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CONFLICT AND NEGOTIATION TECHNIQUES

22MBAHR403

MODULE 1: Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.

Conflict management is an umbrella term for the way we identify and handle conflicts fairly and efficiently. The goal is to minimize the potential negative impacts that can arise from disagreements and increase the odds of a positive outcome.

Conflict refers to demonstration of anger, revolt, negative behavior, enmity and misconception. It is a result of differences in opinions of people or groups working within an organisation. Reasons can be numerous ranging from allocation of resources to division of work, to overall functioning of the organisation. Diversity within of organisation in terms of goals, objectives, philosophies and viewpoints results in conflict. Conflicts can arise within an organisation or between two organisations or between organisation and their external environments. It crops up when one party gets the notion that the other party might adversely affect its wellbeing.

According to Joe Kelly, "Conflict is defined as opposition or dispute 1 between persons, groups or ideas".
According to Follett, "Conflict is the appearance of difference, difference of opinions, of interests".
According to Peterson, "Conflict is defined as an interpersonal process that occurs whenever the actions of one person interfere with the actions of another".

According to Stephen Robbins, "Conflict is a process in which efforts are purposefully made by a person, unit, or group to block others that results into frustration either in attaining goals or furthering his/her interests."

<u>**Nature of conflict is as follows**</u>:

1) **Conflicts are Unavoidable**: Conflicts are inevitable. They arise as a result of differences in thoughts, goals, outlooks and viewpoints of people working together in an organizational set-up.

It is the manager's responsibility to handle conflicts both as an arbitrator (to solve the conflict) and as a member.

2) **conflicts are Generally Small**: Conflict constantly affect the working relationships. Although might become big if not handled efficiently and timely.

3) **Conflicts have Multiple Dimensions**: Conflicts are multidimensional and have numerous types. Conflict involves collision of power. Yet, it involves imbalance and uncertainty power. The result of a conflict is usually unstable.

4) **Conflict Involves Searching for Balance**: conflict tends to find stability between powers by pushing and pulling, giving and taking. conflict corresponds to power. Power is the ability to induce effects, while conflict is a technique of gaining and balancing power. To find out which power would be successful, it is important to understand the conflict associated with it. Similarly, in order to understand conflict, it is necessary to disclose the hidden power where parties participating in conflict.

5) Conflicts are Pervasive: Conflicts are widespread and omnipresent. Knowledge related to oneself, other people, the growth, development and the potential to build a heaven or hell oneself comes within conflict.

6) Conflict is Disturbing: In an organizational set-up, conflict is considered as a disturbing element, as it hampers the routine work. Conflict makes it difficult for the concerned employees or group to work together. If employees refuse to work together and end fighting openly, then the business will be affected immensely.

7) Conflicts involve Discrepancies: It is a well-known fact that conflicts arise due to certain extent of discrepancy between parties involved in the conflict. Following can be the reasons behind the discrepancies:

i) Facts: At times, the discrepancies take place due to variance in definition of the issue, or people do not have complete information and facts, or they have different opinions about relative power authority.

ii) Goals: At times, the differences in goals might be the reason behind discrepancy. This is because every department, division or section of organization has different goals which might contradict with each other.

Ex: Employee satisfaction v/s Profit Maximization

iii) Methods: At times, employees might have different views about the strategies and processes to be followed and accomplishment of mutually accepted goals.

iv)Values: Moral values can also lead to discrepancy. Individuals might have different opinions about the manner in which power is exercised or the definition of justice, equality, etc. These disparities will affect the selection of objectives or methods.

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Theories of Conflict are:

1) **Psychological Theories of Conflict:** (Related to Mind and Thoughts)

Psychological theories of conflict explore the individual and group factors that contribute to the emergence and escalation of conflicts. These theories aim to understand the underlying psychological processes, motivations, and behaviours that drive conflicts.

Here are some key psychological theories of conflict:

i)Frustration-Aggression Hypothesis: This theory, originally proposed by John Dollard and others, postulates that frustration (when an individual is blocked from achieving a desired goal) can lead to aggression, which may manifest as conflict. Frustration does not always result in aggression, but it increases the likelihood of unfriendly reactions.

ii) Social Identity Theory: Developed by Henri Tajfel and John Turner, social identity theory suggests that people categorize themselves and others into various social groups based on shared characteristics like race, religion, or nationality. In-group favoritism and out-group discrimination can lead to intergroup conflicts.

iii) Realistic Conflict Theory: This theory, proposed by Muzafer Sherif, focuses on how competition for limited resources can lead to conflict between groups. When groups perceive that they are in competition for the same resources, it can result in unfriendliness and conflict.

iv) Psychodynamic Theories: Psychodynamic theories, such as those proposed by Sigmund Freud, explore the role of unconscious motives and desires in conflict. Freud's ideas, for example, suggest that unresolved psychological conflicts within an individual can be projected onto others, contributing to interpersonal conflicts.

v) Cognitive Dissonance Theory: Developed by Leon Festinger, cognitive dissonance theory suggests that individuals experience discomfort when holding contradictory beliefs or engaging in contradictory actions. This discomfort can lead to cognitive and emotional conflicts, motivating individuals to reduce disagreement through attitude change or behavior modification.

VI) Contact Hypothesis: The contact hypothesis, proposed Cordon Allport, suggests that intergroup conflicts can be reduced through positive and cooperative interactions between members of different groups. It highlights the role of breaking down stereotypes and reducing partiality.

VII) In-Group and Out-Group Dynamics: Conflict can be driven by the categorization of individuals into in-groups (those with whom one identifies) and out-groups (those perceived different or threatening). In-group members may display favoritism, while out-group members are often subjected discrimination or hostility.

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viii) Attribution Theory: Attribution theory focuses on hoy individuals interpret and explain the causes of events, including conflicts. The way people attribute blame or responsibility ca affect their reactions to conflicts and the actions they take.

2) Social Structural Theory: Social structural theories emphasize on the organization of society. These would include socio-economic aspects as well as race, religion, ethnicity, age and gender divisions. Apart from these, the world system is also a structure where states are the main players. Hans Morgenthau, an advocate of political realism identified basic interests of the state, as basis for its international policies. Johan Galtung, on the other hand, strongly believed in equality among nations and states.

3) Resource Theory: Conflict is caused when one party wants the resource, while the other has or when two or more parties want the same resource. People fight over resources because they are scarce or limited. Resources could be tangible or intangible. They could be in different forms such as land or territory, money, coal, oil, water, etc.
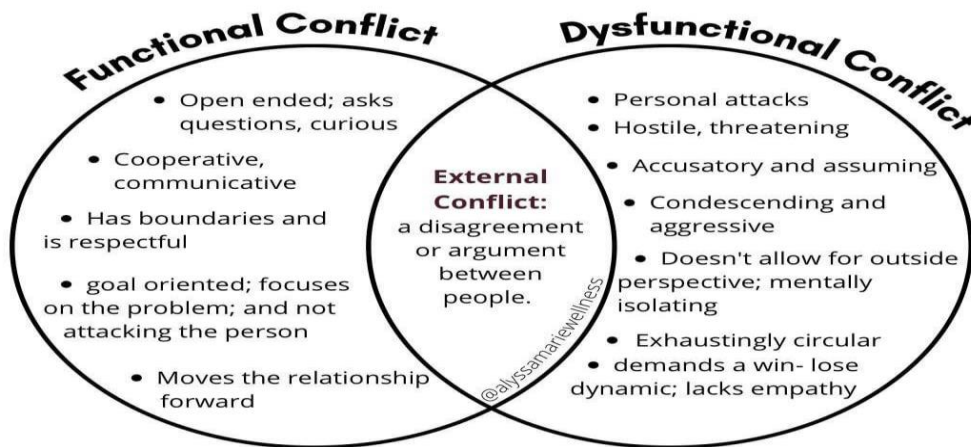
Max Weber classified resources into three categories: wealth, power and prestige. Wealth is a tangible resource which includes money, land etc. Power is a resource, for those who own and possess it and can make decisions about whether to allocate them or not and how to allocate them. Prestige means respect or reputation, which is based on ranking from the most respected to the less respected. It is a resource as all of us desire to have it but not all of us can have it.

4) Relative Deprivation Theory: Relative deprivation theory is based on the concept of deprivation(scarcity), which indicates difference between what one expects in life and what s/he eventually gets it.

This can lead to aggression and make people enter into conflict with others. Absolute deprivation is associated with starvation and poverty. Ted Robert Gurr used the concept of relative deprivation explaining ethnic conflicts.

Productive (Functional Destructive (Dysfunctional Conflict) Conflict)

A work environment where teams and individuals consistently fight and they are unsympathetic to each other, can be quite distressing and unfavorable. organizational conflict can prove functional as well as dysfunctional the context of organizational behavior.

Functional Conflict

- Open ended; asks questions, curious
- Cooperative, communicative
- Has boundaries and is respectful
- goal oriented; focuses on the problem; and not attacking the person
- Moves the relationship forward

External Conflict: a disagreement or argument between people.

Dysfunctional Conflict

- Personal attacks
- Hostile, threatening
- Accusatory and assuming
- Condescending and aggressive
- Doesn't allow for outside perspective; mentally isolating
- Exhaustingly circular
- demands a win- lose dynamic; lacks empathy

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1. **Productive (Functional Conflict** Organisational objectives can be achieved through functional conflicts. Also known as productive conflict, functional conflict proves beneficial for the organisation as a whole along with the individuals and groups. Conflict helps in identifying the issues. as soon as they emerge. So, that they can be handled timely. Conflict can lead to assessment and re-assessment of the decisions in order to ascertain the correct course of action The volume of information required for taking effective decisions can also be enlarged. Productive or functional conflict can boost effectiveness by providing creative and innovative ideas.

2. **Destructive (Dysfunctional Conflict)** This type of conflict restricts goal-attainment and has adverse effects on individuals, teams, and organisations. Dysfunctional of destructive conflict hampers synergy, gives rise to dislike and aversion, builds an unfavorable work environment, and affects cohesiveness of groups. These conflicts can either be emotional or substantive. The former arises when there is a lack of coordination among team members diets interpersonal inconsistencies, while the latter is a result of failure of a department due to disagreed task objectives. Few other negative consequences of dysfunctional conflicts are high employee turnover rate, absenteeism, reduced performance levels, etc.

Destructive Conflict	Constructive Conflict
• Lacks flexibility	• Adapts & resolves
• Focuses on personalities	• Responds to issues
• Disrupts relationships	• Develops rapport
• Self-absorbed	• Empathetic/productive
• Hostile/emotional	• Answer focused
• Inconsiderate/confrontational	• Respectful/communicative
• Defensive/negative	• Collaborative/positive
• Explosive, angry	• Calm, listening
• Has winners & losers	• Thinks abundance/possibilities
• Generates suspicion/tension	• Promotes wellbeing/happiness
• Withholds information/ resources	• Creatively finds answers/ synergistic
• Leaves the situation worse off/ more difficult	• Develops resonance/generates connection

Levels of Conflict are as follows:

I) Individual Level Conflict

Need motivates human behaviour. An individual works in order to fulfil his various needs. When an organisation fails to fulfill the needs of its employees.

According to Keith Davis, "Organizations are systems of medieval torture in help which suppress and subjugate their victim individual. He lives in helpless conformity, stripped challenge for psychological fulfilment."

II) Intra-Personal/Intra-Individual Conflict

Intra-personal conflict is psychological in nature and crops up within the personality of a person. Very often, person is not able to realize that he is in a state of conflict. Though, it might be evident or latent. This type of conflict is usually associated with the goals an individual intends to achieve or the roles he wants to perform. Intra-personal conflicts are of three kinds:

1) **Conflict Originating from Frustration**: When a person is not able to achieve his target due to certain hindrances, he becomes frustrated. These hindrances can be either covert (inward or mental-socio psychological) or overt (outward or physical). Hence, frustration model helps in interpreting the general

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behaviour as well as the specific factors related to on-the-job behaviour. When a person is frustrated, he acquires any of the following defence techniques:

i) Aggression: This refers to the attack of the symbolical or physical barriers.

ii) Withdrawal: This refers to backing-off from the barrier. In such cases, the person tries to stay away from the circumstances which may lead to conflict.

iii) Fixation: This refers to the continuous effort to crack and rise above the obstacle.

iv) Compromise: This refers to the exploration of a new objective.

2) Conflict Originating from Goals: Sometimes, goals having both positive and negative characteristics become a source of conflict. Opposing goals also lead to conflict. In case of

frustration, person is not able to reach his target due to obstacles In his path whereas in case of goal conflict, two or more goals an in conflict with each other.

3)Conflict Originating from Role: A person performs numerous role. Even though each of his roles inside the organisation is crucial to his behavioral study, yet his organisational role is more crucial. All the employees working in the organisation are expected to work in desired manner. When 'what a role demands' is significantly different from the 'behaviour that the employee projects', a role conflict originates. This happens because expectation of either the employe or the organisation remains unfulfilled.

III) Inter-Personal/Inter-Individual Conflict

Conflict arises when two people of different personality strive to attain rare privileges like power, status, position, resources, promotion, etc They might also enter into conflict because of differences in opinions morals or attitudes. In an organisation, disparity among employee arises due to the following reasons:

1) Personal Differences: Difference in culture, upbringing, family

values and socialisation processes give a different identity to every individual. Since the education, family background and morals of individuals may vary significantly, and hence become the root cause of conflict. Discrepancies cropping up as a result of these differences become very emotional and adopt moral nuances. A minor discrepancy regarding who is rationally correct gets converted into a major conflict regarding moral values.

2) Information Deficiency: Lack of proper communication in the organisation is the basis for this conflict. The parties involved in the conflict might have different information about the same thing or

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even wrong information. This source of conflict, unlike personal differences is more rational and can be easily rectified by providing correct and timely information.

3) Role Incompatibility: Both inter-group conflicts and intra-individual, role conflicts are the originators of this kind of conflict. In today's horizontal organisational set-up, the roles and responsibilities of managers are excessively inter-dependent, although the individual responsibilities of the managers may be mismatched.

4) Environmental Stress: A stressful environment enhances this kind of conflict. Downsizing, limited resources, increasing competitive pressure, technological advancements, etc., are important sources of environmental stress.

IV) Group Level Conflict

Group is composed of two or more people who influence each other. Groups are found in every organisation and have the tendency to affect the behaviour of its members. Conflict often arises among the group members or even between different groups. Various types of conflicts occurring at group level are as follows:

1. Intra-Group Conflict: Conflict that takes place within the group itself is called intra-group conflict. It occurs among the members of the same group. There are numerous people in a group and when they interact, they create a set of norms, values and sanctions that are consistent with the kind of job they are doing. This results in formation of certain pre-defined objectives and relations which are dependent on each other

2) Inter-Group Conflict: This type of conflict emerges due to interaction between two or more groups. Such conflicts make the atmosphere extremely competitive, specifically if the social groups have a past history of conflicts. Otherwise, they are usually risk-free. Generally racial, religious, ethnic and political groups witness inter-group conflict. Following are the factors that cause inter-group conflict:

    i)   Competition for Resources

    ii)   Task Inter-dependence

    iii) Jurisdiction Ambiguity

    iv) Struggle for status

    v)   Goal incompatibility

    vi) Time incompatibility

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V) Organisational Level Conflict

Organisational conflict might arise in different manners. These conflicts might persist inside the organisation (ie, intra-organisation) or between different organizations (ie, inter-organisation). Conflicts that emerge at organisational level are of two kinds:

1) Intra-Organisational Conflict: Organisational conflict arises due to various reasons:

a) Horizontal Conflict: Such a conflict emerges between people working at the same hierarchical level. in the organisation. Stress towards sub-optimisation is the reason behind these conflicts. In order to accomplish their organisational goals, departments optimize themselves. For example, priorities may differ, ie priority for production department is long economical runs whereas quick deliveries are priorities of sales department. Thus, when these departments work together, their preference may clash with each other putting one of the two departments a problem situation.

b) Vertical Conflict: A conflict which occurs among different level in an organisation is called vertical conflict. Conflict between superior and subordinate is an example of vertical conflict.
Following are the causes of

> ➤ Lack of communication between Different levels.
> ➤ Differences in opinions and Interests on different levels.
> ➤ Differences in perceptions and attitudes at different levels in the organisation

2)**Inter-Organisational Conflict**: When Organisations interact with each other, Conflicts arise between them.It Comprises of :

> ➤ Conflict among organisations with similar goals.
> ➤ Conflict among government organisations and agencies
> ➤ Conflict among corporate office and production units

Models of Conflict

Models of conflict help us understand the processes and factors involved in a conflict episode. Researchers on conflict highlight two modes the process and structural models.

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I)Process Model of Conflict

The most commonly accepted model of the conflict process was developed by Kenneth Thomas. This model consists of four stages:

Stage 1- Frustration: At this stage conflict situations originate when an individual or group feels frustration in the pursuit of important goals. This frustration may be caused by a wide variety of factors, including disagreement over performance goals, failure to get a promotion or pay raise, a fight over scarce economic resource.

Stage 2- Conceptualization: In stage 2, the conceptualization stage of the model, parties to the conflict attempt to understand the nature of the problem, what they themselves want as a resolution, what they think their opponents want as a resolution, and various strategies they feel each side may employ resolving the conflict.

Stage 3. Behaviour: The third stage in Thomas's model is actual behavior. As a result of the conceptualization process, parties to conflict attempt to implement their resolution mode by competing or accommodating in the hope of resolving problems.

Stage 4- Outcome: Finally, as a result of efforts to resolve the conflict, both sides determine the extent to which a satisfactory resolution or outcome has been achieved. Where one party to the conflict does n feel satisfied or feels only partially satisfied, the seeds of discontent sown for a later conflict.

II) Structural Model of Conflict

The structural model identifies the parameters that shape the conflict episode. There are four such parameters as described below:

- ➢ Behavioral Predisposition: This includes one party's motives abilities, and personality.
- ➢ Social Pressure: The pressure arises from cultural values, organisational work, group norms, interests, and so on.
- ➢ Incentive Structure: The objective reality gives rise to conflict vis conflict of interests in competitive issues and common problems.
- ➢ Rules and Procedures: This parameter includes the decision-making machinery, i.e., decision rules, negotiation, and arbitration procedures, which constrain and shape the behavior of those conflicting parties.

Myths about Conflict

Five myths about workplace conflict resolution are

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1.**Conflict is unhealthy**: many might view conflict as something unhealthy that all teams should weed out. And this is true when they do not have the correct view of what conflict can bring ben team and how conflict can be dealt with. When conflicto mismanaged, it can lead to "unhealthy" outcomes in the form of toxic workplace cultures and unresolved tensions in relationships amongst team members.

Contrary to that perspective, conflict should be viewed as a healthy sign of growth in an organisation. Teams should use conflict as ay opportunity to learn, collaborate and grow. This paves the way for better team dynamics and more productive communication

2.**Conflict Tears a Team Down**: Another common misconception about workplace conflict is that it will threaten team dynamics and can tear a team down. This happens when people clash because of differences in working style or personality but do not address the conflict upfront and end up gossiping about it behind a team member's back

Gossip, not conflict, is what tears teams down. The very nature of gossip is negative and it spreads like wildfire. It tears down the reputation of the people involved and sows distrust amongst team members.

3. **Conflict is not Normal**: Conflict is all too often viewed as something abnormal in a team. Because of that, team members might try to put on a facade that all is fine when in fact, there are unresolved issues below the surface. Over time, these unresolved issues become trigger points that can cause all the associating negative emotions to erupt when someone is triggered.

Instead of demanding uniformity (i.e. to create a team wher everyone has the same thinking and working styles), teams should focus on leveraging the diversity to push for higher level of performance.

4) **Conflict will go away with Time**: Because of the many misguided assumptions about conflict, this leads to people, becoming conflict avoidant where they choose not to address conflict in the hopes that it will be solved with time. But the fact is, conflicts don't just go away.

The reality is that conflicts can resurface months or even years after they've been resolved. And if you're not prepared for it, the conflict could be even more difficult and painful than it was before.

5.**Conflict is a Sign of Bad Teamwork**: The Presence of Conflict is an indicator of how strong or weak their team morale of team dynamics are. Just because there are disagreements on how project should be approached does not mean that your team has bad teamwork. When conflict management is handled well, the presence of conflict can be an indicator that a team is thriving and working effectively together.

Conflict can lead to better teamwork because decisions are made collectively and team members understand how to collaborate effectively to reach mutually agreed-upon goals. It can also help managers understand what motivates their employees and how they work best so that managers can make good use of their talents at work.

Types of Conflicts

There are three types of conflicts which are follows:

I)**Cognitive (Pseudo Conflict)**: A pseudo conflict typically happens in one of the following situations:

1) A misunderstanding leads to a difference of opinion.

2) The people involved in the conflict believe they have different goals when, in reality, they have similar goals.

3) When one person involved in the conflict mocks or taunts the other (sometimes called badgering).

In most cases, you can resolve pseudo conflict without too much trouble. It generally just takes further a bit of clarification about what you actually meant or some further exploration of how your goals actually do align.

