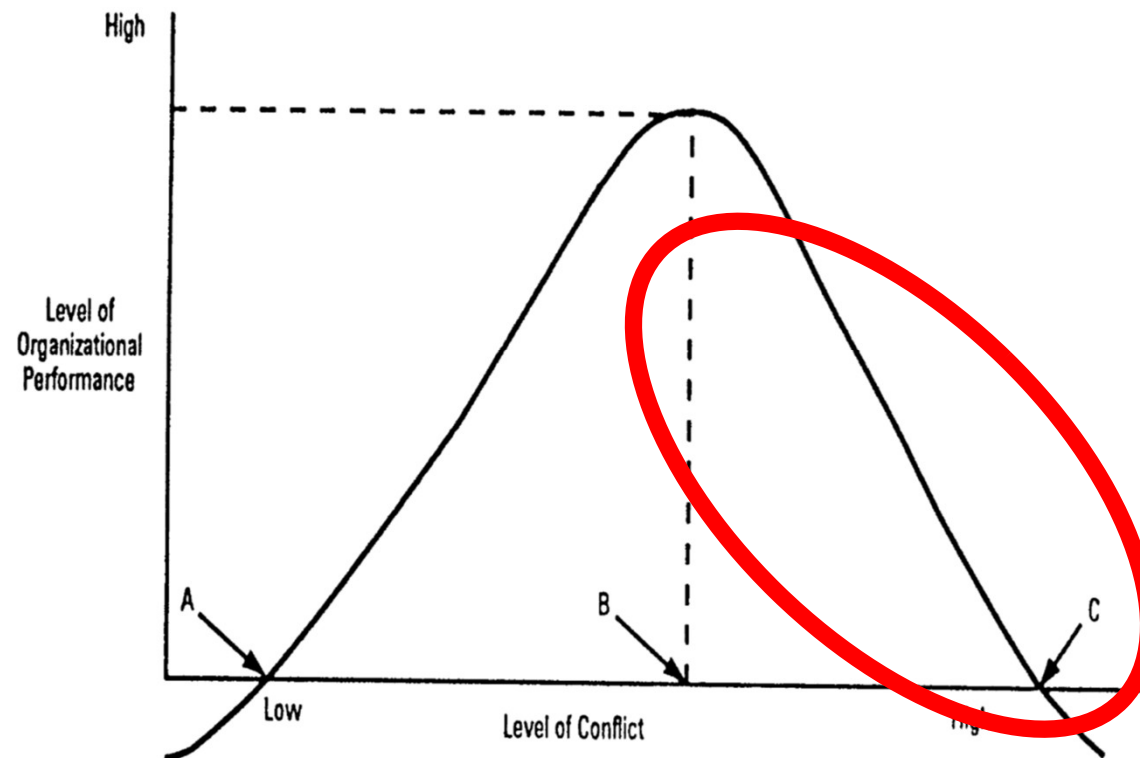
May contribute
to team cohesiveness



Conflict Impact

Negative Conflict Contribution

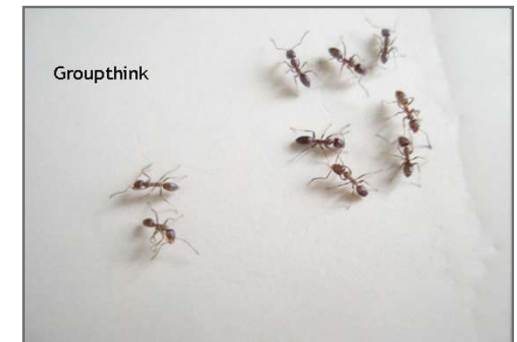
Figure 3.3 Level of Conflict vs. Organizational Performance



00:00 CFM Conflict Management

Conflict Impact

Negative Conflict Contribution





polarization of views into static positions

destruction of
communication



breakdown of relationships

1311 Notices

****SEEKING Kidney Do-
nor with type O blood.
Call () *****

DIVORCE
\$99

paralegal Sen
9-2112

A photograph of a blue wooden door with white graffiti. The graffiti is written in a casual, hand-painted style. The text is arranged in four lines. The first line says 'I DIDN'T', the second 'DO THIS,', the third 'YOU DID...', and the fourth 'UM, NO:'. Below this, the word 'DIDN'T' is written in a larger, bolder font. The door is set against a dark background, and there is some green grass visible at the bottom left.

