The Conflict Advantage – Using Workplace Friction to Fuel Success

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Today’s Topics

• The Research Study
• Research Findings
• A Conflict Model
• Conclusions and Recommendations
THE RESEARCH STUDY
Results

Who took part? Description of the sample

Group demographics

71% of the group were female, and 28% male, with 1% choosing “prefer to self-describe” or “prefer not to say”. Age ranged from 18 to 82 years, with an average (mean) age of 46.
Results

Who took part?

Description of the sample

Group demographics

71% of the group were female, and 28% male, with 1% choosing "prefer to self-describe" or "prefer not to say". Age ranged from 18 to 82 years, with an average (mean) age of 46.

Most respondents (93%) were employed full-time in an organization. Those not in full-time employment were asked to either complete the survey in the context of a recent job within an organization, in the context of an organization they worked with, or to withdraw.

61% of respondents lived and worked in the USA, a further 19% in the UK and the remainder in several other countries around the world.

The US and other groups were not directly comparable to each other in terms of gender, age, job level, or percentage of time spent working remotely, so analyses comparing the US to other countries or regions were not carried out.

![Employment status and Country Pie Charts](image-url)
Most respondents’ jobs were at nonsupervisory or entry level, but all levels were represented:

Participants varied in how much they worked virtually. 27% worked remotely none or very little of the time, 34% worked remotely all or almost all the time, and 39% worked in a hybrid way. All sizes of organization were represented.
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All sizes of organization were represented:

<table>
<thead>
<tr>
<th>Size of Organization</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10%</td>
<td>27%</td>
</tr>
<tr>
<td>11-20%</td>
<td>4%</td>
</tr>
<tr>
<td>21-30%</td>
<td>3%</td>
</tr>
<tr>
<td>31-40%</td>
<td>4%</td>
</tr>
<tr>
<td>41-50%</td>
<td>4%</td>
</tr>
<tr>
<td>51-60%</td>
<td>5%</td>
</tr>
<tr>
<td>61-70%</td>
<td>6%</td>
</tr>
<tr>
<td>71-80%</td>
<td>5%</td>
</tr>
<tr>
<td>81-90%</td>
<td>8%</td>
</tr>
<tr>
<td>90-100%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Other variables included:

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry level employee</td>
<td>27%</td>
</tr>
<tr>
<td>Nonsupervisory employee</td>
<td>4%</td>
</tr>
<tr>
<td>First level management/supervisor</td>
<td>3%</td>
</tr>
<tr>
<td>Middle management</td>
<td>4%</td>
</tr>
<tr>
<td>Senior management/Executive</td>
<td>4%</td>
</tr>
<tr>
<td>Executive/Top executive</td>
<td>5%</td>
</tr>
</tbody>
</table>
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RESEARCH FINDINGS
Research Findings

• Conflict in the Workplace
• Impact of covid / working remotely
• Impact of managers
• Job Satisfaction
Conflict in the Workplace
The causes of conflict

What are the main causes of conflict in your workplace?

- Poor communication: 47%
- Lack of role clarity: 42%
- Heavy workloads: 38%
- Personality clashes: 37%
- Changes in policies, products, organizational structures etc.: 30%
- Dysfunctional teams: 27%
- People with very different values: 25%
- Inadequate training: 24%
- Lack of transparency, openness, and honesty: 23%
- Poor senior leadership: 19%
- Inadequate resources: 17%
- Poor line management: 14%
- Recruiting or selecting the wrong people for the job: 12%
- Bullying or harassment: 10%
- Discriminatory behavior: 5%
- None - there is no conflict in my workplace: 8%

Other: 7%
How does conflict at work usually make you feel?

- Anxious, depressed, fearful, stressed: 38%
- Awkward, uncomfortable: 20%
- Angry, annoyed, frustrated: 18%
- Demotivated, discouraged, disappointed, helpless, disengaged: 13%
- Conflict can be useful: 10%
- Excited, engaged, challenged: 7%
- It depends: 6%
- Tired, drained, exhausted: 6%
- Other: 4%

Based on chi-square analysis or one-way analysis of variance, depending on type of data.
Overall, how do you see workplace conflict?

