Conflict Behavior

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Conflict Behavior

Personal style (disposition)

Strategic Choice in a conflict

Behavioral Tactics during the conflict
Dual concern model for conflict behavior

- Accommodating
- Problem Solving
- Compromising
- Avoiding
- Forcing
Test on personal style

General preference in conflicts, related to your personality

Behavior differs depending on conflict issue, situation and relation

e.g. Private life                     work life

Neurotic behavior: not able to adapt your behavior to the situation

Dutch Test of Conflict Handling  (De Dreu et al, 2001)
Personal profile in conflict behavior

What style is most prevalent?
What style is least prevalent?
What combination of styles is prevalent?
Is there difference between work and private context?
To what extend do you consider yourself flexible?
Able to behave differently?

Conflict Profile (based on international, western sample)
Typical profiles: assertive
Typical profiles: relation oriented

![Bar chart showing relation-oriented profiles]

- Forcing: General, Relation-oriented
- Avoiding: General, Relation-oriented
- Accommodating: General, Relation-oriented
- Problem-solving: General, Relation-oriented
- Compromising: General, Relation-oriented
Low assertive conflict behavior

- Avoiding
- Compromising
- Accommodating
- Problem Solving

+ concern for self
+ concern for other
Low concern for other’s interest in conflicts

- Avoiding
- Compromising
- Forcing
- Problem Solving
- Accommodating
Effectiveness of Conflict Behaviors

Substantive outcomes
  Individual
  Joint outcomes
  Systemic outcomes

Relational outcomes

Personal outcomes (learning)
When to choose what strategy?

When to Avoid?

When to Yield?

When to Force?

When to Pr.Solve?

When to Compromise?
When to Avoid?
Circumstances will improve,
others can do a better job,
you can’t gain

When to Accommodate?
You’re wrong
Issue is more important for the other
Give the other a chance to learn

When to Force?
Issue is vital & urgent (crisis)
you are responsible
Others take advantage

When to Pr. Solve?
Issue is important for both and you
need both parties to realize results
Both are motivated to learn, innovate

When to Compromise?
Mediocre issues,
important for both,
standard issues, with standard rules
Conglomerate Conflict Behavior

We combine different conflict behaviors

Simultaneously or Sequentially

Effectiveness increases when we use more different behaviors
Cooperative Behavior

- Problem Solving
- Compromising
- Forcing
- Avoiding
- Accommodating
Competitive Behavior

- Accommodating
- Avoiding
- Compromising
- Problem solving
- Forcing
Summary

• We have a natural approach to conflicts
• Choose strategy depending on yours goals
• Sometimes conflict requires a strategy that is *not* our (personal) favorite
• Better to add other elements to your behavior, than to eliminate aspects
• Be contingent: the more variety, the more effective