



CONFLICT MANAGEMENT

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WHAT IS CONFLICT?

- From Cambridge Dictionary:
 - An active disagreement, as between opposing opinions or needs
 - Fighting between two or more countries or groups of people
 - The forces that oppose each other to create the plot in a story, book, or film
- From Merriam-Webster:
 - Fight, battle, war (noun)
 - A competitive or opposing action of incompatibles: antagonistic state or action (noun)
 - To be different, opposed, or contradictory: to fail to be in agreement or accord (verb)

INITIAL EXERCISE

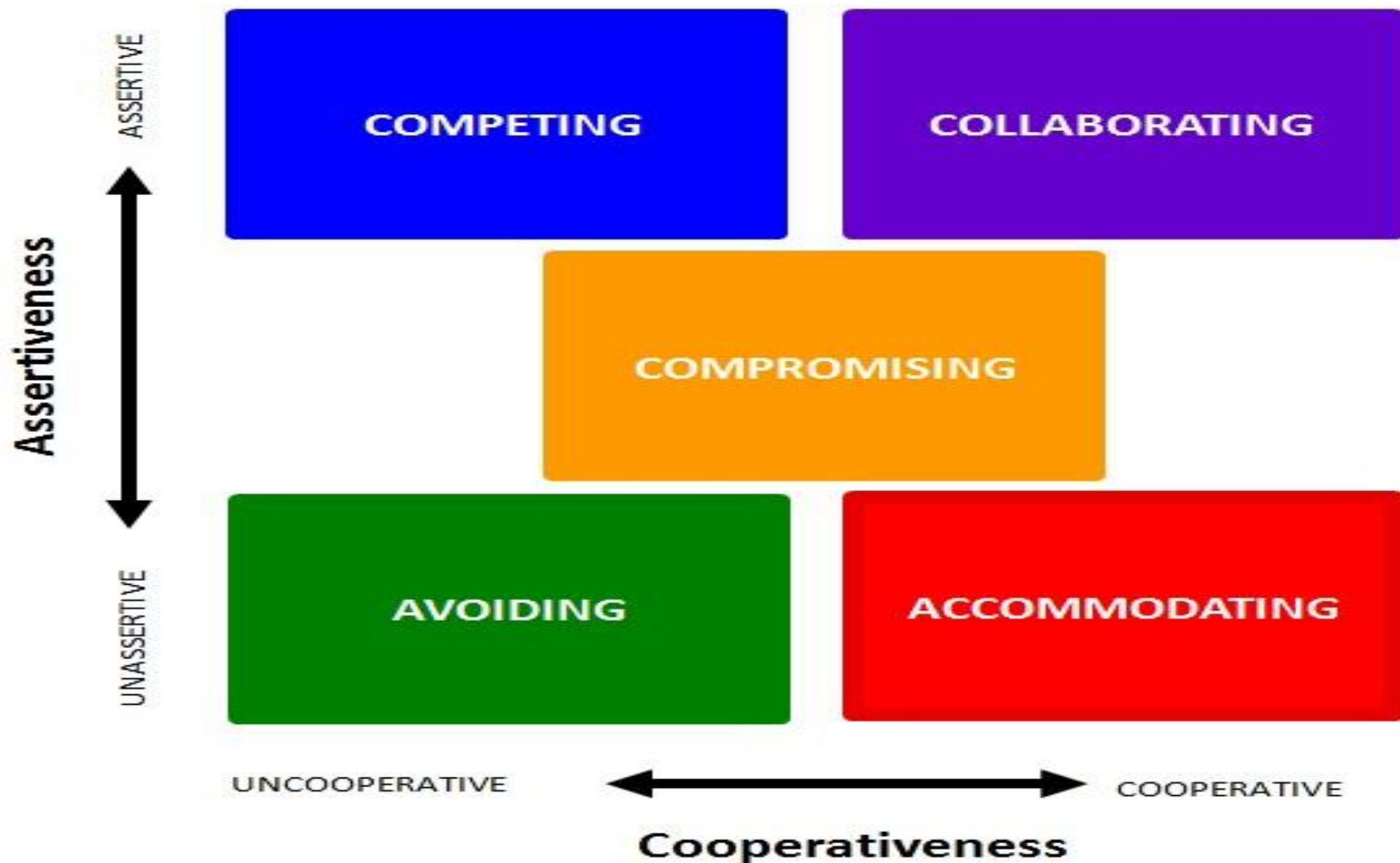
1. Think of a conflict that you recently experienced, preferably a conflict that happened at work.
2. What happened in that conflict? Who else were involved? What was it about and your part in that conflict?
3. The moment when you realized that you became part of the conflict, what came to your mind? What did you do at that time?
4. Focus on what you did, is that your typical behavior when dealing with conflict? Now think about other conflicts that you've had before and see if you can see a pattern.

CONFLICT MANAGEMENT STYLES

- Each one of us has our own tendency to use a certain style when facing a conflict.
- Many of us think that the style we use is part of our personality. Because it is part of our personality, therefore it is difficult to change.

