

# HOW TO RESOLVE **CONFLICT** IN ORGANIZATIONS

The Power of People Models and Procedure



Annamaria Garden

First published 2018  
by Routledge  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN  
and by Routledge  
711 Third Avenue, New York, NY 10017

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

© 2018 Annamaria Garden

The right of Annamaria Garden to be identified as author of this work has been asserted by her in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. The purchase of this copyright material confers the right on the purchasing institution to photocopy pages which bear the photocopy icon and copyright line at the bottom of the page. No other parts of this book may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

*Trademark notice:* Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

*British Library Cataloguing-in-Publication Data*

A catalogue record for this book is available from the British Library

*Library of Congress Cataloguing-in-Publication Data*

Names: Garden, Anna-Maria, author.

Title: How to resolve conflict in organizations : the power of people models and procedure / Annamaria Garden.

Description: 1 Edition. | New York : Routledge, 2018.

Identifiers: LCN 2018002623 | ISBN 9780815383321 (hardback)

ISBN 9780815383338 (pbk.) | ISBN 9781351206112 (eBook)

Subjects: LCSH: Conflict management.

Classification: LCC HD42 .G357 2018 | DDC 658.3/145--dc23

LC record available at <https://lccn.loc.gov/2018002623>

ISBN: 978-0-8153-8332-1 (hbk)

ISBN: 978-0-8153-8333-8 (pbk)

ISBN: 978-1-351-20611-2 (eok)

Typeset in Times New Roman

by Wearset Ltd, Beldon, Tyne and Wear



# Contents

<i>List of figures</i>	ix
<i>List of tables</i>	x
<i>List of checklists</i>	xii
<i>List of commentaries</i>	xiii
<i>Acknowledgements</i>	xiv
<b>Introduction</b>	<b>1</b>
<b>1 People Models and People Procedure</b>	<b>4</b>
<i>Getting the angels to win</i>	<i>4</i>
<i>Key points in this chapter</i>	<i>4</i>
<i>Business language and people language</i>	<i>5</i>
<i>People Models</i>	<i>6</i>
<i>Conflict</i>	<i>6</i>
<i>Other models of conflict resolution</i>	<i>6</i>
<i>Not fitting the traditional mould</i>	<i>7</i>
<i>People Procedure</i>	<i>8</i>
<i>Stopping the Department working on Sunday</i>	<i>9</i>
<i>The six different People Models</i>	<i>10</i>
<i>Values</i>	<i>13</i>
<i>Conclusion</i>	<i>14</i>
<i>Exercises</i>	<i>14</i>
<b>2 Relationships between organizations</b>	<b>16</b>
<i>The computer users' groups</i>	<i>16</i>
<i>Key points in this chapter</i>	<i>17</i>
<i>M&amp;As: business language</i>	<i>17</i>
<i>An acquisition that is on tenterhooks</i>	<i>18</i>
<i>Research backs up the acquiring company's approach</i>	<i>19</i>
<i>Factors associated with job excitement</i>	<i>19</i>

<i>The People Procedure applied to the acquisition</i>	19
<i>The People Model: Partner–Ally–Friend</i>	20
<i>Conflicts between the two</i>	21
<i>Conflict in the voluntary sector</i>	23
<i>Negotiating to Yes</i>	24
<i>Four organizations merge into one: the case of the public sector</i>	25
<i>Conclusion</i>	28
<i>Case studies: Sir Alex Ferguson, Angela Merkel, Richard Branson</i>	29
<i>Exercises</i>	30
<i>Checklist 2.1 Assessing Partner–Ally–Friend</i>	31

### 3 Conflict within organizations – structure

34

<i>A classic framework</i>	34
<i>Key points in this chapter</i>	34
<i>Functional or lateral conflict</i>	34
<i>The Administration and Marketing departments</i>	35
<i>The People Model: the MBTI</i>	35
<i>Cautions around using the MBTI</i>	40
<i>Bureaucratic conflict</i>	41
<i>The retail company</i>	41
<i>Bargaining conflict</i>	45
<i>Annihilating HR</i>	45
<i>Moving on</i>	48
<i>Conclusion</i>	48
<i>Case study: Theresa May, British PM</i>	49
<i>Exercises</i>	50
<i>Checklist 3.1 The dynamic of type in the organization as a whole</i>	51
<i>Checklist 3.2 Where do we need to develop as an organization?</i>	53