II) Process (Simple Conflict)

This type of conflict is focused on a specific subject or topic. The disagreement is over differences about substantive topics of a social, political, or economic nature. Various books and

surveys list the following as the major areas of simple conflict in marriage that lead to over 90% of all divorces in the United States; sex, finances, raising children, in-laws, religion.

III) **Inter-personal (Ego Conflict)**

This type of conflict occurs as a result of personality differences between two people. This is the most difficult type of conflict to resolve because one's dignity, or self-esteem, or self-respect, or pride is involved. In the early days of this country, pistol duels were a common way of resolving ego conflict. For example, A manager is choosing a team, and the employee was not included. They feel that their skills entitle them to a spot, and as a result, they assume that the manager has it in for them. The fact, however, could be that the person's skills don't match the project's needs.

Causes of Conflict

1.Organizational Structure: Conflict tends to take different forms, depending upon the organizational structure (Jaffe, 2000). For example, if a company uses a matrix structure as its organizational form, it will have decisional conflict built in, because the structure specifies that each manager report to two bosses. For example, global company ABB Inc. is organized around a matrix structure based on the dimensions of country and industry. This structure can lead to confusion as the company is divided geographically into 1,200 different units and by industry into 50 different units (Taylor, 1991).

2.Limited Resources: Resources such as money, time, and equipment are often scarce. Competition among people or departments for limited resources is a frequent cause for conflict. For example, cutting-edge laptops and gadgets such as a BlackBerry or iPhone are expensive resources that may be allocated to employees on a need-to-have basis in some companies. When a group of employees have access to such resources while others do not, conflict may arise among employees or between employees and management. While technical employees may feel that these devices are crucial to their productivity, employees with customer contact such as sales representatives may make the point that these devices are important for them to make a good impression to clients. Because important resources are often limited, this is one source of conflict many companies have to live with.

3.Task Interdependence: Another cause of conflict is task interdependence; that is, when accomplishment of your goal requires reliance on others to perform their tasks. For example, if you're tasked with creating advertising for your product, you're dependent on the creative team to design the words and layout, the photographer or videographer to create the visuals, the media buyer to purchase the advertising space, and so on. The completion of your goal (airing or publishing your ad) is dependent on others.

4.Incompatible Goals: Sometimes conflict arises when two parties think that their goals are mutually exclusive. Within an organization, incompatible goals often arise because of the different ways department managers are compensated. For example, a sales manager's bonus may be tied to how many sales are made for the company. As a result, the individual might be tempted to offer customers "freebies" such as expedited delivery in order to make the sale. In contrast, a transportation manager's compensation may be based on how much money the company saves on transit. In this case, the goal might be to eliminate expedited delivery because it adds expense. The two will butt heads until the company resolves the conflict by changing the compensation scheme. For example, if the company assigns the bonus based on profitability of a sale, not just the dollar amount, the cost of the expediting would be subtracted from the value of the sale. It might still make sense to expedite the order if the sale is large enough, in which case both parties would support it. On the other hand, if the expediting negates the value of the sale, neither party would be in favor of the added expense.

5.Personality Differences: Personality differences among coworkers are common. By understanding some fundamental differences among the way people think and act, we can better understand how others see the world. Knowing that these differences are natural and normal lets us anticipate and mitigate interpersonal conflict—it's often not about "you" but simply a different way of seeing and behaving. For example, Type A individuals have been found to have more conflicts with their coworkers than Type B individuals (Baron, 1989).

6.Communication Problems: Sometimes conflict arises simply out of a small, unintentional communication problem, such as lost e-mails or dealing with people who don't return phone calls. Giving feedback is also a case in which the best intentions can quickly escalate into a

conflict situation. When communicating, be sure to focus on behavior and its effects, not on the person. For example, say that Jeff always arrives late to all your meetings. You think he has a bad attitude, but you don't really know what Jeff's attitude is. You do know, however, the effect that Jeff's behavior has on you. You could say, "Jeff, when you come late to the meeting, I feel like my time is wasted." Jeff can't argue with that statement, because it is a fact of the impact of his behavior on you. It's indisputable, because it is your reality. What Jeff can say is that he did not intend such an effect, and then you can have a discussion regarding the behavior.

7.Organisational Change: Individuals have different opinions like which path is to be followed, what resources are to be used, which method is to be adopted for achieving the desired objective, etc. Changes are witnessed regularly within organisation due to rapid advancements in the global economy. These changes may lead to conflict.

8.Personality Conflict: Individual differences are a phenomenon in an organisation. The thoughts, emotions mindsets and activities differ from person to person which might lead to conflicts. Apart from causing conflicts, the also help in finding innovative solutions to problems. Therefore, employees need to acknowledge and respect individual differences and understand how to utilize them positively.

9.Difference in Values: The beliefs and value systems also vary from person to person. People might have different perspective of ethical values which may result in disagreements. These disagreements might be tough to resolve due to their subjective nature.

Traditional approach on believes that conflicts result in fights, decrease productivity and demotivated employees.

Traditional and Modern approaches of Conflict

Traditional approach on conflict is the earliest view on organizational conflicts. It is the simplest approach for conflicts and was developed in the 1930s. In the past, the managers considered conflicts as evil, outright wrong, destructive and negative. Furthermore, managers wanted to avoid conflicts completely at their workstation as conflicts bring demotivated workforce, less productivity and dysfunctional work.

The traditional approach suggests that managers should manage the conflict by identifying the malfunctioning of causes. Further, the traditional approach of conflict emphasizes

miscommunication, disagreement between employees, trust issues and irresponsibility of managers' or company owners' regarding the needs and expectations of employees.

Modern approach on conflicts is the contemporary view on organizational conflicts. The development and expansion of studies on organizational behaviour and HR methodologies challenge certain traditional approaches. Traditional approach on conflict was one such concept in HR.

Modern approach on conflict identifies conflicts as an important part of the organization. Moreover, it considers conflicts as favorable to the company and not to eliminate them at all. According to modern theories, if an organisation does not face any conflicts, the organization is unadaptable, non-flexible, non-responsive and static.

Traditional Approach and Modern Approach on Conflict

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	Traditional Approach	Modern Approach
DEFINITION	Traditional approach on conflict is the earliest view on organizational conflicts	Modern approach on conflicts is the contemporary view on organizational conflicts
CONFLICTS	Avoidable	Inevitable
VIEW ON CONFLICTS	Destructive at all times	Favourable most of the time
CONSEQUENCES	Demotivated employees, low productivity, violence	Self-evaluation, self creativity, improved group performance
TASK OF MANAGEMENT	Eliminate conflicts	Manage the level of conflict and its resolution for optimal organization performance
OPTIMAL ORGANIZATION PERFORMANCE	Removal of performance	Requires moderate level of conflict

Effects of Conflict

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Effects of conflict are both positive and negative. A conflict promotes innovative thinking, renews old conditions, clarifies viewpoints, develops human potential and manages interpersonal disparity is called positive conflict. When people interact with others and know their viewpoints like in brainstorming, they become m creative. A conflict that brings resistance to change, leads to confusion in the workplace or inter-personal relationships, creates suspicion develops a sense of loss or increases misunderstanding is call negative conflict.

I)Positive Effects of Conflict

Following are the positive effects of conflicts:

1) Acts as Motivator: Conflicts motivate people to put in extra eff and perform better. A conflicting situation brings out a person capabilities and skills on the forefront.

2) Acts as Need Satisfier: Conflicts fulfils various psychological needs of people like self-esteem, ego, dominance, aggression, a Conflict also helps in releasing stress in form of aggression.

3) Inculcates Creativity and Innovation: Conflict innovation: Conflict includes

innovative and creative thoughts into the minds of individuals. Fa example, the historical union-management conflict that lasted several years resulted into the employee benefits that employe currently receive.

4)Brings Variety in life: Conflict brings diversity and excitement in the monotonous life of an individual.

5) Creates Understanding: Conflict helps employees in Understanding various issues, the relationships among employees, improves synchronization between employees and various departments, and also makes intra-group relations stronger.

II)Negative Effects of Conflict

Following are the negative effects of conflict:

1)Insubordination: If the management of an organization is weak, the conflict remains unresolved and continues for a long time. Image of management in eyes of employees also gets eroded as they feel that management is not able to handle the conflict. This ultimately results in insubordination.

2) Drop in Productivity: When a conflict continues for a long time. the focus of the employees shifts from productivity to the conflict They start spending more time on trying to get the matter solved which affects the production.

3) Lack of Direction: When management fails to make it clear in which direction they want to take the organisation, conflicts arise. Employees in such a scenario, infer change within the organisation in their own manner.

4) Fragmentation: Opponents develop as a result of conflict. These opponents can be individuals or groups. When conflict remains unresolved, stress arises within the group and hence, productivity of the organisation also gets hampered.

5) Lack of New Ideas: Conflict adversely affects novelty. When conflict arises, people do not focus on generation of new ideas which affects the organizational productivity.

6) Affects the Quality of Work: When a conflict persists for a longtime, the concerned parties lose interest in their jobs and focus on the conflict alone. This reduces the quality of the output and also at times, put employee's safety at risk.

MODULE 2:

Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity, unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labor conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.

The Stages of Conflicts:

1)Latent Conflict (Stage 1)

Conflict may arise when two or more parties are dependent on each other for the accomplishment of their goals. Various other forbearers of conflict like separate goals, inter-dependence and vague allocation of duties do not result in conflict instantly.

Change is usually the cause of latent conflict. Change can be in the context of organisation or personal objectives or allotment of a new project to already overburdened team or an unpredicted event like a salary hike which was committed but not delivered.

2)Perceived Conflict (Stage 2)

During this stage, the team members come to know about the problem. They become aware about the incongruity of needs and start worrying as to what will happen next. However, at this point, they are not able to believe it actually.

3)Felt Conflict (Stage 3)

This is the stage when the concerned parties become sensitive towards the project and start focusing on the disparity in the out and interests that emerged during perceived conflict. An

atmosphere of stress and irritation begins to develop and individuals' emotional obligation towards their responsibilities. Such emotions are crucial because negative emotions adversely affect whereas positive emotions result in a calm and cooperative scenario.

4)Manifest Conflict (Stage 4)

Conflict becomes very obvious when the parties plan and operate in a manner that is solely beneficial to them, thus hampering accomplishment of other party's objectives. These objectives include small disparities, questioning and challenging, using abusive language, ultimatums, threats, physical violence and even efforts to wipe out the opposite party.

5)Conflict Outcome (Stage 5)

Outcomes of manifest conflict stage can be favorable or unfavorable for one or both the parties. At this stage, it becomes complex to find a logical solution. Both the parties are confident about their stand and have already realized that the conflict is a win lose condition. So, if the conflict is recognized in its initial stage, becomes easier to obtain a win-win solution, thereby feelings irritation and stress can be avoided.

GRIEVANCE

Grievance can be referred to as a feeling of discontentment or an dissatisfaction that an employee has regarding his employment. When an employee has a complaint and is neglected, then a feeling of injustice and discrimination arises in an employee. When this feeling grows up takes the form of a grievance. Thus, it is essential to deal with dissatisfaction. For doing this, organization should take in consideration grievance management.

Grievance management is the procedure through which the manager deals with the grievances of his employees during his service. Grievance management makes it possible to identify prospective problems of the employees. Without grievance management, it is impossible for the management to deal with employee problems and respond to them. Thus, grievance management plays an important role in making organizational working relationships effective.

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According to Dale Yoder, "Grievance is a written complaint filed by an employee and claiming unfair treatment.

According to Keith Davis, "Grievance is any real or imagined feeling of personal injustice which an employee has, concerning his employment relationship"

According to International Labour Organisation, "Grievance is a complaint of one of more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime leave, transfer, promotion, seniority, job assignment and termination of service".

Examples of Grievance in Workplace

To gain a deeper understanding of the types of grievances that can arise in the workplace, it's essential to explore specific examples across different types.

Employee grievances can manifest in various ways, ranging from issues related to personal need, pay and benefits to concerns about bullying, working conditions, and workload.

I) Personal Needs

A grievance for personal needs typically arises when an employee feels that their personal circumstances are not being accommodated or respected in the workplace.

Here's how such grievances might manifest and how they can be addressed:

1) Work-Life Balance: An employee might feel that their work schedule or workload is preventing them from fulfilling personal responsibilities, such as caring for family members or attending to personal health needs

2. Health Issues: An employee might have health-related needs that are not being accommodated, such as requiring medica appointments, breaks for medication, or ergonomic adjustments.

3) Personal Development: An employee might feel that their growth and development needs are not being met, such as lack access to training, mentoring, or opportunities for advancement.

4. Parental or Caregiver Responsibilities: Employees with parent or caregiving responsibilities may have grievances related to the lack of support or flexibility in the workplace, such as assistance, parental leave policies, or flexible work arrangements.

II) Lack of Monetary Benefits and Incentives

One common area of concern for employees is their compensation and benefits package. Grievances related to pay and benefits may include:

1. Salary Disputes: Employees may raise a grievance if they are not being paid in accordance with their Contract or if they feel that their salary is not equal to the responsibilities and contributions.
2. Bonus and Incentive Disputes: Grievances may arise if employee believe they are entitled to bonuses or incentives that have not been awarded or if there is a disagreement about the criteria for receiving such rewards.
3. Benefits Package Issues: Employees may express grievance regarding the adequacy or fairness of their benefits package including health insurance, retirement plans, and other peri promised in their employment contract.
4. Pay Discrimination: Grievances related to unequal pay, especially between employees in similar roles, can lead to a formal complain if employees perceive that they are being unfairly compensate based on a protected characteristic outlined in the Equality Act 2010, such as gender or race.

III) Promotion and Recognition

Grievances related to promotion and recognition in the workplace ca arise due to various reasons, including:

1) Unfair Selection Process: Employees may feel aggrieved if they believe that the promotion process was not fair or transparent. These could include perceptions of favoritism, nepotism, or bias decision-making.

2) Lack of opportunities: If employees perceive that there are limited opportunities for advancement within the organisation, they may feel frustrated and demotivated. This could be due to a lack of clear career paths, insufficient openings for promotion, or a culture that does not prioritize internal talent development.

3) Inadequate Treatment: Grievances may arise if certain groups of Employees consistently receive preferential treatment in promotion and recognition processes. This could be based on factors such as gender, race, ethnicity, or tenure, leading to feelings of discrimination or exclusion among other employees.

4) Poor Communication: Lack of communication regarding promotion criteria, eligibility requirements, or the timeline for advancement opportunities can lead to confusion and frustration among employees. Clear and transparent communication is essential to ensure that employees understand the promotion process and know what is expected of them.

5) Mismatched Expectations: Employees may feel aggrieved if they believe that their contributions and performance have not been adequately recognized or rewarded. This could occur if there is a disconnect between employees' expectations and the organization's policies or practices regarding promotion and recognition.

IV) Harassment and Discrimination

Workplace grievances may arise due to discrimination or harassment, where employees feel unfairly treated based on their race, gender, caste, disability, or other protected characteristics. This can lead to a toxic work environment affecting morale and productivity.

Bullying, offensive remarks, and unfair hiring practices are some examples of discrimination and harassment issues in the workplace.

Specific examples include:

1) Verbal Harassment: Employees may experience grievances related to offensive or inappropriate comments, jokes, or language from colleagues or supervisors.

2) Cyber bullying: With the rise of digital communication, employees may raise a grievance regarding bullying through emails, messages, or social media platforms.

3) Retaliation: Employees who raise concerns about bullying or harassment and then face retaliation may raise a grievance based on the adverse treatment they experience.

V) Prejudice and Bias

Grievances in the workplace due to prejudice and bias can have signific impacts on employee's well-being, morale, and overall organisation culture. Here are some common reasons for such grievances:

1) Discriminatory Practices: Grievances may arise when employe experience discriminatory treatment based on factors such as ethnicity, gender, age, sexual orientation, religion, disability other protected characteristics. This could include being overlook other opportunities, receiving unequal pay or benefits, or facing harassment or microaggressions.

2) Unequal Opportunities: Employees may feel aggrieved if the perceive that certain groups are consistently favored or give preferential treatment over others in hiring, promotion, assignment of tasks and projects. This can create feelings resentment, frustration, and mistrust within the workplace.

3) Microaggressions: Grievances may occur when employee experience subtle or indirect forms of discrimination, such a stereotyping, belittling comments, or exclusionary behavior. While these behaviors may seem minor individually, they can have cumulative impact on employees' well-being and sense of belonging in the workplace.

4) Lack of Diversity and Inclusion: Grievances may arise if employees feel that the workplace lacks diversity and inclusivity, leading to feelings of isolation or marginalization. This could result from a lack of representation in leadership positions, exclusionary practices, or a failure to address issues of bias and discrimination.

5) Hostile Work Environment: Grievances may occur when employees experience a hostile or toxic work environment characterized by pervasive prejudice, bias, or harassment. This can have detrimental effects on employees' mental health, job satisfaction, and productivity. leading to increased absenteeism and turnover.

VI) Identity Unconcern Attitudes of Administration

Grievances related to identity unconcern attitudes of administration can significantly impact employees' experiences and perceptions of fairness within the workplace. Here are some common grievances that may arise:

1)Lack of Representation: Employees may feel aggrieved if they perceive that the administration lacks diversity and fails to adequately represent the identities and experiences of the workforce. This can create feelings of marginalization and exclusion among employees from underrepresented groups.

2)Discriminatory Policies and Practices: Grievances may occur if employees believe that the administration's policies and practices perpetuate systemic discrimination or bias. This could include recruitment and hiring practices that favour certain demographics, promotion processes that lack transparency of equity, or compensation structures that perpetuate gender of racial disparities.

3)Dismissal if the Diversity Concerns: Employees may feel frustrated if the administration dismisses or trivializes concern related to diversity, equity, and inclusion (DEI). This could include ignoring or downplaying reports of discrimination or harassment, failing to address

systemic barriers faced by marginalized groups, or refusing to engage in meaningful dialogue about DEI initiatives.

4) Insensitive Communication: Grievances may arise if the administration demonstrates insensitivity, or ignorance regarding identity-related issues in its communication with employees. This could include using language that marginalizes or stereotypes certain groups, failing to acknowledge or celebrate cultural or religious holidays, or minimizing the importance of diversity in the workplace

5) Lack of Support for Affinity Groups: Employees may feel aggrieved if the administration fails to support or provide resources for employee-led affinity groups or diversity networks. These groups play a crucial role in fostering a sense of community and belonging among employees from diverse backgrounds, and their absence can exacerbate feelings of isolation and alienation.

6) Resistance to Change: Grievances may occur if the administration is resistant to making meaningful changes to address identity unconcern attitudes within the organisation. This could include pushback against implementing DEI training programs, diversity recruitment initiatives, or policies aimed at promoting equity and inclusion.

7) Impact on Employee Morale and Well-being: Grievances related to identity unconcern attitudes of administration can have a significant impact on employee morale, job satisfaction, and well- being. Employees who feel that their identities are not valued or respected by the administration may experience increased stress, anxiety, and disengagement in the workplace.

FRUSTRATION

The origin of the word frustration can be seen from a Latin Word frusta whih means obstruction. It can be seen as an emotional feeling that can be felt by a person when he or she is not able to accomplish the expected results

Generally, when a person accomplishes a certain goal, they become happy and when they do not accomplish that expected goals, they may become frustrated and start feeling irritated, angry or annoyed. Usually, the greater significance of the goal, the greater will be the Usually frustration

and the resulted anger or confidence loss. It is not always bad to have frustration as it helps in indicating a person's personal life problems and thus motivates them to implement change in their life. change in their life.

According to Stanger, "The frustration is the state of sensitive emotion whose main feature is conflict and anger. Due to hindrance in the goal achieving behaviour, the frustration arises.

" According to Munn, "Frustration is the state of life which arises due the difficult or impossible to satisfy any inspiration behaviour."

Conflict due to Frustration (Frustration Model) Additional information can be secured by an individual before action because of intra-personal conflict. It can also stop evaluative activities entirely. One can analyze intra-personal conflict in terms of role ambiguity, frustration model and the nature of competing goals.

An individual may suffer internal conflicts because of the following reasons:
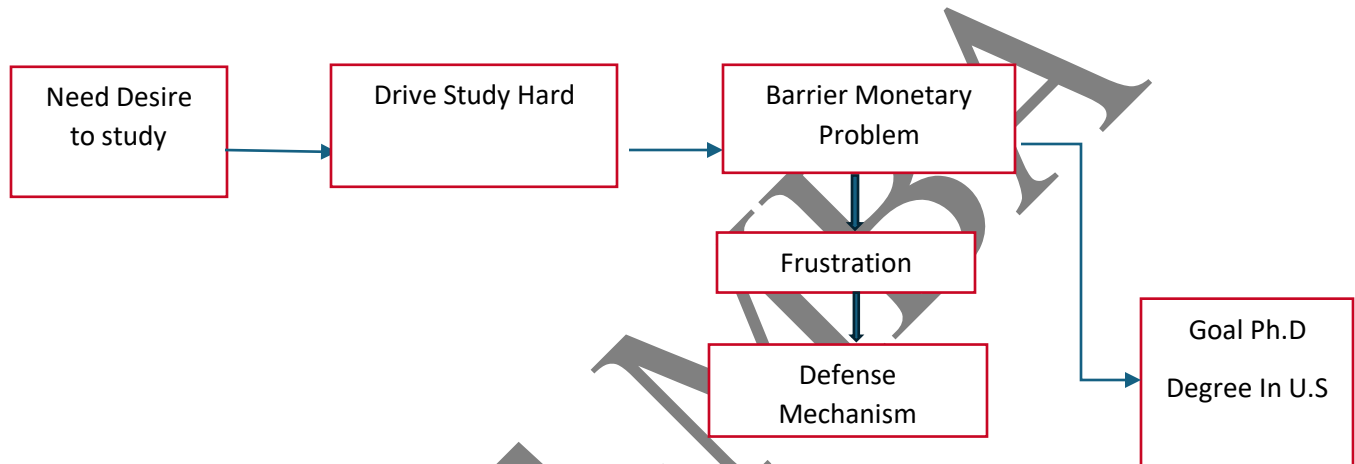
1) Presence of variety of roles and needs that are competing with each other.

