What are the differences among the traditional, interactionist, and managed-conflict views of conflict?

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Abstract: In any organization in the world there are many different people from different places and has different personalities. Also, they have differences between their opinions, views and values. In this paper I am going to focus on the differences among the traditional, interactionusit, and managed-conflict views of conflict. This will help to put the right person in the right workplace.

Keywords: Traditional conflict, Interactionist conflict, Managed-conflict.

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There are many differences between people in every organization. Every person has a different personality, and they may also have different opinions, views and values. When these different opinions, views, and values conflict with each other, the result is organizational conflict. According to *Examples of Conflicts & Resolutions in the Workplace*, "conflict is inevitable in workplace settings, and conflicts can arise between co-workers, supervisors and subordinates or between employees and external stakeholders, such as customers, suppliers and regulatory agencies." (Ingram, para 5).

Organizational conflict has three kinds: traditional, interactionist, and managed conflict.

Traditional conflict identifies poor communication, disagreement, lack of trust among individuals and the failure of managers to be responsive to their employees' needs as the main causes and

reasons of organizational conflict (Meer, 2013). This means that traditional conflict is about disagreements between managers and employees, which reflect conflicts. For example, when a manager thinks negatively, does not listen to others' opinions or views, and solve problems by his or her self, this shows that this manager is having internal conflict.

Interactionist conflict can either be dysfunctional or functional in nature. For example, some of the managers could have an argument over who gets the one corner office. This situation is dysfunctional conflict because the fighting results in a win-lose situation with only one manager benefiting. Unlike the dysfunctional conflict, the goal of the functional conflict is to support the goals of the group and its attendance within the organization this improves performance in the organization. Functional conflict is if all of the managers have a discussion about how to share this corner office to create a win-win positive outcome. In addition, managers could have a lottery or rotate use of the office to resolve the conflict. According to *The Three Main Sociological Perspectives*, "functionalism, (defines) society (as a) system of interconnected parts that work together in harmony to maintain a state of balance and social equilibrium for the whole." (Mooney, Knox, & Schacht, 2007). In other words, an interactionist conflict is based on having balance and equalization between each other in the organization.

Lastly, managed conflict is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. This will aim to enhance learning, group outcomes, including effectiveness by working in

pairs or as a group to find a win-win solution to the problem. "well-managed conflict is an investment in the future. People trust each other more, feel more powerful, efficacious, and believe their joint efforts will pay off." (Dreu, Vlier, 1997).

There are five basic modes of managing conflict that result from having different opinions, views, and values: Avoiding, which is the best way to move forward the conflict; Competing, the competing mode is appropriate when you need to protect yourself, stand up for important principles, or make quick decisions; Collaborating, focus is on merging the perspectives of the parties, integrating solutions, and building relationships; Compromising, which means that if a manager give up from something the other must give up also, and this situation could be use when managers need temporary solution. Accommodating; is when managers show reasonableness and want to keep the peace (Conley, 2012). These five modes further elaborate on how to managed conflict in any business setting.

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