But...is it true??

Thomas-Kilmann Conflict Mode Instrument



COMPETING

- High in assertiveness but low in cooperativeness.
- Pro/best to use when:
 - It is good in situations when we have to make quick decision for vital issues.
 - When dealing with people who take advantage of others, this conflict resolution style is sometimes good to assert ourselves.
- Contra/what to keep in mind of:
 - Are people around you tend to be passive and less assertive? Do you have an open atmosphere environment where people can talk openly for their questions and uncertainties?

IMPROVING A RELATIONSHIP is the key solution.

COLLABORATING

- High in assertiveness and cooperativeness.
- Pro or best to use when:
 - you want to come to an integrative solution
 - The objectivity is to learn and understand each other
 - Another objective is to gain commitment
 - You want to work through hard feelings that have been interfering work relationship
- Contra or what to keep in mind of:
 - Can run into too much talking and discussion
 - Not everyone can be a good collaborator or have team work ability.
 - For some people, it is better to give them instruction on what to do in order to get good results.

CREATIVE PROBLEM SOLVING is the key solution.

AVOIDING

- Low in assertiveness and in cooperativeness
- Pro or best to use when:
 - An issue is unimportant or not a priority
 - You perceive that there is no chance of satisfying your concern (ex. You have low power)
 - The potential costs of confronting a conflict outweigh the benefits of its solution
 - All parties need to chill/cool down
 - You need time find more information
 - Your team members or the parties involved can resolve the issue on their own
- Contra or what to keep in mind:
 - No issues are ever solved correctly as part of the working culture
 - Decisions on important issues getting made by default
 - People do not know how to communicate to each other or have a dialogue.

IMPROVING COMMUNICATION is the key issue

ACCOMMODATING

- Low in assertiveness, but high in cooperativeness.
- Pro or best to use when:
 - Preserving harmony and avoiding disruption are more important
 - You know you will not win because of various reasons (i.e. not getting enough support)
 - You realize that you are wrong, so let other people take other solution
 - The issue is of course more important to the other person than to you.
- Contra or what to keep in mind of:
 - How is the discipline in the environment? Is it too lax?
 - When you give in too much to the others, how did that make you feel? Keep an eye if feelings undervalued or not being heard enough come up.

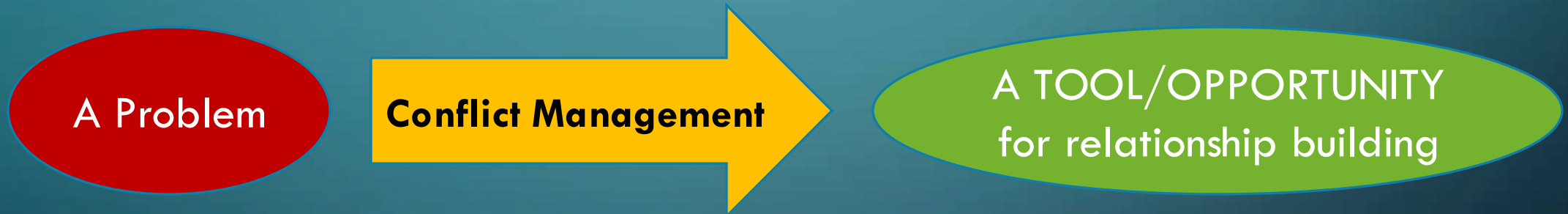
FAIR EXCHANGE OF VALUE is the key issue.

COMPROMISING

- Not too high or too low in cooperativeness and in assertiveness.
- Pro or best to use when:
 - There are two sides with equally important and equal power that have to come to an agreement.
 - It is to achieve a settlement of a complex issue under time pressure
 - A backup mode when collaboration or competition fails.
- Contra or what to keep in mind of:
 - Don't fall into the trap on the practicalities and tactics of compromising that you lose sight of larger issues.
 - Is seeking “acceptable/win-win” solution better than “optimal” solution?
- It is about finding the middle ground when making decision.

CONCLUSION

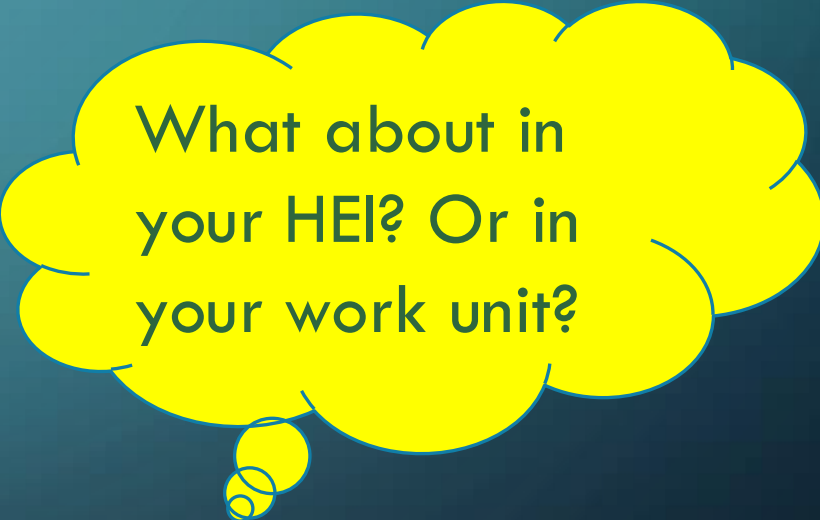
- Shall we fear conflict?
- Change our perspective about conflict:



- Tips: Focus on the desired outcomes when dealing with conflict! Don't fall into the trap of power struggles or emotions when dealing with conflict.