2) The number of different forces that induce a person to act in particular way.

3) Presence of hurdles between actions and goals.

4) The positive and negative sides of the goals that is to be achieved.

5) Presence of misunderstanding related to the job role expectation.

For example, A student who is intelligent but not rich got selected in the top of U.S for pursuing his Ph.D. With the help of scholarship, he can Complete his studies. But if he does not receive monetary support in the correct time then it can act as a barrier in fulfilling his aim. This will create frustration in the mind of the student.

Rationalization, regression, withdrawal, displacement compromise and aggression can be seen in his behavior because of the inner frustration and conflict.

The model depicts the behaviors and actions of the employees facing any kind of barrier in fulfilling their goals. Specific aspects of on-the-job behavior can be analyzed with the help of frustration model. Manager must focus on eliminating the hurdles that can frustrate the employee.

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│ Need Desire │ ──> │ Drive Study │ ──> │   Barrier   │ ──┐
│  to study   │     │    Hard     │     │  Monetary   │   │
│             │     │             │     │   Problem   │   │
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                                              │           │
                                              v           │
                                        ┌───────────┐     │
                                        │Frustration│     │
                                        └───────────┘     │
                                              │           v
                                        ┌───────────┐ ┌──────────────┐
                                        │  Defense  │ │  Goal Ph.D   │
                                        │ Mechanism │ │Degree In U.S │
                                        └───────────┘ └──────────────┘
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1) Aggression (Curses the poverty).

2) Withdrawal (Backs away from putting in the required effort).

3) Rationalization (Thinks that opting for job is better than studies).

4) Compromise (Studies in best university in his own country).

5) Fixation (Continues to try to arrange money to meet the expenditure to going to the US)

Sources of Frustration:

Frustration mainly results when the efforts and action that a person is applying are not fitting the results that they are expecting. Frustration will be caused when the actions or efforts will result in lower or fewer outcomes than expected. There can be two main types of goal blockages that can cause frustration i.e. internal and external sources of frustration.

1) Personal/Internal Frustration: The sources of intern frustration mainly include the discontent that results when the expected results cannot be obtained due to real or imagined shortcomings for example low confidence or social disorder. Conflict of motives within the individual other form of internal frustration. In this, the mind of a person divided to contradict itself. Each of these divided factors struggle against each other. One side of the mind can be looking the

evening studying and completing the assignments to make the teacher happy. Other side of the mind wants to enjoy with fries, by joining them to watch movie.

The different types of internal sources are as follows:

i) Physical Abnormality or Defects: A person can become frustrated if one can become very huge or tiny stature, or are very thin or heavy, or have ugly face or dark complexion.

ii) Conflicting Desires or Aims: Frustration also results from Conflicting expectations. For instance, frustration can be cause when a nurse is looking to work in a foreign country but at the same time, she does not want to leave her family in the home country.

iii) Individual's Morality and High Ideals: The frustration can also result from the moral principles, ethical codes, or high values of the person.

iv) Level of aspirations: Frustration can also result in the situation where a person aims very high in spite of their incapability r human limitations.

v) Lack of Persistence and Sincerity in Efforts: Even the lack of continuous determination and sincerity in efforts can results in frustration.

2) Environmental/External Frustration: The external elements that include the situation that are beyond the control of a person for instance physical barriers encountered in life are the cause behind external frustration of a person.

 The different types of external factors are as follows:

i)Physical Factors: person can be subjected to frustration due to natural calamities, floods, droughts, earthquakes, accidents.

ii)Social and Societal Factors: Frustration can also be experienced due to societal standards and values that puts certain restrictions on an individual to fulfil their needs.

iii) Economic and Financial Factors: A person can also become frustrated due to unemployment and lack of money.

Overcoming Frustration:

Following are the steps that can be used to overcome frustration:

1) Calm down: It will be quite helpful in keeping mind cool. The mind of the person starts overthinking as soon as they feel anxiety. This can be done in a number of ways. Breathing can be one of such methods. One should inhale five deep breaths. Breathe in air slowly through the nose, and exhales it slowly through the mouth after holding it for five seconds. The other option is to has shut the eyes and concentrate on a certain object that provides some relaxation for instance a beach or a mountain.

2) Learn to Communicate Effectively: If a person is exposed to a lot of frustration or stress, it is quite vital to learn how to communicate. It is not good to have increasing negative feelings as it can finally result in frustration.

3) Emotional Detachment: Sometimes frustration easily influences a person's emotion. In fact, "easy" does not indicate that it is quite helpful. Emotional attachment with any situation or the expected results will never be fruitful.

4) Review the Situation: There may be times when one has perceived the situation wrongly. Thus, re-examine the situation and understand the seriousness of the given situation. This will be quite helpful in adopting suitable steps or methods. For instance, intergroup issues, financial situation and career aspirations, and so on.

5) Change our Goals: The targets are set by an individual depending on their aspiration level. But if these goals are too demanding the actual capabilities of the person, then it may cause Thus, it is important to set goals as per our capability.

But in the event of frustration, the best method is to decrease change or modify the goals that are to be achieved. For instance, sportsperson may be willing to jump 6 but when he realizes for this is too much for him, he may modify his goal to 5'. instance,

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6) opt for Substitute Goals: There may be some situations when the original aim may be quite impossible to accomplish It is illogical to forget and leave them. But some other objectives can be opted.

For instance, if a student is not performing well in his studies, then can gain a lot of recognition from sports, then cultural events. In the majority of the time, the same level satisfaction can be obtained from the substitute goals as from the original goals.

ESCALATION OF CONFLICTS AND VIOLENCE

Escalation refers to an increase in the intensity of a conflict and in the severity of the tactics used in pursuing it. It is driven by changes with each of the parties, new patterns of interaction between them, and the involvement of new parties in the struggle.

Conflict theorists Dean Pruitt and Jeffrey Rubin list five changes that occur as a conflict escalates:

1)First, parties move from light tactics to heavy tactics. Light tactics include such things as persuasive arguments, promises, and efforts to please the other side. Heavy tactics include threats, power plays, and even violence.

2) Second, the conflict grows in size. The numbers of issues in contention expands, and parties devote more resources to the struggle.

3) Third, issues move from specific to general, and the relationship between the parties deteriorates. Parties develop grandiose positions, and often perceive the other side as "evil."

4) Fourth, the number of parties grows from one to many, as more and more people and groups are drawn into the conflict.

5) Fifth, the goal of the parties' changes from "doing well" to winning. and finally, to hurting the other.

Conditions that Encourage Escalation

1) Incompatible Goals: Some conflict escalation is driven by incompatible goals. Many note that destructive social and inter- personal conflicts always begin with the emergence of contentious goals of two adversaries. If the parties do not see a possibility of finding a mutually beneficial solution, and one believes that it has the power to substantially alter the aspirations of the other, it may try to bully the other side into submission.

As the adversaries begin to pursue their incompatible goals, they may issue threats or otherwise attempt to coerce the opposing side into giving them what they want.

2) Identity and Moral Issues: In many instances, the parties view each other as having relatively high aspirations or regard the issue under dispute as ones that cannot be compromised. for example, matters regarded by adversaries as being integral to their personal or collective identities are more prone to conflict escalation. Disputes involving ideological or moral issues tend to attract more parties and be resistant to compromise.

3) Past Grievances and Injustice: Past grievances, feelings of injustice, and a high level of frustration may also provoke escalation. Hostility-driven escalation is typically caused by grievances or a sense of injustice, and may ultimately be rooted in events of the distant past. One party feels that it has been treated unfairly by its opponent, and angrily blames its opponent for the suffering it has endured. expectations of the other side, these actions may provoke outrage and simply intensify the struggle.

Risk for Workplace Violence

An extreme escalation of conflict might include violence in the workplace. While violence can occur in any situation, below are some examples of roles and situations that make violence more likely to occur at work.

I)Dealing with People

Jobs which involve dealing with other people increase the opportunities for conflict. Some examples include:

1) Caring for others either emotionally or physically, such as at a long-term care home.

2) Interacting with frustrated customers, such as with retail sales.

3) Supervising others, such as being a manager.

4) Denying requests others make of you, such as with customer service

II)Being in High-Risk Situations

Jobs which involve high-risk situations also can increase the probability violence. Examples of high-risk situations include:

1)Dealing with valuables or exchanging of money such as in banking

2) Handling weapons, changing money, such as in law enforcement or corrections.

3) Working with drugs, alcohol, or those under the influence of them such as bartending.

4) Working nights or weekends, such as in gas station attendants.

. **Three Process Models of Conflict Escalation**

Various frameworks can be used to better understand the dynamics of conflict escalation. Pruitt, Rubin, and Kim discuss three broad models of escalation: the aggressor-defender model, the conflict spiral model and the structural-change model. Taken together these three accounts of what occurs during escalation can help to make sense of a wide variety of conflicts.

1)Aggressor-Defender Model: In the "aggressor-defender" model, the "aggressor" is viewed as having a goal that places it in conflict with the "defender." The "aggressor" begins with mild

tactics and moves on to heavier tactics if the mild tactics don't work. The defender reacts, escalating its efforts in response to the aggressor's escalatory actions. While this model reflects some cases of escalation, it suggests that escalation moves simply in one direction, with the defender always reacting to the action of the aggressor.

2)Conflict Spiral Model:

According to the conflict-spiral model, escalation results from a vicious circle of action and reaction. Because each reaction is more severe and intense than the action that precedes it, each retaliation or defensive action in the spiral provides a new issue or grievance. These dynamics explain the movement from lighter tactics to heavier tactics, as well as the expansion of issues in conflict. As the spiral rises, each party's list of grievances grows longer, producing a growing sense of crisis.

3)Structural Change Model: Finally, according to it the experience of conflict and the tactics used to pursue it produce residues that affect and change the parties and communities involved. The psychology of the adversaries, as well as relationship between them, undergoes fundamental changes. These enduring structural changes encourage further contentious behavior and further escalation. Thus, the structural-change model has the unique ability to explain why escalation tends to persist and recur.

COST AND EFFECT OF CONFLICT

Cost of Conflict is a tool which attempts to calculate the price of conflict to the human race. The idea is to examine this cost, not only in terms of the deaths and casualties and the economic costs borne by the people involved, but also the social, developmental, environmental and strategic costs of conflict.

I) Productivity

Conflict affects the productivity of organizations in four key areas:

a) wasted time

b) Lower motivation

c)Increased Turnover

d)Disruptive Restructuring

II) Out-of-Pocket Expenses: Poorly managed conflict increases organisational costs associated with turnover, health insurance premiums, theft, vandalism, violence, grievances, and lawsuits. These expenses present both cost containment and risk management issues

III) Lost Opportunities: Conflict can also affect more fundamental elements of organisational success. In particular, it can degrade decision quality and impact the attainment of strategic goals

Factors Influencing Organizational Conflict

There are various factors that may influence the conflicts that may arise within an organisation.

1) Lack of Clarity of Responsibility: Conflict arises in a situation where the responsibility of the employees is not clearly mentioned In order to avoid these situations, the responsibilities and roles of each member must be stated clearly in advance in order to avoid such discrepancies. These discrepancies lead to conflicts within the concern in the future.

2)Interpersonal Relationships: The issues of the interpersonal relationships among the employees may lead to the conflicts that arise within an organisation. The difference in the personalities of the employees may at times prove helpful towards the solving of the conflicts that arise in the workplace.

3) Scarce Resources: Inadequate resources often lead to the development of issues at the workplace, which in the due course of time may lead to serious conflicts. Members of an organisation often compete with each other on the availability of the resources like the materials required, the amount of money that needs to be spent, and the time required for the completion of the task at hand.

4) Interest Issues: The disorientation between the organisational goals and the goals of the concerned individual may lead to a conflict. The concerned individual may fight for his own

personal goals, which in turn leads to hindrances in the overall success of the project that the team is working on.

Causes of Organizational conflict:

Causes of the result in organizational conflicts to arise These causes are enlisted below.

1) Expectations of the Managerial Staff: The management expect all the employees to meet the targets that are set by their superiors. Discrepancies in understanding the task or in capability of the employee to achieve the given targets.

2)Disruption in Communication: One of the major causes of the conflicts that arise in the workplace is the disruption that occurs within the members working in the same organization. These arise in situations where a member may be in need of some information from counterpart who does not reply in a proper manner or does not provide the needed information.

3) Misunderstanding: This is the most common cause of the arousal of conflict within an organisation. These conditions may arise when one member of the organisation misinterprets the information that has been conveyed to him. This may lead to the creation of a number of conflicts that may prove disturbing towards the overall growth of the organisation.

4) Lack of Accountability: There may be situations in the organisation whereby the responsibilities of the member are not clearly stated. In any dispute and mistake conditions that arise, no member of the concerned team or group is ready to take responsibility. This may lead to conflicts between the employees of the organisation.

Individual Conflict:

Though generally conflict arises between two or more persons, it may also arise within an individual. This happens when he cannot reconcile amongst his competing goals or when his behavior is different from what is expected. There can be, thus, goal conflict and role conflict.

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I)Goal Conflict: When individual faces mutually competing goals amongst which he has to choose one, he often faces the conflict of which goal to choose. This conflict can take three forms:

1)Approach-Approach conflict

2) Approach-Avoidance Conflict

3) Avoidance-Avoidance Conflict

II)Role Conflict

Role is expected set of behavior that a person exhibits by virtue of his position. He may perform formal role as prescribed by his job description and delegated authority or informal role derived out of his informal activities. Role conflict arises when role exhibited by a person is different from his anticipated role. Performing one role means rejecting the other. He cannot satisfy all the expectations of his role.

SPECTRUM OF CONFLICTS

The spectrum of conflicts in the workplace encompasses a wide range issues that can arise between individuals, teams, or departments. Here a breakdown of the different types of conflicts along this spectrum

1)Personal Conflict

Personal conflicts arise at an individual level and involve dispute disagreements, or tensions between two or more individuals. The conflicts may stem from differences in personalities, values, beliefs, communication styles.

Group Conflict

2)Group conflicts occur within a defined group or team and involve disputes or disagreements among its members. These conflicts may arise from differences in opinions, goals, or approaches to tasks.
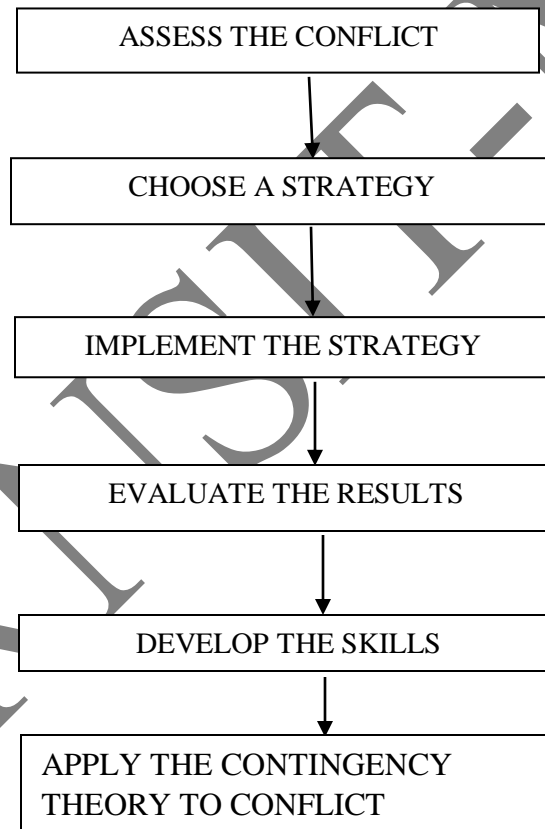
3)Labour Conflict: Labour conflicts involve disputes or disagreements between employers and employees or between labour unions and management. These conflicts may arise from issues such as wages, working conditions, benefits, or job security.

4)Social conflict arises within society at large and involve disputes between different social groups or segments of population.

Example: Hindu Muslim war, racial arguments, social class disputes.

5)Political conflict involves disputes or disagreements over political power, governance, policies or ideologies. Example conflict between political parties, conflicts between government authorities and opposition groups.

Contingency conflict management Process:

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┌──────────────────────────────┐
│     ASSESS THE CONFLICT       │
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┌──────────────────────────────┐
│      CHOOSE A STRATEGY        │
└──────────────┬───────────────┘
               ↓
┌──────────────────────────────┐
│    IMPLEMENT THE STRATEGY     │
└──────────────┬───────────────┘
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┌──────────────────────────────┐
│     EVALUATE THE RESULTS      │
└──────────────┬───────────────┘
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┌──────────────────────────────┐
│      DEVELOP THE SKILLS       │
└──────────────┬───────────────┘
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┌──────────────────────────────┐
│   APPLY THE CONTINGENCY       │
│   THEORY TO CONFLICT          │
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1.Assess the conflict

The first step is to assess the conflict and identify its type, source, level, and impact. There are different types of conflict, such as task, relationship, or process conflict, and each one may require a different response. The source of conflict can be internal or external, and it can affect the goals, values, or interests of the parties involved. The level of conflict can range from low to high, and it can influence the emotions, behaviors, and outcomes of the conflict.

2. Choose a strategy

The second step is to choose a strategy that matches the situation and the variables involved. The contingency theory proposes five main strategies for conflict management: competing, collaborating, compromising, avoiding, and accommodating. Each strategy has its advantages and disadvantages, and each one is more or less appropriate depending on the factors such as the importance of the issue, the relationship between the parties, the time available, the power balance, and the desired outcome.

3.Implement the strategy

The third step is to implement the strategy in a way that is respectful, constructive, and productive. This means that you need to communicate clearly, listen actively, express your interests and needs, acknowledge the other party's perspective, explore options and alternatives, negotiate effectively, and reach a mutually acceptable agreement. You also need to monitor the progress and outcomes of the conflict resolution process, and adjust your strategy if needed.

4.Evaluate the results

The fourth step is to evaluate the results and learn from the experience. You need to assess whether the strategy you chose was appropriate and effective, and whether it achieved the desired outcome. You also need to reflect on how the conflict affected your relationship with the other party, and whether it enhanced or damaged trust, respect, and cooperation. You need to

identify what worked well and what could be improved, and apply the lessons learned to future conflicts.

5.Develop your skills

The fifth step is to develop your skills and competencies in conflict management. You need to recognize that conflict is a normal and inevitable part of organizational life, and that it can be a source of learning, innovation, and growth. You need to adopt a positive and proactive attitude towards conflict, and seek to understand, manage, and resolve it effectively. You need to practice and apply the contingency theory to different conflict situations, and learn from your successes and failures

6. Apply the contingency theory to conflict management

By following these steps, you can apply the contingency theory to conflict management, and choose the best strategy for each situation and variable involved. You can also improve your communication, negotiation, and problem-solving skills, and build better relationships and outcomes with your colleagues, clients, and stakeholders.

CONFLICT MAPPING AND TRACKING:

A conflict map is a visual technique that presents a conflict graphically and shows the parties in relation to the conflict as well as to each other. It can be used to analyze both micro and macro level conflicts -international, national, social, organizational and interpersonal conflicts Being a visual tool, it can be used for group processes as well with people who are not formally educated.

Each party can draw a map with the aim of clarifying and understanding the conflict from their own perspective or it can be done jointly by two or more parties to understand each other's perspective. Parties to a conflict mostly have different perspectives and viewpoints about the

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conflict. In such a situation, when the parties draw their own conflict map, it can show differences in perception.

Conflict maps help in the overall analysis of a conflict. It clearly shows the relationship between the parties and also clarifies the distribution of power among the parties. It aids in seeing where allies or potential allies are.

Conflict mapping facilitates the identification of openings for intervention and entry points for action. Mapping can also help in making an informed decision about whether the intervention should continue. It also helps in evaluating what has already been done in the conflict.

Significance of Conflict Mapping

Conflict mapping holds significant importance for several reasons:

1) Increased Understanding: It enhances the understanding of the complex and multifaceted nature of conflicts.

2) Informed Decision-Making: Conflict mapping provides a basis for informed decision-making in conflict resolution efforts.

3) Conflict Prevention: By identifying underlying causes so that it helps in preventing future conflicts.

4) Stakeholder Engagement: Conflict mapping helps to identify and engage relevant stakeholders in the resolution process to reduce conflicts and to create conducive work atmosphere.

