

# Leadership

## 04. Conflict & Negotiation

# Conflict Skills



# MANAJEMEN KONFLIK

## Konflik

adalah kesalahpahaman, ketidakcocokan pengertian atau emosi, maupun antar individu atau antar kelompok yang mengarah atau mengakibatkan timbulnya pertentangan atau permusuhan

## Sumber Konflik :

- Lingkungan
- Pribadi
- Komunikasi
- Struktur



# Managing Conflict

## ■ Conflict

- ☐ Exists whenever people are in disagreement and opposition
- ☐ Is inevitable

## ■ Why is managing conflict important?

- ☐ An organization's success is based on how well it deals with conflicts.
- ☐ So how can conflict impact an organization?



# Dysfunctional Conflict versus Functional Conflict

## ■ Dysfunctional Conflict

- Is when conflict prevents the achievement of organizational objectives

## ■ Functional Conflict

- Is when disagreement and opposition supports the achievement of organizational objectives



# Hasil Konflik

## Konstruktif

- *Membuka masalah penting.*
- *Solusi terhadap persoalan.*
- *Meningkatkan keterlibatan.*
- *Komunikasi yang lebih tulus.*
- *Mengembangkan individu.*
- *Meningkatkan kohesivitas.*

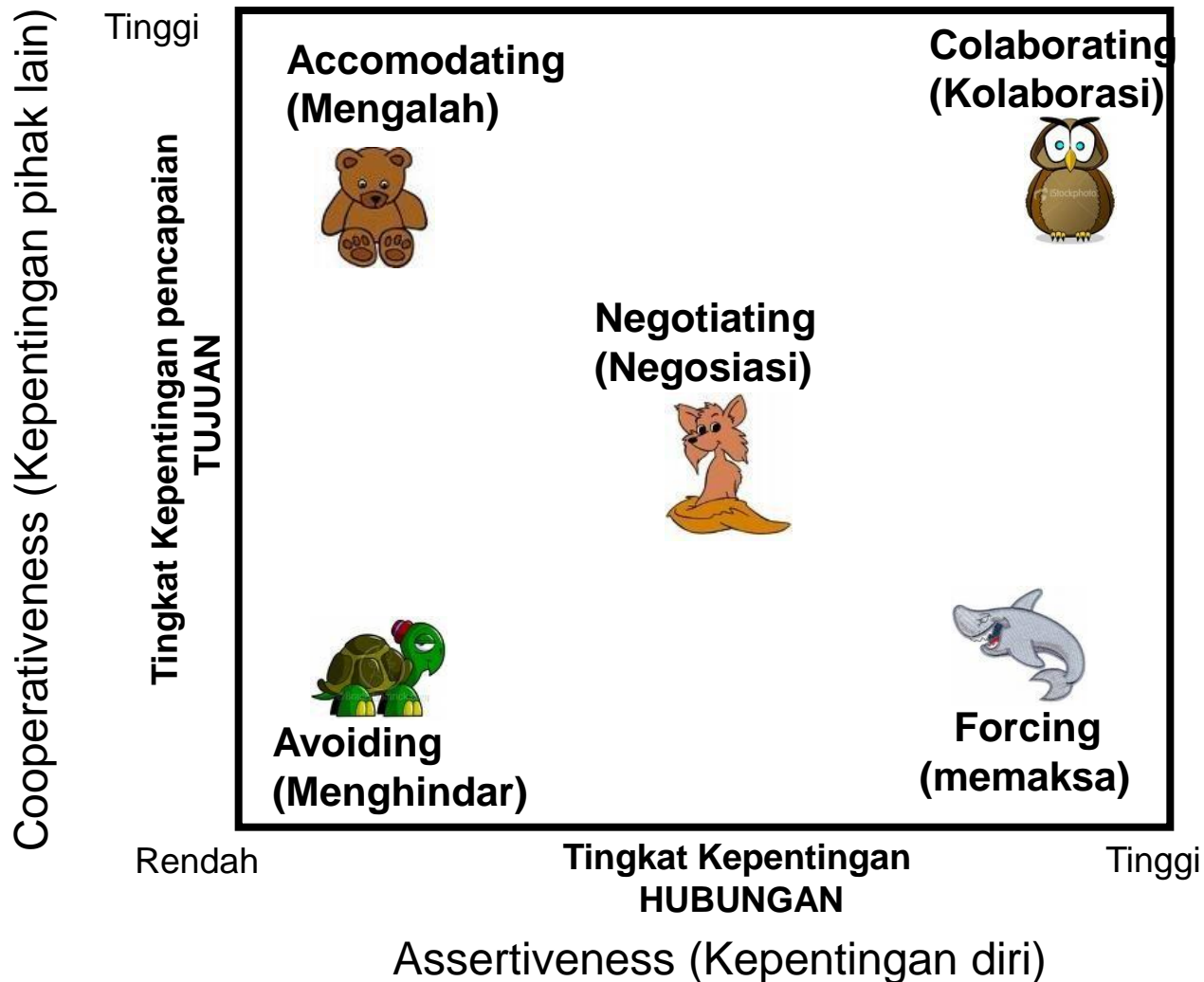
## Destruktif

- *Menyita energi.*
- *Merusak semangat.*
- *Merusak nilai/konsep positif.*
- *Menimbulkan polarisasi.*
- *Memperuncing perbedaan nilai.*
- *Kerugian fisik, harga diri.*

# Conflict Management Styles

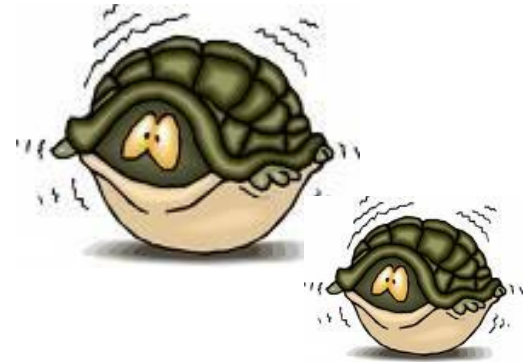
<b>High Concern for Others' Needs</b>	<b>Accommodating Conflict Style</b> Passive Behavior You Win, I Lose	<b>Collaborating Conflict Style</b> Assertive Behavior You Win, I Win	<b>High Concern for Others' and Own Needs</b>
