

HIDDEN CONFLICT IN ORGANIZATIONS

*Uncovering
Behind-the-Scenes
Disputes*

Deborah M. Kolb
Jean M. Bartunek
editors

A SAGE
FOCUS
EDITION

Hidden Conflict In Organizations Uncovering Behind The Scenes Disputes

Daniel F McAuley



Hidden Conflict In Organizations Uncovering Behind The Scenes Disputes:

Hidden Conflict In Organizations Deborah Kolb, Jean M. Bartunek, 1991-12-17 Kolb and Bartunek's *Hidden Conflict in Organizations* picks up where earlier works left off. They provide some much needed conceptual elaboration and empirical detail elaboration and detail that earlier contextualist perspectives have not provided. Despite being an edited volume, this book is surprisingly well focused and delicious to consume. In directing our attention to the usual darkened and easily overlooked corners of organizational strife, this book provides a particularly compelling documentation of the social contextualist thesis. By documenting how minimal most organizational actors' awareness of context is coupled with active processes of denial, avoidance, and discounting, this book reminds us just how important it is to attend occasionally to the perceptual ground within which a figure is embedded. The book does a beautiful job at articulating the importance of social context. *Negotiation Journal*: What a timely and much needed volume for the field of conflict research. We believe wholeheartedly in the book's continuous theme about there being a hidden side to conflict, a side which we feel is hidden to scholars, not to disputants or even practitioners. The volume's contributors clearly illustrate that unexplored gaps exist between the conflict studied by scholars and the multifaceted experience of those knee deep in organizational conflict. The reward for this focus is a richer and more dynamic picture of the experiences and functions of conflict in the organization. This volume will and indeed should make us more aware of our own ways of constructing others' disputes and hence the field's current theories and prescriptions and proscriptions. This work will really have its impact when it significantly transforms our ways of studying and understanding conflict and eventually leads us to develop innovative and more effective ways for people to deal with, resolve, or stimulate their disputes in the workplace. We thank the editors and the authors for a wonderful beginning. *Journal of Organizational Behavior*: Necessary reading for anyone interested in a comprehensive understanding of conflict theory. The dominant strength of this book is that it looks beyond the sometimes fraudulently tidy constructs of conflict theory to the messy and often irrational nature of social intercourse. The succinct recapitulation of organizational theory that is relevant to conflict studies and the extensive notes and bibliographical references in the book give the reader quick and effective access to the conflict resolution literature. The case study approach makes the book attractive as supplementary reading. *Canadian Journal of Communication*: Scholarly works that invite or force critical reexamination of assumptive frameworks are especially valuable. *Hidden Conflict in Organizations* is such a work. The authors of the present volume go beyond early contributions, however, by providing much needed conceptual elaboration and empirical detail regarding precisely how conflicts remain hidden in organizations and the consequences of such hiddenness. The conceptual contributions made by these diverse individual efforts become most obvious when they are viewed against the backdrop of mainstream conflict theory and research. *Hidden Conflict* does a service by reminding us also of the many ways in which conflict is embedded in larger, more complex social contexts and cultures. This is the kind of book that reminds you of the

pleasures of subtlety and that prompts a more nuanced understanding of a phenomenon Good scholarly works like good poetry often bring to light lacunae They allow one to feel the textures and contours of a landscape that often escape the eye This is such a book The Academy of Management Review The book represents a thoughtful collection of recent research and provocative thinking about very different kinds of disputes mostly covert and informal and how they are managed or left to fester in very different kinds of organizational settings This is a unique contribution to the study of conflict in organizations The authors have made a major contribution to a vast body of knowledge and opened up new avenues for applied research The authors are to be lauded for raising our awareness of hidden conflicts their pervasiveness and destructiveness in organizations of all kinds If you are a student of conflict and are seeking a scholarly work this book is for you It will broaden your perspective tell you something you didn't know and give you plenty to think about Personnel Psychology This book lends a refreshing perspective on an old theme Stern's HR Management Review This is a much needed and delightful book about the hidden side of organizational life The wide variety of settings in which hidden conflicts are observed and the high quality of the authors and their writing makes this not only an important but eminently readable book Edgar H Schein Sloan School of Management Massachusetts Institute of Technology The individual essays are excellent and well written Each of the essays in addition to descriptive material offers a useful theoretical framework for understanding informal dispute resolution The essays would provide useful supplemental reading for a course in dispute resolution theory and also could be used as examples in a practice course The Alternative Newsletter Conflict is a persistent fact of organizational life In the midst of daily activities disputes arise over a host of work and other issues In contrast to the findings in traditional studies of conflict in organizations most organizational conflict never becomes public Rather it is expressed during routine social and work related interactions among members and occurs in ways that reflect the specific organizational structures and cultures in which the interactions are embedded This examination richly details some of these less public forms of conflict which may take the form of avoidance toleration gossip and vengeance A collection of ethnographic studies of conflict management Hidden Conflict in Organizations illustrates the use of these behind the scenes approaches in a wide variety of organizational settings including a police department start up biotechnology firm and labor management negotiation The contributors make it clear that far from being an occasional occurrence in organizations conflict is embedded in their very fabric They draw on theory developed in other fields disputing in legal contexts deconstruction of texts and ideological critique among others to examine conflictual processes in organizations Adding a new dimension to the study of organizational conflict this volume looks at the frequency of conflict shows how conflicts are really handled in organizations and suggests that these conflicts can be better managed for organizational effectiveness

