

**In recent years significant changes have impacted work environments. As employees and management struggle to deal with these changes, it is probable that conflict will result. In many cases, relationships remain adversarial and levels of trust and communications continue to decline. Review the roots and sources of conflict and the various methods of conflict management identified in literature and as used in practice.**

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## Introduction

In recent years significant changes have impacted the work environment. As employees and management struggle to deal with these changes, it is inevitable that conflict will result. In many cases, relationships remain adversarial and levels of trust and communications continue to decline. Although, conflict cannot be avoided, the way it is dealt with can be altered (Costantino C. A. and Merchant C. S.).

Some modern organizational leader knows that a controlling, and coercive management style no longer works. Globalization, demographic and economic changes now require that organization leaders not only negotiate with their staffs, but also help them negotiate with each other. Current trends toward downsizing, quality, teams, flatter hierarchies, and multiple responsibilities are intensifying interdependency between employees. Most organizations inadequately equip their staff to effectively negotiate work relationships especially in a team environment.

The impact of conflict is affected by the manner in which it is managed. Conflict is a by product of change (Coser, L. A.; [www.crenet.org](http://www.crenet.org)). As such, it can result in improved decision-making processes and progressive team development. Members of teams must learn to challenge each other without destroying the team process. In most cases, teams are able to handle conflict by following a framework of communication needed for managing it constructively, mediating their own conflicts, and improving both productivity goals and member relationships (Coser, L. A.; [www.crenet.org](http://www.crenet.org)).

## Background

Typically, people are reluctant to get involved in a conflict situation. Most people feel uncomfortable at the thought of an unpleasant and possibly emotional confrontation. People usually hope that the problem will work itself out. Unfortunately, conflicts are rarely self-healing.

Conflicts are inevitable as long as two or more people are involved in the same project ([www.ohioline.osu.edu](http://www.ohioline.osu.edu).) Even the most good-natured people get upset at times. Disagreements arise because individuals see, hear, and interpret things differently. These confrontational encounters in the workplace are wasteful in terms of time, money, and human resources. When conflicts focus on blame and faultfinding, feelings of anger and animosity can create frustration and stress. In the worst-case scenario, it can create enemies, and unmanaged conflict damages relationships both on and

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off the job.

On the other hand, managed conflicts can lead to creative solutions, greater job satisfaction, and better relationships. Effectively managed conflicts deal with real issues in a focused atmosphere and concentrate on win-win resolutions ([www.crenet.org](http://www.crenet.org)). Understanding the perspectives of the differing views will help lead a team to cooperative problem solving and create allies instead of enemies.

Conflict resolution skills are the result of a series of learned behaviors and personal insights. It is usually necessary to acknowledge counterproductive ways of dealing with conflict before new, effective ways of reacting can be learned. Being aware of past habits such as complaining, criticizing others, or jumping to conclusions during a disagreement is critical ([www.crenet.org](http://www.crenet.org)).

Some people invite or escalate conflict situations more than others. Personality types are one of the major factors in a conflict. Other behaviors which cause, invite, or escalate conflict, are associated with certain roles; the leadership style, team player, independent worker, compliant follower, and the victim. Leaders may be overbearing and focus on controlling others, which ultimately contributes to a "groupthink" environment. In this type of environment, team members are susceptible to nonparticipation for fear of ridicule and criticism. Independent types may insist on acting alone and refuse to participate in group activities. This type of behavior counteracts the primary purpose of teamwork, which is to gain the viewpoints and ideas of various individuals in the overall effort of problem solving and decision-making. Team players may avoid assuming responsibility or be overly dependent on others, while followers may wait to perform until given specific directions. Victims will complain about others giving them too much, too little, or the wrong thing. Although these personalities represent stereotypical behaviors, they all fall somewhere along that continuum of workplace per-



sonalities. Therefore, identifying your place on the scale is one of the first steps to understanding how to reduce conflict ([www.nmcd.org](http://www.nmcd.org)).

## Misconception and Characteristics

Conflict is a natural phenomenon, normal and inevitable whenever people interact (Costantino C. A. and Merchant C. S.). Thinking that harmony is normal and that conflict is abnormal is false. Too often, we use personality types as an excuse to do nothing about the conflict. Personalities do not conflict. More often it is people's behavior that conflicts ([www.pyn.org/pyn](http://www.pyn.org/pyn)). Thinking that conflict is the result of personality differences is superficial. Disagreement is a difference of opinion while conflict is more hostile. Conflict and disagreement are not the same.

