

Ch.12 Managing Conflict

- Wilmot & Hocker (2014) define conflict as an expressed struggle between at least two interdependent parties who perceived incompatible goals, scarce resources, & interference from the other party in achieving their goals
- **Expressed struggle:** all people involved must know that some disagreement exists, doesn't have to be expressed verbally
- **Interdependence:** people in conflict are dependent on each other
- **Perceived incompatible goals:** if goals perceived to be mutually exclusive, the conflict is real
- **Perceived scarce rewards:** not enough of something to go around
- **Inevitability:** impossible to avoid conflicts so need to handle them effectively
- **Avoidance (lose-lose):** ignore or stay away from conflict, pessimistic attitude about conflict, easier to put up with the status quo, leads to unsatisfying relationships
 - Avoidance can help when: risk of speaking up is too great, when the relationship isn't worth the effort, when the issue is temporary
- **Accommodation (lose-win):** when we allow others to have their own way rather than asserting our point of view, could enhance relationship
 - Role of culture: high-context cultures view avoidance/accommodation as face-saving & noble but low-context cultures view avoidance/accommodation less positively
- **Competition (win-lose):** involves high concern for self & low concern for others, ingrained in North American culture, can enhance relationship, bid for control can breed aggression
- **Passive aggression:** communicator expressed dissatisfaction in a disguised manner, "crazymaking": used to punish other without direct confrontation - guilt, agree but don't, nonverbal (eye roll, loud sigh, pained expression), humor, sarcasm, silent treatment
- **Direct aggression:** character/competence attacks, teasing, ridicule, threats, swearing, nonverbal emblems (fist-shaking, waving arms, etc.), can have a high relational cost
- **Compromise (negotiated lose-lose):** gives both people at least some of what they want, although both sacrifice part of their goals, approach does not deserve its "positive" image, costs involved can be great if one person compromises values, some compromises do leave parties satisfied

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