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1. MANAGEMENT FUNCTIONAL vs DYSFUNCTIONAL

Functional conflict

- Non-aggressive
- Outcome is positive
- Leads to innovation, creativity & higher productivity
- People can disagree but compromise.

Dysfunctional conflict

- Aggressive and unwillingness to compromise
- Misunderstandings and lack of communication are central
- Manager forces employees to cooperate.

2. CONFLICT REASONS

1. Change

- Brings uncertainty and resistance
- Employees to know what, why and how to change.

2. Inclusivity and cultural diversity

- Difference in backgrounds, cultures and values leads to conflict because of ignorance/stereotyping and so differences need to be accommodated
- Sensitivity training needed.

3. Lack of or poor communication

- Poor listening skills leads to misunderstandings
- Role overload, role conflict, role ambiguity
- Organisational structure that is too hierarchical or poorly defined structure could contribute to conflict.

4. Resource allocation

- Insufficient or unequal distribution of resources causes stress and competition.
- Skills and abilities are also resources.

5. Personalities and emotions

- Different personalities react with different emotions
- Type A are workaholics, and type B are easy going
- Manager needs emotional intelligence (EQ).

6. Values and ethics - perceived or real

- Personal sets of beliefs
- Culture and religion are closely linked and differ between people.

7. Inner conflict

- Jealousy, need to control or impress.
- Personal morals, beliefs and ethics
- Oversensitivity, low self-esteem, feelings of inferiority.

8. Unresolved issues

- May "erupt" in conflict and may even escalate
- Manager must deal with it as soon as it arises.

3. CONFLICT MANAGEMENT

Conflict handling approach

- Accommodating approach is cooperative.
- Avoidance ignores conflict, postpones dealing with it and gets others to deal with it.
- Collaborating/cooperating is when parties work with each other, fully satisfies everyone.
- Competing - when a person isn't prepared to give in. Conflict is over a principle or value.
- Compromising - when parties try to find mutual satisfaction, common middle ground.

4. INTERVENTION 3rd PARTY

Workplace Forum WPF

- Employees & employers can consult & make joint decisions (except wages).
- Business employs 100+ employees.

Trade Unions & Employer Organisations (EO's)

- Trade Unions represent the Employees and aims to promote their wellbeing.
- EO's do the same for employers.

CCMA

- Try to settle disputes
- Conciliation - listen to both sides, next step is mediation.
- CCMA make non-binding recommendations
- Arbitration - instruction binding
- Con-art process is a one-stop process of conciliation and arbitration, continuous action in one day.
- Issues may be referred to the Labour Court.