### 4 Conflict within organizations – teams

55

<i>The importance of teams</i>	55
<i>Key points in this chapter</i>	56
<i>The Executive Committee who never met</i>	56
<i>The People Model: Inclusion–Control–Openness</i>	57
<i>Humming as a team</i>	59
<i>General theory of the People Model</i>	59
<i>Research on teams</i>	62
<i>Digging deeper into the Inclusion–Control–Openness theory</i>	63
<i>The other Executive Committee</i>	66



	<i>Determining the main dimension</i>	67
	<i>Conclusion</i>	68
	<i>Case study: Sir Alex Ferguson</i>	69
	<i>Exercises</i>	71
	<i>Checklist 4.1 Connoisseur or Populist</i>	72
	<i>Checklist 4.2 Juggler or Boss</i>	73
	<i>Checklist 4.3 Professional or Attractor</i>	74
	<i>Checklist 4.4 How well does your organization meet Inclusion issues?</i>	75
	<i>Checklist 4.5 How well does your organization meet Control issues?</i>	76
	<i>Checklist 4.6 How well does your organization meet Openness issues?</i>	77
<b>5</b>	<b>Interpersonal conflict</b>	<b>79</b>
	<i>Projection</i>	79
	<i>Key points in this chapter</i>	79
	<i>Other defence mechanisms</i>	80
	<i>Up the Swiss Alps</i>	82
	<i>Feedback from the troops</i>	83
	<i>The Gestalt Cycle of Experience</i>	84
	<i>Resistance to the Cycle of Experience</i>	85
	<i>Empowered leadership</i>	86
	<i>Other interruptions in the Cycle of Experience</i>	87
	<i>Different modes of dealing with conflict</i>	89
	<i>Conclusion</i>	92
	<i>Case study: Flight Centre or FCTG</i>	93
	<i>Exercises</i>	94
	<i>Checklist 5.1 The Cycle Of Experience – Individual</i>	95
	<i>Checklist 5.2 The Cycle of Experience – Organization</i>	96
<b>6</b>	<b>Inner conflicts</b>	<b>98</b>
	<i>Detecting inner conflict</i>	98
	<i>Key points in this chapter</i>	98
	<i>The case of the cat</i>	99
	<i>The People Model: Carl Jung</i>	99
	<i>Back to the boss</i>	102
	<i>Balance between conscious and unconscious</i>	102
	<i>Burnout</i>	103
	<i>Enantiadromia</i>	105
	<i>The boss' protégée</i>	106
	<i>Two Introverted Feeling types</i>	108
	<i>Individuation</i>	110

*Conclusion* 111  
*Case study: Richard Branson* 112  
*Exercises* 112  
*Checklist 6.1 Development profile* 114

**7 Life conflicts – individual**

116

*The effective MD: the power of personality* 116  
*Key points in this chapter* 116  
*The People Procedure: putting three states together* 117  
*The People Model: Life Conflicts* 117  
*Existence* 117  
*Susan Wojcicki, CEO of YouTube* 119  
*Elevation* 120  
*Jeremy Moon, CEO of Icebreaker* 121  
*Efficacy* 121  
*Sadiq Khan, Mayor of London* 123  
*Becoming more good humoured* 123  
*Monitoring the three states* 125  
*Organizations and conflict* 126  
*Conclusion* 126  
*Case study: Steve Jobs* 127  
*Exercises* 129  
*Checklist 7.4 Existence in the organization* 129  
*Checklist 7.5 Elevation in the organization* 130  
*Checklist 7.6 Efficacy in the organization* 131

**8 Applying the People Models**

132

*Getting an overview* 132  
*Key points in this chapter* 132  
*Culturally preferred styles* 133  
*Applying a procedure* 134  
*Applying the People Models: politicians* 135  
*Barack Obama* 135  
*Hillary Clinton* 137  
*President Trump* 139  
*ESTP* 144  
*Tony Blair* 145  
*Conclusion* 150  
*Exercises* 150