I DIDN'T
DO THIS,
YOU DID...
UM, NO:
DIDN'T

A breakdown of
collaborative ventures

Groupthink





Violence

00:00 CFM Conflict Management

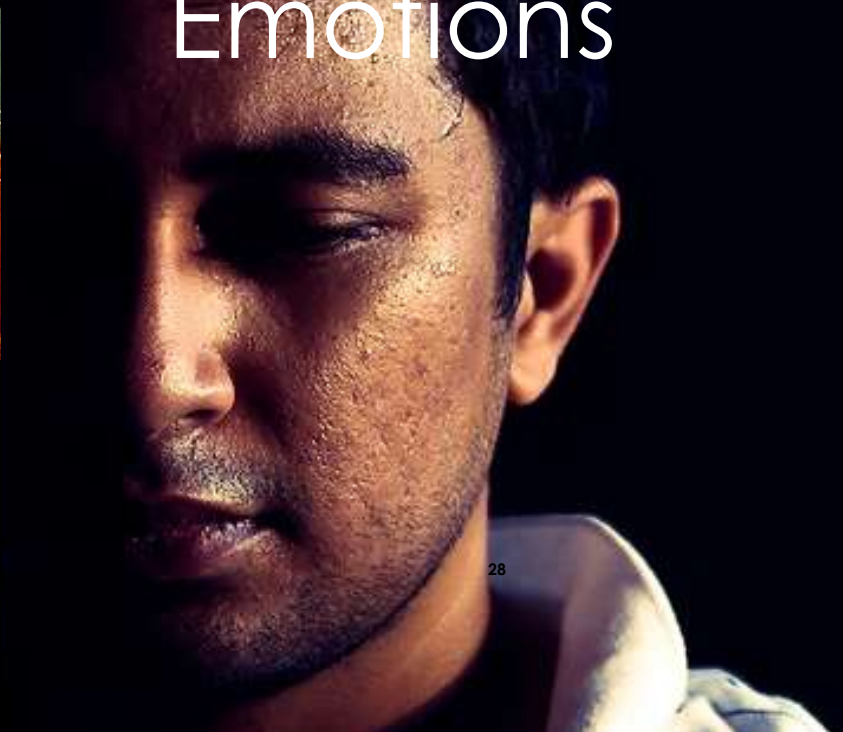
Conflict components



Values



Emotions



