



Conflict Management and Resolution

Programme Management
People Management

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What is Conflict?

Behaviour(s) by a person or group of people which inhibits or hinders goal attainment.

Behaviour(s) by a person or group of people which interfere(s) with cohesion and relationships of the people affected.

A dynamic process which evolves through a series of stages.



What is Conflict Management and Resolution?

The methods and processes that can be used to deal with conflict between people or groups.



Types of Conflict

- Intra-individual conflict - conflict *within* a person
 - Example: making the choice to attend practice or to go to a friend's birthday dinner

- Inter-individual conflict - conflict *between* people
 - Examples include disagreement and/or emotional feelings of anger, fear, or resentment



Types of Conflict (cont)

- Individual-group conflict - when an individual is in conflict with the group or when the group as a whole is in conflict with an individual – conflict *between* individuals and groups
 - Example: if a team member is not pulling their weight towards team goals and the team (group) gets upset with the team member's actions



Types of Conflict (cont)

- Inter-group conflict - conflict *between* groups
 - Example: if the 'second' team is not happy with the input or progress of the 'first' team and feel they should be upgraded to the first team's competition or level



Causes of Conflict

- Late arrival at practices / games
- Arguing / fighting with team members
- Disobeying the coach
- Inappropriate behaviour both on and off the field of play
- Lack of consideration for the team
- 'Interdependent' plays i.e., the offence gets upset with the defence as they feel that the defence is not getting the ball to them and/or doing their job



Causes of Conflict

- Team members not giving their best towards set goals
- Team members slacking off in practices and/or games
- Differences in perceptions, attitudes, and values
- Other sources: personality, communication, external factors, incompatibility, power struggles....others?



Positive Impacts of Conflict in a Team Environment

- Problems are identified and addressed
- Can increase team cohesion by motivating the team to overcome and achieve
- Can increase and arouse energy and enthusiasm levels



Negative Impacts of Conflict in a Team Environment I

- Lack of team cohesion
- Poor interpersonal relations
- Poor communication
- Poor on field performance
- Inability to practice well
- Inhibition of goal attainment



Negative Impacts of Conflict in a Team Environment II

- Hostile or aggressive feelings
- Decreased motivation and enthusiasm
- Absenteeism / non-attendance at practice / games



Methods to Manage Conflict

- Non-attention/avoidance – ignoring the conflict whereby the conflict remains unresolved
- Suppression – represses conflict and reduces negative consequences in the short term but the cause remains the same and could flair up again in the future
- Resolution – antecedent conditions are eliminated and further conflict is unlikely



Methods to Manage Conflict

- Lose-lose methods
 - The conflict is avoided and is tried to be smoothed over creating a compromise
 - Often ineffective offering a short term solution
 - Repetition of the conflict is probable

- Win-lose methods
 - When a coach uses an autocratic approach
 - Does not deal with the original cause of the conflict
 - Residual resentment and further conflict is likely



Methods to Manage Conflict

- Win-win methods
 - Provide an acceptable outcome for all people involved
 - Sources of conflict are confronted and differences reconciled eliminating potential for reoccurrence
 - The best method to manage conflict



Conflict Resolution Options

- Team policies and guidelines
- Team rules
- Creeds or a code of behaviour
- Team meetings / discussions
- Others?