



THE SUCCESS PROJECT

Leading Conflict

Sense of direction.

Understanding.

Courage.

Charity.

Esteem.

Self-Confidence.

Self-acceptance.

Values Continuum



Fate

Life Happens

Personal Control

Life is what I make it

Values Continuum



Short Term

Change is good.

Long Term

Hold on to tradition.

Values Continuum



Low Context

Direct, honest, to the
point

High Context

Indirect, maintain
relationship



Values Continuum



Individualism

I'm responsible for my decisions. Like independence.

Collectivism

Decisions based on what's best for the group. Rely on each other.

Values Continuum



Monochromatic

Time is precious

Polychromatic

Time is abundant,
unlimited



Values Continuum



Low Power Distance

Level playing field for
social interactions

High Power Distance

Hierarchy is a fact of life.
Status dictates social
interactions.



Nine Cultural Dimensions

Power Distance - The degree to which power is distributed equally

Institutional Collectivism - The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.

In-Group Collectivism - The degree to which individuals express pride, loyalty, and cohesion in their organizations or families.

Uncertainty Avoidance - The extent to which social norms, rules and procedures are relied upon to alleviate the unpredictability of future events.



Nine Cultural Dimensions

Future Orientation - The extent to which individuals engage in future-oriented behaviors, like planning, delayed gratification, and investing in the future.

Performance Orientation - The degree to which group members are encouraged and rewarded for performance improvement and excellence.

Assertiveness - The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.



Nine Cultural Dimensions

Humane Orientation - The degree to which encouragement and rewards are given to individuals for being fair, altruistic, generous, caring, and kind to others.

Gender Egalitarianism - The degree to which gender inequality is minimized.



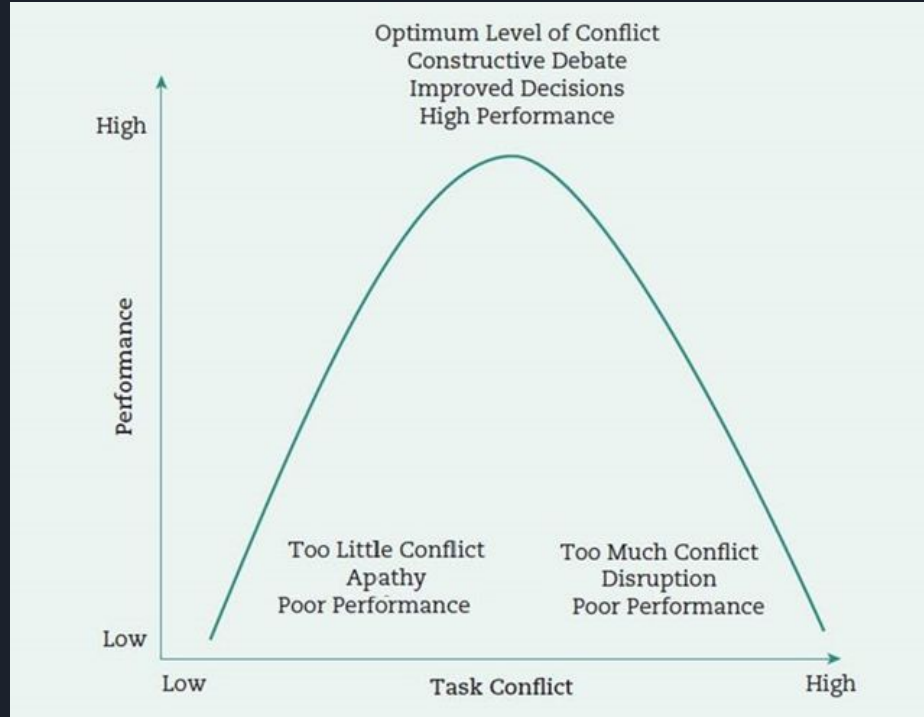
Conflict Management

- Conflict is defined as “the process that begins when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she cares about” (Thomas, 1992).
- Conflict is a perception.
 - Perceptions don’t always line up with reality.
 - However, they do influence behavior and they can be changed.
- Task versus Relationship Conflict
 - Task Conflict - Disagreements about resource allocation, policies, or even interpretation of data
 - Relationship Conflict - involves personality clashes or differences in values

Is Conflict Always Bad?

Unproductive -Dysfunctional

- Organizational conflict can harm relationships between leaders and followers and among teammates
- Ultimately harms performance.
- All types of conflict are detrimental to member satisfaction.