Interests

Conflict components

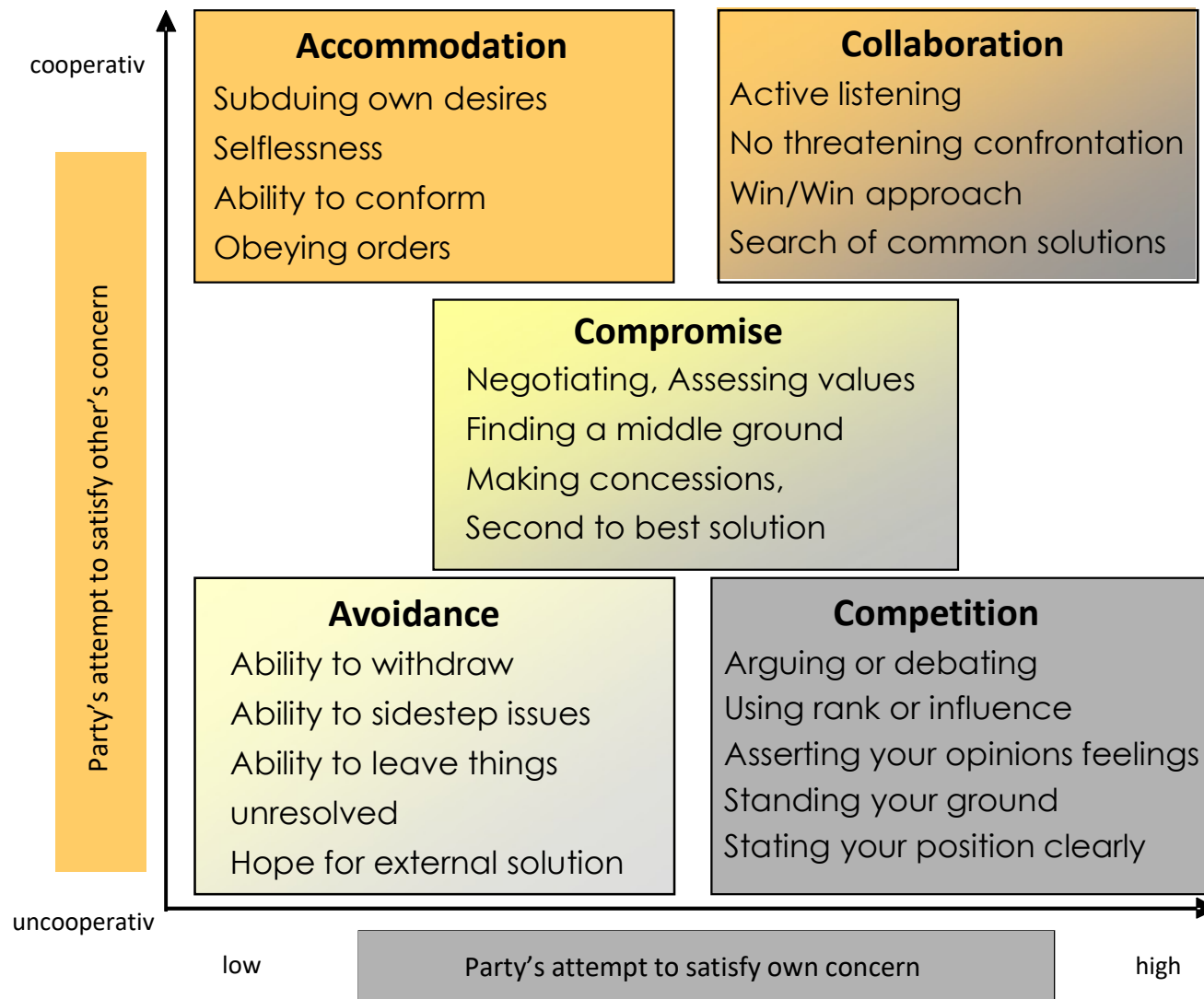
If you want to solve the conflict

First address the emotions

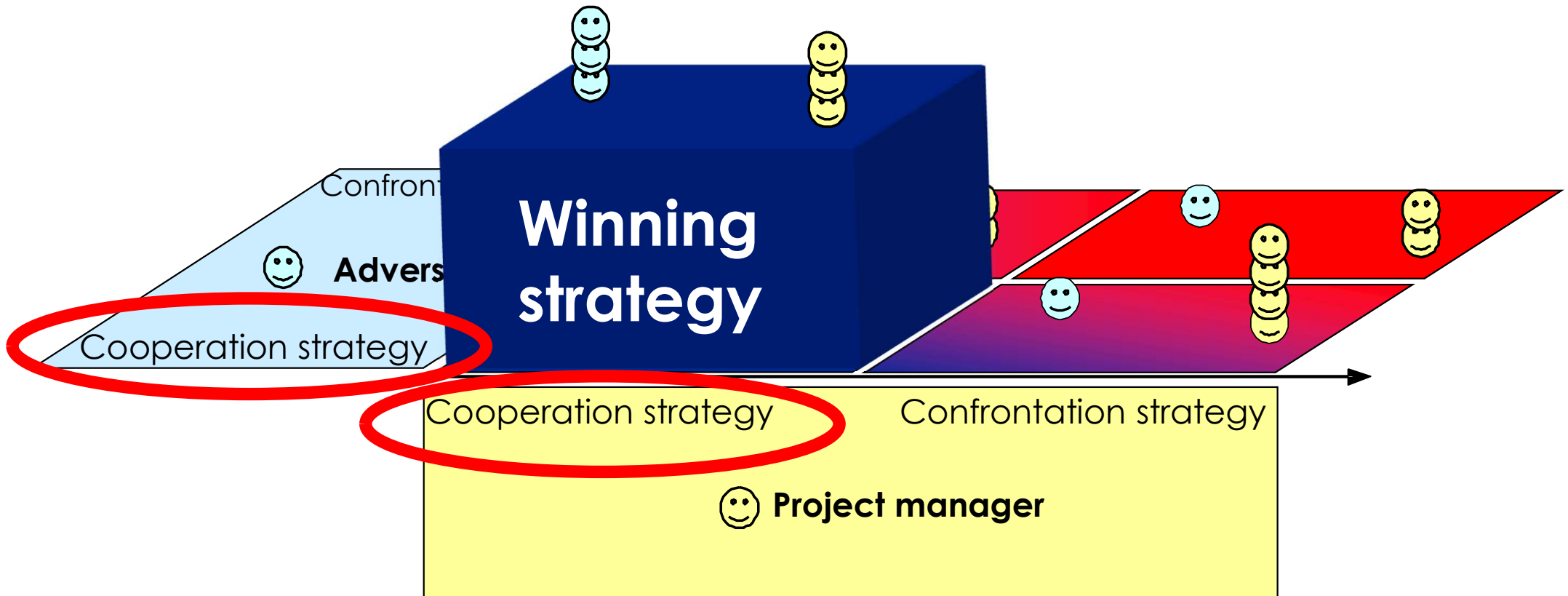
**then deal with values and at the end with
interests**