	<b>Negotiating Conflict Style</b> Assertive Behavior You Win Some, I Win Some		
<b>Low Concern for Others' and Own Needs</b>	<b>Avoiding Conflict Style</b> Passive Behavior You Lose, I Lose	<b>Forcing Conflict Style</b> Aggressive Behavior You Lose, I Win	<b>High Concern for Own Needs</b>

# Gaya Manajemen Konflik





# Menghindar (Avoiding)



- Kedua belah pihak menolak untuk mencari jalan keluar
- Bertingkah “NO PROBLEM!”
- Bisa juga sebagai bentuk penundaan proses pembicaraan konflik dalam upaya mengontrol emosi
- Jika masalah sepele.
- Mendapatkan suasana dingin dahulu.
- “Loose-Loose” situation



# Avoiding Conflict Style

## ■ Advantages

- ☐ May maintain relationships that conflict resolution could damage

## ■ Disadvantages

- ☐ Conflicts do not get resolved
- ☐ Internal conflict in individuals
- ☐ Avoiders are walked all over

## ■ Appropriately used when:

- ☐ The conflict is trivial
- ☐ Your stake in the issue is not high
- ☐ Relationships could be damaged
- ☐ You don't have time to resolve the conflict
- ☐ Emotions are high

# Accommodating (Mengalah)

- Mempersilakan pihak lain mencapai tujuannya
- Jika menyadari memang ternyata salah.
- Jika masalahnya jauh lebih penting bagi pihak lawan, perlu menjaga hubungan.
- Menumbuhkan *social credits* untuk masa-masa yang akan datang.
- Meminimumkan kerugian.
- Jika kesatuan dan persatuan sangat penting.
- Mengembangkan anak buah.
- “Win-Lose” situation





# Accommodating Conflict Style

## ■ Advantages

- ☐ May maintain relationships that a conflict might damage by going along with the other party