## Characteristics

Whether large or small, conflicts have certain characteristics: (<http://ohioline.osu.edu>). One is that at least two parties are involved. There is an awareness of some kind of struggle or threat, either real or suspected, and there is some interaction or interference. A conflict arises when we feel that someone is interfering in our business (Wisinski, J.; <http://ohioline.osu.edu>).

## The Causes of Conflict

Understanding how conflict arises at work can be very helpful for anticipating situations that may become unstable. Although it appears, at times, that anything can cause conflict, it typically stems from a limited number of causes (<http://www.edp5285-01.sp01.fsu.edu>).

1- Incompatible goals among team members, individuals or different teams at work could cause a conflict. Imagine a restaurant where the shift manager is telling a waitress that rapid service is an absolute must from this point forward. On the other hand, the corporate office instructs all employees to focus their efforts upon quality food and customer service. One can see how quickly problems could arise between the waitress and the shift manager if speed is sacrificed for quality customer service.

2- Competitive personalities and the different personal values that most people bring into the work environment may create a values conflict in which two or more people have different attitudes, beliefs and expectations. These differences may interfere with the decision-making process if the beliefs are inflexible and rigid about the way to do things. Different values and beliefs predispose people to choose different goals or different methods for achieving the same goals. One example is the personality distance between employees who are extraverts and those who are introverts. Often this personality gap instigates gossip, suspicion, and conflict. Also, competition is supposed to bring out the best in us; however, with the job market fluctuations today selective hiring programs can lead to sabotage, scapegoating, and conflict across groups. Competition theories alone do not identify which group or groups will be scapegoats, or whether the target will be groups rather than the random or lucky individuals (Costantino and Merchant).

3- The extent to which individuals as team members rely upon each other to complete the team's work is a third factor that can contribute to conflict. Naturally, conflict would be less common in cases where an individual is tasked to investigate a case and write the report than where a team being tasked to investigate and write the report. Another situation might be if an individual is tasked with investigating a case and his or her partner is tasked to write the report. If people are expecting someone else's contribution and the manager is pressuring the individual or the team for the report, one could see that the opportunity for conflict begins to expand. Conflict can arise if two or more people see their own and each others roles differently. Being able to accomplish tasks and achieve goals is a necessary ingredient in any team environment. If the task is not done, others in the team may get angry.

4- A fourth source of conflict in the workplace is limitation. Regardless of the paucity of funds, time, supplies, or space, people need their fair share of resource in order to complete the mission or meet the objectives. This may be characterized as the most common source of conflict. Competition for limited resources can create conflict both within and across teams. Within a team, individual interests may vary with team interests, especially in the short term. People have their own interests, sometimes to a point that depletes the team's resources faster than they can be replenished. In this type of scenario, ultimately all team members, including those who profited, end up far worse off.

5- Distribution or delegation of power at work can be a fifth source of conflict. Misuse of power and inadvertently stepping on other's toes are some examples. Sometimes teams or individual departments are viewed as authorities, which may cause resentment and lay the foundation for conflict. Within groups, too, a rank order exists. Division within departments or offices may be rated by their fellows in social status. On the other hand, lack of agreement about who is in charge or how we are going to get things done in any situation can be a source of conflict.

6- Unresolved and prior conflict is a sixth source of conflict. As the number of past-unresolved conflicts increase between people so does the possibility of future ones. Many people shy away from conflict management because memories of past conflicts still hurt. Probably the most lasting of those scars have been caused by conflicts with those we are closest to: close friends; trusted colleagues; and work group members.

7- A final source of conflict to be addressed is irregular decision-making and policies. When changes occur suddenly and unpredictably, conflict may follow. Forces may have been at work for a long time to cause such a change, but it appears suddenly and provokes anger, anxiety and confusion. A few government organizations and some private organizations are notorious for continually changing their policies and requirements (Costantino C. A. and Merchant C. S.). On the other hand, a few have no policies at all. Most individuals in a work environment have experienced this source of conflict. An unexpected change in the department's work schedule, or being told that you are violating a policy, where no written policy exists are examples. In any case, the absence of policies, or clear policies that are constantly changing, could create an unstable work environment and may lead to subjective interpretation (Sessa, V. I. 1996).

