

White Paper
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Conflict will always be present within every organization. However, really grasping the principles, terminology, and application of conflict management can positively affect your workplace. I believe Tuft-Williams&Co will be able to give you the tools you need to navigate conflict management successfully. However, there are many terms and principles you must be familiar with to sustain the changes our company will provide. Having a good understanding of leadership and its different styles can be the first step in really managing conflict. In all, conflict management is really broken down into a handful of categories. These include interpersonal conflict, intergroup conflict (or interdepartmental conflict), and intragroup conflict (or intradepartmental conflict). Although these conflicts differ from one another, they are still highly relevant.

Understanding the leadership styles you can relate to the most is one of the first steps in managing conflict. To reduce conflict, leaders should practice clear ground rules and discipline. Ultimately, leadership involves setting goals and guiding others toward achieving them. (Ronquillo Y, Ellis VL, Toney-Butler TJ.) Conflict Management. [Updated 2023 Jul 3]. These leadership styles range from transactional leadership, Laissez-Faire leadership, and authoritarian style of leadership. Transactional leaders concentrate on throughput and typically on reward good performance. (Ronquillo Y, Ellis VL, Toney-Butler TJ.)

Next, A Laissez-Faire style of leadership is characterized as a more hands-off approach. Minimal engagement, absence during key moments, and lack of recognition for achievements or issues characterize this leadership style. Leaders provide limited guidance and allow group members to make decisions independently. (Gemed, H. K., & Lee, J., 2020). Lastly, authoritarian leaders tend to dictate actions and decisions. They also often rely on their own

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judgments and beliefs rather than input from employees. In all, understanding some of the most common styles of leadership is the first step in recognizing conflict and eliminating it.

Considering other influences of conflict management can also be beneficial to your organization. Factors such as how to properly govern or manage these issues are key to having an efficient organization. Some of these affecting factors include having unrealistic expectations, poor communication, unclear job roles, and absentee leadership (Vanessa Rose, 2025).

Unrealistic expectations occur when companies require their employees to produce or do more than they are capable of. This can lead to burnout and potentially negatively impact company attrition. Poor communication can, “open pathways of feedback are important in business and can provide opportunities for conflict resolution processes in the workplace. This includes communication between collaborating colleagues, communication between employees and their managers, and communication between managers. Employers should be open to feedback from employees, especially in regard to burnout, tools they need to complete tasks, and any issues that may arise from an ineffective company culture.” (Vanessa Rose, 2025). Unclear job roles can lead to confusion and overwhelm employees.

Understanding why conflict management matters is essential, mainly because it can lead to significant imbalances within an organization. One prevalent type of conflict is interpersonal conflict. This type of conflict can present itself in various ways, such as passive-aggressiveness, lack of care for others, and aggression toward the team (Angelo, 2019). Furthermore, interpersonal conflict can significantly disrupt a company's productivity by causing dysfunction within the team, issues with employee retention, and a decline in workplace morale.

Another type of conflict that would be beneficial to be aware of is intergroup conflict. A simplified definition of this would be, “Intergroup conflict is the perceived incompatibility of

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goals or values between two or more individuals, which emerges because these individuals classify themselves as members of different social groups. (Robert Böhm, Hannes Rusch, Jonathan Baron, 2020). This type of conflict can be detrimental to an organization because it could potentially create a hostile mindset within an employee. This type of mindset may be an “us-versus-them” way of thinking, which could create tension and hostility in a workplace. On the other hand, this style of conflict could have some positive aspects within it. This could include peaceful protests and other nonviolent ways of challenging people.

One last type of organizational conflict to be familiar with would be intragroup conflict. Although similar in pronunciation to intergroup conflict. Intragroup conflict differs mainly due to the parties involved. “Social-conflict research metaphorically describes intrapersonal conflicts as two psychological states with opposing interests in which one party seeks to protect present interests and the other to protect future interests ([Bazerman et al., 1998](#)).” Some causes of intrapersonal conflict may include miscommunication between colleagues, clashing personalities, and individuals who don’t share a common goal. This can lead to a very poor work environment and negatively impact performance within the organization.

Understanding the various styles of conflict can be very beneficial for an organization. However, what matters the most is applying preventative measures to avoid conflict entirely. Recognizing the root causes, psychological and social dynamics of conflict management can save a lot of heartache and potentially money for your organization.

In all, this is just a brief glimpse of what our company can provide in educating your team to be subject-matter experts in conflict management. Our program is committed to continuous improvement by staying up to date with current agendas and other modern related issues. To tailor our program to your specific needs, we recommend the following: Answer a

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brief survey regarding your needs, followed by a custom-built workshop tailored to each employee to maximize their potential, and finally, a team member will routinely follow up on any coaching or support needed. Furthermore, these services are offered both in person, digitally, or via telecom. What makes our company different from the competition is simple. Our tailored programs are the perfect fit for you!

Work Cited

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Common Factors Affecting Conflict in the Workplace

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