Approaches to solve



Solution strategies



Cooperative Conflict Solution

1. Preparation

Following items need to be cleared:

- choice of internal or external moderator
- check if project manager is a conflict party himself
- how both parties assess the situation
- how both parties assess the conflict
- compare if the assessment conform or contradict
- costs and benefits of conflict solution
- parties position on conflict solutions up till now



Cooperative Conflict Solution

PACTAR

PACTAR is an acronym of first letters of the areas, which conveniently shall be considered and applied in conflict solving :

- P for Priorities
- A for Attitude
- C for Conduct
- T for Thinking
- A for Acument
- R for Resolution



Cooperative Conflict Solution PACTAR

P= Priorities

Priorities' golden rules:

Personal affairs have priority over matters
Emotions have priority over interests and values



Cooperative Conflict Solution

PACTAR

Attitude golden rules:

A= Attitude

I am OK, you are OK

My attitude is that of a winner

We strive for a Win-Win (1 level) solution for all

We are equal and have the same rights

Everyone is as he is

Everyone is autonomous

Everyone has right to have his own opinions,
needs, feelings

Everyone responsible for himself

Everyone is honest and act correctly

Everyone can make errors and have the right to
change

Abandon any comparison

Treat everyone openly and with respect

Consider everyone as important as you are

Criticize constructively, do not humiliate



Cooperative Conflict Solution PACTAR

C= Conduct

Conduct golden rules:

React as soon as conflict detected

Each other address directly

Encourage adult-adult dialogs (see Transaction
Analysis, 02:31)

Promote the reciprocal positive feedback

Avoid indirect conflict amplifying factors

Accept blender of emotions



Cooperative Conflict Solution

PACTAR

T= Thinking

Thinking golden rules:

Think “I”: what are your real goals? Does this conflict contributes toward achieving them?

Think “You”: What are his goals? How does the conflict contributes towards his goals?

Think “Meta”: Do both sides works towards their goals?
What is the impact on a team, project, customer?



Cooperative Conflict Solution PACTAR

A= Acument

Acument golden rules:

Don't bargain over position.

Separate people from problem

Focus on interests not positions

Jointly set the goals and invent options for mutual gains



Cooperative Conflict Solution PACTAR

R= Resolution

Resolution golden rules:

insisting that the result be based on some
objective standard

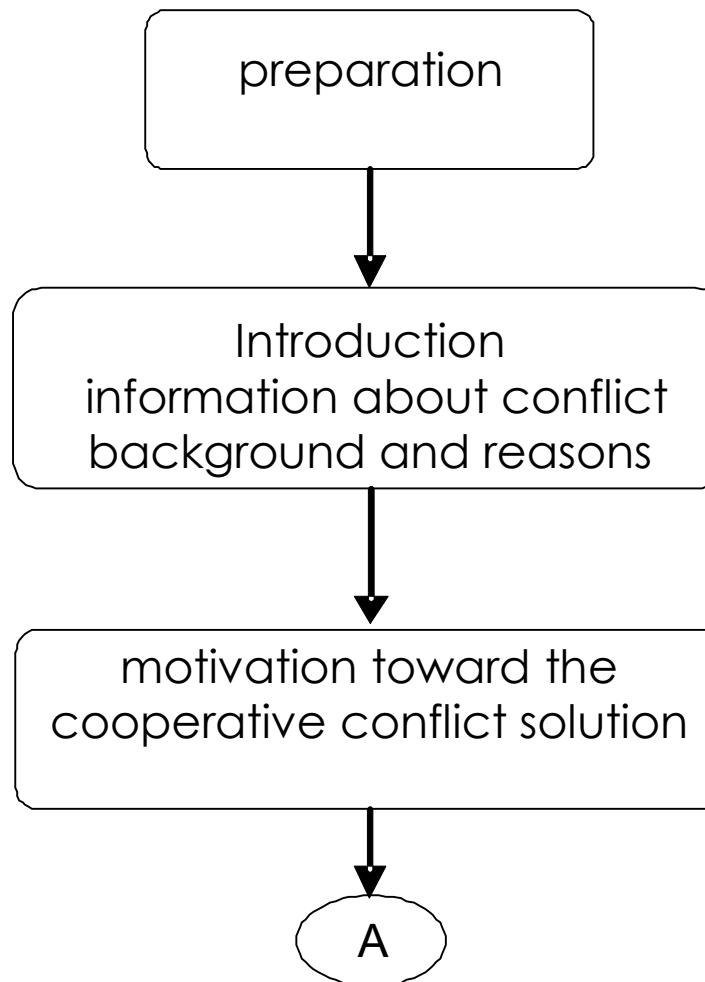
Recurrence means real reason is still
undiscovered

