



COLLEGE OF ECONOMICS
VIETNAM NATIONAL UNIVERSITY, HANOI

TEAMWORK SKILL

Chapter 5:

CONFLICT AND COHESION IN TEAMS





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CHAPTER 5: CONFLICT AND COHESION IN TEAMS

1.1 WHAT IS CONFLICT?





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1.1 WHAT IS CONFLICT?





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1.1 WHAT IS CONFLICT

Conflict is the disagreement and disharmony that occur in teams when differences regarding ideas, members, and methods are expressed.





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1.2 CONFLICT IN TEAMS

SUBSTANTIVE CONFLICT

Substantive conflict occurs when members disagree about *ideas, issue analysis and potential solutions or actions*

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1.2 CONFLICT IN TEAMS

AFFECTIVE CONFLICT

Affective conflict occurs when members meet differences in *personalities, communication styles, member's beliefs, and feelings.*

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1.2 CONFLICT IN TEAMS

PROCEDURAL CONFLICT

Procedural conflict is disagreement among team members about the **method or process** that the team should follow in its attempt to accomplish a goal

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1.3 CONSTRUCTIVE AND DESTRUCTIVE CONFLICT

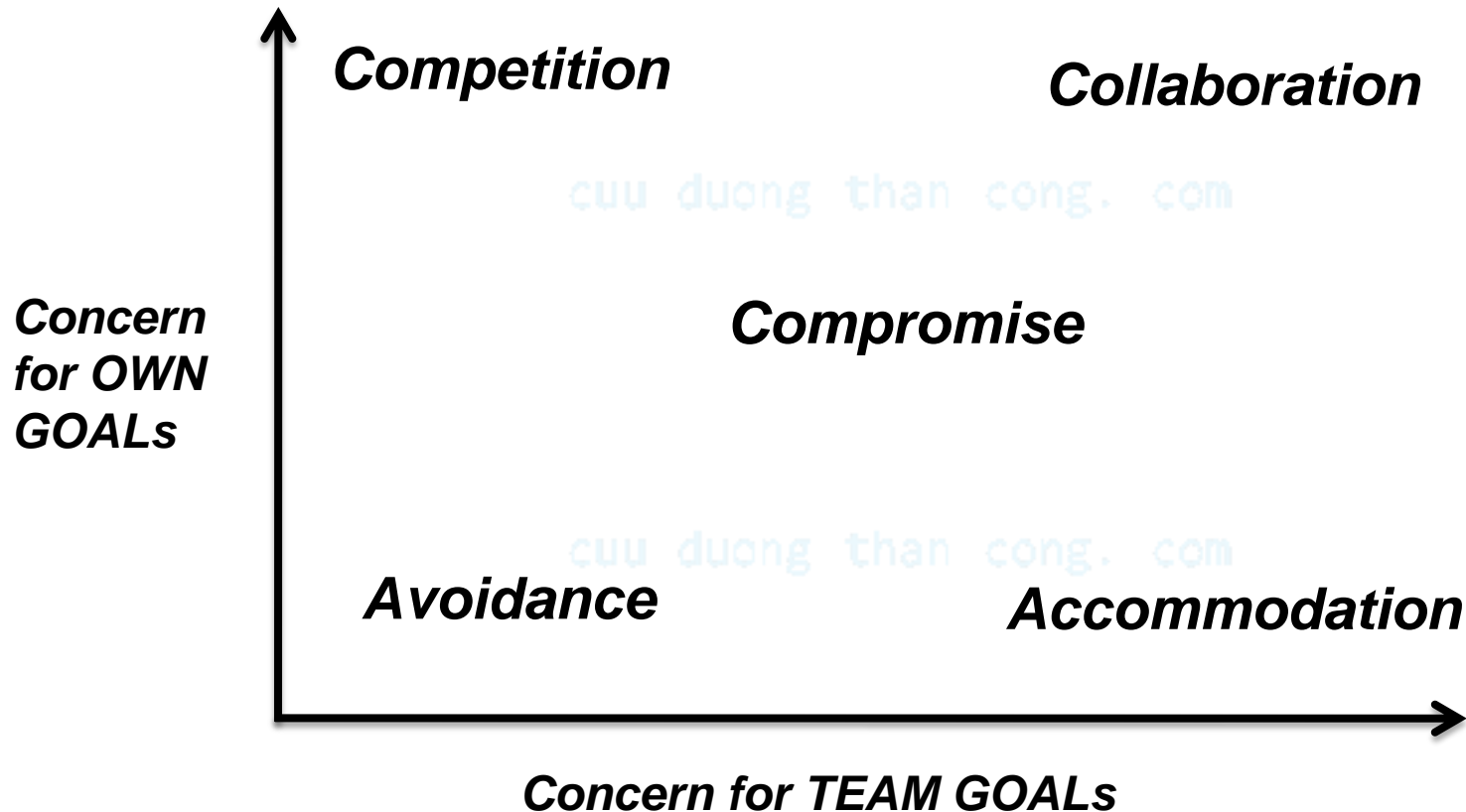
Constructive Conflict	Destructive Conflict
<ul style="list-style-type: none">▪ Focus on Issues	<ul style="list-style-type: none">• Personal Attack
<ul style="list-style-type: none">▪ Respect for Others	<ul style="list-style-type: none">• Insult
<ul style="list-style-type: none">▪ Supportiveness	<ul style="list-style-type: none">• Defensiveness
<ul style="list-style-type: none">▪ Flexibility	<ul style="list-style-type: none">• Inflexibility
<ul style="list-style-type: none">▪ Cooperation	<ul style="list-style-type: none">• Competition
<ul style="list-style-type: none">▪ Commitment to Conflict Management	<ul style="list-style-type: none">• Avoidance of Conflict



