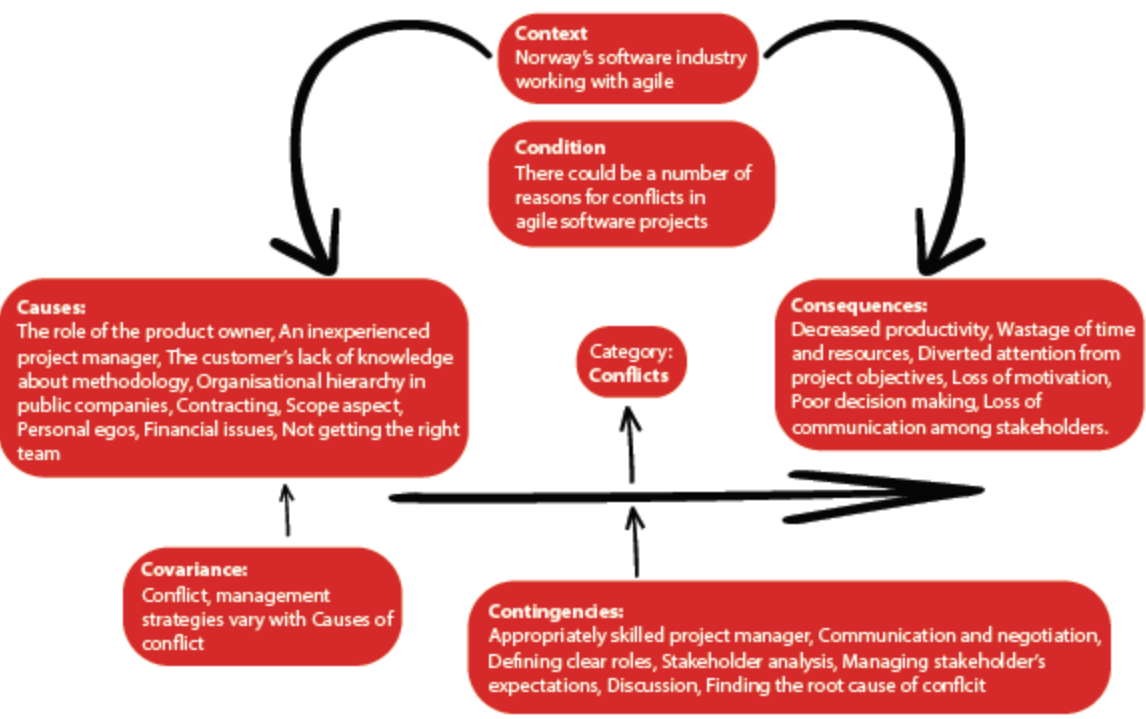


The theory of conflict management depicted using the Six C's model (Context, Condition, Causes, Consequences, Contingencies, and Covariance) (Glaser, 1978)

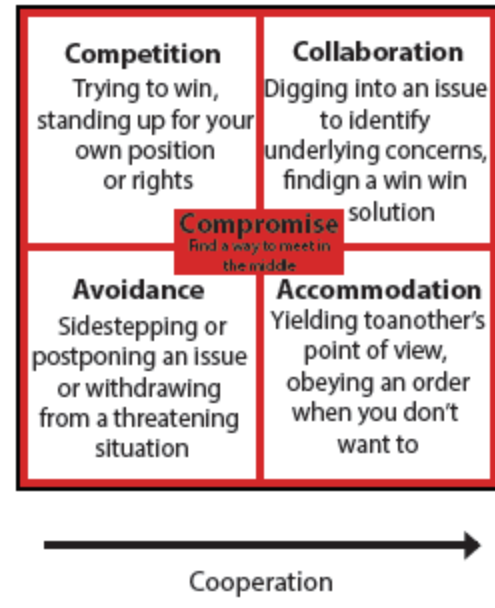


# The Value of Conflict

Positive Aspects	Negative Aspects
Diffuses more serious conflicts	Can lead to more hostility and aggression
Fosters change and creativity as new options are explored	Desire to "win" blocks exploration of new opportunities
Enhances communication if both parties are committed to mutual gain	Inhibits communication; relevant information never shared
Increases performance, energy, and group cohesion	Causes stress; creates in unproductive atmosphere
Balances power and influence if collaborative problem solving techniques are emphasised.	May cause loss of status or position power when both parties take it as a contest of wills and strive for a win-lose outcome.
Clarifies issues and goals	Real issues overlooked as positions become confused with personalities

