

1. **Brainstorm and construct a list.** With your partner(s), brainstorm a list of four (4) major takeaways, or lessons, from the content you are assigned to lead.

1. The Three I's of Conflict/levels of organizational conflict + 2 Questions
2. Phases of Organizational Conflict + 2 Questions
3. Bargaining and Negotiation / Distributive Bargaining/Integrative Bargaining +2 Questions
4. Third-Party Conflict Resolution +2 questions

A. The Three I's of Conflict

a. Main Point: there are several critical components of conflict within an organization, but I am going to highlight the three I's of Conflict. The interaction of interdependent people who perceive opposition to goals, aims, and values, and who see the other party as potentially interfering with the realization of these goals.

i. Incompatible goals

1. Central to most definitions of conflict
2. Revolves around a multitude of issues
 - a. Ex: Small Scale: Scheduling
 - b. Big Scale: Payroll Distribution
3. Conflict can stem from different values, and cultures
4. In all, the basis of organizational conflict lies in the perception of incompatibility regarding a variety of organizational issues.

ii. Interdependence

1. Conflict arises when employee behaviors become interdependent
 - a. Ex: 2 Managers, 2 different management styles
 - b. Ex: 1 Manager vs. 1 Customer vs. 1 Employee

iii. Interaction

1. Plays a role in organizational conflict as well
2. Verbalizing/expressing incompatibility
 - a. Highlights the importance of communication
3. Can be productive/unproductive/constructive/unconstructive

b. DISCUSSION QUESTION(S):

- i. Which "I" do you believe highlights the importance of communication and conflict the most?
- ii. Which "I" do you believe to be least important? And if you took that "I" out, what would happen?

- B. Takeaway: It is useful in highlighting several critical components of conflict within an organization. The interaction of interdependent people who perceive opposition to goals, aims, and values, and who see the other party as potentially interfering with the realization of these goals.

AA. Levels of Organizational Conflict

- Interpersonal level of conflict
 - Member of the organization perceived goal incompatibility
- Intergroup Conflict
 - Work teams/departments
 - examples: two departments fighting over funding
 - Can become difficult when members of the group hold different views about the conflict
- Interorganizational Conflict
 - Disputes over two or more organizations
 - **Competition** in the marketplace
 - Boundary spanners - they are asked to understand the needs of both of the organizational insiders and outsiders

B. Phases of Organizational Conflict

Takeaway 2

- a. Main point: Most people don't share the same ideas as other people, when conflict presents itself in the workplace, individuals go through different phases of conflict as it comes and goes.
- b. Takeaway: Conflict is inevitable, it's how you deal with the conflict at hand that makes an impact.
- c. Phases include: Latent conflict, perceived conflict, felt conflict, manifest conflict, and conflict aftermath
 - i. Latent Conflict:
 1. People are interacting in interdependent relationships where different goals are able to arise.
 - ii. Perceived Conflict:
 1. Parties realize that conflict will arise because of incompatibility

- iii. Felt Conflict:
 - 1. People start to focus on the conflict and come up with ideas to manage the conflict at hand
- iv. Manifest Conflict:
 - 1. Interaction is beginning, people may be escalating and de-escalating the conflict at hand
- v. Conflict Aftermath:
 - 1. Short term and long term effects on the relationship and the organization.

C. Bargaining and Negotiation / Distributive Bargaining/Integrative Bargaining +2 Questions

- Main point: Bargaining is used as a solution to disputes that allows the parties involved to agree on a shared consensus with a give and take aspect.
- Takeaway: workplace bargaining is a conflict management technique allowing negotiation based on proposal exchanges to reach a joint settlement, though it also depends on the type of bargaining.
- Rule of Mutual concessions: one party in the conflict gives something up, the other party should forfeit an issue of like value.
- Types of Bargaining: Distributive vs. Integrative Bargaining
 - i. Distributive
 - Goal: Maximize gain, minimize loss
 - Issues: Fixed-sum issues with limited resources,
 - Outcomes: Win lose solutions, compromises, trade offs.
 - Communication: Deception, withheld information, learning about the other parties position.
 - ii. Integrative
 - Goal: Maximize gains for both parties, both benefit
 - Issues: Variable-sum issues shaped by overlapping positions
 - Outcomes: Creative solutions
 - Communication: Open disclosure, careful listening, open communication.
- Different goals, issues, outcomes, and communication processes.
- Discussion Questions:

1. While in a workplace setting, which type of bargaining do you think would be the most effective? Using your own examples describe why you chose either distributive or integrative.
2. In your own opinion, do you find bargaining to be a beneficial conflict resolution technique? Describe a time when you used bargaining/negotiation and whether you were or were not satisfied with the outcome and why.

D. Third-Party Conflict Resolution

- a. Main Point: oftentimes we have individuals or groups involved in conflict that cannot be resolved on their own. A third party is relied on to help resolve the conflict
- b. Sub Points: differences in work style, personality, Manager's role
 - i. Arbitrators
 1. Makes decisions based on the proposals and arguments of the parties involved in the argument (antonym to mediator)
 - ii. Mediators
 1. More pronounced
 2. Working together to develop a viable solution to the conflict at hand
 - a. Directive tactics
 - i. Mediator initiates recommendations
 - b. Nondirective tactics
 - i. The mediator attempts to secure information and clarify misunderstandings
 - c. Reflexive Tactics
 - i. Mediator regulates the tone of the interaction by developing rapport with participants using humor and speaking the language of each side.
 - d. MEDIATION RELIES ON COMMUNICATION
 - e. THE OUTCOME TO MEDIATION RELIES ON COMMUNICATION

iii. DISCUSSION QUESTION(S):

1. Do you think emotional communication is oftentimes overlooked within a mediation setting?
2. If you could be the Mediator or Arbitrator who would you be?
 - a. Remember, Think of the Arbitrator as the "big boss man", and the mediator as the "middle man".

Takeaway: oftentimes we have individuals or groups involved in conflict that cannot be resolved on their own. A third party is relied on to help resolve the conflict

4. Create an outline of your takeaways. In a Word document, list each takeaway and several bullet points that help to flesh out the takeaway. These bullet points should be in your own words, but should connect clearly to/be built from the readings for the week.

5. Write two (2) discussion questions for each takeaway. Each takeaway should be accompanied by two (2) discussion questions that will be shared with the class and used to have more in depth conversation about that specific takeaway and, by default, the week's content. Questions should be phrased in a way that invites your classmates to think, explain, describe, etc. (so, do not write questions that can be answered with a simple yes/no). Include the questions with the corresponding takeaway on the outline you have created.

- 1.
- 2.

6. By 11:59pm on the Friday before your discussion facilitation week, attach the outline of your takeaways and questions to an email and send that email to Dr. K. Only one of you needs to send the email; simply CC your partner(s). Indicate in that email how you completed your work together (if only one person did the work, this is where you tell me that). Once you have provided your work, Dr. K will select which questions will be used for the virtual class session and will post those to the discussion forum so that your classmates can take a look at them and prepare for Zoom discussion. She will also choose questions that will be used for discussion on the Moodle forums. Dr. K will email you back to approve your outline and questions. This practice mimics a common practice in the workplace, where organizational members submit their work to their supervisor for approval. As facilitators, it is your job to send your outline to Dr. K in a timely manner, and to check your email and Moodle so that you are ready and prepared for the week.

7. Practice/be prepared for presenting your ideas and leading discussion. Determine who will be responsible for describing each takeaway during the Zoom session. Practice delivering the takeaway description (make sure the description

is only 2-3 minutes) and asking questions. Prepare follow-up questions that you can have in your own notes, as well as your own examples and ideas, so that you can use them if you need to during the facilitation.