5) Resource Allocation: It helps in the allocation of resources and interventions where they are most needed.

Principles of Conflict Mapping:

Conflict mapping is guided by several key principles:

1) Comprehensive Analysis: It aims to provide a comprehensive analysis of a conflict, by considering various dimensions and factors which affect organizational productivity.

2) Systematic Approach: Conflict mapping follows a systematic approach, using data and evidence to inform the analyst.

3) Objective Assessment: The process involves an objective assessment of

the conflict situation, free from bias or preconceptions.

4) Participation and Inclusivity: Stakeholder participation and inclusivity are encouraged to ensure a holistic perspective of organization.

5) Adaptability: Conflict mapping approaches can be adapted to suit the specific context and goals of the analysis.

Key Elements of Conflict Mapping

To understand conflict mapping fully, it's essential to consider its key elements:

1) Stakeholders: Identifying and categorizing all relevant stakeholders involved in the conflict namely Investors, suppliers, customers and employees.

2)Issues and Interests: Analyzing the underlying issues, interests, and concerns of the conflicting parties.

3)Causes and Triggers: Identifying the root causes of the conflict and the factors that trigger its escalation.

4) Power Dynamics: Analyzing power dynamics among stakeholders, including power imbalances.

5) Resource Allocation: Examining the distribution of resources and how it relates to the conflict.

6)Effects and Consequences: Assessing the social, economic, and political consequences of the conflict.

7) Conflict History: Documenting the history of the conflict, including past attempts at conflict resolution.

Techniques in Conflict Mapping:

Conflict mapping involves specific techniques to create a visual representation of conflict situation.

1. Stakeholder Analysis: Identify and categorize all stakeholders involved in the conflict, including their roles, interests, and levels of influence.

2) Cause-Effect Diagrams: Create cause-and-effect diagrams to illustrate the relationship between various causes and their impacts the conflict.

3) Timeline Analysis: Develop a timeline that documents the history of the conflict, including significant events and developments.

4) Resource Mapping: Map out the distribution of resources, such as land, water, or economic assets, and analyze their connection to the conflict.

5) Power Mapping: Analyze power dynamics among stakeholders by assessing their relative influence, resources, and alliances.

6) Issue Trees: Use issue trees to break down complex issues into smaller, more manageable components for analysis.

7) Conflict Drivers Analysis: Identify the key drivers that contribute to conflict escalation and persistence.

Real-World Applications of Conflict

Mapping Conflict mapping has practical applications in various real-world scenarios:

1) Peace Building: It is used in peace building efforts to understand the dynamics of conflicts and inform intervention strategies.

2) Humanitarian Response: Conflict mapping helps humanitarian organizations which assess the impact of conflict on communities and plan relief efforts.

3) Resource Management: In areas with resource-based conflicts, mapping assists in equitable resource allocation and management.

4) Mediation and Negotiation: Mediators and negotiators utilize conflict mapping to prepare for negotiations and identify potential areas of compromise.

5) Policy Development: Policymakers use conflict mapping to inform the development of policies aimed at conflict prevention and resolution.

<u>Challenges and Considerations</u>

Implementing conflict mapping comes with its challenges and considerations:

1) Data Availability: Access to accurate and up-to-date data can be a challenge, especially in conflict zones.

2) Complexity: Conflicts are often complex, with multiple factors and interdependencies, making mapping a challenging task.

3)Subjectivity: Analyzing conflicts may involve subjectivity ang differing interpretations among analysts.

4) Changing Dynamics: Conflict situations are dynamic, and mapping efforts need to adapt to evolving circumstances.

5) Security Risks: Conducting conflict mapping in conflict zones may pose security risks to those involved in data collection

MODULE 3: CONFLICT MANAGEMENT

Conflict in the workplace is the current reality in most of the situations. Conflicts can occur in various situations among the various persons. having different needs and objectives. The existence of conflict is in fact not a bad thing to happen. Both personal and professional development can be achieved if conflicts are resolved effectively.

The process of planning to neglect the situations, which can result in conflicts and organizing the conflict resolutions when and where it occurs as smoothly and as quickly as possible is known as conflict management.

Nature of Conflict Management

The nature of conflict management encompasses various principles, approaches, and strategies aimed at addressing conflicts effectively and promoting positive outcomes. Here are some key aspects of the nature of conflict management:

1) **Multifaceted**: Conflict management involves a range of strategies and techniques that address conflicts at different levels and in various contexts. It encompasses both proactive measures to prevent conflicts and reactive approaches to resolve disputes when they arise.

2) **Dynamic**: Conflict management is dynamic and evolves over time in response to changing circumstances, relationships, and contexts. Effective conflict management requires adaptability and flexibility to respond to the complexities and dynamics of conflicts as they unfold.

3) **Contextual**: The nature approaches and strategies contextual, meaning that approaches and strategies must be tailored to the specific characteristics of each conflict Factors such as the nature of the conflict, the parties power dynamics, cultural norms, and external influences shape the appropriate response to conflict.

4) **Collaborative**: Successful conflict management often involves Collaboration and cooperation among stakeholders, conflicting parties, mediators, facilitators, and actors. Collaborative approaches foster dialogue, including understanding and shared ownership of the conflict resolution process, leading to more sustainable outcomes.

5) Proactive and Reactive: Conflict management includes both proactive measures to prevent conflicts before they escalate and reactive responses to address conflicts that have already emerged. Proactive strategies may include conflict prevention, communication training, and relationship-building efforts, while reactive approaches may involve negotiation, mediation, or arbitration.

6) Empathetic: Effective conflict management requires empathy and understanding towards the perspectives, needs, and interests of all parties involved.

Empathetic listening, acknowledgment of emotions, and validation of concerns are essential components of building trust and rapport during conflict resolution processes.

-Managing Conflict

Managing conflicts focuses on maintaining conflict at the right level to help the department, work unit or organization to reach its goals. It neither means complete elimination of conflict nor does it refer only to conflict reduction.

The basic process of conflict management is the selection of desired level of conflict that varies according to the perceived conflict requirement by the managers of the unit.

-Approaches to Conflict Resolution

There are different approaches to conflict reduction. The key to effective conflict prevention is to choose a conflict management style which are appropriate for the conflict.

The most common approaches used for conflict resolution are as:

1) The Thomas Conflict Resolution Approach

2) Behavioral Style and Conflict Handling

3) The Cosier Schank Model of Conflict Resolution

I) Thomas Conflict Resolution Approach (Avoiding, Accommodating, Compromising, Competing, Collaborating)

The process which helps in preventing the occurrence of conflicts and when conflict arises, it helps in handling the conflict efficiently is called 'conflict resolution'.

As per this principle, every conflict cannot be resolved but handling conflicts properly in due course of time reduces the chances of decrease in productivity and various losses. The process of

conflict resolution comprises of attaining skills needed to resolve conflicts, self-awareness regarding modes of conflict, conflict communication skills and developing conflict management guidelines.

If management possesses appropriate conflict management skills, they can prevent the organization from getting negatively affected by the conflict.

As per Kenneth Thomas, certain fundamental reactions can be regarded as styles, tactics or strategies for handling conflicts. They are based on the fact that to what extent the concerned parties or firm while trying to get the conflict resolved in their own favor or to what extent the concerned parties are cooperative while getting the conflict resolved in the other party's favor.

Following are the different strategies for resolving conflicts:
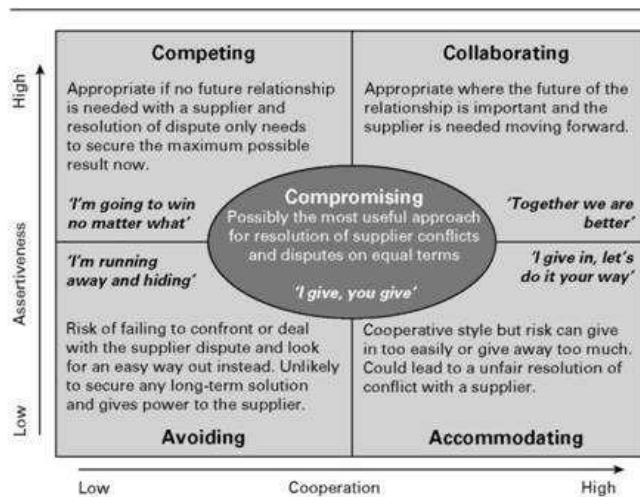
1) Avoiding (Withdrawal): Avoiding style depicts low assertiveness regarding one's own interest and low cooperation towards other person's interest. By adopting this approach, the parties can relieve themselves of the stress originating from the conflict but without making any change in the scenario.

2) Accommodating (Smoothing): It is a low assertiveness, high cooperativeness style. The concerned parties mutually agree to make rational sacrifices or adjustments so that the matter can be resolved. They stress on their common benefits and ignore their differences. The solution obtained using this technique is temporary and is usually for short-term.

3) Compromising: In a compromise, equal amount of assertiveness as well as cooperation is required. It is the mid path between accommodation and competition.

A problem which arises due to power asymmetry, i.e., one party is weak and fails to offer much to the other party, cannot be resolved using compromise. It can be used to retreat when all the other techniques fail to provide an optimal solution.

4) Competing (Dominance): While resolving a conflict using this style, parties emphasize on asserting for their own interest and minimizing cooperativeness.

They view the conflict as a complete win-lose situation. They emphasize only on their own objectives, procedures and facts. This style can be useful when one party holds excessive power and does not need to work together with the other party in upcoming times.

5) Collaborating: While implementing collaborative strategy, both assertiveness as well as cooperation is exploited to the maximum so that the final agreement is beneficial for both the parties. This can be put into effect when the conflict is small and both the parties have information which is beneficial for the other.

Collaboration is a time consuming process and requires a lot of practice to be effective. Generally, it results in enhanced efficiency and success. It also assists in handling intra-organizational conflicts.

Behavior Style and Conflict Handling

Sometimes, conflict arises in organization due to the specific behavioral style in approaching the problem. individual's

To explain different styles, researchers have taken two dimensions of interactive behavior. They are:

	DIrector		Socializer
Ass ert ive ne ss	Les s Mo re M Mo	Analyzer	Relator

Less   More
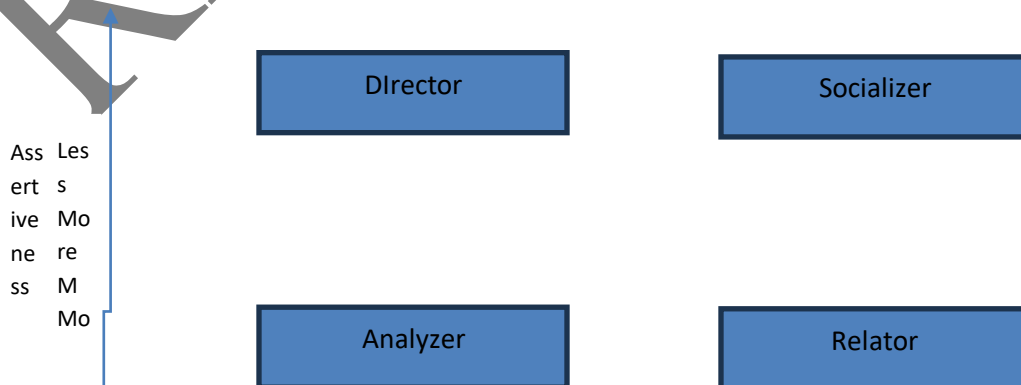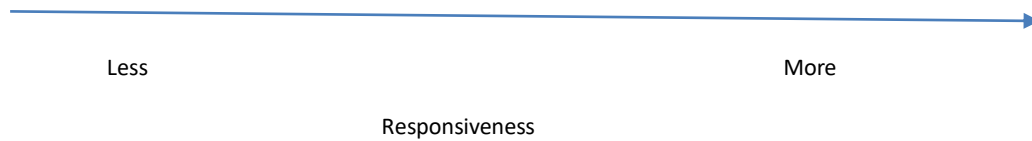
Responsiveness

1) The Assertiveness Scale: It is the degree to which behaviors are seen by others as forceful or directive.

2) The Responsiveness Scale: It is the degree to which behaviors are seen by others as emotionally expensive or controlled.

The interactive dimensions of assertiveness and responsiveness form the two axes of the behavioral style model. Each quadrant of this model identifies one type of behavioral style.

They are:

1) **Analyzer:** This type is less responsive and less assertive. The strengths of analyzer can be described as:

i) Logical, thorough, serious, systematic, critical, precise and prudent.

ii) Analyzers tend to take precise, deliberate and systematic approaches to their work, and usually gather and evaluate much data before they act.

iii) Analyzers are objective, well-organized and generally cautious people who prefer analysis to emotion.

iv) They also prefer clarity and order and tend to resist compromise in conflict situation.

2) Director: They are less responsive more assertive. The strengths of director are:

i) Independent, candid, decisive, pragmatic, determined, efficient and objective, result-oriented and competitive.

ii) Such individuals tend to be task oriented, know where they are going and what they want, express them succinctly, and get to the point quickly.

iii) Directors are firm and forceful people and confident by nature.

iv) Generally, they are determined risk takers in conflict situations

3)Relator: They are more responsive and less assertive. The strengths of the relator are

i)Co-operative, loyal, supportive, diplomatic, easygoing and respectful

ii) Individuals reflecting this style tend to be sympathetic to needs of others and are quite sensitive to what lies beneath someone's surface behavior.

iii) Relators are most likely to use empathy and understanding interpersonal problem-solving and conflict situations.

iv) Relators are genuine team players who like stability than risk.

v) They are likeable, often somewhat timid and slow to change and generally resist direct conflict involvement.

4) Socializer: They are more responsive and more assertive. The strengths of Socializer are:

i) Imaginative, friendly, enthusiastic, outgoing, excitable persuasive and spontaneous.

ii) Socializers tend to look at the big picture, often take fresh, novel and creative approaches to problems and are willing take risks in order to seize opportunities, particularly in conflict situations.

iii) Socializers are creative and innovative individuals who have lots of ideas and love to discuss them at length.

Communication Orientations of Each Style

There are four basic communication orientations that correspond to the four behavioral style:

1) People-oriented relators are typically interested in the personal lives of others and are sensitive to their moods and concerns. They would rather meet and interact in social settings. They are uncomfortable with conflict management solutions that fail to take into account human elements.

2) Process-oriented analyzers prefer logical, systematic conversations, not spontaneous without preparation reactions. They are patient, and are usually good listeners. Analyzers are uncomfortable with innovation and change, thereby often contributing to conflict within an organization.

3) Action-oriented directors have short attention spans, tend interrupt the conversations of others, and try to avoid small talk.

4) Ideal-oriented socializers are imaginative, full of ideas and sometimes difficult to understand. They like to challenge people around them

Casier Schank Model of Conflict Resolution

The Cosier and Schank's model provides two approaches for simulating functional conflict. They are Devil's Advocate Decision Program and dialectic decision model.

The are Devil's Advocate Decision Program as described by Cosier and Schank's model has 6 steps to be follow:

Step 1: A proposed course of action is generated

Step 2: A devil's advocate (individual or group) is assigned to criticize the proposal.

Step 3: The critique is presented by key decision makers.

Step 4: Any additional information relevant to the issues is gathered.

Step 5: This decision to adopt, modify or discontinue the proposed course of action taken.

Step 6: The decision is monitored.

A Dialectic Decision Method to be followed 6 steps:

Step 1: A proposed course of action is generated

Step 2: Assumptions underlying proposal are identified.

Step 3: A conflict counterproposal is generated based on different assumptions.

Step 4: Advocates of each position resent and debate the merits of their

proposals before key decision-makers.

Step 5: The decision to adopt either of the two positions or some other position (e.g. a compromise) is taken.

Step 6: The decision is monitored.

Strategies for Resolving Individual, Team and Organizational Level Conflict

Conflict resolution strategies can vary depending on the level at which the conflict occurs individual, team, or organizational. Here are strategies tailored to each level:

I)Individual Level Conflict Resolution Strategies

1) Active Listening: Encourage individuals involved in the conflict be actively listen to each other's perspectives without interruption. This helps foster understanding and empathy, laying the groundwork for resolving the conflict.

2) Clarify Perceptions: Encourage individuals to clarify their perceptions and assumptions about the conflict. Often, conflicts arise from misunderstandings or misinterpretations that can be resolved through clear communication.

3) Empathy Building: Help individuals develop empathy towards each other by encouraging them to consider the feelings, needs, and perspectives of the other party. This can humanize the conflict and create a sense of commonality.

4) Assertive Communication: Encourage individuals to express their needs, concerns, and boundaries assertively, without being aggressive or passive. Assertive communication promotes honesty and transparency while respecting the rights and feelings of others.

5) Conflict Coaching: Provide individual coaching or mediation sessions to help individuals navigate and resolve conflicts constructively. A trained mediator or conflict coach can facilitate communication, identify underlying issues, and help parties develop solutions.

II)Team Level Conflict Resolution Strategies

i)Team Building Activities: Foster a sense of unity and collaboration within the team through team-building exercises, workshops, or retreats. Strengthening team cohesion can help prevent conflicts and resolve existing tensions.

2) Establish Clear Norms and Expectations: Define clear nomrs, roles, and expectations for team members to minimize misunderstandings and conflicts. Clarifying responsibility and decision-making processes can reduce ambiguity and promote collaboration.

3) Facilitated Discussions: Facilitate open and honest discussions among team members to address conflicts constructively. Provide a safe space for individuals to express their concerns, brainstorm solutions, and reach agreements collaboratively.

4) Mediation If conflicts persist despite internal efforts, consider bringing in an external mediator to facilitate resolution. A neutral third party can help navigate complex team dynamics and facilitate productive dialogue.

5) Conflict Resolution Training: Provide training and development opportunities for team members to enhance their conflict resolution skills. Equipping team members with communication, negotiation, and problem-solving skills can empower them to address conflicts effectively.

III)Organizational Level Conflict Resolution Strategies

1) Conflict Resolution Policies and Procedures: Develop clear policies and procedures for addressing conflicts at the organizational level. Establish guidelines for reporting, investigating, and resolving conflicts in a fair and consistent manner.

2) Promote a Culture of Open Communication: Foster a culture of transparency, openness, and trust within the organization. Encourage employees to speak up about conflicts or concerns without fear of retaliation.

3) Leadership Training: Provide training for leaders and managers on conflict resolution and mediation techniques. Effective leadership is essential for creating a positive work environment and resolving conflicts proactively.

4) Alternative Dispute Resolution (ADR) Programs: Implement ADR programs such as mediation or arbitration to provide alternative avenues for resolving conflicts outside of formal legal proceedings. ADR programs can be cost-effective and efficient in resolving disputes.

5) Continuous Improvement: Regularly review and evaluate conflict resolution processes and outcomes to identify areas for improvement. Solicit feedback from employees and stakeholders to assess the effectiveness of conflict resolution efforts and make necessary adjustments.

Conflict Resolution Process

The various steps which can be taken during the situation of conflict are described as below:

1) Preliminary Step: Having the complete information about the conflict and the stage of conflict is the first step towards conflict resolution. Higher the stage of conflict, greater will be the efforts for conflict resolution. The stage of conflict also determines the strategy to be implemented for the conflict resolution.

2) Diagnosing the Issue: In this stage, the attempts are made to analyze and understand the various issues related to conflict. Various objectives, procedures, values and facts can result in

conflicts. Identification of various differences causing conflict is the next thing to do. The differences can be in the form of informal, role factors, perceptual and so on.

3) Conflict Handling Modes: There are mainly five important methods of conflict handling which are stated as below:

i) Controlling Conflict: Controlling the appearance of conflict and the individuals sharing similar thinking should be appointed to achieve this goal.

ii) Not Allowing the Emergence of Conflict: It means the feelings which can create frustration among both the parties should be suppressed. Supremacy of leader and loyalty towards leader and group is emphasized in this method.

iii) Mediation: Mediating through persuasion can be used to avoid any kind of differences among the parties to conflict by focusing on the merits and demerits of their respective cases.

iv) Allowing Parties to Prove their Point: This method is best suited when both the parties are firm on their stands.

v) Mutual Problem-Solving**:** In the situation where both the parties are inclined towards finding-out the solution of conflicting situations and are ready to compromise on some points.

Strategies for Conflict Resolution Process

Most conflict resolution strategies fall into one of the following four categories:

-**Persuasion**

Persuasion involves influencing others to adopt a particular viewpoint, course of action, or solution to a conflict. In conflict resolution, persuasion can be used to convince parties to consider alternative perspectives, explore compromise, or agree to mutually beneficial outcomes. Effective persuasion requires strong communication skills, empathy, and the ability to appeal to the interests and values of the other party.

Counselling and Reconciliation Skills

Counselling and reconciliation skills involve providing emotional support, guidance, and assistance to individuals or groups involved in a conflict. Counselling may help parties clarify their feelings, identify underlying issues, and develop coping strategies for managing conflict-

related stress or emotions. Reconciliation skills focus on promoting forgiveness, healing, and restoring damaged relationships through dialogue, empathy. acknowledgment of past grievances, and

Negotiation

Negotiation is a process in which parties involved in a conflict engage in discussions to reach a mutually acceptable agreement. Negotiation involves identifying common interests, exploring options, making concessions, and finding solutions that meet the needs and preferences of all parties involved. Effective negotiation requires active listening. problem-solving skills, creativity, and a willingness to compromise.

