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## Which is an indirect approach to managing conflict

Most managers will tell you that not all conflicts in teams and organizations can be resolved by involving people to adopt new attitudes, behaviors and positions towards each other. The truth is that there are moments when personality and emotions are unconcilable. In such cases an indirect or structural approach to conflict management can often help. This involves the use of strategies such as reduced interdependence, appeal to common goals, hierarchical referral and alterations in the use of mythology and scripts to address the situation of the conflict. These strategies are discussed in detail below. 1. Managed interdependence When workflow conflicts exist, managers can adjust the level of interdependence between teams or individuals. A simple option is decoupling, or act to eliminate or reduce the contact between the conflicting parties. In some cases, team activities can be adjusted to reduce the number of coordination points required. Conflict parties are separated as much as possible from each other. Buffering is another approach that can be used when a team inputs are the outputs of another. The classic buffering technique is to build an inventory, or a buffer, between teams so that any slowdown or excess output is absorbed by the inventory and do not directly prelmate the target group. Although it reduces the conflict, this technique is increasingly out of favor because it increases inventory costs. The conflict can sometimes be reduced by assigning people to serve as a link between groups that are prone to conflicts. People in these linking-pin roles should understand the operations, members, needs and norms of their host teams. They should use this knowledge to help the team work better with others in order to accomplish tasks2. Appeal to common objectives An appeal to common objectives can focus the attention of individuals and teams in conflict on a mutually desirable conclusion. This is it. This.any dispute at the level of common ground where disagreements can be put into perspective. In a team of courses where members are discussing content choices for a PowerPoint presentation, for example, it could help remind everyone that the goal is to impress the instructor and get an "A" for presentation and that this is only possible if everyone contributes to the best. 3. The referral upwards uses the chain of command to resolve conflicts. Problems are shifted from the level of conflicting individuals or teams for multiple managers to deal with. Even if tempting, it has limitations. If the conflict is serious and recurrent, the continuous use of the upward referral cannot lead to a true resolution of conflicts. Highest executives removed from everyday issues may not see the real causes of a conflict, and resolution attempts can be superficial. And, committed managers can tend to blame the people involved and also act quickly to replace them. 4. Altering Scripts and Myths In some situations, the conflict is managed superficially by scripts, or behavioral routines, which are part of the organization's culture. The scripts become rituals that allow conflicting parties to vent their frustrations and recognize that they are mutually dependent on each other. An example is the monthly meeting of "department heads", which is supposedly held for coordination and problem solving purposes, but in reality it only becomes a kind forum by agreement. Managers in such cases know their scripts and accept the difficulty of really solving the main conflicts. Attacking with the script, expressing only a low-level disagreement, and then acting quickly as if everything had been treated, for example, managers can leave the meeting with everyone feeling a superficial sense of realization. StrategiesConflict management In addition to newly discussed indirect conflict management strategies, it is also very important to understand how conflictplays face to face fashion. The following figure shows five direct strategies for conflict management that vary in their emphasis on cooperation and assertivity in the interpersonal dynamics of the situation. Although the real resolution of conflicts can only occur when a conflict is faced through a solution that allows all conflicting parties to "win" the reality is that direct conflict management can also pursue lost and lost results. Figure Showing five direct conflict management strategies 1. Strategies for moving Lose-lost conflict occurs when no one really gets what he or she wants in a conflict situation. The underlying reasons for the conflict remain unaltered, and a similar conflict is likely to occur in the future. Lost results are probably when conflict management strategies involve little or no assertivity. Elusion is an extreme case where no one acts assertively and everyone simply pretends that the conflict does not exist and hopes that it will go away. The accommodation, or the sanding as it is sometimes called, involves playing down differences between the conflicting parts and highlighting similarities to find areas of agreement. This peaceful cohabitation ignores the true essence of a conflict and often creates frustration and resentment. The compromise occurs when each party shows a moderate assertivity and cooperation, and is finally prepared to give up something value to the other. But because no one gets what they really wanted, the conditions before future conflicts are established. 2. Win-Lose Strategies In the conflict with loss of winning, a party reaches its desires at the expense and exclusion of the other party's wishes. This is a situation of high evaluation and low cooperation. It may occur as a result of: Competition, which consists when a party seeks victory at all costsit reaches it through strength, superior skill, or domination. Authorized command— When a party tends to use authority to finisha situation where a formal authority such as the manager or team leader simply dictates a solution and specifies what is earned and what is lost by whom. Win-lose strategies fail to address the main causes of conflict and tend to suppress the desires of at least one of the conflicting parties. As a result, future conflicts on the same issues are likely to occur. 3. Win-Win strategies the win-win conflict is achieved by a mixture of high co-operativeness and high assertivity. This approach uses the strategy of collaboration and problem solving, which involves the recognition of all conflicting parties that something is wrong and needs attention. emphasizes the collection and evaluation of information in dispute resolution and choice. all relevant issues are raised and discussed openly. win-win results eliminate the reasons for continuing or resurrecting the conflict because nothing has been avoided or suppressed. the final test for collaboration and troubleshooting is whether the conflicting parties see or not the solution to the conflict: it reaches the objectives of each party, it is acceptable for both parties, and establishes a process in which all parties involved see the responsibility of being open and honest about facts and feelings. When success in each of these areas is achieved, the probability of a real resolution of conflicts has increased considerably. However, this process often takes time and consumes a lot of energy, things to which the parties must be willing to commit. cooperation and problem solving cannot be feasible if the dominant culture of the company rewards competition too much and does not value cooperation. and, as the visual sidebar underlines (in the figure above,) each of the conflicts management strategies can have advantages in certainWhen using alternative conflict management strategies Elusion can be used when a problem is trivial, when the most important issues are pressing, or when people need to refresh temporarily and recoveraccommodation can be used when problems are more important to others than for you or when you want to build credits for the or in subsequent disagreements. compromise can be used to arrive at temporary settlements of complex problems or to arrive at expedient solutions when time is limited authoritarian command can be used when rapid and decisive action is vital or when unpopular actions must be taken. collaboration and troubleshooting are used to achieve conflict resolution when time and cost permission. Excuse me. what are the approaches to conflict management. what is indirect approach

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