

Conflict Management Interpretation & Application

Interpretation and Application - Styles of managing interpersonal conflict and situations where they are appropriate and inappropriate are detailed below.

CONFLICT MANAGEMENT STYLE	SITUATIONS WHERE APPROPRIATE	SITUATIONS WHERE INAPPROPRIATE
Collaborating	<ul style="list-style-type: none"> • Issues are complex • Synthesis of ideas is needed to come up with a better solution • Commitment is needed from other parties for successful implementation • Time is available for problem-solving • One party cannot solve the problem 	<ul style="list-style-type: none"> • Task or problem is simple • Immediate decision is required • Other parties are unconcerned about the outcome
Obliging	<ul style="list-style-type: none"> • Issue is more important to the other party • You could be wrong • Speedy decision is needed • You are willing to give up something in exchange for something from the other party • You are in a position of weakness • Preserving the relationship is very important 	<ul style="list-style-type: none"> • Issue is very important to you • You strongly believe that you are right • Temporary resolution may provide more time to reach an agreement in the near future • Unfavorable decision by the other party may be costly to you • Subordinates lack expertise to make technical decisions
Dominating	<ul style="list-style-type: none"> • Speedy decision is needed • Unpopular course of action is implemented • Necessary to overcome assertive subordinates • Unfavorable decision by the other party may be costly to you • Subordinates lack expertise to make technical decisions • Issue is very important to you 	<ul style="list-style-type: none"> • Issue is complex • Issue is not important to you • Both parties are equally powerful • Decision does not have to be made quickly • Subordinates possess high degree of competency • Preserving the relationship is very important
Avoiding	<ul style="list-style-type: none"> • Issue is trivial • Potential consequences of confronting the other party outweighs the benefits of resolution • Cooling off period is needed 	<ul style="list-style-type: none"> • Issue is important to you • It is your responsibility to make a decision • Parties are unwilling to defer; issue must be resolved • Prompt attention is needed
Compromising	<ul style="list-style-type: none"> • Goals of parties are mutually exclusive • Parties are equally powerful • Consensus cannot be reached • Collaborating or dominating style is not successful • Temporary solution to a complicated problem is needed 	<ul style="list-style-type: none"> • One party is more powerful • Problem is complex enough to need problem-solving approach