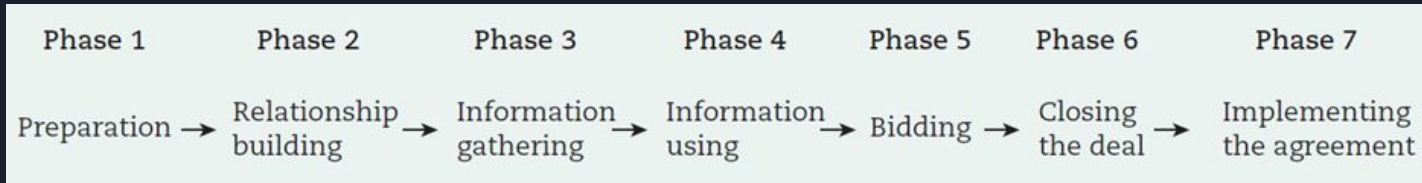
Productive - Functional

- Conflict is productive
- Improves performance if it aligns with the goals of the organization.
- Moderate levels of task conflict can improve team performance.



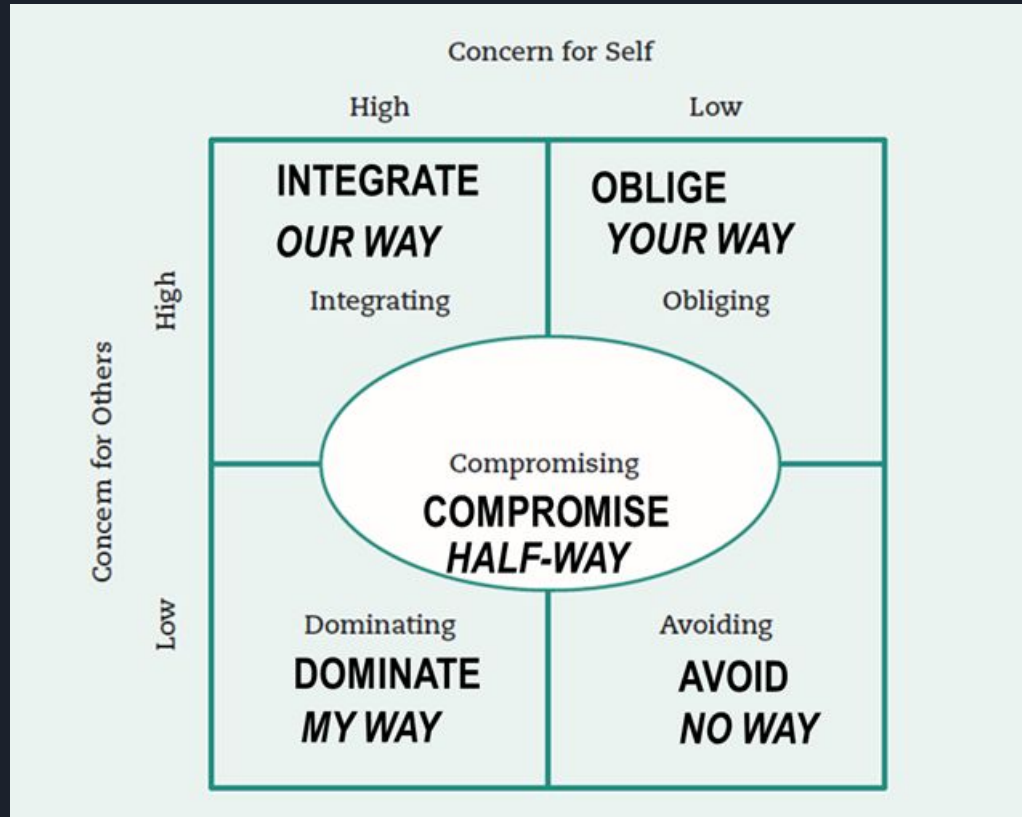
Decision-making and negotiation

- Negotiation represents “the process in which at least two partners with different needs and viewpoints try to reach agreement on matters of mutual interest.”



- BATNA represents the ‘Best Alternative To a Negotiated Agreement’ or the lowest acceptable value you will take a for a negotiated agreement.

Conflict Resolution Styles



Situational Approach



Integrate -- to gain commitment with consensus



Oblige -- when you're wrong



Dominate -- quick action is vital



Avoid -- the issue is trivial



Compromise -- opponent has equal power and you hold mutually exclusive goals





What power do I have?

Power is the capacity to influence the actions of others and is inextricably linked with leadership.



Power Influence Tactics



Rational appeals: The use of logic, reason, and evidence to convince another person that cooperation in a task is worthwhile.



Inspirational appeals: The use of emotions to rouse enthusiasm for the task by appealing to the values and ideals of others.



Upward appeals: The argument that the task has been requested by higher management, or a request to higher management to assist in gaining cooperation.



Personal appeals: A request to cooperate on the basis of friendship or as a personal favor.




Consultation: The offer of participation or consultation in the decision-making process.



Power Influence Tactics

 Exchange: The promise of rewards to persuade another person to cooperate.

 Coalition building: Reference to the support of others as a reason for someone to agree to a request.

 Ingratiation: An effort to win favor and the good graces of others before making a request.

 Silent authority: A passive tactic that relies on unspoken but acknowledged power.

 Information control: Withholding key information to influence outcomes.

 Assertiveness: The use of demands or threats to persuade someone to carry out a task.

Consequences of Influence Tactics

