Let's meet!

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Girl Power!!

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Introduction

- **Conflict** is an inevitable part of any workplace environment. However, **how we handle conflict can make a difference** between a productive team and a dysfunctional one.
- In this training, we will explore the **dynamics of conflict** within the workplace and equip you with the **skills and knowledge** needed to **navigate and resolve conflicts effectively.**
- Our training will be divided into four key units:
  - Understanding Conflict Dynamics
  - Skills & Styles of Conflict Resolution
  - Managing Conflict in Teams & Organisations
  - Creating a Positive Conflict Resolution Culture

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01 What is conflict?

What is conflict?

Conflict can be defined as a disagreement or clash between individuals or groups arising from differences in opinions, values, interests, or needs. It involves a perceived or actual opposition of interests, goals, or actions, leading to tensions, disagreements, or even hostility.

Conflict can occur at various levels, from interpersonal conflicts between individuals to larger-scale conflicts within organisations, communities, or societies.

It is a natural and inevitable aspect of human interaction and can arise in various contexts, including personal relationships, workplaces, communities, and international affairs.
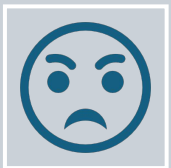
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02

Why is important to understand conflict dynamics?

Why is important to understand conflict dynamics?

Understanding conflict dynamics is crucial because it equips individuals and organisations with the insights and tools needed to effectively navigate, manage, and resolve conflicts.

By comprehending the underlying causes, escalation patterns, and emotional dynamics of conflicts, individuals can intervene early to prevent minor disputes from escalating into larger problems.

Why it's important to understand conflict dynamics

Understanding conflict dynamics facilitates more constructive communication and problem-solving during conflicts, leading to better outcomes and preserving relationships. It also enables proactive conflict prevention by addressing root causes such as communication breakdowns or power imbalances.

☐ Ultimately, this understanding fosters a healthier and more productive environment, both personally and professionally by promoting empathy, collaboration, and growth amidst conflict.

03

Types of conflict

Types of conflict

Conflicts can manifest in various forms, including:

1. Interpersonal Conflict: This type of conflict occurs between individuals due to differences in personality, values, beliefs, or behaviors. It often arises from misunderstandings, disagreements, or perceived slights between two or more people.

2. Intrapersonal Conflict: Intrapersonal conflict refers to internal struggles within an individual, such as conflicting goals, values, or emotions. It involves a person's internal battle with themselves, often leading to feelings of ambivalence, guilt, or indecision.

Types of conflict
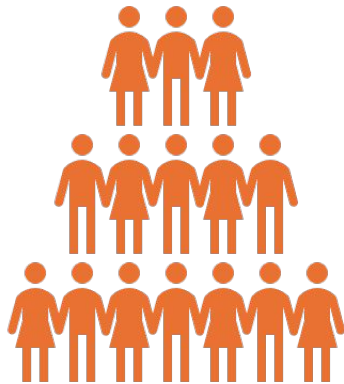
3. Intergroup Conflict: Intergroup conflict occurs between different groups within a larger entity, such as teams, departments, or organisations. It may arise due to competition for resources, perceived injustices, or divergent interests between groups.
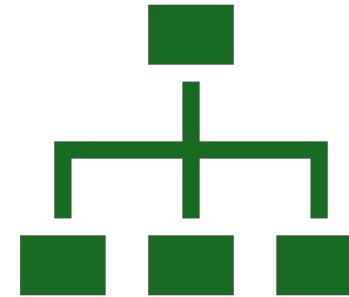
4. Organisational Conflict: This type of conflict arises within an organisation, involving disputes between employees, departments, or management levels. Organisational conflicts can stem from issues such as power struggles, organisational change, or conflicting priorities.

Types of conflict
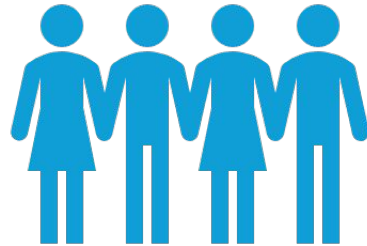
5. Interpersonal Conflict: Conflict between individuals or groups from different cultures or backgrounds due to cultural differences in values, norms, or communication styles. Cultural conflicts may involve misunderstandings, stereotypes, or biases based on cultural identity.