## ■ Disadvantages

- ☐ May be counterproductive
- ☐ Accommodators are taken advantage of

## ■ Appropriately used when:

- ☐ The person enjoys being a follower
- ☐ Maintaining the relationship outweighs all other considerations
- ☐ The changes agreed to are not important to the accommodator, but are to the other party
- ☐ The time to resolve the conflict is limited

# Forcing (Memaksa)

- Tidak ada yang mau mengalah
- Butuh bantuan mediator
- Jika mutlak harus cepat.
- Masalah penting, tindakan tidak populer.
- Masalah vital bagi organisasi dan anda yakin “benar”.
- Menghadapi orang yang ambil keuntungan dari perilaku non kompetitif
- “Win-Lose” situation





# Forcing Conflict Style

## ■ Advantages

- ☐ Decisions may be better, if the forcer is right

## ■ Disadvantages

- ☐ Overuse leads to hostility and resentment toward its user
- ☐ Forcers tend to have poor human relations

## ■ Appropriately used when:

- ☐ Unpopular action must be taken on important issues
- ☐ Commitment by others is not critical
- ☐ Maintaining relationships is not critical
- ☐ The conflict resolution is urgent

# Negotiating (Negosiasi)

- Tawar menawar, negosiasi
- Solusi yang bisa diterima oleh kedua belah pihak
- Jalan tengah
  - Jika tujuan penting, sementara cara yang lebih asertif lebih buruk.
  - Kekuatan benar-benar seimbang.
  - Mendapatkan posisi sementara untuk *issue* yang kompleks.
  - Mencapai pemecahan yang memadai dalam situasi yang sangat mendesak.
  - Sebagai back-up bagi kegagalan *competing* dan *collaborating*
  - “I win some, you win some” situation through compromise





# Negotiating Conflict Style

## ■ Advantages

- ☐ Resolved relatively quickly
- ☐ Working relationships are maintained

## ■ Disadvantages

- ☐ Can lead to counterproductive results
- ☐ Can lead to suboptimum decisions
- ☐ Overuse leads to high demands from the parties to use to bargain for more reasonable demands

## ■ Appropriately used when:

- ☐ The issues are complex and critical
- ☐ There is no simple and clear solution
- ☐ Parties have about equal power and want different solutions
- ☐ A solution will be only temporary
- ☐ Time is short



# Collaborating (Kolaborasi)

- Win-win solution
- Tujuan kedua belah pihak tercapai
- Mendapatkan solusi yg integratif, jika kedua pihak menganggap penting.
- Jika sasarannya ialah belajar.
- Menumbuhkan pengertian bagi pihak-pihak yg berbeda sudut pandang.
- Memperoleh komitmen dengan melibatkan dalam konsensus.
- Memanfaatkan perasaan.





# Collaborating Conflict Style

## ■ Advantages

- ☐ Tends to lead to the best solution

## ■ Disadvantages

- ☐ The skill, effort, and time needed are usually greater and longer than the other styles

## ■ Appropriately used when:

- ☐ Dealing with issues requiring optimum solutions
- ☐ Compromise will result in sub-optimization
- ☐ Achieving group goals must come before self-interest
- ☐ Maintaining relationships is important
- ☐ Time is available
- ☐ It is a peer conflict

# The Collaborating Conflict Style

## Initiating Conflict Resolution

- Step 1. Plan a BCF statement that maintains ownership of the problem.
- Step 2. Present your BCF statement and agree on the conflict.
- Step 3. Ask for, and/or give, alternative conflict resolutions.
- Step 4. Make an agreement for change.

## Responding to Conflict Resolution

- Step 1. Listen to and paraphrase the conflict using the BCF model.
- Step 2. Agree with some aspect of the complaint.
- Step 3. Ask for, and/or give, alternative conflict resolutions.
- Step 4. Make an agreement for change.

## Mediating Conflict Resolution

- Step 1. Have each party state his or her complaint using the BCF model.
- Step 2. Agree on the conflict problem(s).
- Step 3. Develop alternative conflict resolutions.
- Step 4. Make an agreement for change.
- Step 5. Follow up to make sure the conflict is resolved.