- Always or almost always giving positive results
- Generally giving more positive than negative results
- Giving a mix of positive and negative results
- Generally giving more negative than positive results
- Always or almost always giving negative results
Is conflict positive or negative?

Overall results
Survey respondents were asked how, overall, they saw conflict.

Overall, how do you see workplace conflict?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always or almost always giving positive results</td>
<td>3%</td>
</tr>
<tr>
<td>Generally giving more positive than negative results</td>
<td>14%</td>
</tr>
<tr>
<td>Giving a mix of positive and negative results</td>
<td>52%</td>
</tr>
<tr>
<td>Generally giving more negative than positive results</td>
<td>27%</td>
</tr>
<tr>
<td>Always or almost always giving negative results</td>
<td>4%</td>
</tr>
</tbody>
</table>
Survey respondents were asked, "What positive outcomes of workplace conflict, if any, have you experienced?" Their answers were categorized into themes.

The greatest positive benefits were seen as building relationships, collaboration, and co-operation.

There were several significant relationships with other factors:

- Women were more likely than men to mention outcomes around building relationships, collaboration, and co-operation.
- Respondents who mentioned outcomes around building relationships, collaboration, and co-operation tended to spend a greater proportion of their time working remotely compared with those who did not. They also gave a higher rating to the importance of conflict handling as a leadership or management skill.
- Those who mentioned outcomes around achieving a better solution, getting results tended to rate their ability to manage conflict more positively.
- Those who mentioned outcomes around change, innovation, new ideas, or new perspectives were more likely to mention changes in policies, products, etc., and a lack of transparency as causes of conflict.

### What positive outcomes of workplace conflict, if any, have you experienced?

- Building relationships, collaboration, co-operation: 28%
- Achieving a better solution, getting results: 23%
- Change, innovation, new ideas, new perspectives: 16%
- Greater self-awareness, individual growth: 13%
- Clearing the air, moving on: 12%
- Better communication: 11%
- Better understanding of systems, policies, processes, etc.: 9%
- Other: 6%
- No positive outcomes: 10%
Survey respondents were also asked, “What negative outcomes of workplace conflict, if any, have you experienced?” As with positive outcomes, their answers were then categorized into themes.

Although building relationships was the most quoted positive outcome of conflict, the breakdown of relationships, trust, and cooperation was the most mentioned negative outcome. Conflict can build or destroy relationships at work. There were several significant relationships with other factors:

- 25% of men mentioned an outcome on the theme of anger, resentment, frustration or bad feelings but only 11% of women did. 32% of men mentioned poor relationships, loss of trust or lack of cooperation, but only 16% of women did.
- Older respondents were more likely to mention bullying or harassment.
- Respondents in more senior roles, and those who needed to deal with conflict at work less frequently, were more likely to say that there were no negative outcomes.
- Those who deal with conflict at work more often, and who spent more hours doing so, were more likely to mention anxiety, depression or stress. Those who spent more hours dealing with conflict were also more likely to mention people leaving their jobs.
Survey respondents were asked how COVID-19 had influenced conflict at work. While many respondents felt that the amount of conflict had not changed, there was a slight increase in perceived conflict overall. This is not surprising given the degree of change associated with the post-COVID workplace. Other studies have found an increase in conflict in specific jobs or contexts (for example, Lam et al., 2022).

Some sources of conflict in the post-COVID working environment may be linked to a return to the physical workplace, such as concerns about contracting COVID or resistance to a forced return to the office. This is supported by the data. Non-remote workers were the most likely to say that the amount of conflict had increased, remote workers the least.

For those respondents where conflict had increased, job satisfaction was significantly lower, and more time was being spent dealing with conflict.