6. Role Conflict: Role conflict occurs when individuals experience conflicting expectations or demands from different roles they occupy, such as conflicting responsibilities between work and family roles or conflicting expectations from different supervisors.

04

Sources of conflict

Sources of conflict

Conflicts can emerge from various sources, such as:

- **Communication Breakdown:** Misunderstandings, poor communication channels, or ineffective communication styles can lead to conflicts. Ambiguity, lack of clarity, or misinterpretation of messages may escalate tensions and trigger disputes.

- **Differences in Values and Beliefs:** Conflicts often arise from disparities in individuals or groups' values, beliefs, or ethical principles. Divergent perspectives on issues such as ethics, religion, politics, or societal norms can lead to clashes and disagreements.

- **Competition for Resources:** Limited resources such as budget, time, equipment, or opportunities can spark conflicts, particularly in organisational or team settings. Competition for scarce resources may create tensions and foster a win-lose mentality among stakeholders.

Sources of conflict

4. Perceived Inequity or Injustice: Perceptions of unfair treatment, favoritism, or discrimination can fuel conflicts. When individuals feel unfairly treated or marginalised, they may express their grievances through conflicts with those they perceive as responsible for the injustice.

5. Misunderstandings and Misperceptions: Differences in perspectives, assumptions, or interpretations of situations can lead to misunderstandings and conflicts. Perceived slights, stereotypes, or biases may exacerbate tensions and hinder effective communication and collaboration.

6. External Factors: Changes in external circumstances, such as market shifts, regulatory changes, or environmental factors, can trigger conflicts within organisations or communities. Uncertainty or disruptions in the external environment may create stress and provoke conflicts as individuals or groups adapt to new conditions.

Sources of conflict

7. Personalities and Interpersonal Relationships: Incompatibility in personalities, interpersonal conflicts, or unresolved grievances between individuals can lead to ongoing disputes. Differences in communication styles, behavioral preferences, or past interactions may contribute to interpersonal conflicts.

8. Role Ambiguity or Overlap: Unclear roles, responsibilities, or authority boundaries within teams or organizations can generate conflicts. Role ambiguity or overlap may result in individuals stepping on each other's toes, leading to disagreements over tasks, decision-making, or accountability.

 By understanding the various sources of conflict, individuals and organisations can proactively address underlying issues, foster open communication, and implement strategies for conflict resolution and prevention.

05

Emotional dynamics in conflict

Emotional Dynamics in Conflict

❑ Emotions play a significant role in shaping the course and intensity of conflicts. They can influence how individuals perceive, interpret, and respond to conflict situations.

❑ Emotions serve as powerful motivators, driving behaviors and decisions during conflicts. Understanding the emotional dynamics involved is essential for effectively managing and resolving conflicts.

Impact of Emotions on Conflict Escalation:

• Emotions can escalate conflicts by intensifying negative feelings such as anger, resentment, or fear. When individuals experience strong emotions, they may become less rational and more reactive, leading to heightened tensions and adversarial interactions.

• Emotional escalation can fuel a cycle of retaliation and counter-retaliation, making it difficult to de-escalate conflicts and find mutually acceptable solutions.

Common Emotional Responses to Conflict

Anger: Anger is a common emotional response to conflict, triggered by perceived threats, injustices, or violations of one's rights or values. It can lead to aggressive behavior, verbal attacks, or the desire for revenge.

Fear: Fear arises from uncertainty, perceived threats, or concerns about potential harm or loss. In conflict situations, fear can manifest as defensiveness, avoidance, or withdrawal, hindering constructive communication and problem-solving.

Anxiety: Anxiety may arise from uncertainty or anticipation of negative outcomes during conflicts. It can manifest as nervousness, tension, or worry, impairing individuals' ability to think clearly and engage in effective conflict resolution.

Sadness: Sadness may result from feelings of loss, disappointment, or disillusionment during conflicts. It can lead to withdrawal, disengagement, or a sense of hopelessness, making it challenging to address conflicts constructively.