These sources of conflict appear to interrelate with other internal factors such as hostilities among different cultures. Animosity created by long-standing stereotypes provides a convenient target for aggression, but this type of animosity tends to be on the low end of a conflict spectrum. Generally, problems of this nature are met with swift punishment from legitimate authorities or powerful allies. This is very apparent when groups with little influence or power and resources often become scapegoats for groups with more influence and power. Social vulnerabilities with race, gender, and class are a few examples. Biases and prejudice also factor into sources of conflict. For instance, individuals who associate with one group may be less tolerant toward other groups.

Communication and unfinished business are key factors. Failure to share ideas and feelings between supervisor and employee, for example, allows the other person to fill in the gap. People quickly assume what they think the others will say or anticipate how the others will respond. They often suspect negative things that may provoke anxiety, leading them to look for the worst. If this continues, trust is lowered and individuals may become suspicious and defensive ([www.nmcd.org](http://www.nmcd.org)).

Technology also has been a contributing factor. The Internet has changed many things in the world, including work and life environment. The increasing popularity of telecommuting is one of the major impacts of Internet on people's work and life styles, which has repercussions toward public policies and personal choices. Although, policy makers are concerned about the impact of telecommuting on performance, at lower levels the major concerns are on the impact on; work related stress, and conflict ([www.ita.org](http://www.ita.org)).

A recent study by Information Technology Association of America (ITAA) indicated that email has become an integral part of the 57 million Americans' work lives, which is more than 60% of those employed in the United States, almost double the number of U.S. workers who used the internet just two years ago ([www.ita.org](http://www.ita.org)).

In a survey of 2,447 Americans, 1,003 of whom use email at work, the ITAA project found that the average American worker on a typical workday spends about a half hour handling email. The majority of workers receives 10 or fewer emails and sends five or fewer. Asked to rate e-mail's place in their work on a scale of 1-10, 52% ranked it as essential and another 34% viewed it as valuable ([www.ita.org](http://www.ita.org)). Relatively few rated it a waste of time.

About a quarter of workers find email distracting and a fifth of work e-mailers say email has caused misunderstandings on the job and a similar number say email has added a new source of stress and conflict at work. While these issues are not as pronounced, they can act as catalysts for much bigger problems ([www.ita.org](http://www.ita.org)).

Among this group, the Project expected to find truly overwhelmed work e-mailers. In fact, 11% of power e-mailers say they are overwhelmed by their email workload, compared to 2% of non-power e-mailers. But overall, power e-mailers are doing very well with their tremendous load of email and are more likely than other e-mailers to extol the virtues of email. Although there is a short-term feel good effect, which comes from processing a large volume of emails, it is not the best way to spend the day.

A root cause of work related stress is this unfinished business, which contributes to work conflict. Nothing is worse than ending the day, knowing that the objectives have not been met. Email may be killing the workers focus and effectiveness. Whether they get 20 emails or 200, there are always a few that draw them into others' priorities.

### Managing Conflicts

Interpersonal conflict is an unavoidable aspect of organizational life. Different priorities, competing interests, professional rivalries and personalities all play their part in creating friction at work, whether between peers, teams or managers and subordinates. If conflict is handled well, conflicting perspectives contribute to creativity, morale, and drive, but otherwise, conflict creates difficulties for the organization and puts tremendous stress on everyone involved (McDaniel, Littlejohn, & Domenici; Sessa).

Long-drawn-out conflict pushes energy and attention away from the tasks at hand, while working relationships become trapped in manipulative or aggressive behavior and a culture of fear and blame (McDaniel, Littlejohn, & Domenici; Sessa).

While several ways of dealing with conflict exist, most are only coping strategies and do not solve the problem. In order to resolve conflict, communication skills are at the heart of conflict management. It is important to learn how to express feelings and convey anger or resentment towards the other party. Negative expressions promote conflict. Equally important is learning how to communicate or make suggestions in a non-combative manner. It is important to avoid emotional words that trigger a negative response ([www.crenet.org](http://www.crenet.org)).

Strategies for defusing and redefining a conflict include: making sure everyone is hearing the same message; focusing on areas of agreement; trying to see the "big picture" instead of trivialities; separating the work issue from personal feelings; acknowledging the merits and views of the other person; settling for less than 100 percent; allowing for a cooling down time before attempting resolution; and finally, leaving the scene before you become angry (Bowditch, J. L., & Buono, A. F.).