**How has the COVID-19 pandemic and its after-effects influenced conflict in your workplace?**

- The amount of conflict has increased: 34%
- The amount of conflict has not changed: 44%
- The amount of conflict has decreased: 22%
Effects of COVID-19

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For those respondents where conflict had increased, job satisfaction was significantly lower, and more time was being spent in dealing with conflict.
Address in future conflict training. Seven causes also had an impact on job satisfaction: poor communication, lack of role clarity, dysfunctional teams, inadequate resources, poor senior leadership, and poor line management. In addition to lowering job satisfaction because of conflict, all of these may also be direct causes of low job satisfaction. Not surprisingly, individuals who chose ‘None – there is no conflict in my workplace’ reported spending very little or zero time on conflict, and few or no hours. On average, however, they also thought they managed conflict less well than others. It may be that some of this group felt they had insufficient experience of dealing with conflict.

Five causes also showed a relationship with the questions concerning inclusion:

<table>
<thead>
<tr>
<th>Cause</th>
<th>Percent of each group mentioning cause</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Non-remote workers</td>
</tr>
<tr>
<td>Poor communication</td>
<td>56%</td>
</tr>
<tr>
<td>Inadequate resources</td>
<td>13%</td>
</tr>
<tr>
<td>Lack of transparency, openness, and honesty</td>
<td>18%</td>
</tr>
<tr>
<td>Poor line management</td>
<td>7%</td>
</tr>
<tr>
<td>None - there is no conflict in my workplace</td>
<td>10%</td>
</tr>
</tbody>
</table>

The presence of people with very different values had the greatest effect on inclusion.

Demographic differences

There were a small number of significant relationships with remote working status and job level, and three with age.

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Non-remote, office-based workers were the most likely to choose poor communication. Hybrid workers were the most likely to choose inadequate resources, lack of transparency, openness, and honesty, or poor line management, and the least likely to say that there is no conflict in their workplace.
Overall, older people were much more likely than younger people to be seen as handling conflict more effectively. There was, however, a tendency for younger respondents to say that younger people handled conflict more effectively. The mean ages of those who chose older people, who chose no difference, or who chose I'm not sure, were 47, 46, and 43 respectively. The mean age of those who chose younger people was 35.

More senior employees were more likely to be seen as handling conflict effectively than were more junior employees. There was much less difference between how remote, hybrid, and non-remote workers were perceived, but there was a relationship with the respondent's own remote working status. Where they expressed a view, respondents were more likely to see their own type of worker as handling conflict most effectively.

Who handles conflict most effectively?

<table>
<thead>
<tr>
<th>Respondent’s remote working status</th>
<th>Remote workers</th>
<th>Hybrid workers</th>
<th>Non-remote workers</th>
<th>No difference</th>
<th>I’m not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote worker</td>
<td>10%</td>
<td>10%</td>
<td>3%</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Hybrid worker</td>
<td>2%</td>
<td>21%</td>
<td>10%</td>
<td>40%</td>
<td>28%</td>
</tr>
<tr>
<td>Non-remote worker</td>
<td>7%</td>
<td>8%</td>
<td>17%</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>Total group</td>
<td>6%</td>
<td>14%</td>
<td>10%</td>
<td>45%</td>
<td>25%</td>
</tr>
</tbody>
</table>
Impact of Managers
How important is conflict handling as a leadership or management skill?

- Extremely important: 72%
- Very important: 26%
- Somewhat important: 2%
- Not so important: 1%
- Not at all important: 0%
Conflict at work

Research report

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Conflict and your manager

How well do managers manage conflict?

Survey respondents were asked, "How well does your direct supervisor manage conflict?" Just under half said that their supervisor managed conflict very or quite well.

Compared to their self-ratings, respondents were more likely to see their manager as managing conflict either very well, or poorly or very poorly.

<table>
<thead>
<tr>
<th>Rating of manager</th>
<th>Self-rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very well</td>
<td>21%</td>
</tr>
<tr>
<td>Quite well</td>
<td>25%</td>
</tr>
<tr>
<td>Adequately</td>
<td>32%</td>
</tr>
<tr>
<td>Poorly</td>
<td>14%</td>
</tr>
<tr>
<td>Very poorly</td>
<td>8%</td>
</tr>
</tbody>
</table>
There was one relationship with type. Individuals with a preference for Sensing on average rated their supervisor significantly more positively than those with a preference for Intuition.

