



The Common Drivers of Internal Organizational Conflict

Participant Workbook

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Introduction

Objectives

Participants will be able to:

- Build awareness of the most common drivers of internal organizational conflict
- Learn ways to prevent emerging conflict from becoming destructive conflict
- Identify the most common catalysts for conflict, defuse them, and prevent major destructive disagreements

Common Causes of Organizational Conflict

What do you think is the most common driver of organizational conflict? Use the space provided to record your thoughts.

Common Causes of Organizational Conflict:

- Unclear job expectations and/or conflicting roles
- Discrimination
- Unfair treatment / favoritism
- Poor communication
- Lack of necessary training
- Lack of information / knowledge-sharing
- Negative work environment
- Differences in goals, styles, values, morals, perceptions, politics
- Poor work habits, lack of accountability, dishonesty, mistrust

- Stress, pressure, and workload
- Lack of praise and recognition
- Personality differences / clash of egos
- Competition over internal resources (hoarding, etc.)
- Competition for promotion, assignments
- Emotion: feeling excluded, disrespected
- Misunderstandings
- Change
- Inconsistent performance measurement and rewards
- Badly structured processes and governance

Other Causes of Conflict:

- Change
- Poor communications
- Unclear performance expectations
- Unclear job roles
- Personality / values differences
- Favoritism (real or perceived)
- Dysfunctional work environment
- Mistrust



Addressing Common Causes and Triggers

Conflict Coaching and Mediation Tips

Tips for Coaching	Tips for Mediation
<ul style="list-style-type: none"> • Prepare 	<ul style="list-style-type: none"> • Make it voluntary and confidential
<ul style="list-style-type: none"> • Investigate 	<ul style="list-style-type: none"> • Encourage collaboration and respect
<ul style="list-style-type: none"> • Explain 	<ul style="list-style-type: none"> • Jointly explore the way forward
<ul style="list-style-type: none"> • Ideal future 	<ul style="list-style-type: none"> • Don't arbitrate
<ul style="list-style-type: none"> • Define the steps 	<ul style="list-style-type: none"> • Involve all parties in the resolution and its acceptance
<ul style="list-style-type: none"> • Explore repercussions 	
<ul style="list-style-type: none"> • Optimal outcome 	

Preventing and Resolving Organizational Conflict

Source of Conflict	Resolution
Change	<ul style="list-style-type: none"> • Communicate reasons behind change • Involve your team members in the process • Train team members
Communications	<ul style="list-style-type: none"> • Communicate frequently • Use different modes and venues • Leave no room for guessing
Performance Expectations	<ul style="list-style-type: none"> • Be crystal clear • Measure performance against objective and fair criteria
Job Roles	<ul style="list-style-type: none"> • Provide clear roles and responsibilities

Source of Conflict	Resolution
Personality/Values Differences	<ul style="list-style-type: none"> • Stress mutual respect • Consider both points of view • Focus on factual information
Favoritism	<ul style="list-style-type: none"> • Hold yourself to the highest standards of fairness • Be transparent
Dysfunctional Work Environment	<ul style="list-style-type: none"> • Tolerate no bullying or harassment • Emphasize inclusion • Organize team building events
Mistrust	<ul style="list-style-type: none"> • Double down on all of the above

Workbook Question

You may have heard that many symphony orchestras use blind auditions to choose their musicians. Candidates play behind dark screens so that "interviewers" can only assess their playing abilities, not their appearance.

They do this to combat various biases and discrimination. At first, in the 1970s, it was solely to eliminate gender bias.

Despite these measures, the strategy largely failed. Males were still selected over females at nearly the same rates.

Why do you think this was, and how do you think it was resolved? Use the space provided to record your answers.

Case Vignettes

NASA

- NASA CFO office scored poorly on the Federal Employee Viewpoint Survey (FEVS)
- Perceived lack of fairness and objectivity in performance ratings were identified as the root causes that produced a lack of confidence
- Initiatives were instituted to build back trust:
 - Coaching
 - One-on-one time
 - Improved Communication

Do you face any similar potential conflict in your team at NAVFAC? Use the space provided to record your thoughts.

What elements of NASA’s initiatives could be easily replicated at NAVFAC? Explain. Use the space provided to record your thoughts.

How would you build similar commitments and trust from your managers and supervisors? Use the space provided to record your thoughts.

Microsoft

- When Bill Gates left Microsoft as CEO, Microsoft was at the pinnacle of the IT industry.
 - Employees were collaborative and extraordinarily innovative.

- During Steve Ballmer's reign as CEO, Microsoft lost standing in the industry.
 - A forced ranking system was introduced.
 - Employee conflict and turnover increased.

Which impacts experienced by Microsoft, if any, are similar to problems you may face at NAVFAC? Use the space provided to record your thoughts.

Why do you think Ballmer’s approach to performance management created such divisiveness and conflict at Microsoft? Use the space provided to record your thoughts.

What would you do to “right the ship? Use the space provided to record your thoughts.

Key Takeaways

- **Focus on the universals.** At work, spend time with your team members, get to know them, and understand them.
- **Consider the main causes of organizational conflict.** As a leader, you have control or influence over all of them. Take proactive steps to diminish the drivers and avoid destructive conflict.
- **Don’t take for granted** that you, as a leader, are completely fair and unbiased. Seek the perspectives of your team.

Final Reflection

- What is something new you learned today?
- What is the most important tip you would share with a coworker?

Use the space provided to capture your response.

Contact Information

BD17 Contact Information: Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- NAVFACHQTotalForceDevelopment@navy.mil

Development Resources

Career Compass Resource Center: An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Conflict Management** competency:

- <https://www.navfac.navy.mil/conflict-management>

Career Compass Catalog: an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

Course Credit

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Component	Include in Email
Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – The Common Drivers of Internal Organizational Conflict
Course Name	Conflict Management: The Common Drivers of Internal Organizational Conflict
Course Completion Code	5eijo

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information:



Be sure to include your Navy email address in the body of your email if you are using a personal device.