Arbitration

Arbitration involves having a third party that acts as a "judge" who will make the final decision to end the dispute. This person will listen to both sides of the argument and then come to a decision based on the evidence that is presented to them. This decision will be final and the parties involved in the dispute cannot appeal the decision. However, they can try to negotiate certain aspects of the decision. The goal of this strategy is to have a completely unbiased third opinion who makes a decision that is based fully on the evidence that was presented to them.

Skills for Conflict Management

I)Listening

The first step in resolving a problem is taking the time to listen to what the other party has to say. It is easy to assume that you are the right one in the situation and dismiss the other persons thoughts but the mindset doesnt help resolve the issue. Instead, it's imperative to do active listening.

Active listening entails focusing on what the other they phrase staying quiet as they speak, and listening to how they phrase things Genuinely listening to their questions and concerns with open ears shows them that you care about what they're saying. sense of respect.

If the other person phrases things in a certain way, you should phrase your words in the same way back to them. If you're confused about something they said, ask questions.

II) Mentoring

Mentoring can indeed be a valuable conflict management skill, especially in organisational settings where conflicts may arise between colleagues, teams, or hierarchical levels.

Here's how mentoring can contribute to conflict resolution:

1) Providing Guidance and Advice: Mentors can offer guidance and

advice to individuals involved in conflicts, helping them navigate complex situations and identify constructive solutions. By drawing on their own experiences and expertise, mentors can offer valuable perspectives and insights that may help parties better understand the root causes of conflicts and develop strategies for resolution.

2) Facilitating Communication: Mentors can serve as mediators or facilitators in conflict resolution discussions, helping parties communicate effectively and maintain constructive dialogue. By creating a safe and supportive environment for open communication, mentors can encourage parties to express their concerns, listen to each other's perspectives, and work towards mutually acceptable solutions

3)Building Empathy and Understanding: Mentors can help parties develop empathy and understanding towards each other's view points and experiences. By encouraging individuals to consider feelings, needs, and perspectives of others, mentors can humanize conflicts and foster a sense of empathy and commonality, making easier to find common ground and reach agreements.

4)Offering Coaching and Skill Development: Mentors can provide coaching and skill development opportunities to individuals involved in conflicts, helping them enhance their communication, problem solving, and conflict resolution skills.

By empowering parties with the tools and techniques they need to manage conflicts effectively, mentors can promote self-awareness, confidence, and resilience in dealing with interpersonal challenges.

5) Promoting Organisational Culture: Mentors play a crucial role in shaping organisational culture and promoting values such as collaboration, respect, and accountability. By modelling positive conflict resolution behaviours and advocating for constructive approaches to managing conflicts, mentors can help create a culture where conflicts are seen as opportunities for growth and learning rather than sources of tension and division.

III)Meditating

The mediation strategy involves enlisting a neutral, unbiased third party who can help you come to a conclusion. Sometimes, having another person involved in a discussion is all you need to find a solution. While mediation is a formal process facilitated by trained mediators, incorporating meditative practices can complement conflict management efforts in various ways. Here's how meditation can be beneficial:

1) Emotional Regulation: Meditation helps individuals to cultivate emotional regulation skills by promoting mindfulness and self- awareness. When faced with conflict, individuals who practice meditation are better equipped to manage their emotions, remain calm, and respond thoughtfully rather than react impulsively.

2) Enhanced Communication: Through meditation, individuals can develop better communication skills, such as active listening and empathy. By being fully present in the moment and tuning into the perspectives of others, individuals can foster deeper understanding and connection, leading to more effective communication during conflict resolution.

3)Conflict De-escalations Mediation techniques, such as Westons during conflicts. By practicing ng these Individuals can reduce stress, lower their physiological arousal and create more conducive environment for dialogue and resolution.

4)Promotion of Empathy Regular meditation cultivates and compassion towards oneself and others. This heightened set see conflicts perspectives, appreciate the underlying needs and others, and find manually beneficial solutions motivations

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5)Facilitation of Problem-Solving: Meditation encourages mindset of openness, creativity, and non-judgment, enhance problem-solving abilities during conflict Individuals who meditate regularly are more likely to approach conflicts with a flexible and solution-oriented mindset, leading to more innovative and collaborative problem-solving processes, resolution.

IV)**Negotiation**

Negotiating means putting your differences aside and working together to come to a conclusion. Negotiation helps you build better relationships in the workplace because it shows that you're willing to let go of your ideals to find a solution that works for everyone involved.

Negotiation is a core conflict management skill that involves a process of communication and compromise to reach mutually beneficial agreements. Here's how negotiation contributes to conflict management:

1) Identifying Interests: Negotiation encourages parties to articulate their underlying interests, needs, and priorities rather than focusing solely on positions or demands. By understanding what is truly important to each party, negotiators can identify common ground and explore creative solutions that address everyone's concerns.

2) Exploring Options: Negotiation involves brainstorming and exploring various options and alternatives for resolving the conflict. Through open and constructive dialogue, parties can generate innovative solutions, consider trade-offs, and find win-win outcomes that satisfy the interests of all involved.

3) Building Relationships: Effective negotiation builds and strengthens relationships between conflicting parties by fostering trust, respect, and cooperation. By engaging in principled negotiation, which emphasizes fairness, transparency collaboration, negotiators can create a positive and productive atmosphere conducive to reaching agreements.

4)Managing Emotions: Negotiation provides a structured framework for managing emotions and de-escalating conflicts. By focusing on objective criteria, maintaining composure, and actively listening to each other's perspectives, negotiators can diffuse tensions and prevent conflicts from escalating into more

serious disputes,

5) Promoting Communication: Negotiation encourages open and honest communication between parties, enabling them to express their concerns, interests, and viewpoints freely. Through active listening and constructive feedback, negotiators can ensure that all parties feel heard and understood, laying the groundwork for effective problem-solving and resolution.

V) Counselling

Counselling is a valuable conflict management skill that involves providing guidance, support, and assistance to individuals or groups experiencing interpersonal disputes or disagreements.

Here's how counselling contributes to conflict management:

1) Emotional Support: Counselling offers individuals a safe and

supportive space to express their feelings, concerns, and frustrations related to the conflict. By providing empathetic listening and validation, counsellors help individuals navigate their emotions and feel understood, reducing stress and anxiety associated with the conflict.

2) Conflict Exploration: Counselling allows individuals to explore the underlying causes and dynamics of the conflict in a non- judgmental environment.

Counsellor help individuals identify their own contributions to the conflict, as well as understand the perspectives and motivations of others involved. This deeper understanding can facilitate resolution and prevent future conflicts.

3) Perspective-taking: Counselling encourages individuals to consider different viewpoints and perspectives related to the conflict. By challenging rigid beliefs and assumptions, counsellor's help individuals develop empathy and understanding towards others, fostering a more inclusive and collaborative approach to conflict resolution.

4)Problem solving Strategies: Counselling equips individuals and techniques to address conflicts proactively. Counsellors help individuals identify common goals and interests, brainstorm creative solutions.

VI) Diplomacy

Diplomacy is a highly effective Management skill that tacit communication, negotiation, and Relationship building to navigate disputes and foster peaceful resolutions. Here's how diplomacy contributes to conflict management:

1)Effective Communication: Diplomacy emphasizes clear, respectful and constructive communication to facilitate dialogue between conflicting parties. Diplomats use language that is diplomatic and non-inflammatory, helping to defuse tensions and promote understanding

2) Negotiation and Compromise: Diplomacy relies on negotiation and compromise to find mutually acceptable solutions to conflicts, Diplomats seek common ground and explore creative options for resolution, often balancing competing interests and priorities to reach a sustainable agreement.

3) Building Trust and Rapport: Diplomacy focuses on building trust and rapport between conflicting parties through diplomatic gestures, personal relationships, and confidence-building measures Diplomats work to establish credibility, reliability, and mutual respect, creating a conducive environment for conflict resolution.

4) Mediation and Facilitation: Diplomacy often involves mediating between conflicting parties or facilitating dialogue to bridge divides and overcome barriers to resolution. Diplomats act as impartial intermediaries, helping parties communicate effectively, clarify misunderstandings, and find common ground.

5) Cultural Sensitivity: Diplomacy requires cultural sensitivity and awareness of cultural norms, values, and customs when engaging with parties from diverse backgrounds. Diplomats adapt their communication styles and approaches to respect cultural differences and avoid inadvertently escalating conflicts:

 VII)El (Emotional Intelligence) Emotional Intelligence plays a vital role in conflict resolution. It involves Recognizing, understanding, and managing emotions-both your own and those of others.

One of the best things you can do to enhance emotional intelligence in conflicts is to practice self-reflection and self-awareness. Take a moment to identify your emotions and understand their impact on your behaviour. Cultivate empathy by putting yourself in the other person's shoes, considering their perspective, and acknowledging their feelings.

Conflict Regulation and Reduction

Conflict regulation involves managing conflicts to prevent them from escalating or becoming more severe. Here are some strategies for conflict regulation and reduction:

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1) Early Intervention: Address conflicts as soon as they arise to prevent them from escalating into more serious disputes. Early intervention allows for timely resolution and minimizes the negative impact of conflicts on individuals and relationships.

2) Communication Training: Provide training in effective communication skills, such as active listening, assertiveness, and conflict resolution techniques. Improved communication can help prevent misunderstandings and promote constructive dialogue when conflicts arise.

3) Conflict Resolution Mechanisms: Establish formal conflict resolution mechanisms within organisations or communities, such as mediation, arbitration, or regulator services. These mechanisms provide structured processes for addressing conflicts impartially and fairly.

4) Promotion of Diversity and Inclusion: Foster an inclusive environment that respects diversity and promotes understanding among individuals from different backgrounds. By celebrating diversity and encouraging open-mindedness, organisations can reduce the likelihood of conflicts based on cultural, ethnic, of other differences

5) Conflict Prevention Training: Offer training Programs conflict prevention strategic and techniques. Educating individuals on how to recognize and address potential sources of conflict proactively can help to reduce the frequency and severity in various settings.

6) Leadership and Conflict Management Skills Development Invest in developing leadership and conflict management among supervisors, managers, and organisational leaders. Strong leadership can help prevent conflicts from escalating by fostering a culture of respect, accountability, and collaboration.

7) Addressing Root Causes: Identify and address the underlying causes of conflicts, such as organisational policies, structural inequalities, or interpersonal dynamics.

By taking root causes, organisations can create a more conducive environment for resolving conflicts and promoting positive relationships

8) Promoting a Culture of Respect and Civility: Cultivate a culture of respect, civility, and professionalism within organisations or communities. Encourage individuals to treat each other with dignity and kindness, even when disagreements arise, to prevent conflicts from escalating unnecessarily.

Conflict Transformation

Conflict transformation refers to the process of moving from conflict- habituated systems to peace systems. This process is distinguished from the more common term of conflict resolution because of its focus on systems change.

The aim of conflict transformation is to end cycles of hostility and violence and build a healthier and more equitable world. Many practitioners find motivation through religious teachings or virtue codes, but the practice doesn't necessarily need to have a theological component. Most universally, it falls into the realm of social ethics in other words, the study and practice of treating each other rightly.

The reason conflict transformation is so challenging is that hostility tends to escalate and warp our perspective of how we ought to treat each other. When we are gridlocked into animosity. non-violent resistance of creative approaches to conflict can seem passive, weak, or strange.

Conflict resolution

Unlike conflict management, conflict resolution emerges from an imperative to meet human psychological needs

. Conflict resolution theorists argue that simply managing conflict does not meet the underlying psychological needs necessary for sustainable well-being. According to John Paul Lederach, conflict resolution works towards "achieving an agreement and solution to the presenting problem creating the crisis" by using tools, such as the presence of a third party, to end the conflict (Lederach, 2003, p. 33). Conflict resolution is typically more short-term focused, content-centered, and is fixated on solving issues in a relationship where conflict appears.

Conflict resolution is often utilized to create positive-sum constructive outcomes from a conflict that is initially zero-sum. In deciding what conflicts should be solved using conflict resolution, the creative potential of conflict should be considered. Rather than thinking of conflict as purely negative, it is more accurate to describe conflict as a neutral force with constructive and destructive potential. When engaging in conflict resolution, we attempt to spur the constructive potential in conflict instead of accommodating its destructive side. Due to the massive creative potential of conflict resolution, this strategy can solve a variety of conflicts in the workplace, including:

- Task-related conflicts

- Conflicts involving role and job clarity

- Employee interpersonal conflicts based on acute or minimal issues

- Conflicts stemming from miscommunications, misinterpretations, or misperceptions

Pollack Peacebuilding Systems offers workplace conflict resolution training that teaches employees and executives tools to mediate and resolve conflicts through creative and constructive means.

MODULE 4: NEGOTIATION

Negotiation is a dialogue between two or more parties to resolve points of difference, gain an advantage for an individual or collective, or craft outcomes to satisfy various interests. The parties aspire to agree on matters of mutual interest.

The agreement can be beneficial for all or some of the parties involved. The negotiators should establish their own needs and wants while also seeking to understand the wants and needs of others involved to increase their chances of closing deals, avoiding conflicts, forming relationships with other parties, or maximizing mutual gains

NEGOTIATION: DISPUTE RESOLVING

Dispute Settlement Negotiation (DSN) Dispute settlement negotiation (DSN) is a backward-looking transaction because dispute settlement, in the sense the term is used here, means a dispute arising under an existing agreement. If a dispute arises in the course of any of the previously described deals (e.g., the house to be sold is damaged in a fire, and the question is who bears the risk of that event), then the resulting negotiation is a DSN. A DSN addresses the rights (both substantive and procedural) established under a previous agreement.

Dispute Settlement Negotiation (DSN), on the other hand, is backward looking and focused on rights established under a previous deal. These negotiations tend to be viewed as zero-sum engagements where value is claimed not created. BATNAs in DSN are typically clear and shared by both parties (i.e. moving left on the Conflict Continuum).

Deal Making Negotiation (DMN)

Deal Making Negotiation (DMN) is focused on the future and concerns entry into a relationship between parties that usually do not have a history of previous engagement. The negotiations tend to be focused on interests, creating value, and opportunities. Neither party typically has a clear BATNA (Best Alternative to a Negotiated Agreement). DMN is also less formal and more friendly in discourse.

DMN arises when parties embark upon a deal. Typically this means the parties have had no prior dealings, and the focus is on their future relationship (e.g.. A negotiates for the purchase of B's house; C Corp. agrees to sell its business to D Corp.). Although the second factor is critical in this definition, the first is not. The deal-making parties may have had a prior relationship. Indeed sometimes the deal grows out of, or is based on, a prior relationship (e.g., Union X makes a new contract with Company Y; Father F enters an arrangement with Son & for shoveling the sidewalk or putting out the trash), but the thrust of the dealmaking and hence of the negotiations that lead to the deal is forward-looking. The parties typically have come together in order to reach agreement, and anticipate a future relationship under the umbrella of the deal that has been struck.

Best Alternative to Negotiated Agreement (BATNA)

In negotiation theory, the best alternative to a negotiated agreement or BATNA is the course of action that will be taken by a party if the current negotiations fail and an agreement cannot be reached. BATNA was developed by negotiation researchers Roger Fisher and Bill Ury of the Harvard Programme on Negotiation (PON), in their series of books on Principled Negotiation that started with Getting to YES. If the current negotiations are giving you less value than your BATNA, there is no point in proceeding. Prior to the start of negotiations, the parties should have ascertained their own individual BATNAS.

It is reasonable to assume that if a negotiator has a very attractive alternative to the current negotiation, then he/she is willing to walk away from that negotiation if the proposals on the table are not optimal. Thus, having an attractive BATNA puts the negotiator in a powerful position as it reduces the value, dependency, and scarcity of resources that the counterpart possesses.

Changes in BATNA during Negotiations

Many negotiation theories assume that the parties alternatives to negotiation are fixed before bargaining starts. David Lax and James Sebenius suggest that alternatives can change during the course of negotiations. New information, new developments ents in the overall situation, renewed attempts to cultivate alternative, and culmination of ongoing processes can all change alternatives and thus change the range of possible acceptable settlements.

Lax and Sebenius suggest that to increase their bargaining power, negotiators need to invest some of their effort, time, or money while negotiating toward improving their alternatives to a settlement, or by generating new alternatives constantly throughout the negotiation.

Importance of BATNA in Dispute Settlement

BATNA, or Best Alternative to a Negotiated Agreement, holds significant importance in dispute settlement for several key reasons:

1)Power Balance: BATNA serves as a gauge of the balance of power between parties involved in a dispute. If one party has a strong Beth meaning they have a favourable alternative course of action if negotiations fail, they hold more leverage in the dispute settlement process.

2) Negotiating Strategy: Understanding your BATNA helps in formulating an effective negotiating strategy. It allows you to assess the strength of your position relative to the other party and helps determine whether to pursue negotiation or opt for an alternative course of action.

3) Confidence: Having a strong BATNA boosts confidence during negotiations. It provides assurance that you have options beyond the current negotiation, reducing the sense of vulnerability and increasing assertiveness at the negotiating table.

4) Influence: Signalling a strong BATNA can influence the behaviour of the other party. They may be more inclined to make concessions or compromise if they perceive that you have viable alternatives and are not entirely dependent on reaching an agreement with them.

5) Decision Making: BATNA informs decision-making regarding dispute resolution procedures. It helps parties evaluate the pros and cons of diff choose options, such as arbitration, mediation or litigation.

ZOPA

The Zone of Possible Agreement, or ZOPA, is the range in a negotiation in which parties can works can find common ground. Here, the negotiating parties can work towars a common goal and reach a potential agreement that incorporates at least some of the other's ideas. ZOPA is also sometimes "bargaining zone." to as the "bargaining range" The ZOPA is crucial factor to attain a successful outcome. However, determining whether a ZOPA exists or not may take some time; it may only be determined after the parties have explored the time: it may Interests and possibilities. There is a significant possibility that the disputing parties will be able to reach an agreement if they can identify the ZOPA.

Positive Bargaining Zone

The positive bargaining zone is the area within the ZOPA where all parties in the negotiation are willing to agree. Once negotiating parties successfully find the positive bargaining zone, the rest of the negotiation will probably consist of narrowing it until they reach an acceptable compromise.

For example, in a contract negotiation where Party A is offering to pay $70,000 to $80,000 to purchase a service and Party B is offering the service for $77,000 to $85,000, a positive bargaining zone of $77,000 to 80,000 exists in the negotiation. The rest of the negotiation between the two parties will involve settling on what amount inside the positive bargaining zone Party A will eventually pay.

Negative Bargaining Zone

When the terms that both parties agree to at the start of a negotiation do not overlap, there is a negative bargaining zone. This is sometimes also known as the negative ZOPA. not be able to reach an agreement until one of all are willing to adjust their view of acceptable outcomes. In these cases, the first stage of a negotiation involves attempting to compromise until A ZOPA is established.

For example, if Party A is willing to pay $75.000 to 580.000 for a service from Party Band Party B is willing to offer that service for 585.000 to 500.000 then there is a $5000 negative bargaining zone between the ranges the two parties find acceptable.

In this case, the first stage of negotiation would have to involve a compromise on the part of either Party A or Party B. As an opening negotiation compromise, Party A might agree to pay up to 583,000, foc example, if Party B agrees to expand some element of the service provided in recompense.

 Importance of ZOPA in Dispute Settlement The Zone of Possible Agreement (ZOPA) holds significant importance in dispute settlement processes for several reasons

1) Finding Common `: In disputes, parties often have conflicting interests and demands. Identifying the ZOPA allows them to focus on areas where their interests overlap and where compromises can be made. This facilitates finding common ground satisfies both parties to some

2) Avoiding Deadlocks: Disputes can easily reach deadlocks when parties cannot find any agreement points. The ZOPA provides framework for negotiation by highlighting potential areas where agreement is possible. This helps prevent deadlocks and keeps the negotiation process moving forward.

3) Promoting Fairness: By understanding the ZOPA, parties can assess the fairness of potential settlement terms. They can compare proposed agreements with their alternatives and evaluate whether the terms fall within the acceptable range. This promotes fairness in the settlement process and reduces the likelihood of one party feeling unfairly treated.

4) Encouraging Compromise: Dispute settlement often requires compromise from both parties. The ZOPA encourages parties to consider concessions and trade-offs to reach a mutually acceptable

resolution. By focusing on the overlap between their positions, parties can identify areas where they are willing to make concessions without compromising their core interests.

5) Enhancing Efficiency :dispute resolution processes can be time consuming and costly. Identifying the ZOPA allows parties to focus their efforts on negotiating terms that are within possibility. This increases the efficiency of the settlement process and reduces the resources expended on fruitless negotiation

Various negotiation strategy and tactics for integrative negotiation are as follows:

1) Split the Difference: This technique is a useful tool when the parties are close to reaching an agreement and only a handful of issues remain. When parties agree to split the difference, they each give up an equal amount to reach an agreement on the remaining points, so that both sides feel they are no worse off than the other.