### Work Environment

In any work environment interpersonal skills training is important for all employees (Costantino C. A. and Merchant C. S.). Supervisors and managers need something more than authority when they are dealing with the way their employees handle conflict (Costantino C. A. and Merchant C. S.). Traditionally, the most common approach by managers and supervisors for resolving conflict that involves their subordinates is through informal arbitration. They listen to both sides and then tell them what to do. This approach by the managers and supervisors customarily creates tension and resentments unless the solution is able to incorporate the needs of both employees.

Another approach is to use informal mediation. In this scenario, the employees are empowered to solve their own problem under the guidance of the supervisor or the manager. It is in their best interest to reach an agreeable solution. If agreeable resolution is not reached, the manager reverts to the arbitration model and imposes a decision.

Some organizations train their managers and supervisors in managerial mediation and facilitation. However, a one day or one week training session may not be enough for a manager or a supervisor to develop the ability and the skills for mediation. Effective managers do mediate, even if they are unaware that they are doing so ([www.edp5285-01.sp01.fsu.edu](http://www.edp5285-01.sp01.fsu.edu)).

### Team Environment

Teams are made up of a diverse group of individuals, with each member possessing different capabilities and skills. On the other hand, diversity within the team can also create conflict. It is important for teams to understand the dynamics of conflict and to control its flow (McDaniel et al.).

Conflict is not limited to disruptive effects. A number of social scientists and researchers acknowledge the substantial benefits of conflict to team processes (McDaniel, Littlejohn, & Domenici, 1998; Sessa). Conflict is a driving force of change. When conflict is managed correctly, it produces new ideas, solves problems, serves as a chance for workers to expand their capabilities, and introduces creativity into thoughts about organization. Nevertheless, positive outcomes are frequently unattainable due to reactionary efforts to eliminate the source of conflict. The consequences of poorly managed team conflict are a lowering of team energy, disruptions, unhealthy relationships, and the prevention of job ac-

complishment. Additionally, the situation becomes an avoidance of the disputed subject and the creation of an environment of fear. Too often, conflict is smoothed over by a team leader and is not resolved; resulting in a build up of resentment between team members (McDaniel et al.).

A team should be able to realize that the focus is not on conflict itself, but how it is managed. The idea behind managing conflict is not necessarily to reduce conflict, but rather to manage it in a constructive manner. Team members must learn to challenge each other without destroying the team process. Teams capable of mediating their own conflicts can improve productivity and strengthen relationships (McDaniel et al.).

Classic literature (Coser), studying group behavior recognizes the importance of conflict in groups. Coser states that positives and negatives contribute to the formation of a group. Additionally, internal and external factors contribute to group dynamics in positive and negative ways. A group without conflict is a group without process or structure. The life of a team is dependent on need for conflict. This forces the team to thrive and prosper, just as much as the group relies on the need for cooperation (Coser.). Team research by McDaniel et al., and Rayeski & Bryant extends this outlook toward the positive aspects of conflict and proposes various methods by which teams may cultivate positive outcomes.

## Negotiating Conflict

Negotiating is a commonly used alternative resolution technique by which two or more parties, sometimes with different needs and goals, work to find a mutually acceptable solution to a conflict (Harvard Business Review; [www.nmcd.org](http://www.nmcd.org)). The process allows for interested parties to resolve their disputes and agree upon courses of action, and attempt to reach an outcome that serves their mutual interests. Since, the negotiating process is at an interpersonal level, each situation is different, and influenced by each party's skills.

Understanding the value of the negotiation process allows team members to manage conflict with confidence. Negotiating conflict will increase the chance that the outcome will be positive for both parties. Integrated negotiations are more likely to result in cooperation during the negotiations where people try to maximize payoffs. Focusing on what group members or groups have in common as well as defining problems, will help mediate disagreement. In this case, parties in conflict must meet as equals. This may be more difficult, since both parties must be convinced that they are equal and will be given equal consideration in terms of work (Harvard Business Review; [www.nmcd.org](http://www.nmcd.org)).

## Interest-Based Negotiation

This refers to any practice or pattern of behavior that guides other processes, such as conflict resolution and Alternative Dispute Resolution (ADR). The key concept is interest-based negotiation, which force the parties to concentrate on how their bottom line interests can help them to work through conflict and reach agreement. Interests are our motivation; the needs, desires and concerns that drive us; therefore, in order to be successful in reaching a resolution it is important that the outcome satisfy the interests of both parties. However, in order for the interest-based process to be effective, parties must develop and obey a set of rules. In any work environment, struggles arise over rules. Determining who sets them, the kinds of rules and what happens when rules are broken alone can cause conflict. When a team fails to develop such a process the work and team environments will quickly deteriorate as people try to control and win as much as possible ([www.opm.gov](http://www.opm.gov); [www.state.oh.us](http://www.state.oh.us)).