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1.4 CONFLICT STYLES





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1.4 CONFLICT STYLES

**Concern
for OWN
GOALS**



Avoidance

“Live me alone”

Be appropriated when:

- The Issue is not that important to you
- You need time think and control your emotions
- The others members are doing well

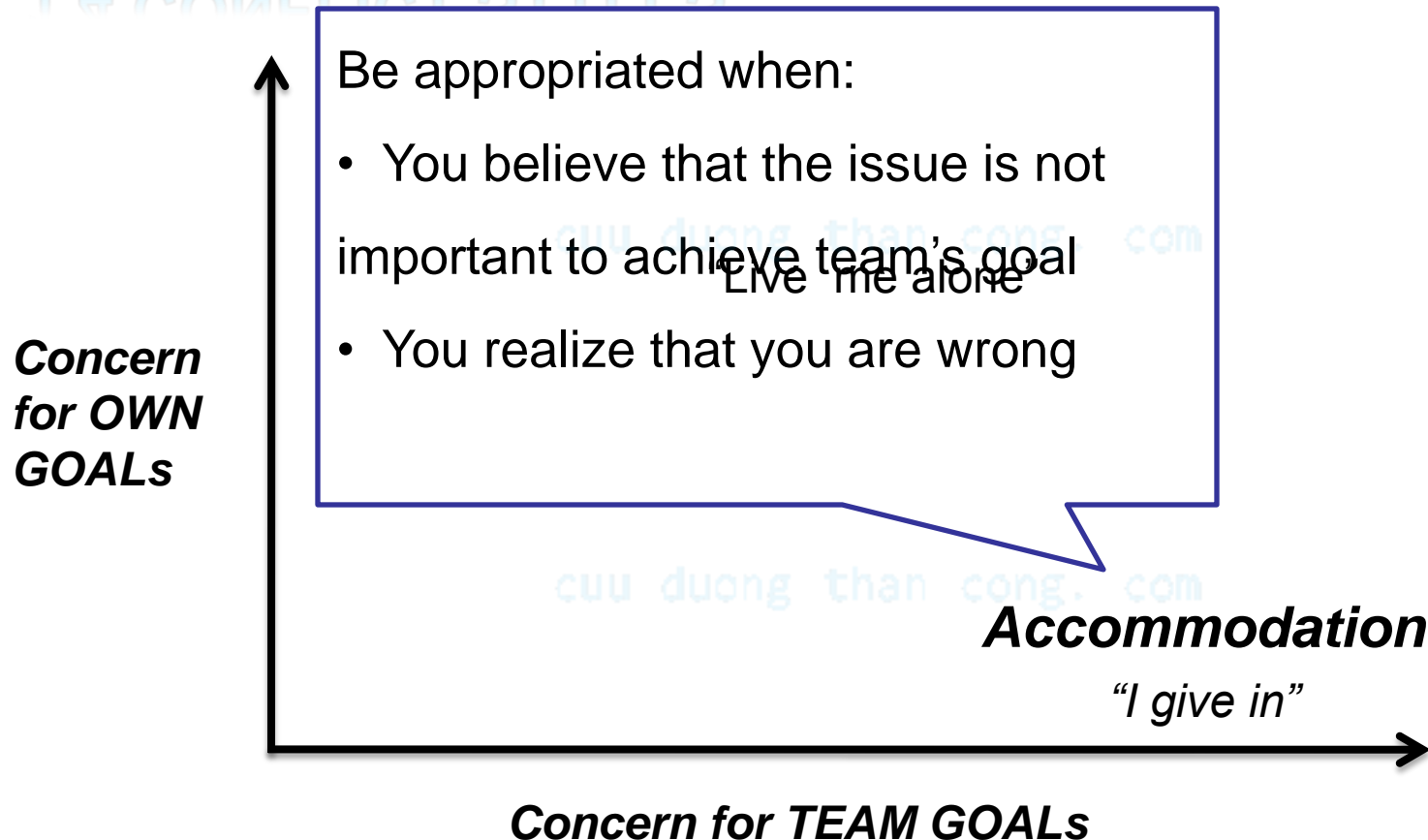
Concern for TEAM GOALS



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1.4 CONFLICT STYLES