Agreement is a reason for a joy



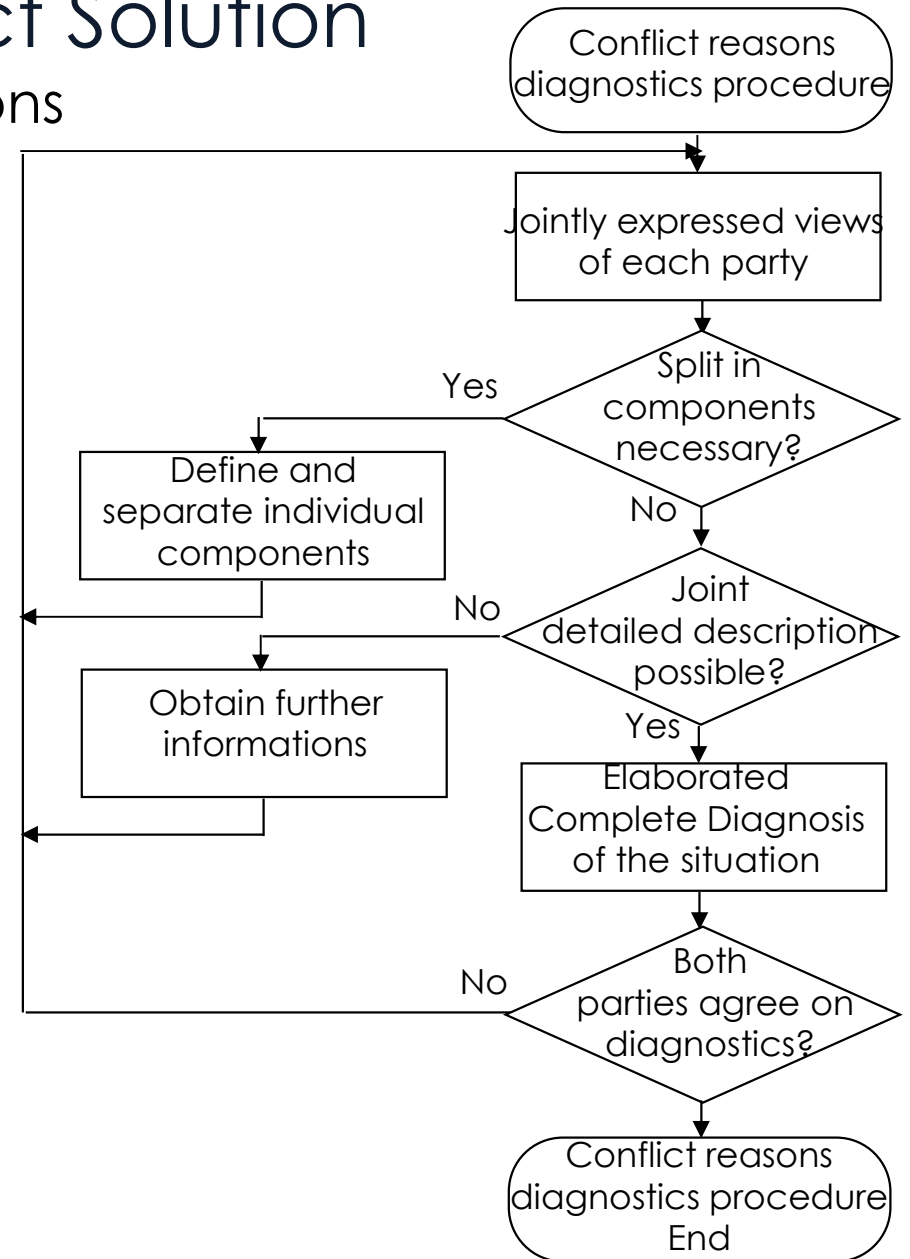
Cooperative Conflict Solution

2. Agreement in team



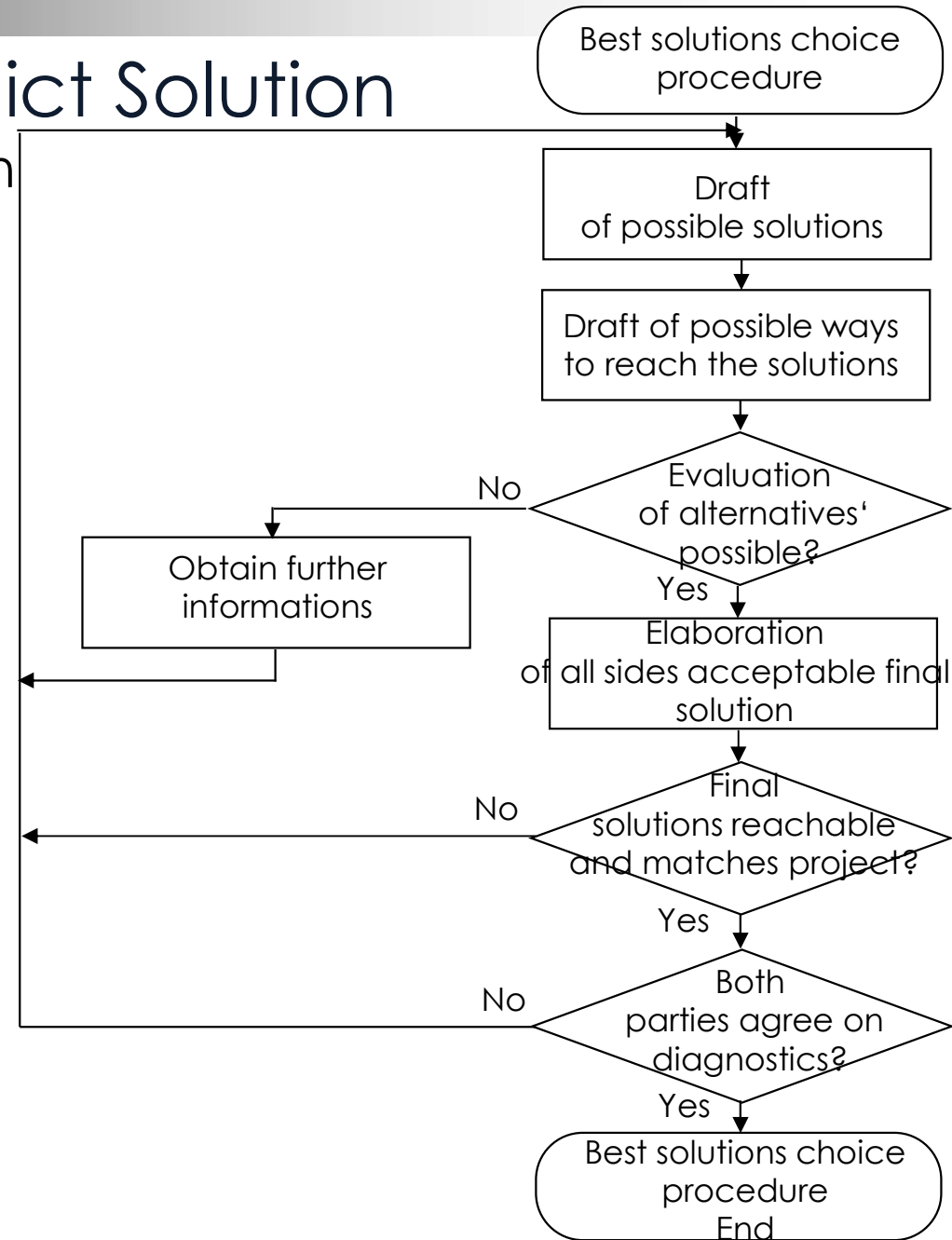
Cooperative Conflict Solution

3. Diagnosis of conflict reasons



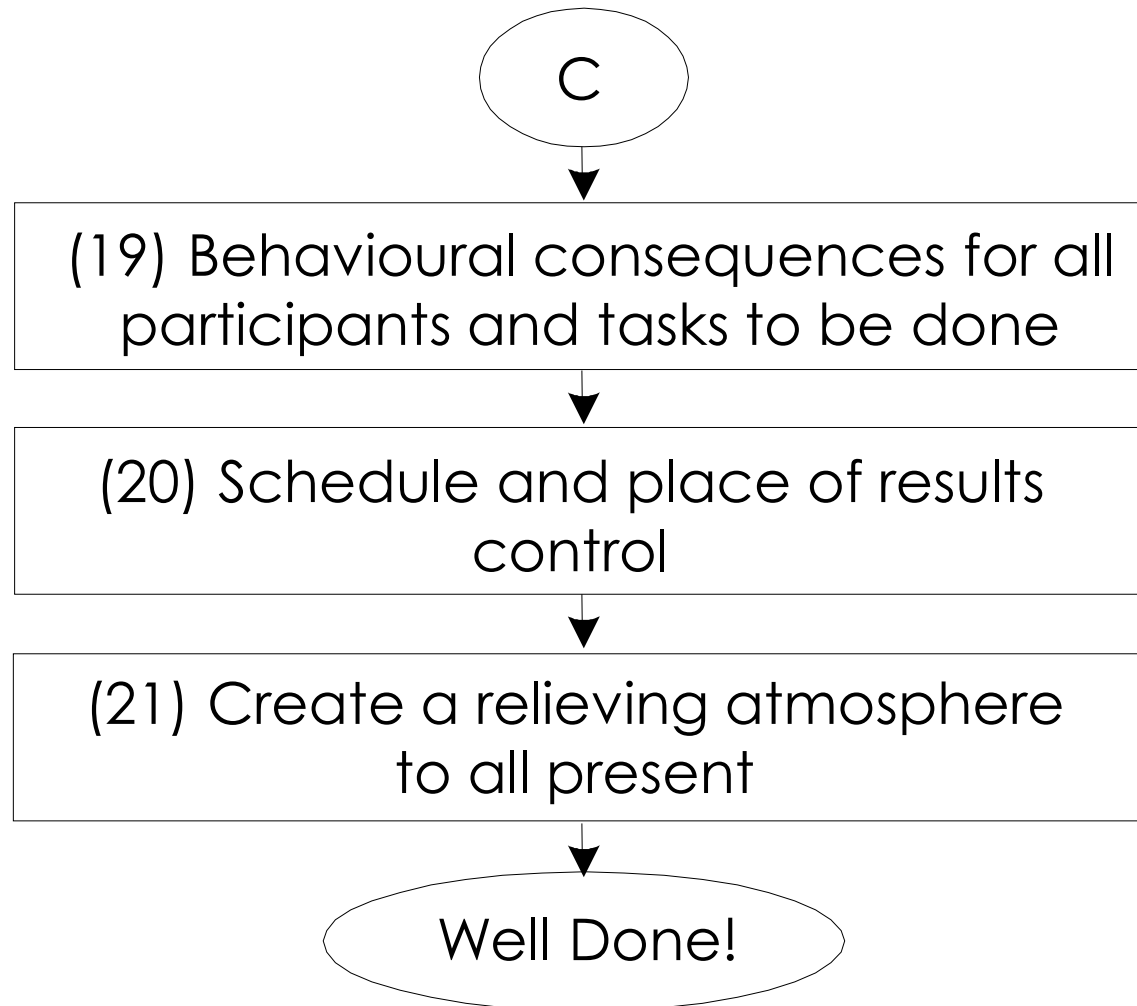
Cooperative Conflict Solution

4. Preparation of a solution



Cooperative Conflict Solution

5. Securing the persistence of the solution



Crisis Situations

Conflict situations, where hopelessness becomes dominating.

Unresolved conflicts may lead to crisis and paralyse the whole team:

- internally
- externally



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