Managing Emotions in Conflict

- Effective conflict resolution involves **recognising and managing one's own emotions, as well as understanding and empathising with the emotions of others**.

- Strategies for managing emotions in conflict include practicing **self-awareness, self-regulation, and emotional resilience**. Taking a pause, deep breathing, or reframing perspectives can help individuals remain calm and composed during conflicts.

- **Empathic listening, validation of emotions, and acknowledging the legitimacy of others' feelings** can build rapport and trust, fostering a conducive environment for conflict resolution.

- We will focus on this specific topic in the next presentation.

Psychological Perspectives on Conflict

Cognitive Biases and Their Influence on Conflict Perception:

Cognitive biases are systematic patterns of thinking that can distort perceptions, judgments, and decision-making. In conflict situations, cognitive biases can influence how individuals perceive, interpret, and respond to conflicts.

Common cognitive biases in conflict include:

- **Confirmation Bias:** The tendency to seek out information that confirms pre-existing beliefs or biases, while ignoring or discounting contradictory evidence. Confirmation bias can reinforce stereotypes, fuel misunderstandings and exacerbate conflicts.

- **Attribution Bias:** The tendency to attribute one's own behavior to external factors (e.g., situational factors), while attributing others' behavior to internal factors (e.g., personality traits). Attribution bias can lead to misunderstandings and misperceptions of others' intentions, contributing to conflict escalation.

- **Stereotyping:** The tendency to categorise individuals or groups based on stereotypes or generalisations, rather than recognising their individual differences. Stereotyping can lead to prejudice, discrimination, and intergroup conflicts.

Attribution Theory and the Tendency to Assign Blame

Attribution theory examines how individuals explain the causes of behavior, including their own behavior and the behavior of others. In conflict situations, attribution theory influences how individuals assign blame or responsibility for the conflict.

Fundamental attribution error occurs when individuals attribute others' behavior to internal factors (e.g., personality traits) while discounting situational factors. This tendency to blame others for conflicts can exacerbate tensions and hinder conflict resolution efforts.

Understanding attribution biases can help individuals recognise the role of situational factors and external circumstances in conflicts, fostering empathy, understanding, and more constructive conflict resolution approaches.

Social Identity Theory and Its Implications for Intergroup Conflict

Social identity theory examines how individuals derive their sense of self from their membership in social groups, such as nationality, ethnicity, religion, or organisational affiliation. In conflict situations, social identity influences intergroup dynamics and perceptions.

Intergroup conflicts arise when individuals identify with and prioritise the interests of their ingroup over outgroups, leading to competition, prejudice, and discrimination. Social identity processes, such as in-group favoritism and out-group derogation, can exacerbate intergroup conflicts.
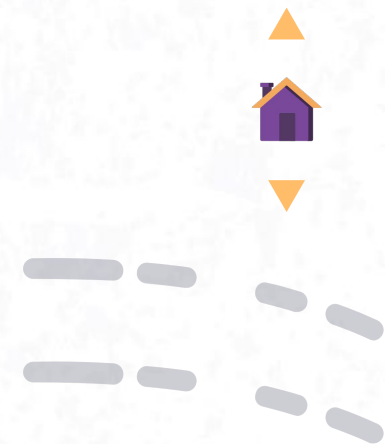
Recognising the role of social identity in conflict allows for interventions that promote positive intergroup relations, such as intergroup contact, perspective-taking, and emphasising common identities or goals.

07

Conclusions, Discussion

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Go!! Go!! Go!!

•In conclusion, **understanding** conflict dynamics is essential for **navigating and resolving** conflicts effectively in various contexts.

•Conflict is an inevitable aspect of human interaction, but how we manage and resolve conflicts can significantly impact relationships, productivity, and overall well-being.

•By comprehending the types, sources, and dynamics of conflict, individuals and organisations can intervene early, **prevent escalations, and foster constructive resolution outcomes.**

•Embracing **effective communication strategies**, conflict resolution techniques, and a culture of collaboration can mitigate the negative effects of conflicts and promote positive outcomes.

•Ultimately, by investing in understanding conflict dynamics, we empower ourselves to navigate conflicts with empathy, resilience, and effectiveness, fostering healthier relationships and environments.

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