2) Bridge Solutions: The involved parties come together to create new ideas, rather than working on the original proposals. Both parties list their needs and wants, and then the entire group brainstorms different ideas that meet the brief. The output should be a mutual solution that everyone agrees on.

3) Logrolling: Logrolling is where each party takes turns to take a more favorable outcome on each issue under discussion. This approach allows each party to find value in some points while giving value to others.

4) Expand the Pie: Expanding the pie allows both parties to identify common issues, which can broaden the interests or resources they have to put on the negotiation table.

5) Find New Solutions: Restate the problem to invent new options that meet each party's needs. In terms of car sales, this is what dealers are doing when they offer financing packages as an alternative to full payment up front.

6) Trade Favors: Split the primary issue to achieve a "highly preferred solution" on one issue for one party, and another "highly preferred solution" on another issue for the other party. For example, your partner and you need to buy one car, but you each have different selection criteria. You settle on advantageous purchase terms (you really like to get a bargain). with top safety really ratings (your partner's key issue), and you both accept more modest performance and more limited luggage space.

7) Match Compensation: One party can compensate the other for accepting the first party's preferences, according to the perceived value of the inconvenience or disadvantage. For example, in return for the dealer accepting your request for free servicing (a small cost to the dealer), you compensate the dealer by paying more money up front and improving the dealer's cash flow.

8) Lower the Cost of Compliance: Minimize the costs and inconvenience to one party. For example, the dealer could offer to buy your old car to save you the trouble of trying to sell it

NEGOTIATION STRATEGY AND PLANNING

Introduction

Effective planning and preparation are the most critical elements in achieving negotiation objectives. Those negotiators that achieve their objectives invest many days and hours in planning for negotiation. Results without proper planning occur by chance rather than by the efforts of the negotiator. It is essential to take the time, well before embarking on a contract negotiation, to formulate in some detail the plan or strategy you will follow.

Planning the negotiation strategy are key to successful negotiations. The process must consider several key factors that the makeup and culture of the organisation typically determine. As telecommunications manager must evaluate the organisation's an example, the disposition to manage and trust its providers. These are typically some of the factors to be evaluated regarding the organisation itself and its needs, the environments where the organisation operates and the providers available when planning a negotiation process.

Preparation and planning are the most important elements of negotiation. Inexperienced negotiators often believe that success lies in persuasiveness, eloquence, ploys, and occasional emotional but although these behaviours are important, they do not constitute the foundations for sustainable agreements The negotiation strategy is composed of elements such as:

1)The overall packaging and presentation of the practice

2) Specific positions on each potential negotiation topic,

3) Timing of concessions and the weights assigned to each,

4) Anticipation of the tactics you will employ under various circumstances, and

5) Roles to be played by members of the negotiation team.

Relationship between Key Steps in the Planning Process

Strategy and planning begins by exploring the broad process of strategy development, starting with defining the negotiator's goals and objectives. Then it moves to developing a strategy to address the issues and achieve one's goals. Finally, address the typical stages and phases of an evolving negotiation and how different issues and goals will affect the planning process

Goals Strategy Focus that Drives a Negotiation

Goals can be defined as an aim, an objective, an outcome, a desire or an intention, something that requires effort in order to achieve. Characteristics of well-designed goals are as follows:

1) Specific: A specific goal has a much greater chance of being accomplished than a general goal. Goals must be clear and unambiguous. When goals are specific, they tell exactly what is expected, when, and how much.

2) Measurable: A goal must be measurable in order to have value. Measurement means something that can be observed in some capacity,

3) Attainable: Goals must be attainable. The best goals require stretching a bit to achieve them, but they are not extreme. That is, the goals are neither out of reach nor below standard performance, Goals that are set too high or too low become meaningless, they are naturally ignored.

4) Realistic: Goals must be an important tool in the grand scheme of reaching the vision of where one wants to be or what he wants to accomplish. To be realistic, a goal must represent an objective toward which you are both willing and able to work.

5) Time-Bound: A goal should be grounded within a time frame. Effective goals must have starting points, ending points, and fixed durations. Goals without deadlines or schedules for completion tend to be overtaken by the day-to-day crises that invariably arise in their lives.

A Effect of Goals on Negotiation Strategy The first and most important thing that is considered while creating and implementing a negotiation strategy is the establishment of certain goals and objectives that are to be achieved. Since, the strategies developed by the negotiators are greatly influenced by established goals, these goals should be specified very clearly. The effects of goals are classified as follows:

1) Direct Effects of Goals on Choice of Strategy: Wishes and goals are both absolutely different concepts. Wish is a kind of flight of imagination and goal is a realistic term that can be specified clearly. Wishes are based on the interest of an individual that may motivate the goals and objectives but they are not considered as goals. Whereas, goals are the targets for which an individual develops a strategy and focuses on its achievement. The ways through which goals directly influence the negotiator's strategy are as follows:

i) The goals of two different parties determine the issues of negotiation and are the reasons for their conflict.

ii) Goals are meant to be achieved. For example, a person wants to buy a car at a lower cost but seller cannot sell the car to the buyer at that price, in such a situation, buyer will either opt for another car that is available to him at his affordable price or he will switch on to another dealer who is ready to sell the car at the price, which he wants to pay for the car. This means buying a car at low price is the main goal of the buyer and for that he changes his choice as well as strategy.

1) If the goals established are not specified and measured clearly, it becomes difficult for both the parties to identify the demand of each other and determine whether the offer made on negotiation table is appropriate or not.

2) Indirect Effects of Goals on Choice of Strategy: Sometimes, when the goals established are difficult in nature, a series of negotiation may take place to clarify the main objective of opposing party. Usually, in such cases negotiation turns out to be effective if there exists a strong bonding between the two parties.

Thus, it can be said that the goals established in such situations give importance to the integrative negotiation strategy as these goals are relationship-oriented and help the negotiator to choose that strategy by which value of the opposing party becomes more as compared to the materialistic outcome.

Strategy - Overall Plan to Achieve One's Goals Second element in the sequence of negotiation is selecting and developing a strategy. A strategy is a plan of action designed to achieve a particular goal, The, word strategy has military connotations, because it derives from the Greek word for general.

Strategy versus Tactics

The terms tactic and strategy are often confused: tactics are the actual means used to gain an objective, while strategy is the overall campaign plan, which may involve complex operational patterns, activity, decision-making that lead to tactical execution. And Strategic negotiation is simply the act of devising and carrying-out a well thought-out plan to achieve the desired outcomes. Often, it is your plan to convince another party to give you something that you want and on your terms. The first thing you must determine when developing a negotiation strategy is what do you really want? What is the purpose of the negotiation? Once you know what you want, and have devised a strategy, you can implement the tactics that will help you to achieve your desired outcome.

Tactics are simply the means by which the strategies are carried-out. One must be very careful not to focus upon activity, means, or tactics at the expense of accomplishment, achieving goals, or desired outcomes. Above all else, obtaining one's objectives in negotiations should be paramount.

Strategy and tactics are concepts as old as conflict itself. By Straitening the differences and relationships between the two, the successful negotiator can better plan and implement the strategies and tactics to reach specific desired outcomes.

Unilateral versus Bilateral Approaches to Strategy

Two important approaches to strategy are as follows:

1) Unilateral: One that is made without active involvement of the other party.

2) Bilateral: One that considers the impact of the other's strategy on one's own.

The Dual Concern Model as a Vehicle

The Dual Concern Model originated from the Managerial Grid which was created by Blake and Mouton in 1964. The Managerial Grid is a behavioral theory of management that considers two dimensions of leadership-concern for the task and concern for the relationship.

In 1964, Blake and Mouton indicated that this model consists of five major styles of leadership:

1) Laissez faire management,

2) Country club management style,

3) Task management style,

4) Team management style, and

5) Middle-of-the-road management.

Dual Concern Model as a Vehicle for Describing Negotiation Strategies

In 1995, Pearson indicated that the difference between the Conflict Grid and the Dual Concern Model is that the Dual Concern Model not only concerns our own interest but also concerns other people's interests. In 1964, Blake and Mouton introduced their seminal theory based on the qualitative, phenomenological studies about the Dual Concern Model. This model consists of four conflict solution styles along with two dimensions. The four possible strategies are shown in figure 5.2.

The Dual Concern Model assumes that parties' preferred method of handling conflict is based on two underlying dimensions:

1) Assertiveness Dimension: This dimension focuses on the degree to which one is concerned with satisfying one's own needs and interests.

2) Empathy (Cooperativeness) Dimension: This dimension focuses on the extent to which one is concerned with satisfying the needs and interests of the other party.

Various negotiation strategies as per Dual Concern Model are as follows:

1) Competitive Strategy: Competing strategy is also known as distributive strategy. A competing style tends to maximise assertiveness for one's own position and minimise cooperative responses. In doing so one tends to frame the conflict in strict win- lose terms. Full priority is given to one's own goals, facts or procedures. The competing style holds promise when someone has a lot of power and you don't have to interact with the other party minimises empathy. Competitive types enjoy negotiation, seek to dominate and control the interaction, and tend to look at it as a game or a sport with a winner and a loser, they pay less attention to the relationship underlying the dispute since they are focused on winning and claiming the biggest piece of the pie. Competitive types approach conflict saying "This looks like a win-lose situation, and I want to win".

Conditions Suitable for Competitive Strategy Competitive strategy is best under the following conditions:

1) When conflict involves personal differences that are difficult to change.

ii) When fostering intimate or supportive relationships is not critical.

iii) When others are likely to take advantage of non-competitive behaviour.

iv) When conflict resolution is urgent; when decision is vital in crisis.

v) When unpopular decisions need to be implemented.

2) Accommodating Strategy: This style, in contrast, maximises empathy and minimises assertiveness. Accommodating types derive satisfaction from meeting the needs of others, are perceptive and intuitive about emotional states, detect subtle verbal and non-verbal cues, and tend to have good relationship-building skills; they tend to deflect or give-up in the face of conflict out of concern for the relationship, and tend to be vulnerable to competitive types. Accommodating types tend to believe that "being agreeable may be more important than winning".

For Conditions Suitable for Accommodating Strategy:

Accommodating strategy is best under the following conditions:

i) When maintaining the relationship outweighs other considerations.

ii) When suggestions/changes are accommodator. not important to the

iii) When minimising losses in situations where outmatched or losing.

iv) When time is limited or when harmony and stability are valued

3)Avoiding Strategy This style is both low in assertiveness and low in empathy. avoiders can be able adept at side stepping pointless conflicts are able to exercise tact and diplomacy in high-conflict situations, and can artfully increase their own leverage by waiting for others to make the first concession. At the same time, however they may leave money on the table" and miss the opportunities for mutuals gain that conflict can present, neglect underlying relationships, and allow problems to fester by ignoring them. Avoiding types worry that "I do not want to give in, but I do not want to talk about either".

Conditions Suitable for Avoiding Strategy

Avoiding strategy is best under the following conditions: When the stakes are not high or issue is trivial.

ii) When confrontation will hurt a working relationship.

iii) When there is little chance of satisfying your wants.

iv) When disruption outweighs benefit of conflict resolution.

v) When gathering information is more important than an immediate decision.

vi) When others can more effectively resolve the conflict.

vii) When time constraints demand a delay.

4) Collaborative Strategy: Collaborative strategy or integrative strategy is a negotiation strategy that involves holding on to a fixed idea, or position, of what you want and arguing for it and it alone, regardless of any underlying interests. In the collaborating mode, both assertiveness and cooperation

are maximised in the hope that an integrative agreement occurs that fully satisfies the interests of both parties.

These types are highly assertive and highly empathetic at the same time, therefore, they are concerned about the underlying relationship and are sensitive to the other person's needs while simultaneously being committed to having their own needs met. Collaborators often see conflict as a creative opportunity and do not mind investing the time to dig deep and find a win-win solution, but may be inclined to spend more time or resources than are called for under the circumstances. Collaborative types approach conflict saying - "Let us find a way to satisfy both our goals".

Conditions Suitable for Collaborative Strategy

Collaborative strategy is best under the following conditions:

1) When maintaining relationships is important.

ii) When time is not a concern.

iii) When peer conflict is involved.

iv) When trying to gain commitment through consensus building

v) When learning and trying to merge differing perspectives,

Planning Process

Preparation and planning are the most important elements of negotiation. Inexperienced negotiators often believe that success lies in persuasiveness, eloquence, clever ploys, and occasional emotional behaviour, but although these behaviours are important, they do not constitute the foundations for sustainable agreements. Unfortunately, systematic planning is something that most negotiators do not willingly undertake, often pleading time constraints and work pressure as reasons why they cannot pay it sufficient attention. In practice, however, they find planning somewhat boring and easily become over-anxious to 'get the show on the road".

Steps in Planning Process

Planning process involves the following steps: The foundation for success in negotiation is not in the game playing or the dramatics. The dominant force for success in negotiation is in the planning that takes place prior to the dialogue. There are many different planning templates.

Each emphasises different elements in different sequences. Effective planning also requires hard work on the following points:

1) Defining the Issues: The first step in negotiation planning is to analyse the overall situation and define the issues to be discussed. Usually, a negotiation involves one or two major issues and several minor issues. For example, when buying a car the major issues are typically price and make. The minor issues

may include model, colour, mileage, and other additional features that are relevant, but are not alone enough to make or break a deal.

2) Assembling the Issues and Defining the Bargaining-Mix: assemble the issues that have been defined into a comprehensive list. The combination of lists from each side of the negotiation determines the bargaining-mix. Large bargaining-mixes allow for many possible components and arrangements for settlement However, large bargaining-mixes can also lengthen negotiations because of the many possible combinations to consider. Therefore. the issues must be prioritized

Defining Interest After you have defined the issues, you should define the underly interests and needs. Remember, positions are what a negotiator wants.

Define Limits and Alternatives: Limits are the point where you stop the negotiation rather than continue. Settlements behind point are not acceptable. Alternatives are other deals and this achieve and still meet your needs. The better alternatives you have, the more power you have during negotiations.

Setting Targets and Openings: The target point is where you realistically expect to achieve a settlement. You can determine your target by asking what outcome you would be comfortable with, or at what point would you be satisfied. The opening bid or asking price usually represents the best deal you can hope to achieve. One must be cautious in inflating opening bids to the point where they become self-defeating because they are too unrealistic.

6) Assessing Constituents: When negotiating in a professional context, there are most likely many constituents to the negotiation. Things to consider include the direct actors, the opposite actors, indirect actors, interested observers, and environmental factors.

1) Analysing the Other Party: Meeting with the other side allows you to learn what issues are important to them. Things to consider include their current resources, interests, and needs. In addition, consider their objectives, alternatives, negotiation style, authority, and likely strategy and tactics.

8) Planning the Strategy and the Issue Presentation and Defense: Most likely you are always determining your strategy, and have been all along the planning stages. However, remember not to confuse strategy with tactics. Determine if your engagement strategy will be competition (distributive bargaining), collaboration (integrative negotiation), or accommodative negotiation.

You should present your case clearly and provide ample supporting facts and arguments. You will also want to refute the other party's arguments with your own counterarguments. There are many ways to do this, and during your preparation you should determine how best to present your issues.

9) Define Protocol: The elements of protocol or process that should be considered include the agenda, the location of the negotiation. the time period of negotiation, other parties who may be involved

in the negotiation, what might be done if the negotiation fails, and how will the parties keep track of what is agreed to? In most cases, it is best to discuss the procedural issues before the major substantive issues are raised.

Meaning & Definition of Power

Power is at the root of negotiating success. It intrudes into every aspect of the negotiation process. Without understanding its role and use, the process of negotiation cannot be understood and nor can its outcome be planned. Negotiators whether consciously or unconsciously, keep mutual perceptions of power as the thread which weaves together their negotiating strategies and behaviours.

The term 'power' may be defined as the capacity to exert influence over others. If a person has power, it means that he is able to influence the behaviour of other individuals. The essence of power is control over the behaviour of others

According to Stephen P. Robbins, "Power is defined as the ability t influence and control anything that is of value of others".

According to P. M. Blau, "Power is an exchange process a person who command services needed by others exchanges them for compliance with his or her request".

According to Max Weber, "Power is the probability that one a within the relationship will be in a position to carry out his own will despite resistance".

Nature of Power

Nature of power includes:

1) Reciprocal Relationships: As the power exists in a relationship between two or more individuals, therefore the power relationship in mutual in any organisation. Influencing others and to be influence by others are the two way interactions, which exists in organisational relationship. Thus, it is not always true that only managers or top management has the power in any organisation

2) Dependency Relationships: One of the important traits of power is dependency. Greater the dependency on an individual, greater will be the power of that individual.

3) Power is Certain: Power is certain, as certain people have certain power in some certain situations. It is not possible to use power every time by every individual.

4) Unequal Distribution: As different people have different experiences, knowledge, skills, education, hierarchical authorities therefore, the distribution of power among the organisational members is not equal. It is quite possible that different people ham different power to influence others.

5)People Differ in Terms of Values: Different individuals have different advantages and applications of power due to their varied value systems..

6)Power Losers Attempt to Form Coalition: Power losers try to make a group when their attempts to acquire higher power individually fail. These people tend to lose the chances to create personal power

base in order to gain the power by becoming the power holder although this is a risky, costly and difficult thing to do.

7)Power can Expand or Contract: The increase or decrease in the amount of power is dependent on the individual who is in the capacity of using power. As an individual gains the higher position in the hierarchy, his legitimate power associated with his designation also increases in the same fashion. This

5.3.4. Sources of Power

The following are the sources of power in negotiation:

1) Strong BATNA: The strength of strong BATNA is the most important source of power in negotiation. Having a robust outside alternative can give you the power to walk away from unappealing deals. BATNA enables you to put pressure on the other party. An example would be by threatening to leave the negotiation table if the other party cannot meet your requirements or expectations

2) Status: Another source of power in a negotiation is status or the extent to which you are respected by other people. Status plays a big part in negotiation. Demands made by those who have higher status are most likely to be granted. This is due to the fact that they are viewed as more competent and as an advantage to be partner

Information Relevant to the Negotiation: Power in negotiation may also come from the information you have collected or gathered about the other party. If you learn the other parties preferences or reservation process you can simply make an offer that is slightly better than that price

Social/Professional connection: Being influential is not just a source of power but it also acts as a facilitator of the above three sources. Connections do not mean that you need to be close friends or allies with all the networks that you have for them to be valuable. Just having an interaction or a low level of closeness can be useful to gain power in the negotiation.

5) Preparation: Being prepared in a negotiation is crucial to its success. In preparation, you collect and gather all the important information about the other party to know what will make them interested in doing business with you. Additionally, preparation can make you a confident negotiator as you know where to steer the discussion and allows you to make a favourable outcome more possible.

 Approaches to Power

For many critical theorists, the concept of power is the most significant. In the views of Mumby, power is perceived as a defining and universal characteristic of organisational life by critical theorists. The concepts of domination and control are usually associated with the concept of power and are the focal points of almost every critical theory. Conrad and Ryan provided three different approaches which are quite beneficial in the exploration of power concecpt-

1) Traditional Approach: In this approach, the power is sees individuals and performance groups. The various factors which result in organisational pow satisfaction are assessed by many researchers who

have a traditional and their influence on the consequences like approach. The concept of power is frequently associated with the control over organisational resources or hierarchical position in the organisational structure by these researchers. or you

2) Symbological Approach: Power is considered as the outcome of relationships and communicative interaction according to the approach. The manner in which the understanding of power is developed through communication with the help of socially created organisational relationships is the main point of interest among the researchers adopting this approach

3) Radical-Critical Approach: Theorists find this approach as the most relevant. "Deep structures" which generate and regenerate organisational relationships are the point of interest among the theorists of this approach.

Importance of Power

The importance of power can be understood in the following manner.

1) Necessary for Co-ordinated Activities: In order to achieve efficiency in the performance of various individuals of an organisation, power is important. A situation of disorder can result in the absence of power due to following points:

1) During the situation of disorder, a feeling of insecurity and discomfort takes place among the employees.

ii) The situation of disorder can neutralize various mutual benefits which can be obtained with the help of effective organisations Thus without exercising power in some form, various advantages which are related to the modern organisations cannot be gained.

2)Basis for Authority and Responsibility: The basis of authority responsibility is commonly considered as power. In some manner prerequisite for gaining power is authority. By finding out the origin of authority set-up in the form of formalisation, it is possible to trace the power In it.

Implications of Negotiation on Policy Making

Negotiation plays a significant role in the policy-making process, influencing its direction and outcomes in several ways:

1) Consensus Building: Negotiation facilitates consensus among stakeholders with diverse interests and perspectives. Policymakers often need to reconcile conflicting interests to develop effective policies. Negotiation helps find common ground and build support for proposed policies.

2) Trade-offs and Compromises: Policy-making involves making trade-offs and compromises to address various interests and concerns. Negotiation enables policymakers to identify acceptable trade-offs and reach compromises that balance competing priorities.

3) Influence of Interest Groups: Interest groups often participate in policy negotiations to advocate for their interests. Negotiation provides these groups with opportunities to influence policy outcomes by presenting their viewpoints, lobbying policymakers, and forming alliances with other stakeholders.