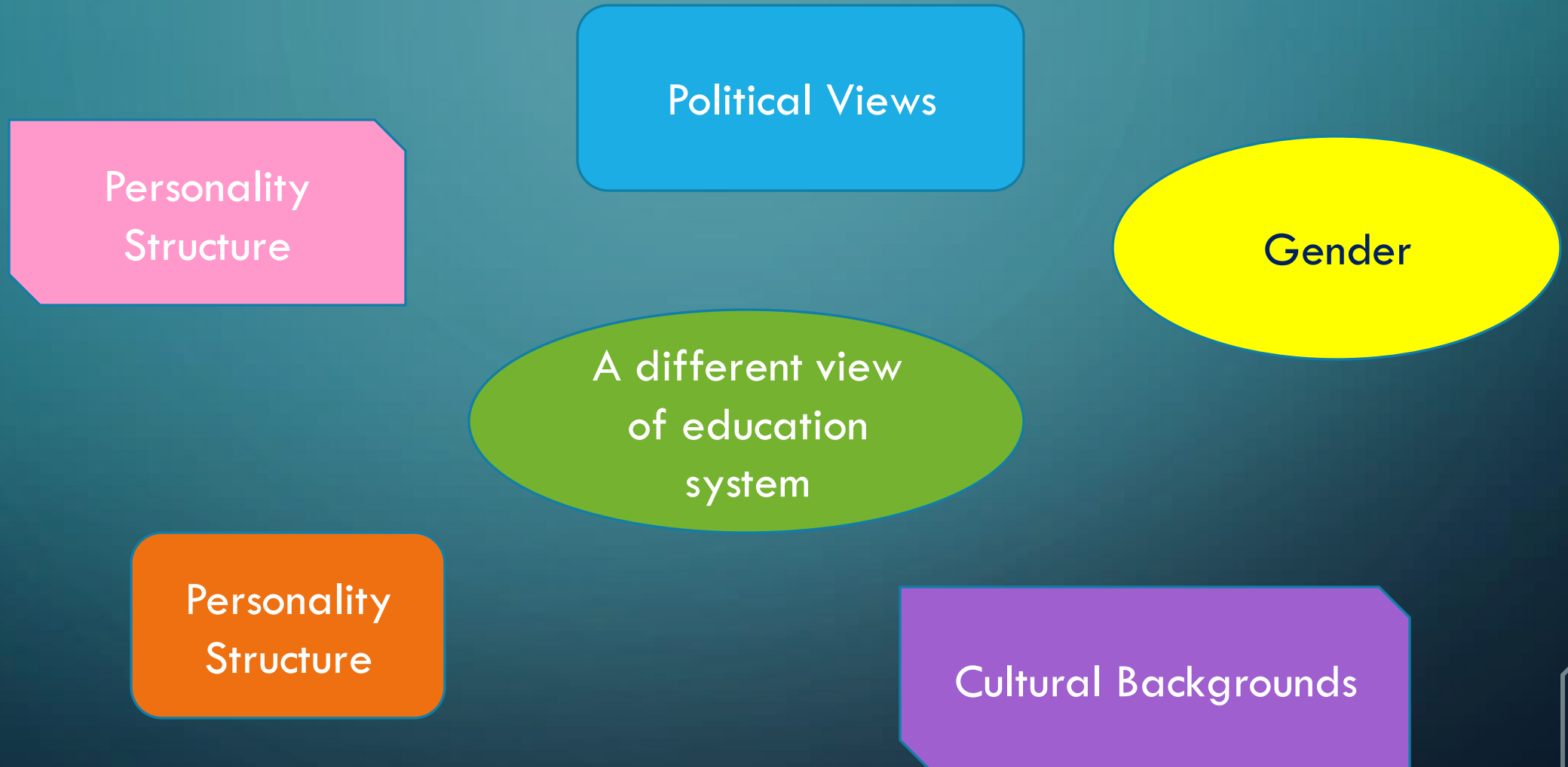
CAUSES OF CONFLICT

- Lack of resources
- Differences in mindset and opinion
- Poor communication
- Competing objectives, values, principles



What about in
your HEI? Or in
your work unit?

INDIVIDUAL DIFFERENCES



AT THE MANAGEMENT SYSTEM

A different view
of education
system

Communication
Problem

Personality
Structure

Not into/supporting
innovation or change

Work Distribution

Not having
executive
training