The interest-based process enables parties involved to become joint problem-solvers, under the assumption that mutual gain is possible and that the parties should help each other achieve a positive result. This method is commonly used to address labor management conflicts.

In a collective bargaining context, decisions based on objective criteria prevent the need to rely only on power. An interest-based process captures some of the highest principles originating, but not always practiced, in traditional negotiating techniques, and makes those principles its core fundamentals. For instance, the interest based negotiation process enables traditional negotiators to become joint problem-solvers, by assuming that mutual gain is possible by focusing on the present and future, not the past. The solutions which satisfy mutual interests are more concrete due to the negotiators focus on the underlying issues. Additionally, parties should help each other to achieve a positive result by concentrating on issues, not personalities.

## Mediation Process

Mediation is an informal method of dispute resolution in which a neutral third party, the mediator, attempts to assist the parties in finding resolution to their problem through the mediation process. Mediation has no legal standing, however, a written and a signed agreement between the parties in some jurisdictions is considered a legally binding contract. Mediation is much different from most other conflict resolution techniques by virtue of its simplicity, and the clarity of its rules. This technique is employed at all levels from civil disputes to global peace talks (Harvard Business Review).

Generally, the process consists of an introduction by the mediator, a defining of the conflict by the complainant, an opportunity for the respondent to reply, and alternating responses by the parties' until either the issue is resolved or until it is determined that an agreement will not be reached. The role of the mediator is to guide the process while insuring that each party has an equal opportunity to respond, until either resolution or stalemate is reached.

Mediation has been used extensively in a variety of organizations both in government and in the private sector. The process works best when both parties looking for resolution to their conflict or potential conflict and have no hidden agenda. During the past decade mediation has been utilized by some court jurisdictions to decrease caseload, particularly in the area of family law.

McDaniel et al. offer a step-by-step mediation process for teams dealing with conflict. This mediation process enables the team to mediate their disputes. By applying communication skills to a situation, team members are able to address conflict while maintaining and strengthening the team spirit. The key is that each member must commit themselves to a consistent process for communicating and resolving conflicts with others. The anticipated results of this process are higher team performance levels, less stress, and a more positive work environment (McDaniel et al.)

In order to effectively implement the team mediation process the individual and the team must meet four requirements. The first requirement is for each team member to learn the appropriate communication skills and the overall mediation process. These communication skills include learning to confront others, listening to other's concerns, acknowledging opposing perspectives, responding appropriately, and committing to a plan of agreed action. If a few team members do not make the effort to learn the skills necessary for accepted communication, then the process cannot work effectively (Weiss, D. H.). The next requirement is to verify that each member of the team has a good understanding of the process. Any misunderstandings with regard to the process will not only produce more conflict, but also increase the amount of time needed to reach an agreement. The third requirement is an environment where the team feels empowered and confident in solving their conflict. The team must be given the authority to create and establish its roles and system of mediation. This process usually begins by brainstorming over the ideas of conflict, the negative results, and acceptable outcomes for the team. Within this parameter, the team defines and agrees upon team values, expectations, and procedures. The most important factor at this point is the behavior of each team member, and their ability to control themselves. Finally, the fourth requirement ensures that team members are expected to recognize and resolve conflicts collectively (Wisinski, J.).

After a team meets these four requirements, the next step is for all team members to participate in skill development training. This process allows team members to learn how to coach one another through the mediation process while they practice applying communication skills to increasingly difficult conflict scenarios.

Some people have trouble being part of a team or working in a team environment. This is especially true for those people accustomed to working alone or making decisions on their own. Once a person enters into a team, she or he is entering into a relationship; therefore, a sense that she or he is giving up his or her individuality often exists. On the contrary, the contribution to the team produces an end result that can be greater than that achieved by individual effort. (Wisinski, J.). This interdependent relationship may naturally lead to conflict. Wisinski mentions the use of six skills in order to maintain team relationship and dealing with conflict.