4) Policy Implementation: Negotiation can influence the design and implementation of policies. Negotiating details such as timelines, funding mechanisms, and enforcement strategies can affect the feasibility and effectiveness of policy implementation.

5) Legitimacy and Acceptance: Inclusive negotiation processes enhance the legitimacy and acceptance of policies. Engaging a diverse range of stakeholders in negotiations increases transparency. fosters trust, and promotes the perception of fairness in the policy- making process.

6) Risk of Gridlock: While negotiation is essential for reaching agreements, it can also lead to gridlock if parties are unable to find common ground. Deadlocks in negotiations can stall the policy. making process and hinder progress on critical issues.

7) Power Dynamics: Negotiation often reflects power dynamics among stakeholders. Parties with greater resources, expertise, or influence may have more bargaining power, potentially skewing outcomes in their favour. Addressing power imbalances is crucial for ensuring equitable policy outcomes.

8) Long-Term Impact: Negotiated policies can have long-term implications for society, the economy, and the environment. Considering the future consequences of policy decisions and negotiating durable agreements are essential for sustainable governance.

ETHICS IN NEGOTIATION

Introduction

The word "ethics" is extracted from the Greek word "ethos", which refers to the nature, guiding values, principles or ideals that are spread through a group, community or people. Each and every individual is responsible to his community for his behaviour. The community can exist in various forms such as neighbourhood, profession, city, state, etc. Ethics differentiates good and bad, right and wrong, just and unjust. moral and immoral and appropriate and improper action of human beings. Thus, ethics means a code of conduct.

According to the Josephson Institute, "Ethics is defined as standards of conduct that indicate how one should behave based red as standards and virtues".

According to Webster, "Ethics is the discipline dealing with what is good and bad and with moral duty and obligations de

According to Philip Wheel Wright, "Ethics is a branch of philosophy which is the systematic study of selective choice of the standards of right and wrong and by which it may be ultimately directed".

Ethics in a business context is what is morally right or wrong in a meticulous circumstances or practice for coming up with those values.

Ethics is important in negotiation as it helps to establish a means of doing what is right, honest and fair during the negotiation process. Building reputation in every negotiation is critical so as to achieve a win-win outcome. A person with a reputation of being fair, honest and willing to perform what is right will make good concessions during negotiation. People often guard their reputation by acting in an ethical manner hence successful negotiation.

Characteristics of ethics are as follows:

1) The concept of ethics is applicable only for the human beings because they have freedom to choose and means of free will. They can decide how they wish to pursue their goals and the means to achieve the ends.

2) There was a debate regarding the fact whether ethics is a science or an art. But the experts viewed ethics more as a science than an art. The reason behind this was that ethics is a systematic knowledge of moral activities and behaviour of human beings.

3) Ethics is concerned with voluntary human behaviour which is not forced by the situations or by other human beings. It can be concluded, that at the basic level, ethics involves moral judgement about fixed human behaviour.

4) Ethics is considered as a normative science. It seeks perfect and absolute test of right behaviour. Normative science involves deciding of moral standards that govern the conduct of good and evil.

Ethical Principles in Negotiation

1) Honesty: One of the most important ethical considerations in negotiation is honesty. It's essential, to be honest about your goals, intentions, and limitations when coming to the bargaining table. This means not making false claims or promises, withholding information, or using manipulative tactics to get what you want. While there might be a significant temptation to stretch the truth or hide certain information to gain an advantage, doing so is not only unethical but can also damage your credibility and reputation in the long run.

2) Respect: Another important ethical consideration in negotiation is respect. This means treating the other party with dignity and showing consideration for their needs and interests. Even if you fundamentally disagree with the other party or find their position unreasonable, it's important to approach the negotiation with an open mind and a willingness to listen and understand their perspective.

Disrespectful behaviour, such as shouting, insulting, or belittling the other party, can quickly escalate the situation and make it impossible to reach a resolution that satisfies both sides. Instead, try to approach the negotiation with empathy and respect even if you don't agree with everything the other party says.

3) Fairness: Fairness is also a key ethical consideration in negotiation. Negotiations should be conducted in a way that is fair to both parties and takes into account the interests and limitations of each side. This means avoiding tactics that are designed to take advantage of the other party or unfairly shift the balance of power.

Ethical Negotiation Best Practices

Here are some best practices to keep in mind while negotiating ethically:

1) Be Prepared: Before entering into a negotiation, take the time to clearly define your goals, interests, and limitations. This will help you avoid making false claims or promises and allow you to negotiate with confidence.

2) Listen Actively: Approach the negotiation with an open mind and a willingness to listen and understand the other party's perspective. Active listening can help build trust and foster a more collaborative negotiation process.

3) Be Honest: Avoid making false claims or promises, and be transparent about your interests and limitations. Honesty is essential for building trust and reaching a mutually beneficial agreement.

4) Treat the Other Party with Respect: Show respect for the other party's needs and interests, even if you disagree with them. Avoid disrespectful behaviour and focus on finding common ground and working together towards a solution.

5) Be fair: Conduct the negotiation in a way that is fair to both parties and avoids unfair negotiation tactics such as extreme demands or ultimatums.

6) Take Responsibility: Recognize that you have a responsibility not only to yourself but also to the other party and the wider community. Consider the broader impact of the negotiation and take steps to minimize harm to others.

Ethical Dilemmas in Negotiation

1) Asymmetric Information: Situations where one party has more information than the other can create ethical dilemmas. Deciding how to handle this asymmetry without compromising integrity is challenging.

2) External Pressures: External demands, such as tight deadlines or unrealistic expectations, can lead to questionable ethical decisions. Balancing these pressures is crucial to maintain ethical standards.

3) Confidentiality: Respecting confidentiality agreements is vital to building a trustworthy reputation. Leaking sensitive information can have significant ethical consequences.

4) Honesty: Being truthful about intentions, limitations, and potential challenges is a fundamental ethical principle in negotiation.

5) Ethical Reflection: Before making significant decisions, ethical reflection is crucial. Considering long-term consequences and evaluating whether actions align with ethical principles is essential.

6) Ethical Consultation: In complex situations, seeking input from colleagues or ethical experts can provide additional perspectives and assist in making informed decisions.

Importance of ethics is explained below:

1) Concerned with Basic Human Needs: Ethics is related to basic needs of human. Majority of people desire to be ethical both in their personal and professional life. They want to associate themselves with an organisation because they perceive its purpose and activity to be advantageous to the society. The basic ethical needs are perhaps one of the most important reasons for ethical concern on the part of organisations.

2) Facilitates Better Decision-Making: Ethics helps in making better decisions. Ethical decisions made by the organisation will be always in the favour of the shareholders, other stockholders, public and their employees. This is because ethical consideration will compel the management to think about all aspects of a question, i.e., economic, social and ethical

3) Reduces Possibilities of Errors: Ethical norms are helpful in gaining knowledge, verifying the truth and avoiding any chances of mistakes while investigating any given chances situation. Thus, ethics is most effective for reduce mistakes and prohibiting against formulating, manipulating or misrepresenting any kind of data.

4) Improves Cooperation: In every organisation, co-operation and co-ordination between people at various levels and different fields is needed. Also, various values are transferred and shared between these peoples, like trust, responsibility, mutual respect and equality. These values help towards healthy and conducive working conditions leading to growth and success in the organisation.

5) Helps in Dealing with People: The correct thinking sense can be of great help to deal with people on a regular basis in a proper and positive way. Lack of the proper approach and wrong sense can cause only negative feelings, thus affecting our communication with other people also. Ethics that is based on trust, helps in the treating everyone as children of God and love. Therefore, ethics which we transfer to others, shows the correct way of life.

6) Promotes Moral and Social Values: Ethics is considered to be significant because it helps in promoting other essential moral and social values. Also, values like social responsibility, human rights, protection of animals, conformity to the law, health and safety are supported by practicing proper ethics.

When a person's values are wrong, his capacity to achieve success in his attempts is reduced. For example, a person who makes up false data in a clinical trial can harm or even kill patients

. IMPASSE

6.1.1. Meaning and Definition of Impasse

"Impasse" means that the parties to a dispute over matters within the scope of representation have reached a point in meeting and negotiating at which their differences in positions are so substantial or prolonged that future meetings would be futile.

An impasse occurs when there is a deadlock or a stalemate in the negotiation process. This can happen for a variety of reasons, such as when the parties involved have conflicting interests, values, or priorities. An impasse can also occur when one or both parties become entrenched in their positions and refuse to budge.

For example, imagine a negotiation between a company and a union over wages. The company might be unwilling to raise wages beyond a certain point, while the union is demanding a higher wage increase. An impasse is reached when both sides refuse to budge.

However, by identifying the underlying interests and needs of each party, it might become clear that the company is concerned about the profitability of the business, while the union is concerned about the welfare of their members. By exploring different options, such as profit- sharing or bonuses, both parties might be able to achieve their goals without compromising their positions.

An impasse in negotiation can be a challenging experience, but it's also an opportunity for growth and change. By understanding what an impasse is and how to overcome it, negotiators can create new possibilities and achieve more satisfying outcomes for all parties involved.

6.1.2. Causes of Impasse

During a negotiation, it's not uncommon to reach an impasse where both parties cannot seem to reach an agreement. It's important to understand the causes of impasse to overcome it and unlock new possibilities. There are different points of view regarding what causes an impasse, but most experts agree that it's usually due to some form of disagreement.

Different Goals: When both parties have different goals, it can lead to an impasse. For example, if one party is looking to close the deal quickly while the other party wants to take their time, it can lead to a deadlock.

Emotional Involvement: Emotions can play a significant role in negotiations. When parties become emotionally involved, it can make it difficult to make rational decisions. For example, if one party feels that the other party is not being fair, it can lead to an impasse.

Inflexibility: When parties are not willing to compromise or make concessions, it can lead to an impasse. For example, if one party is not willing to budge on a particular issue, it can make it difficult to reach an agreement.

Lack of Trust: Trust is essential in any negotiation. When parties do not trust each other, it can lead to an impasse. For example, if one party feels that the other party is not being truthful, it can make it challenging to reach an agreement.

Communication Breakdown: Communication is one of the

essential elements of a successful negotiation. When there is a breakdown in communication, it can lead to an impasse. For example, if one party is not clear about their needs or expectations, it can make it difficult to reach an agreement.

6.1.3. Strategies for breaking through Impasse

Here are some strategies that can be used to help break through impasse:

Take a Break: Sometimes taking a break and stepping away from the negotiation can help both parties clear their heads and come back with a fresh perspective. This can give both parties a chance to reflect on the situation and consider other possibilities.

Find Common Ground: Look for areas where both parties can agree and build on that. This can help create a foundation for future negotiations and can help build trust between the parties.

Identify Underlying Interests: Often, there may be underlying interests that are not being expressed. By identifying these interests. both parties can work to find a solution that meets everyone's needs. For example, if two parties are negotiating over the price of a car, one party may be more interested in the car's safety features, while the other may be more interested in its fuel efficiency. By identifying these interests, a compromise can be reached.

Brainstorm New Options: Sometimes, both parties may be stuck on a certain solution and may not be willing to consider other options. By brainstorming new options, both parties can explore new possibilities and find a solution that meets everyone's needs.

For example, if two parties are negotiating over the price of a house, they may be stuck on a certain price point. By brainstorming new options, they may find that one party is willing to pay more if the other agrees to include furniture in the sale.

Bring in a Mediator: If both parties are unable to come to an agreement, bringing in a mediator can help. A mediator is a neutral third party who can help facilitate the negotiation and find a solution that meets everyone's needs.

6.2. THIRD INTERVENTION PARTY APPROACH/

6.2.1. Introduction

Third-party intervention is a relatively shallow intervention in which a change agent seeks to resolve inter-group misunderstandings by encouraging communication between or among groups.

Walton give a diagnostic model of interpersonal conflict based on following four basic elements:

The conflict issue,

The precipitating circumstances,

The conflict- relevant acts of the principals, and

The consequences of the conflict.

A facilitator to resolve conflict in the organisation uses third party interventions. The change agent, who is not a member of any of the groups and is referred to as a third party, guides a meeting between the groups. The change agent facilitates communication between the groups both directly and indirectly.

He or she may interview group members before an inter-group meeting, help construct a meeting agenda, monitor the pace of communication between groups during the meeting, or actually referee the interaction. Acting in a more subtle, indirect way, the change agent may schedule the meeting at a neutral site or establish time limits for inter-group interaction.

Intervention tactics for the third-party consist of structuring confrontation and dialogue between the principals. Many choice points exist for the consultant. Walton suggest that a fundamental aspect of third party peace-making is for the consultant to make two disagreeing parties to confront and agree that the conflict does exist which is leading to situation where organisational development is hampering. The problem generally relates to emotional disagreement by conflicting parties. The facilitator resolves the issue by creating congenial atmosphere by way of selecting a place, mode and appropriate agenda for the meeting.

6.2.2. Objectives of Third-Party Interventions

The objectives of third-party interventions are:

To achieve increased understanding of the issue.

To accomplish a common diagnosis.

To discover alternatives for resolving the conflict.

To focus on the common or metagoals - the superordinate goals.

6.2.3. Ingredients of Third-Party Interventions Walton lists the ingredients of productive confrontation, which are:

Mutual Positive Motivation: It refers to the willingness on both parties to resolve the conflict.

Balance of Power: There ought not to be any power differentials between the parties involved in a confrontation.

Synchronisation of Confrontation Efforts: The two parties must address the conflict simultaneously.

Differentiation and Integration of Different Phases of the Intervention Must be Well-Paced: The intervention involves working through negative feelings and ambivalent positive feeling.

Conditions that Promote Openness should be Created: This could be done through setting appropriate norms and creating a

structure that encourages openness.

Reliable Communicative Signals: This statement refers to using language that is understood by the parties involved in the confrontation.

Optimum Tension in the Situation: This means that the stress experienced by both parties ought to be sufficient to motivate them but not too excessive

Most of these ingredients are self-explanatory, but some elaboration may be helpful on the differentiation and integration phases. In the differentiation phase of conflict, the principals clarify the differences that divide them and sort-out the negative feelings they have; in the integration phase, the principals seek to clarify their commonalities, the positive feelings or ambivalence that may exist, and the commonality of their goals,

The third party will intervene directly and indirectly in facilitating dialogue between the principals. Examples of direct interventions would be interviewing the principals before a confrontation meeting, helping to set the agenda, attending to the pace of the dialogue and refereeing the interaction; examples of more subtle interventions of the third party would be setting the meeting on neutral turf, setting time boundaries on the interaction and the like.

6.2.4. Formal Intervention Methods

There are three fundamental types of formal third-party interventions:

Arbitration

Mediation

Process Consultation

6.2.5. Arbitration

Arbitration is the process in which a neutral third party listens to the disputing parties, gathers information about the dispute, and makes a decision to be binding on both the parties. It differs from conciliation in the sense that in arbitration, the arbitrator gives a decision on a dispute while in conciliation; the conciliator merely facilitates the disputing parties to arrive at a decision.

Qualities of an arbitrator concern the individual's attributes. There are a number of generic attributes relevant to most good arbitrators, such as language abilities and experience, reputation for professionalism, integrity, impartiality and decisiveness.

6.2.5.1. Types of Arbitration

In India, there are two types of arbitration which are as follows:

Voluntary Arbitration: In voluntary arbitration, the arbitrator is appointed by both the parties through mutual consent. The arbitrator acts when the dispute is referred to him. In order to promote voluntary arbitration, Government of India constituted National Arbitration Promotion Board in 1967

The Board promotes the concept of voluntary arbitration by providing updated list of arbitrators, booklets containing procedures and positive sides of voluntary arbitration.

2) Compulsory Arbitration: When the disputing parties exhaust other means of settling their disputes, the Government can force the parties for compulsory arbitration, or the Government may refer the dispute for arbitration on the written request of both the parties. The award of the compulsory arbitration is binding on both the parties. Where the dispute has been referred to arbitration, the Government may prohibit any unilateral action by any of the competing parties.

6.2.5.2. Importance of Arbitration Arbitration is important in following ways:

1) Since it is established by the parties themselves, arbitration has the particular advantages of bringing the dispute settlement proce:lure down to the level of the parties to the dispute. Workers and management tend to have greater faith and confidence in settlement machinery which is in effect of their own.soso

2) Since arbitration is established by agreement, it is more flexible than other procedures and can be adjusted to the views, desires and experience of the parties and to the circumstances obtaining in the undertaking or industry.

3) Arbitration procedure, its operation at the level closest to the parties to the disputes, has the advantage of enabling the arbitrators to acquire a much greater familiarity with the characteristics of the particular industry or undertaking than most courts or tribunals.

4) The procedure is relatively expeditious when compared to that in ordinary courts or labour tribunals. It cuts down delays and results in a prompt settlement of differences.

5) It is informal in character and on that account as well as because the disputes are handled by the parties themselves often without recourse to lawyers, it tends to be less expensive than other procedures.

6) Awards are capable of implementation without any grudge on the part of both the parties at dispute and do not lead to further chances of litigation.

7) Since it is based on the consent of both the parties it helps building- up a sound base for healthy industrial relations, mutual understanding, and cooperation

8) It is popular because it is suitable and compelling, it is far better than a costly work stoppage, even though not wholly satisfactory from either party's point of views.

6.2.5.3. Limitations of Arbitration

Following are the limitations of arbitration:

1) It deprives of its right to go on a strike, for there is often a provision

in the agreement that the trade unions and workers will refrain from

a strike during the continuance of the agreements. 2) Judgment is often arbitrary and ill-advised as the arbitrators are not well-versed in the economic and technical aspects of industry.

3) Arbitrators are often biased against labour and their award is, therefore, usually not in its favour.

4) Delay often occurs in arriving at the award and settlement of disputes. This leads to a breakdown in the morale of member

5) Though arbitration is an essential element in the creation of better labour-management relations, its availability may lead to less dependence on negotiation and conditions imposed by a third party may be resented.

6.2.6. Mediation

When disputes occur between employees and management due to difference in opinions on matters related to the decision of working conditions such as wage, working hours, welfare, dismissal or treatment of workers, etc., in principle, employees and management themselves should resolve the disputes autonomously.

However, in the event disputes cannot be resolved autonomously by employees and management themselves, the parties can receive help from dispute mediation mechanism for settling the disputes. The dispute mediation system can be statutory mediation system as well as private mediation system.

According to Gary Friedman, "Mediation is one way of making direct and immediate contact with others in a manner that allows us to resolve disputes and, at the same time, experience being part of a larger community".

According to Folberg and Taylor, "Mediation is the process by which the participants, together with the assistance of a neutral person or persons, systematically isolate disputed issues in order to develop options, consider alternatives and reach a consensual agreement that will accommodate their needs"

6.2.6.1. Mediation Process

Generally mediation process includes stages as shown in figure 6.1:

Opening the Mediation

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Information Sharing and Issue Identification

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Exchange and Negotiation

Agreement and Conclusion

Figure 6.1: Mediation Process

Stage 1: Opening the Mediation: The mediator discusses the process and describes the mediator's role, the roles of the participants, and the general expectations for the mediation. This opening usually addresses ground rules that include agreements to allow each party to speak without being interrupted, to treat each other with respect, and to allow the mediator to direct the flow of conversation. The mediator reiterates that most mediation sessions are confidential.

Stage 2: Information Sharing and Issue Identification: Each party has an uninterrupted opportunity to describe the conflict from his or her perspective. The mediator reviews the major issues expressed by each party. At this stage, the goal is for the two parties to feel, heard and for the mediator to identify the major concerns and issues to be resolved.

Stage 3: Exchange and Negotiation: Issues are clarified and options for resolving the dispute are identified and discussed. In many mediation models, a brainstorming session about options for resolving the conflict is part of this stage.

After the generation of options and without any attempt to evaluate any of them, the mediator and disputants develop criteria with which they will evaluate each of the options. The options are then reviewed, clustered according to where there is the most agreement, amended, and, finally, those options that best fit the criteria are selected to become part of the final agreement.

Stage 4: Agreement and Conclusion: The mediation proceedings are usually summarised in writing. This summary, including the final agreements reached, may be confidential or part of a public record

depending on the wishes of the parties involved. The agreements are written as much as possible in the disputants' own words, with the mediator playing the role of recording those agreements and helping to keep them balanced. Agreements are focused around behaviour changes that are specific and practical rather than attitudes and promises to "be nice" that only lead to further misunderstanding.

6.2.6.2. Roles of Mediator

A mediator is a "go in between", who is used by the two parties to resolve their dispute. An industrial relations mediator can be seen as a neutral third party. The mediator may assume a variety of roles to assist parties in resolving disputes:

1) Opener: The opener of communication channels, who initiates communication or facilitates better communication or the parties are already talking.

2) Legitimizer: The legitimizer, who helps all parties recognise the right of others to be involved in negotiations.

3) Facilitator: The process facilitator, who provides a procedure and

often formally chairs the negotiation session. 4) Trainer: The trainer, who educates novice, unskilled, or unprepared negotiators in the bargaining process.