# Mediator

- Is a neutral third party who helps resolve a conflict
- In nonunionized organizations, managers are commonly the mediators
- In unionized organizations, the mediator is usually a professional from outside the organization



# Arbitrator

- Is a neutral third party who makes a binding decision to resolve a conflict
- Is like a judge
- His or her decision must be followed
- Its use should be kept to a minimum because it is not a collaborative conflict style

# Negotiation Skills





# Negotiation

- Is a process in which two or more parties are in conflict working to reach an agreement
- Is a core competency in life
- Common in:
  - Job searches
  - Labor relations
  - Sales

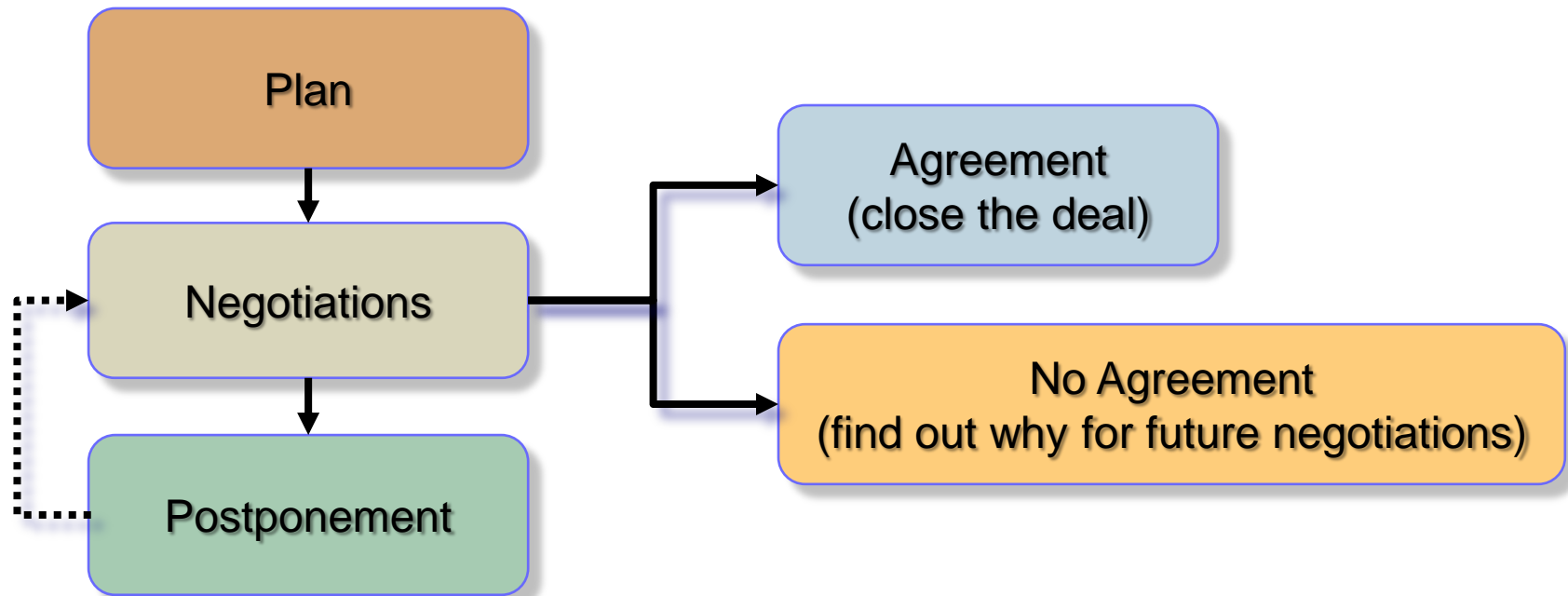


# Negotiating

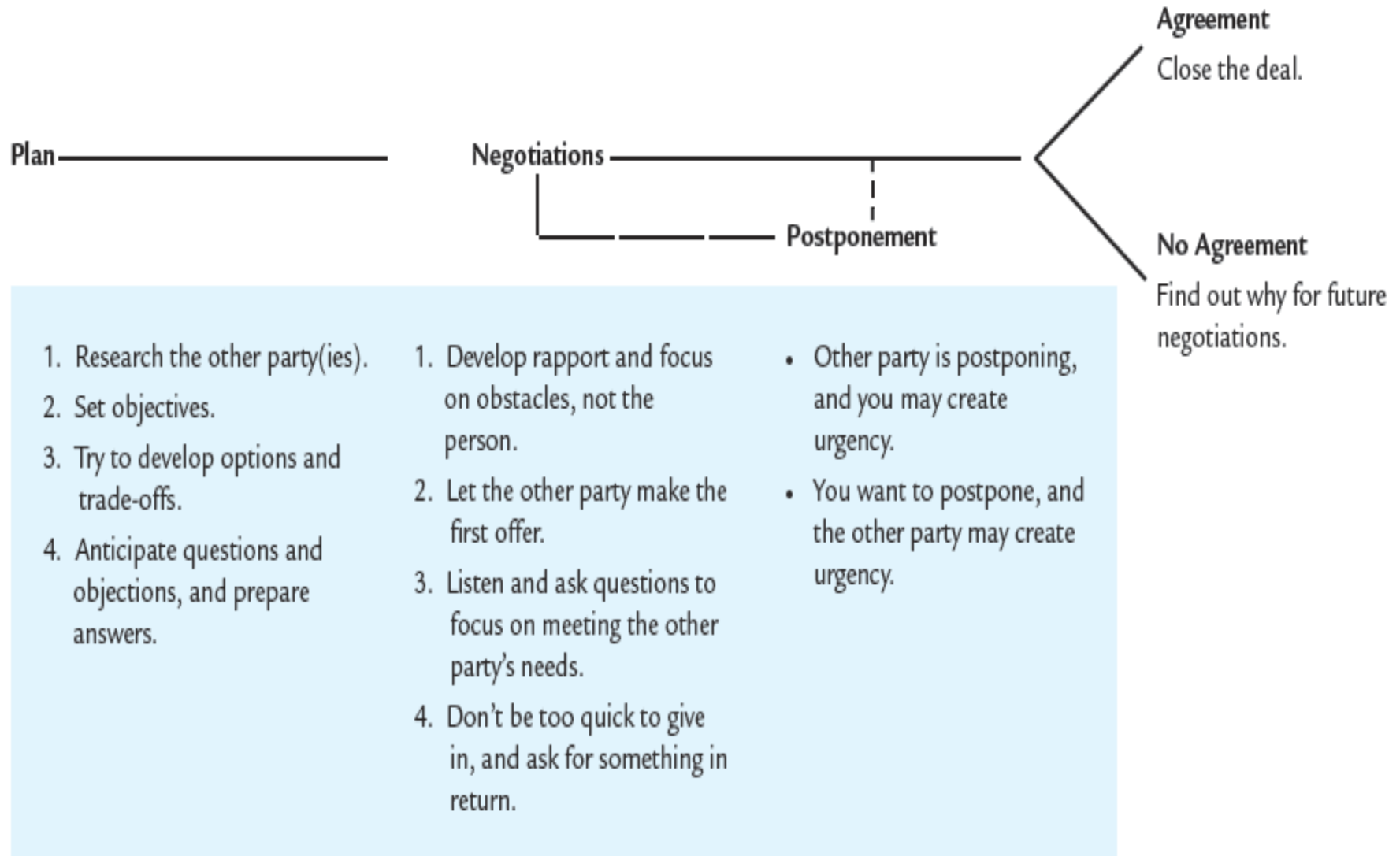
- Negotiation is often a zero-sum game; one party's gain is the other party's loss
- Sell your ideas to convince the other party to give you what you want
- Try to work toward a win-win result
- All parties should believe they got a good deal



# The Negotiation Process



# The Negotiation Process





# The Negotiation Process: Agreement

- Get it in writing
- Quit selling
- Start working on a personal relationship



# The Negotiation Process: No Agreement

- Accept that agreement isn't possible
- Learn from the failure
- Analyze and plan for the next time
- Ask the other party what you did right and wrong



# Influence

- Is required to:

- Gain power
- Play organizational politics
- Network
- Negotiate
- Get what you want



# Leadership and Influence

## ■ Leadership

- Is the “influencing” process of leaders and followers to achieve organizational objectives through change

## ■ Influencing

- Is the process of affecting others’ attitudes and behavior in order to achieve an objective

# Influencing Tactics

