

***Managing for Maximum Performance***  
**UCSD Extension Business & Technology**  
**Chapter 16 – Managing Conflict and Stress – Summer 07**

**MANAGING CONFLICT  
AND STRESS**

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Managing for Maximum Performance

**Learning Objectives**

- ❖ Define Conflict
- ❖ Identify useful effects of conflict
- ❖ Identify stages of conflict development
- ❖ Name 5 major types of conflict based on entities involved
- ❖ Name 5 approaches for resolving interpersonal conflict
- ❖ Briefly identify 1 method of positively managing conflicts created by diversity in workforce
- ❖ Define Stress and Technostress

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#### **Learning Objectives cont.**

- ❖ Define Burnout
- ❖ Describe: What is a sabbatical?
- ❖ Identify basic elements of violence-prevention program
- ❖ Identify 3 basic types of employee assistance programs
- ❖ Identify wellness programs

#### **Conflict**

- ❖ Conflict is an overt behavior that results when an individual or group of individuals thinks a perceived need of the individual or group has been blocked or is about to be blocked.
- ❖ From an organizational prospective conflict is viewed as anything that disrupts the normal routine.

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#### **Conflict**

- ❖ Perfectly natural and expected to occur
  - ❖ Such as: The struggle between 2 employees for a promotion
  - ❖ Energizes people
  - ❖ Form of communication
  - ❖ Provides outlet for pent-up tensions
  - ❖ May be an educational experience
  - ❖ Can be managed
  - ❖ Can motivate change

#### **Conflict**

- ❖ May have destructive effect
  - ❖ Such as: The struggle between 2 employees for a promotion
  - ❖ Overall work of organization may suffer
  - ❖ Loser may resign
  - ❖ Health of one or both participants may be impaired

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#### **Stages of Conflict**

- ❖ Latent Conflict: Conditions exist but may not yet be recognized
- ❖ Perceived Conflict: One or both participants recognize the cause of the conflict
- ❖ Felt Conflict: Tension is building between participants although no real struggle has begun
- ❖ Manifest Conflicts: Struggle is underway, visible
- ❖ Conflict Aftermath: Ended by resolution/suppression



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#### **Types of Conflict**

- ❖ Intrapersonal Conflict: Internal
- ❖ Interpersonal Conflict: 2 or more individuals
- ❖ Intergroup (structural) Conflict: Conflict with organizational structure
- ❖ Organizational Conflict: Between employees and the organization itself
- ❖ Political Conflict: Planned conflict for gain

#### **Approaches for Resolving Interpersonal Conflict**

- ❖ Compromising: When both sides give up some of what they want
- ❖ Smoothing over the conflict: Managers act as if conflict does not exist
- ❖ Withdrawal: When one or more participants involves actions such as firing, transferring or quitting
- ❖ Forcing a solution: Management or a third party steps in and forces a solution
- ❖ Confrontation: Occurs when both parties confront each other with what is really bothering them. This is considered the most effective method of resolving conflict

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#### **Managing Conflict Through Diversity**

- ❖ Theory: Differences in diversity throughout company can be used to organizations advantage
- ❖ Organizational diplomacy: Proactive unifying approach to diversity as opposed to reactive (superficial)

#### **Stress**

- ❖ Mental or physical condition that results from a perceived threat or danger (physical or emotional) and the pressure to remove it
- ❖ Reports state that stress costs U.S. businesses \$300 billion a year in lost productivity
- ❖ Work related stress costs employers \$10k per employee per year
- ❖ Stress is a major factor in 40% of all turnover and a contributor in at least 75% of all primary care physician visits

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#### **Technostress**

- ❖ Personal stress generated by reliance on technological devices
- ❖ Provides a sense of near constant stimulation or being constantly “plugged in”
- ❖ Effects of technostress are the same as any other work related stress

#### **Burnout**

- ❖ Occurs when work is no longer meaningful to a person
- ❖ Shown that chronic stress and prolonged personal contact tend to bring the highest degrees of burnout
- ❖ Burnout usually results from a combination of work, family, social and personal factors

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#### **Sabbatical**

- ❖ Defined as recurring period of rest and renewal
- ❖ Provides time away with pay cut while retaining benefits, time and length vary

#### **Violence Prevention Program**

- ❖ Consists of written policy that communicates a commitment to promoting a safe workplace free of violence
- ❖ Prohibits threats and violence of every sort
- ❖ Management response team represents diverse segments of the organization
- ❖ Meaningful reporting and response mechanism that establishes clear lines of communication

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#### **Violence Prevention Program cont.**

- ❖ Clear standards of behavior
- ❖ Wide array of security, employment, legal and administrative practices to help prevent and manage threats and violence
- ❖ System of periodic employee training addressing such issues as workplace policies, warning signs of violence and requiring that employees report threats to management

#### **Employee Assistance Programs**

- ❖ Designed to help employees deal with...
  - ❖ Stress
  - ❖ Burnout
  - ❖ Alcohol and Drug abuse
  - ❖ Depression
  - ❖ Anxiety
  - ❖ Domestic Trauma
  - ❖ Financial Problems
  - ❖ Other psychiatric/medical problems

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#### **Employee Assistance Programs cont.**

- ❖ Types of Assistance Programs...
  - ❖ In-house: diagnosis of treatment and problems are provided within organization
  - ❖ Consulting: Organization hires a qualified person to diagnose employee problems and refers employee to proper agency or treatment program
  - ❖ Coordinator: Individual who evaluates employees only sufficiently to make referral to proper agency or clinic

#### **Wellness Program**

- ❖ Program designed to prevent illness and enhance employee well being
- ❖ Examples:
  - ❖ Period medical examines
  - ❖ Stop smoking clinics
  - ❖ Education on improved dietary practices
  - ❖ Weight control
  - ❖ Exercise and fitness
  - ❖ Immunizations and stress management

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