5) Resource Expander: The resource expander, who offers procedural assistance to the parties and links them to outside experts and resources (e.g., lawyers, technical experts, decision-makers, or additional goods for exchange) that may enable them to enlarge acceptable settlement options.

6) Problem Explorer: The problem explorer, who enables people in dispute to examine a problem from a variety of viewpoints, assists in defining basic issues and interests, and looks for mutually satisfactory options.

7) Agent of Reality: The agent of reality, who helps build a reasonable and implementable settlement, and questions and challenges parties who have extreme and unrealistic goals.

8) Scapegoat: The scapegoat, who may take some of the responsibility or blame for an unpopular decision that the parties are nevertheless willing to accept. This enables them to maintain their integrity and, when appropriate, gain the support of their constituents.

9) Leader: The leader, who takes the initiative to move the negotiations forward by procedural or on occasion, substantive-suggestions.

10) Validator: Help in validating the agreement by the courts (if there is a court that has jurisdiction).

6.2.6.3. Importance of Mediation Mediation is important in following ways: 1

) Mediation puts control of the resolution of the dispute into the hands of those best equipped to find the most appropriate solution in view

of the parties' individual needs and interests. 2) Mediation helps negotiations without fear of showing weakness.

3) Mediation provides an opportunity for parties to have their say, to tell others exactly how they see the problem in a confidential, non- threatening atmosphere without prejudice to any rights.

4) Mediation helps disputing parties understand how the others see and

feel about the problem.

5) Mediation enables business relationships to be maintained and even enhanced by encouraging cooperative problem-solving.

6) Mediation enables identification and exploration of all issues, including those which may not be revealed in arbitration or litigation because of the application of the rules of evidence.

7) Mediation helps disputing parties to regain the perspective that can so easily be lost in arbitration and litigatione

8) Mediation provides the opportunity for an unlimited range of creative and final solutions unlike the limited remedies which can be awarded by an arbitrator or a judge.

9) Mediation can provide procedural and psychological as well as

substantive satisfaction. 10) Mediation's privacy and confidentiality allows the parties to negotiate more freely and productively, without fear of publicity.

11) Mediation is usually significantly cheaper and quicker than arbitration or litigation and can be arranged to suit the convenience of the parties.

12) Mediation focuses on the future rather than on the rights and wrongs of the past.

6.2.7. Process Consultation

According to Schein, "Process Consultation (PC) is a set of activities on the part of the consultant, which help the client to perceive, understand, and act upon process events, which occur in the clients' environment".

The process consultant observes groups in action and helps them to diagnose the nature and extent of their problems and to work together by learning to solve their own problems. Process consultation helps the workgroup to solve its own problems by making it aware of its process.

6.2.7.1. Stages in Process Consultation

Stages in process consultation are shown in figure 6.2:

Initial Contact

Define Relationship

+

Selection of Method

Collection of Data and Diagnosis

Intervention

Evaluation and Disengagement

Figure 6.2: Stages in Process Consultation

1) Initial Contact: Initial contact with the client organisation leads to the indication of the perceived problem.

2) Define Relationship: Defining the relationship, including the formal and psychological contract, focus on how the group gets its work done.

3) Selection of Method: Selecting a setting (what and when to observe, as near the top of the organisation as possible) and a method of work (as congruent as possible with process consulta- tion values, thus making the consultant maximally visible to develop trust).

4) Collection of Data and Diagnosis: Data gathering and diagnosis involves the use of observation and interviews, but not questionnaires and survey measures, which are too impersonal.

5) Intervention: It involves giving feedback of observations or data, coaching or counselling, and structural suggestions.

6) Evaluation and Disengagement: Last step of process consultation looks for evidence of changes in values as related to concern for human problems and process issues, as well as in interpersonal skills.

Process consultation helps the workgroup to solve its own problems by making it aware of its process. Key areas of process consultation are as follows:

Key Areas of Process Consultation

Communication

Group Problem-Solving and Decision-Making

Member's Roles and Functions in Groups

Group Norms and Growth

Leadership and Authority

1) Communication: One of the process consultant's areas of interest is the nature and style of the communication, at both overt and covert levels who talks to whom, for how long and how often.

The consultant often keeps a time log of how often and to whom people talk. He also notes as to who talks and who interrupts. These interruptions are one of the most effective ways of reducing communications and decreasing participation in a meeting.

2) Member's Roles and Functions in Groups: The process consultant must be keenly aware of the different roles individual members take on in a group. Pre-occupation with individual needs or power struggles can severely reduce the effectiveness of a group, and unless the individual can, to some degree, expose and share those personal needs, the group is unlikely to be productive. Therefore, the process consultant must help the group to confront and work through these needs.

Two other functions that need to be performed if a group is to be effective are:

i) Task-Related Activities: Such as giving and seeking information and elaborating, coordinating, and evaluating activities; and

ii) Group-Maintaining Function: This is directed toward holding the group together as a cohesive team and includes encouraging, harmonising, compromising, setting standards and observing.

) Group Problem-Solving and Decision-Making: To be effective, a group must be able to identify problems, examine alternatives, and make decisions. Groups often fail to distinguish between problems (either task related to interpersonal) and symptoms.

Once a problem has been identified, a decision must be made, one way of making a decision is to ignore a suggestion. A second method is to give decision-making power to the person in authority. Decisions can also be made by majority rule, consensus, or unanimous consent.

4) Group Norms and Growth: Especially, if a group of people works together over a period of time, they develop group norms or standards of behaviour about what is good or bad, allowed or forbidden, right or wrong.

There may be explicit norms that group members are free to express their ideas and feelings, whereas the implicit norm is that one does not contradict the ideas or suggestions of certain members (usually the more powerful ones) of the group.

By understanding its norms and recognising which ones are helpful, the group can grow and deal realistically with its environment, make optimum use of its own resources, and learn from its own experiences.

5) Leadership and Authority: A process consultant can help the group to understand and cope with different leadership styles and help the leader to adjust his or her style to fit the situation. Therefore, a leader must gain a better understanding of his or her own behaviour and the group's reaction to that behaviour. It is also important that the leader becomes aware of alternative behaviours.

6.2.7.3. Principles of Process Consultation

Schein proposes 10 principles to guide the process consultant's actions which are as follows:

1) Always Try to be Helpful: Process consultants must be mindful of their intentions and each interaction must be oriented toward being helpful.

2) Always Stay in Touch with the Current Reality: Each interaction should produce diagnostic information about the current situation. It includes data about the client's opinions, beliefs, and emotions; the system's current functioning and the practitioner's reactions, thoughts, and feelings.

3) Access Ignorance: An important source of information about current reality is the practitioner understands of what is known, what is assumed, and what is not known. Process consultants must use themselves as instruments of change.

4) Everything Done is an Intervention: Any interaction in a consultative relationship generates information as well as consequences.

5) Client Owns the Problem and the Solution: Practitioners help clients to solve their own problems and learn to manage future change.

6) Go with the Flow: When process consultants access their own ignorance, they often realise that there is much about the client system and its culture that they do not know. Thus, practitioners must work to understand the client's motivations and perceptions.

7) Timing is Crucial: Observations, comments, questions, and other interventions intended to be helpful may work in some circumstances and fail in others. Process consultants must be vigilant to occasions when the client is open (or not open) to suggestions.

8) Be Constructively Opportunistic with Confrontive Interventions: Although process consultants must be willing to go with the flow, they also must be willing to take appropriate risks. A well-crafted

process observation or piece of feedback can provide a group or individual with great insight into their behaviour.

9) Everything is Information; Errors will Always Occur and are the Prime Source for Learning: Process consultants never can know fully the client's reality and invariably will make mistakes. The consequences of these mistakes, the unexpected and surprising reactions, are important data that must be used in the ongoing development of the relationship.

10) When in Doubt, Share the Problem: The default intervention in a helping relationship is to model openness by sharing the dilemma of what to do next.

6.2.7.4.

Importance of Process Consultation

Process consultation has the powerful advantage of being by its nature specifically tailored to organisational situation. Some other ways in which this model of management consulting provides clear and undeniable benefits are as follows:

Partnership between Client and Consultant: The consultant and the client act as equals. The client provides the knowledge of the organisation's nature, business, and issues; and the consultant

provides the knowledge of the techniques, ways of thinking, and practices that can solve the problem. The partnership model ensures against false solutions that may be trendy, clever, and wholesome, but are not in fact fully applicable and sufficiently relevant to the particular organisational development issue.

2) Proper Maintenance of Mutual Responsibility: The client owns the problem and determines the solution. The consultant helps the client to see the issues and find what needs to be done. By not imposing a point of view, the process consultant ensures that a real solution, not an attractive but impermanent fix, is obtained.

3) Increased Capacity for Lessons Learned: The "masked rider" consultant who provides a silver bullet may be widely honoured and cheered by all upon riding off into the sunset. But too commonly the ammunition does not last, and someone has to be called in again. By providing help that learning-based, process consultation ensures increased ability by the client to continue to deal with the situation.

4) Better Fit with Current Organisational Needs: In the process consultation model, the concept of a learning organisation is second nature. The sharing of problem diagnosis and resolution leads to shared vision. The expert consultant may have a toolkit of best practice methods, but the process consultant will ensure that the tools which are employed will best fit the organisation's needs and interests.

6.2.8. Informal Intervention Method

Informal interventions are incidental to the negotiation. In the case of a manager intervening in a dispute between two subordinates. Considering that such informal third parties can exert either high or low amounts of process or decision control, the possibilities appear in

Figure 6.3.

Degree of managerial outcome control

High

Low

High

Inquisitorial Intervention

Meditational Interventions

Degree of managerial process control

Low
Adversarial Intervention
Providing Impetus
Figure 6.3: Informal Third-Party hesa Intervention Styles,gro

A recent study (asking practicing managers to describe the last time they intervened in a dispute between their subordinates) concluded that managers tend to use one of three of these four styles (not mediation). 1) Inquisitorial Intervention: This was the most common style. A

manager who uses this style:

i) Exerts high control over both the process and the decision.

ii) Tells both sides to present their cases. iii) Asks lots of questions to probe into each side's position.

iv) Frequently controls who is allowed to speak and what they say.

v) Then invents a solution that she thinks will meet both parties needs and usually enforces that solution on both parties.

2) Adversarial Intervention: A manager who uses this style:

i) Exerts high control over the decision, but not the process.

ii) Does not control the process in that he does not ask questions to try to "get the whole story" or to control the destructive aspects of the conflict between the parties.

iii) Passively listens to what each side chooses to tell him.

iv) Then makes a decision (tells the parties how to solve the conflict) based exclusively on the presentations.

3) Providing Impetus: Managers who use this style, typically:

i) Do not exert control over the decision.

ii) Exert only a small amount of control over the process.

iii) Try to make a quick diagnosis of what the conflict is about.

iv) Tell the parties that if they don't find a solution, one will be imposed on them.

6.3. BEST PRACTICES IN NEGOTIATION

Negotiation is one of the inseparable activities in our day-to-day life and we face numerous opportunities daily where we need to negotiate. Certain people might be good negotiators by birth, while others can learn this skill with the passage of time. Following are the ten 'best practices' for those who intend to enhance their negotiation skills:

Best Practices in Negotiation

Be Prepared

Identify and Work the BATNA

Master Key Paradoxes of Negotiation

Actively Manage Coalitions

Remember that Rationality and Fairness are Relative

Diagnose the Fundamental Structure of the Negotiation

Be Willing to Walk Away

Remember the Intangibles

Savour and Protect your Reputation

Continue to Learn from Experience

6.3.1. Be Prepared

When it comes to analysing the rival party's offer in a better manner. comprehending the details of concession-making process, and accomplishing goals of negotiation, negotiators who are well prepared have an upper hand. The preparation should be done prior to the starting of the negotiation process in order to make the process effective. Proper preparation ensures that the party understands his objective and interests and would be able to communicate them effectively to the other party. Understanding what the other party communicates and coming to a mutual consent is also a part of preparation. Effectively comprehending the other party's requirements is a very crucial step towards being successful.

6.3.2. Diagnose the Fundamental Structure of the Negotiation

It is important for the negotiators to deliberately decide which type of negotiation they are going to face, ie., distributive negotiation, integrative negotiation or a mixture of both the types, and then in accordance with that select their strategy and tactic. If the strategies and tactics do not match the negotiation, its outcome would be insignificant.

For example, if in a basic integrative situation, an extremely distributive tactic is used, the result would be an agreement where the integrative potential will remain unexploited as the negotiation has been done using distributive tactics. It is seen that in such situations money is left on the table. Negotiator must keep in mind that there would be negotiations that are a mixture of both integrative as well as distributive tactics and hence will go through both the stages. The transition from one stage to the other 'within border' negotiation needs special attention as even one mistake can perplex the other party and end up in a standoff.

6.3.3. Identify and Work the BATNA

The negotiator has numerous alternatives that he can exercise in case the negotiation does not end up in an agreement. These are a major source of power for him. Best Alternative to a Negotiated Agreement (BATNA) is one such alternative which is important as it is the most likely option that would be chosen if the parties do not reach an agreement. While going through BATNA, negotiators should be watchful and observant. They must be aware if their BATNA is qualified to reach an agreement and should put in conscious efforts to improve it for a better deal. If the BATNA is not strong enough, the negotiator might not be able to bag a beneficial agreement as the other party might force it to take up a settlement that might not prove to be the best after some time.

If the terms and conditions of an agreement are good, the negotiator has more power than the other negotiator who is having BATNA. Alternatively, if the difference between the first party's terms and

conditions and the opposite party's BATNA is small, then there is less scope of tactics for the negotiators.

Three important things that a negotiator needs to do, concerning the BATNA of other negotiator, are:

1) Be watchful towards it so that you can understand and preserve your competitive edge above the other party's alternatives.

2) Make the other party realise the benefits that you are offering compared to his BATNA, and

3) Give a suggestion that the other party's BATNA might not be as effective as it seems to be (either in a positive manner by emphasising on your strengths or in a negative manner by throwing light on his weaknesses).

6.3.4. Be Willing to Walk Away

Negotiations are done in order to attain a desired result and not to reach a middle path. A good negotiator understands the importance of an effective negotiation and prefers to walk away for him as it is better to have no agreement than having a poor agreement or when the entire process gets so negative that the deal becomes useless. Negotiators must remain cautious at all times and should keep on comparing the goals that they had laid down during the planning phase and also their progress while negotiating before walking out and BATNA. When the negotiators do have a good BATNA, even then they should be prepared with the exact walk away point at which negotiations will end.

6.3.5. Master the Key Paradoxes of Negotiation

Negotiations symbolise paradoxes and a good negotiator is well aware of this fact. He needs to strike a balance between these contrasting elements and handle the anxiety. Following are the master key paradoxes:

1) Claiming Value versus Creating Value: Every negotiation has a stage where values are claimed and decisions is taken about who achieves and in what quantity. Negotiations also go through a stage where values are created and efforts are put by the parties to expand the resources that are being negotiated. In general, every stage has a varied set of skills and strategies. Value creation stage needs distributive skills which will lead to value claiming stage. It is a tough task for the negotiations to maintain a balance between the two stages and also the shift from value creation to value claiming.

2) Sticking by your Principles versus Being Resilient to the Flow: The issue of negotiation might range from a strong bargain over monetary matters to deciding what's correct and what's incorrect or unfair. This leads to another paradox for the negotiators. For a negotiation to be effective, negotiators need to reflect on the matter flexibly and assess the situation in light of refined information.

A deal can be made only when both the parties come to a mutual agreement. Alternatively, while making a deal, the fundamental principles must also be adhered to. An effective negotiator knows on which principles he needs to be rigid and on which principles he can compromise and achieve a result that is beneficial to both the parties.

3) Sticking by the Strategy versus Opportunistic Pursuit of New Options: While negotiations are in process, new information will be revealed every now and then. The negotiator needs to handle this paradox and decide if he intends to go on with the pre- decided strategy or give a thought to the new development.

These paradoxes are challenging for the negotiator as the new opportunities might prove to be a threat in disguise. Alternatively, they might also prove to be one of those opportunities who occur once in a lifetime and should not be missed at any cost. It is the negotiator's task to differentiate the real ones from the fake ones.

The negotiator who effectively does so, can be branded as an experienced negotiator. In order to lucratively handle "strategy versus opportunity" paradox and make correct judgements, negotiator needs thorough preparation. They should also give due consideration to their gut feelings.

4) Honest and Open versus Closed and Opaque: There are times when negotiators are not able to decide whether they should be totally or partially honest with the other party. If they open up totally in front of the other party and reveal every fact truly, the other party might take advantage of the situation. Research recommends that when the other party has excess information

about your needs, the result of negotiation is sub-optimal. Alternatively, if the negotiator is totally closed and do not reveal required information, it creates a negative impression of the negotiator and also the negotiation becomes ineffective as the other party does not have enough information needed to come to a consensus.

The challenge here is to decide the accurate amount of information that needs to be disclosed so that the negotiation remains fair and realistic.

An efficient negotiator develops an understanding of this paradox and creates a comfort zone accordingly, which might differ from party to party. It is advisable for the negotiators to keep in mind that negotiation is a never-ending process.

With success, negotiators become more trustworthy and hopefully more comfortably disclose more information to the other party. Still there are certain things that should remain under the covers, no matter how effectively the negotiations are going on.

5) Trust versus Distrust: Just like getting confused about whether being totally or partially honest, negotiators also get confused regarding trust. They are in a continuous confusion regarding whom to trust and how much to trust.

If they trust everything told by the other party, they might end up being cheated. Alternatively, if they entirely disbelieve what the other party tells them, reaching a mutual consent might prove to be challenging.

To surface from this confusion, negotiators need to keep in mind that the process of negotiation is a time taking one. It is also noted that honesty and sharing needed information with the other party is the stepping stone to the trust. This would motivate the other party to be equally transparent with you.

Also the level of trust differs from person to person. One negotiator might be more trusting in the beginning and the level of trust might diminish once he realises that the other party is not as trustworthy. Other negotiator might not be open from the beginning and might take his time in trusting the other party.

Both the approaches for handling the dilemma are correct on their part. An efficient negotiator understands the dilemma and continuously tries to handle the challenge.

6.3.6. Remember the Intangibles

It is important that negotiators remember the intangible factors while negotiating and remain aware of their potential effects.

There are two possible ways to discover intangibles that might be affecting the other. These are as follows:

1) To surface the other party's intangibles is to ask questions.

2) To take an observer or listener with you to the negotiation as listeners may be able to read the other's emotional tone or non- verbal behaviour, focus on roadblock issues, or try to take the other's perspective and put themselves in the other's shoes.

Negotiators also need to remember that intangible factors influence their own behaviour (and that it is not uncommon for us to not recognise what is making us angry, defensive, or zealously committed to some idea).

Are you being particularly difficult with the other party because he "does not respect you"; are you "trying to teach a subordinate a lesson"; or do you want to "win" this negotiation to "look better" than another manager? Without passing judgment on the legitimacy of these goals, we strongly urge negotiators to be aware of the effect of intangible factors on their own aspirations and behaviour. Often talking to another person negotiator figure them out. a sympathetic listener can help the

6.3.7. Actively Manage Coalitions

There are three kinds of coalition with varied effects that the negotiator needs to know. They are:

1) Coalition against you,

2) Coalition in your favour, and

3) An uncertain, unrecognised coalition that might turn to be in favour or against you. An efficient negotiator can gauge the power of the coalition and put in effort to use it for his advantage.

When the coalition is in favour of negotiators, then the coalition becomes a part of their goals. But, if the coalition is against the negotiations, then in that case successfully completing that negotiation becomes a problem. Therefore, it is crucial to understand when coalitions are against you and then work accordingly to counter their effect on the negotiation.

6.3.8. Savour and Protect Your Reputation

Reputations are like eggs - fragile, important to build, easy to break, and very hard to rebuild once broken. Reputations travel fast, and people often know more about you than you think that they do. Starting negotiations with a positive reputation is essential, and negotiators should be vigilant in protecting their reputations.

Negotiators who have a reputation for breaking their word and not negotiating honestly will have a much more difficult time negotiating in the future than those who have a reputation for being honest and fair.

6.3.9. Remember that Rationality and Fairness are Relative

A study on negotiator's point of view and perception reveals that people analyse the world in the way that suits them best. For them, the logical and fair thing or result is the one that benefits them. Firstly, the negotiators should have knowledge of this kind of bias in themselves as well as in the other party.

There are three ways through which negotiators can handle these

perceptions:

1) Look inside themselves to get their own views about fairness and define clear principles for it.

2) Looking for excellent instances and points of reference that display fair results.

3) They can highlight the meaning of fairness as per the other party and have a discussion to reach a mutual agreement regarding what is fair in the current situation. Negotiators are also authorised to give a collective definition of fairness in accordance to the negotiation process. Although, usually none of the parties are able to specify what is actually correct, logical and fair.

6.3.10. Continue to Learn from Experience

The term negotiation symbolises constant learning. An efficient negotiator, from his past experiences knows that every negotiation is different from the other, having different shades and elements. This means that the negotiators need to alert and must continuously sharpen their negotiating skills. Further, an efficient negotiator evaluates every negotiation after its completion so that he can analyse the situation as well as the knowledge and experience he has gained from it.