
Conflict Negotiation

Research Update

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Hypothesis:

**Healthy Conflict is Necessary for Growth and
Development Within an Organization**

New research shows that conflict grows and develops employees and organizations as a whole when dealt with and encouraged in the right way conflict can:

- generate new ideas
- build-relationships
- stimulate innovation
- develop individuals
- improve productivity
- avoid stagnation



3 Different Views



Traditional: Conflict is bad, should be avoided at all costs

Human Relation: conflict is a natural and inevitable in any group and that it need not be evil but rather has potential to be positive force in determining group performance.

Interactionist approach: Encourages conflict as long as it is functional and leads to productive outcomes.

- Argues that some conflict is necessary for a group to perform effectively
- Encourages conflict on the ground that a cooperative group is prone to becoming static, apathetic, and non responsive to needs for change and innovation



Functional Conflict: Some conflict supports the goals of the group and improve its performance

Dysfunctional Conflict: Conflict that detracts from achieving goals and performance

Conflict is necessary to encourage competition

Need conflict:

- different views can be presented
- New ways of doing things can be created
- organization can avoid groupthink and stagnation

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- Major cause of organizational conflict arise because of the lack of resources
 - time, money, pay raises, benefits, promotions, paid education, etc.
 - Google found that psychological safety was the most important dynamic in creating effective teams.
 - less than 10% of people feel their colleagues make an effort to understand different perspectives
 - “Often, the underlying problem isn’t an inability to make decisions — it’s a tendency to avoid conflict.”
 - People don’t want to publicly disagree with each other so they will just nod their heads in agreement.
 - Top executives estimated “conflict avoidance” and “analysis paralysis” cost their companies almost \$16,000 per day. (Forbes)

How to Encourage Functional Conflict



Collaborating and compromise

Communication

Setting procedure for handling conflict/communication

Managers should stimulate conflict

workshop/seminars for managing conflict so employees can learn