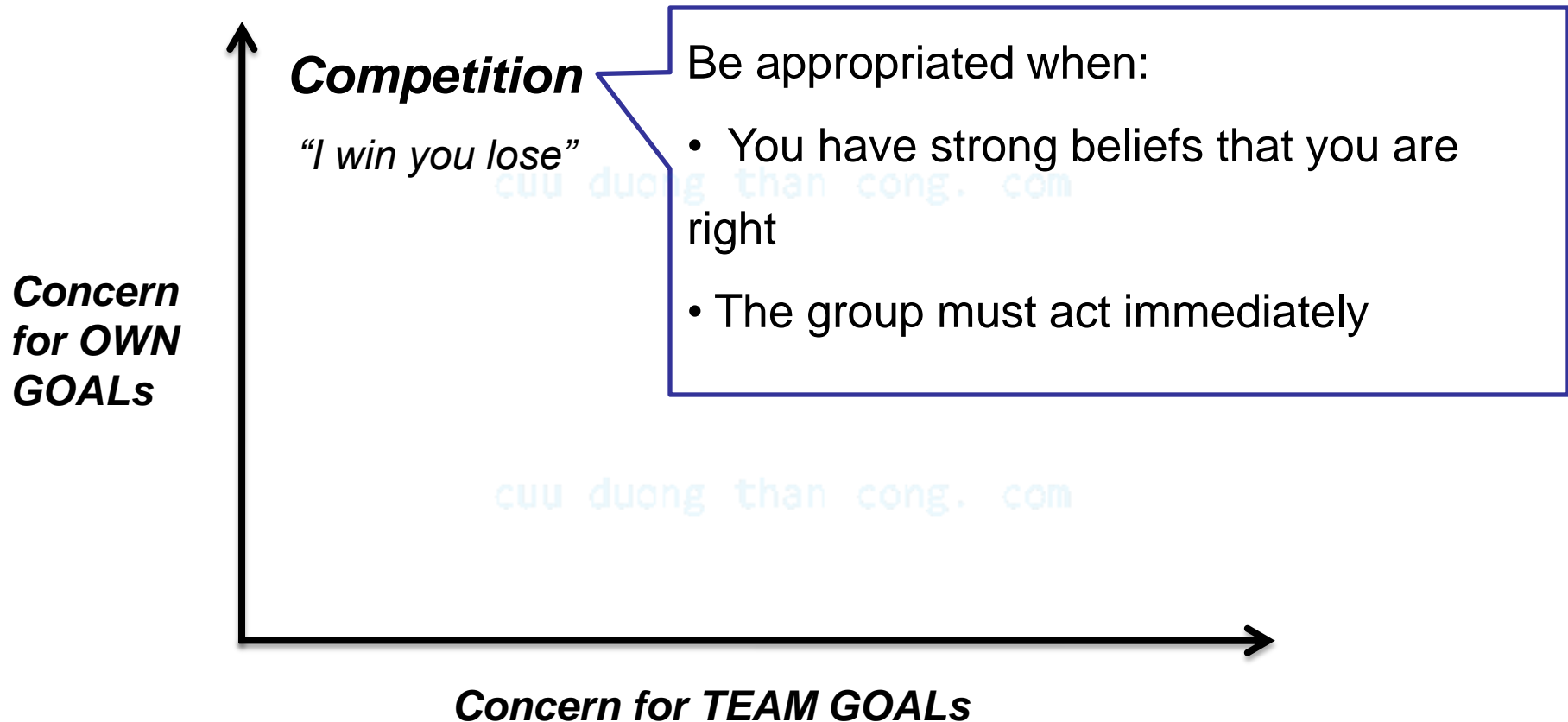




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1.4 CONFLICT STYLES

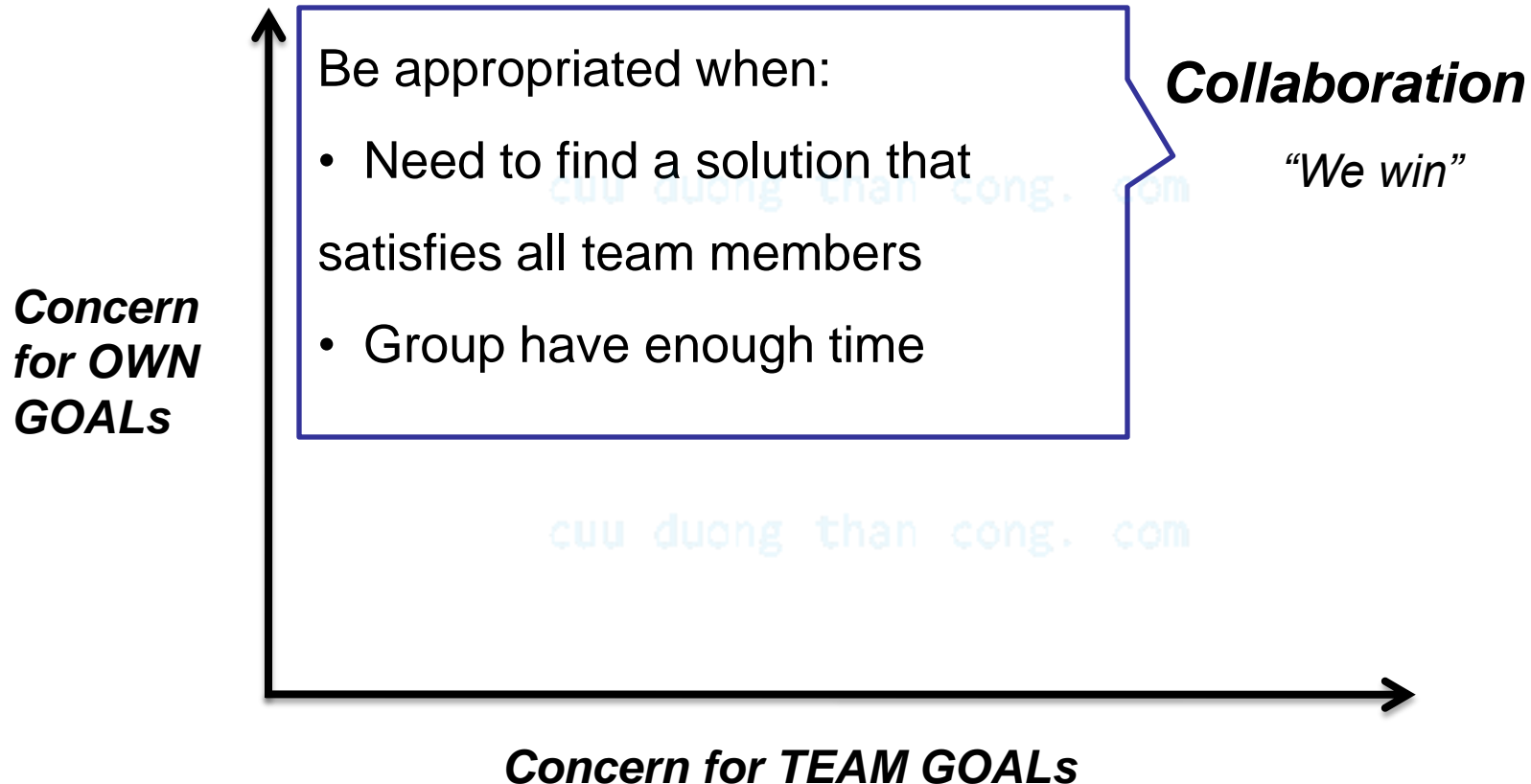




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1.4 CONFLICT STYLES





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1.5 CONFLICT MANAGEMENT STRATEGIES

Analyze

Negotiate

Mediate

Arbitrate

4 Rs Method:

- Reasons
- Reactions
- Results
- Resolution

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1.5 CONFLICT MANAGEMENT STRATEGIES

Analyze

Negotiate

Mediate

Arbitrate

- Summarize areas of agreement to promote further cooperation
- Take a break to relieve team tension



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1.5 CONFLICT MANAGEMENT STRATEGIES

Analyze

Negotiate

Mediate

Arbitrate

- Is appropriated when members are unable to resolve the conflict by themselves.
- need to choose an impartial mediator.