No TKI scale showed any significant relationship with how respondents rated their supervisor or manager.

What could supervisors or managers do to deal with conflict more effectively?

In an open-ended question, survey respondents were asked what their direct supervisor could do to deal with conflict more effectively. Their answers were categorized into themes.

While 35% felt there was nothing more their supervisor or manager could do, 65% mentioned one or more actions.

Not surprisingly, those who rated their supervisor’s skill at handling conflict highly were more likely to say that there was nothing more their supervisor could do. They were less likely to say that their supervisor should communicate more clearly or regularly, should stop avoiding conflict, should stop trying to please everyone/individuals/senior managers, or should implement processes around conflict.

The chart shows the following percentages:

- Nothing more: 35%
- Listen, ask for opinions, views, or information: 15%
- Communicate more regularly, more clearly: 14%
- Address conflict quickly, directly, or early: 12%
- Stop trying to please everyone/individuals/senior managers: 10%
- Stop avoiding conflict, get involved: 8%
- Be less emotional, more rational, take things less personally: 7%
- Create or implement processes: 4%
- Be more aware, engaged, interested, present: 3%
- Reduce workloads: 1%
- Other: 3%
Job Satisfaction
Survey respondents were asked how well they managed conflict at work, and how satisfied they were with their job. A subset of the group (74 people) was also asked four questions relating to how included they felt at work.

Just over 90% felt they managed conflict at least adequately:

- Very well: 6.5%
- Quite well: 34.4%
- Adequately: 49.2%
- Poorly: 8.8%
- Very poorly: 1.1%

Almost three-quarters were satisfied or very satisfied with their job:

- Very poorly dissatisfied: 0%
- Poorly dissatisfied: 10%
- Somewhat dissatisfied: 15%
- Somewhat satisfied: 20%
- Satisfied: 25%
- Very satisfied: 30%
- Very well satisfied: 40%
- Quite well satisfied: 49.2%
- Adequately satisfied: 34.4%
- Poorly satisfied: 8.8%
- Very poorly satisfied: 6.5%
Overview

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Just over 90% felt they managed conflict at least adequately: 

Almost three-quarters were satisfied or very satisfied with their job: 

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>34.0%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>38.5%</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>20.0%</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>5.3%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>1.5%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>0.8%</td>
</tr>
</tbody>
</table>
On average, participants in the research spent 4.34 hours per week dealing with conflict at work. This also has increased since the 2008 survey, where the average was 2.1 hours.

With the costs of employment at an average of $38.61 per hour in the US (U.S. Bureau of Labor Statistics, 2022), and UK costs at around £23 per hour (Office for National Statistics, 2022), this represents a significant cost to organizations.

Indirect effects of spending time on conflict

There were no significant differences in the number of hours spent dealing with conflict between men and women, between remote, hybrid or non-remote workers, between different job levels, or different sizes of organization. There were no significant relationships with TKI scores or MBTI type. However, there was a significant relationship with job satisfaction and with how included and valued people felt themselves to be.

On average, respondents who had to deal with conflict at work less of ten had a significantly higher level of job satisfaction: This effect was most noticeable for those who said they were very dissatisfied with their job, who on average spent significantly more hours dealing with conflict:
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A CONFLICT MODEL
Managing, leading, and handling conflict

Who is responsible for managing conflict?

In an open-ended question, survey respondents were asked, “Whose responsibility is it to ensure that conflict in the workplace is managed effectively?” 241 individuals responded, and their answers were categorized into themes. Note that percentages total more than 100%, as several respondents mentioned more than one group (for example, “everyone but especially my line manager”). The most common answers were the immediate line manager or supervisor, or everyone, with 20% mentioning the individuals directly involved (including the respondent themselves) and/or more senior managers or leaders.