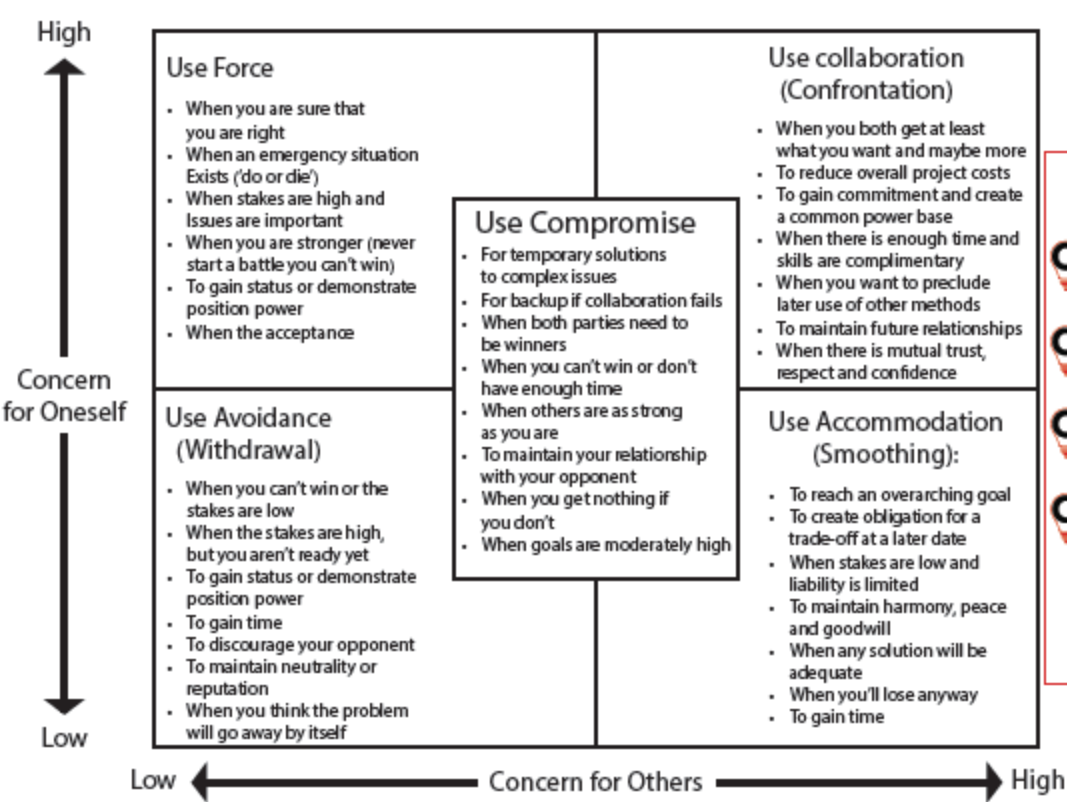
*Verma (1996) Human Resource Skills for the Project Manager*

## Thomas-Kilmann Model Conflict Management Strategies



# Conflict Management

## Conflict Resolution Modes



### Levels of Conflict

- Intrapersonal Conflict - Within one's personality
- Intrapersonal Conflict - Among persons
- Intra-group Conflict - Within group
- Inter-group Conflict - Among persons

*Hellreigel, Slocum and Woodman (2014) - Organisational Behaviour*

## Sources of Conflict by Life-Cycle Phase

	Conceptual/Formation Phase	Planning/Build Up Phase	Execution/Main Phase	Termination/Phase Out Phase
Rank 1	Project priorities	Project priorities	Schedules	Schedules
Rank 2	Administrative procedures	Schedules	Technical opinions	Personality conflict
Rank 3	Schedules	Administrative procedures	Manpower	Manpower
Rank 4	Manpower	Technical opinions	Project Priorities	Project Priorities
Rank 5	Cost	Man power	Administrative procedures	Cost
Rank 6	Technical opinions	Personality conflict	Cost	Technical opinions
Rank 7	Personality conflict	Cost	Personality Conflicts	Administrative procedures

Adams & Kirchof (1982) Conflict Management for Project Managers



Dinsmore (1990) Human Factors in Project Management