1. Level participation indicates that a member is involved in the team in a balanced manner. The key is to have each member maintain this balance and helps others to maintain their respective balance.
2. Individual members should sell their ideas. This allows the member to define his or her view in a logical rather than emotional manner.
3. Advocating the ability of a team member presenting his or her personal opinion to withdraw it if it fails to gain the support of the team.
4. It is the responsibility of each member to offer feedback stating any improvements or failures for the work of the team.
5. Each member is responsible for maintaining supportive, healthy relationships within the team. A strong need is placed on the individual to manage conflict between other team members.
6. It is the responsibility of a team member to understand what items and tasks they are responsible for in a functioning team role. This includes knowing when tasks need to be completed and the steps involved to complete each task.

If team members fail to respect one another and fail to acknowledge each other and show willingness to disagree and resolve disputes, no method of team resolution is effective. Weiss indicates four essential skills for team members in order to disagree on issues without creating consequences damaging to the team. The first skill is listening. Ninety percent of what a person is saying is conveyed by nonverbal gestures. By being a good listener, a person can understand the content and feeling of a disagreement, thus increasing the likelihood of reaching an agreement. The second skill is respecting and acknowledging someone else's position and feelings within a dispute. Acknowledgment assures each team member that they are being understood. The third skill is responding. A person responding with constructive feedback to another person clarifies his or her points of view, while offering an alternative for that person to contemplate. The fourth skill is resolving remaining differences by clearly defining what the problem is, looking for the direct cause of the dispute, separating it into segmented parts, and, finally, working together, to select the most reasonable and acceptable solution.

## Conclusion

Conflict management identifies and resolves conflict in a sensible, fair, and efficient manner. Developing and using skills such as problem solving, effective communicating, and negotiating with a focus on interests will allow individuals to manage conflict. When people negotiate with a focus on their interests rather than their positions, they have a better chance of working with, rather than against, each other to discuss and resolve issues. Once mastered, conflict management techniques may be used in all aspects of our lives -- home, work, community, school, etc.

Conflict in the workplace can have a significant impact on productivity, motivation, and the retention and it can be extremely costly. Nevertheless, every organization needs a healthy dose of conflict. Conflict manifests change, and change can lead to growth and progress. While conflict may seem negative, it is a natural event in any relationship and simply cannot be avoided. Conflict occurs because people care about personal goals, individual priorities, themselves, and each other. Depending on how they are handled, conflicts may have negative or positive consequences. The results depend on how people choose to resolve it. In itself, conflict is neither good nor bad, but what people do with it is what makes the difference. Good communication skills are at the heart of know-how conflict management. Knowing what to say and when and how to say it and when to keep quiet is an art every team member must master. People can become more effective in conflict situations if they respond by consciously selecting behavior, instead of quickly reacting based on first impressions of a situation. In order to manage conflict creatively, people need to develop the skills and learn techniques to effectively deal with conflict situations (Weiss, D. H.; McDaniel, G., Littlejohn, S., & Domenici, K.).

The role of conflict in groups or teams is determined by the manner in which it is managed. Conflict encompasses the core of team processes, and if left unresolved, conflict serves to exploit the development of a team. However, teams with a clear understanding of conflict resolution are capable of combining the energy created by its elements, resulting in conserved energy and productive outcomes. With growing emphasis, the advantages of the constructive management of team conflict are becoming more evident in today's business world (McDaniel et al.). Conflict is not necessarily unfavorable when properly managed. Several advantages have been identified such as increasing personal growth and morale, enhancing communication, and producing better project outcomes. However, conflict can be the decline of an organization if it is not effectively managed. The most important challenge for organizational leaders, managers, supervisors, and teams, is to try to maintain the right balance and intensity of conflict. By using different principles, learning different approaches to conflict management, and understanding the dynamics of conflict, everyone will be able to establish an environment in which creativity and innovation is encouraged and project goals are accomplished.

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### **About C4SEM**

The Center for Security and Emergency Management (C4SEM) was established to enhance the capabilities of military security forces, law enforcement officers, emergency responders and local officials to prepare for, respond to, and recover from catastrophic events resulting from natural events, man-made accidents, or terrorist attacks. Since its inception, C4SEM has provided military, federal, state and local departments and agencies with high-quality, hands-on, scenario-driven training, exercises, technical assistance, and strategy development.

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- Identify Terrorists Communications and Operations Capabilities
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- Develop Security and Emergency Management Strategies

***Define Mission, Clear Objective, Creative Solution***