There were a small number of statistically significant group differences in the answers to this question:
- Those who mentioned everyone were on average slightly younger than those who did not.
- Only 5% of non-management respondents mentioned HR, compared to 16% of managers, senior managers, and executives. This may imply differences in how managers and non-managers deal with conflict.
- Those who mentioned middle or senior management tended to say they dealt with conflict more often and on average spent more hours doing so (7.8 compared with 3.9). It is possible that this may reflect organizations where leaders have not created a culture where conflict is effectively dealt with, resulting in more time being spent on it.
- There were no significant relationships with personality type. Those who mentioned ‘Everyone’ on average scored higher on the Accommodating dimension than those who did not.

### Whose responsibility is it to ensure that conflict in the workplace is managed effectively?

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line manager/supervisor</td>
<td>44%</td>
</tr>
<tr>
<td>Everyone</td>
<td>42%</td>
</tr>
<tr>
<td>Mine/people directly involved</td>
<td>20%</td>
</tr>
<tr>
<td>Middle/senior management</td>
<td>20%</td>
</tr>
<tr>
<td>HR</td>
<td>8%</td>
</tr>
<tr>
<td>Other/it depends/unclear</td>
<td>3%</td>
</tr>
</tbody>
</table>
Unassertive | Assertive
---|---
Avoiding | Collaborating
Competing | Accommodating

Source: TKI Conflict Workshop Facilitator’s Guide PPT, RM-4
In what way(s) has completing the TKI assessment been helpful to you?

- Increasing my self-awareness: 73%
- Better understanding how I impact on other people: 64%
- Understanding my typical approach to conflict: 58%
- Understanding other people's typical approach to conflict: 48%
- Dealing with conflict more effectively: 47%
- Adapting my conflict style to better fit the situation or achieve the desired outcome: 43%
- Improving my negotiation skills: 36%
- Getting the best from the people I work with or manage: 24%
- Reducing or making use of conflict between other people: 19%
- Other: 5%
COMPETING
Assertive and Uncooperative
Try to satisfy your own concerns at the other person’s expense

AVOIDING
Unassertive and Uncooperative
Sidestep the conflict without trying to satisfy either person’s concerns

COMPROMISING
Intermediate in both Assertiveness and Cooperativeness
Try to find an acceptable settlement that only partially satisfies both people’s concerns

COLLABORATING
Assertive and Cooperative
Try to find a win-win solution that completely satisfies both people’s concerns

ACCOMMODATING
Unassertive and Cooperative
Attempt to satisfy the other person’s concerns at the expense of your own
Conflict and Coffee
The Situation

- You are the supervisor of a department. Your staff has organized a committee to discuss the location of the office coffeemaker and its effect on their productivity.
- The coffeemaker is located just outside your office and on a different floor than the staff work area. The committee feels that the time it takes them to visit the coffeemaker slows down their workflow.
- A representative from the committee comes to you with a proposal to move the coffeemaker from its current location to a location that is central to the staff work area.
- The committee needs your approval to submit a work order for the move.
Your Response

“I don’t agree that the location of the coffeemaker affects productivity.”

COMPETING

Assertive and Uncooperative

Try to satisfy your own concerns at the other person’s expense

POLL

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating
Your Response

“I don’t have time to discuss the coffeemaker right now.”

AVOIDING

Unassertive and Uncooperative

Sidestep the conflict without trying to satisfy either person’s concerns

POLL

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating
Your Response

“Let’s see if we can work together to find the best place for the coffeemaker that meets the needs of the team, the executive team, and the clients who visit our office.”

COLLABORATING
Assertive and Cooperative
Try to find a win-win solution that completely satisfies both people’s concerns

POLL
- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating
Your Response

“I can see that this is important to the team. I like it where it is, but let’s move it.”

ACCOMMODATING

Unassertive and Cooperative

Attempt to satisfy the other person’s concerns at the expense of your own

POLL

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating
Your Response

“I’m not sure the new location would work best for the individuals who work near my office. Maybe we could move it to a location halfway between the two workspaces?”