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1.5 CONFLICT MANAGEMENT STRATEGIES

Analyze

Negotiate

Mediate

Arbitrate

- The arbitrator decides how to resolve the conflict
- Members are obligated to accept and implement the solution



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2.1 TEAM COHESION

Cohesive Groups feel committed and unified; they develop a sense of teamwork and pride in the group





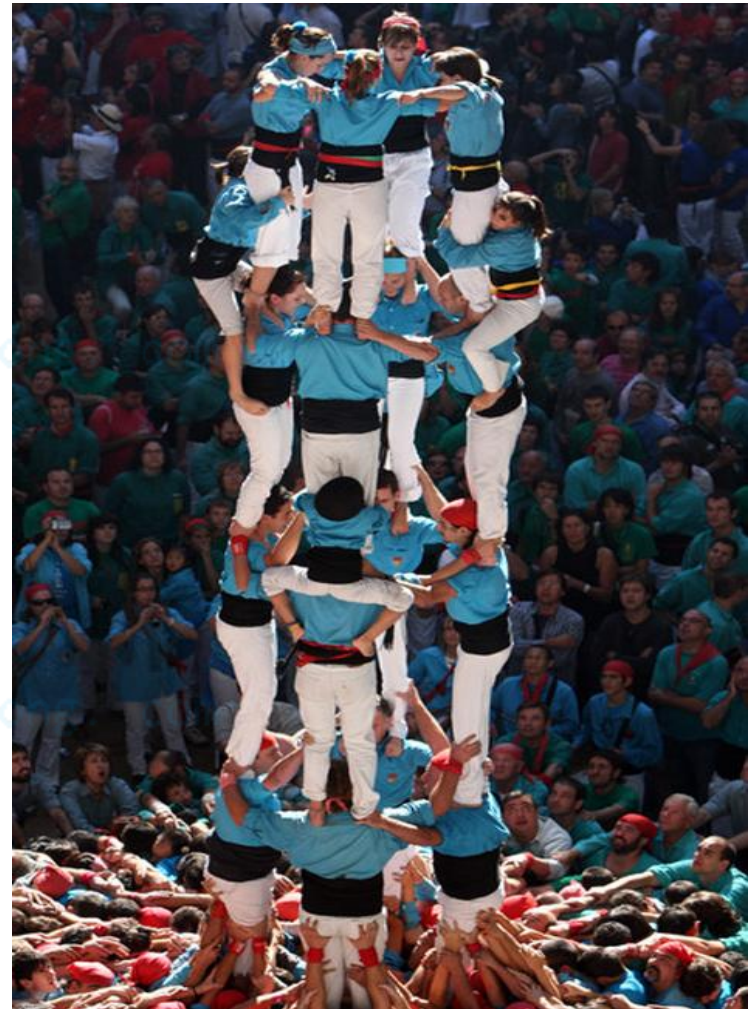
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2.1 TEAM COHESION

Characteristics of cohesive groups:

- *High levels of interaction*
- *Friendly and supportive climate*
- *A desire to conform to group expectation*
- *Satisfied members*





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2.2 ENHANCING COHESION

- **Establish a team identity and tradition**

- ☐ **Name, Logo, Motto**
- ☐ **Uniform**
- ☐ **Cheers, Songs**
- ☐ **Rituals, ceremonies**
- ☐ **.....**





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2.2 ENHANCING COHESION





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2.2 ENHANCING COHESION

- **Recognize and Reward Contribution**

**Cohesive teams establish
a climate in which praise is
encouraged**





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2.3 GROUPTHINK

What is Groupthink?

Groups think is the deterioration of group effectiveness resulted from in-group pressure



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2.3 GROUPTHINK

Symptoms of Groupthink

- ***Over confident***
- ***Considers opposition too weak***
- ***Doubts our own reservations***
- ***Pressure from others***
- ***Believes everyone agree***





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2.3 GROUPTHINK

Dealing with Groupthink

- *As each member to become critical evaluator*
- *Discuss group issues with outsider*
- *Give members a second chance to express doubts*