



Thompson. Chapter 8. Conflict in teams

Types of conflict

relationship conflict

- personal
- defensive
- resentful

De Dreu and Winegart states that the more relationship problems the lower performance and affects team members satisfaction

task or cognitive conflict

- disagreement about the work
- task conflicts does not help team effectiveness

process conflict

- refers task strategy
- or delegation of duties

proportional and perceptual conflict

- perceptual implies different perception levels of the conflict itself
- proportional implies relationship among the three different types

Best practices for managing conflict in team

- assuming that conflict is an inevitable part of management
- dealing with conflict proactively and anticipation is key
- focusing on behaviors rather than traits

Conflict management approaches

De Dreu and Winegart

- Collaborating (interest-based)
 - satisfying both parties interests
- Contending rights-based
 - fairness, contract, law
- Contending power-based
 - force
- avoiding

Wageman and Donnenfeld

- team redesign
- task process coaching
- conflict process coaching
- changing the individual
- Principles for enhancing team regarding conflicts
 - team redesign has the largest effect, so it might be the point of intervention
 - after the team design the team leader should coach the team
 - structured debate
 - creating a time and place for it to occur
 - changing the individual will have impact only after the team design and team processes are addressed