COMPROMISING

*Intermediate in both Assertiveness and Cooperativeness*

Try to find an acceptable settlement that only partially satisfies both people’s concerns

POLL

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating
The Conflict Pie
### Whose needs get met and to what extent

<table>
<thead>
<tr>
<th></th>
<th>Ineffective Avoiding</th>
<th>Effective Avoiding</th>
<th>Accommodating</th>
<th>Compromising</th>
<th>Competing</th>
<th>Collaborating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>My needs met?</strong></td>
<td>No</td>
<td>Not yet</td>
<td>No</td>
<td>Partially</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Their needs met?</strong></td>
<td>No</td>
<td>Not yet</td>
<td>Yes</td>
<td>Partially</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Pie Diagram:**

- **My Needs**
- **Their Needs**

*Image source: The Myers-Briggs Company*
Effective and Ineffective Avoiding

**Effective Avoiding**

Purposely leave a conflict situation:

• To collect more information
• To wait for tempers to calm down, or
• Because you conclude that what you first thought was a vital issue isn’t that important after all

**Ineffective Avoiding**

• The topic is very important to both you and the other people involved but you aren’t comfortable with confronting them
• Sacrifice your own needs and their needs

*(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, p. 4)*
Collaborating

There are more conditions that determine whether the collaborating mode will achieve its potential than with any other mode:

- Positive stress level
- Sufficient time available
- Compatibility between people involved
- High trust level
- High level of interpersonal skills

(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, p. 4)
Competing
I get my needs met, but you don’t get your needs met

Accommodating
You get your needs met, but I don’t get my needs met

Compromising
We each get some of what we want, but not all

Commonality:
• Zero-sum, win-lose nature
• The more you get, the less I get (and vice versa) since the size of the pie is fixed

Watch for this combination on participant reports: potential to only be able to see life in terms of win-lose, zero-sum terms.

(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, p. 5-6)
Accommodating and Avoiding

**Avoiding**
Behave in a way that prevents both people from getting their needs met

**Accommodating**
Behave in a way that results in the other person getting their needs met and you not getting your needs met

(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, p. 6)
Compromising and Collaborating

Compromising
Each person gets their needs met partially but not fully

Collaborating
Both people get their needs met

How???
Make the conflict more complex in order to expand the size of the pie

(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, p. 7)
Conflict and Teams
Each conflict style has its own:

- Perception of Conflict
- Perception of Teammates
- Guiding Principles
- Values
Each team has its own dominant conflict style:

<table>
<thead>
<tr>
<th>One clear dominant style</th>
<th>Two influential team substyles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed team style</td>
<td></td>
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RECOMMENDATIONS
Dealing with conflict takes time. This is expensive for organizations and can have a negative effect on individuals, so any actions that can be taken to better understand conflict, manage it more effectively, or resolve it more efficiently are likely to pay dividends.

In particular, it may be useful to review the three most common causes of conflict:

- Poor communication,
- Lack of role clarity, and
- Heavy workloads.
Managing conflict at work is a useful skill for everyone. In our research, those who had the most positive view of their ability to manage conflict also tended to have higher levels of job satisfaction, felt more able to be their authentic self at work, and felt more valued by and at home in their organization.
Training in how to handle conflict may be useful for all workers. Resolving any issues around lack or role clarity or team dysfunction should also have a positive effect on individuals’ views of how well they can manage conflict.
Conflict management is an especially important skill for managers. In our research, 98% of respondents said that conflict handling was an extremely important or very important leadership or management skill.
Though conflict is often seen negatively, it can result in very positive outcomes. However, those who see conflict in a more negative way are likely to feel less satisfied with their job and to feel that they handle conflict less well, while also feeling personally responsible for dealing with it. For these individuals, it will be important to point out some of the positive outcomes of conflict and what it can achieve.
The most frequently mentioned outcomes of conflict were concerned with changes in relationships:

Positive (building relationships and increasing collaboration and cooperation), and

Negative (poorer relationships, loss of trust, breakdown of relationships, lack of co-operation and collaboration).

This points out the importance of understanding other people’s approaches to conflict as a key aspect of any conflict training.
Thank You!

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