Hidden Conflict in Organizations, 1992 Conflict is a persistent fact of organizational life Much of it however rarely becomes public and instead is expressed behind the scenes in such forms as avoidance toleration gossip and vengeance This book takes examples from a number of organizational settings and makes

the case that far from being an occasional occurrence conflict is embedded in their very fabric The authors go on to illustrate the frequency of conflict show how conflicts are actually handled and suggest that these conflicts can be better managed for organizational effectiveness **Using Conflict in Organizations** Carsten K W De Dreu,Evert Van de Vliert,1997-05-09

Challenging the common belief that conflict in groups and organizations should be prevented or resolved to maintain or enhance performance Using Conflict in Organizations offers an alternative perspective by presenting the increasing knowledge on how conflict can enhance individual achievement the quality of group decision making and productivity in organizations Part One provides a general framework which links conflict management to performance and shows how this relationship can be understood The second and third parts develop and illustrate this framework in a series of thematic chapters Part Two focuses on performance following intragroup conflict covering topical areas such as dissent groupthink and strategic decision making Part Three deals with the performance enhancing effect of intergroup conflict and competition and addresses contemporary issues such as intergroup competition collective negotiation and diversity management The final section focuses on applications and intervention strategies that can stimulate conflict in ways that improve performance in groups and organizations The Executive Way Calvin Morrill,1996-10

What causes conflict among high level American corporate executives How do executives manage their conflicts Based on remarkably candid interviews with over two hundred executives and their support personnel Calvin Morrill provides an intimate portrait of these men and women as they cope with problems usually hidden from those outside their exclusive ranks Personal and corporate scandals compensation battles budget worries interdepartmental rivalries personal enmities and general rancor are among everyday challenges faced by executives Morrill shows that what most influences the way managers handle routine conflicts are the cultures created by their company s organizational structure whether there is a strong hierarchy a weak hierarchy or an absence of any strong central authority The issues most likely to cause conflict within corporations Morrill identifies as managerial style competition between departments and performance evaluations promotions and compensation Unprecedented in its direct access to top managers this ambitious and sophisticated portrayal of daily life and conflict management among corporate elites will be vital reading for professionals scholars and practitioners in organizational culture and behavior managerial decision making dispute social control law and society and organizational ethnography *The Handbook of Dispute Resolution* Michael L. Moffitt,Robert C. Bordone,2012-06-28

This volume is an essential cutting edge reference for all practitioners students and teachers in the field of dispute resolution Each chapter was written specifically for this collection and has never before been published The contributors drawn from a wide range of academic disciplines contains many of the most prominent names in dispute resolution today including Frank E A Sander Carrie Menkel Meadow Bruce Patton Lawrence Susskind Ethan Katsh Deborah Kolb and Max Bazerman The Handbook of Dispute Resolution contains the most current thinking about dispute resolution It synthesizes more than thirty years of research into cogent practitioner focused

chapters that assume no previous background in the field At the same time the book offers path breaking research and theory that will interest those who have been immersed in the study or practice of dispute resolution for years The Handbook also offers insights on how to understand disputants It explores how personality factors emotions concerns about identity relationship dynamics and perceptions contribute to the escalation of disputes The volume also explains some of the lessons available from viewing disputes through the lens of gender and cultural differences

The SAGE Handbook of Conflict Communication John G. Oetzel, Stella Ting-Toomey, 2013-02-14 This second edition of the award winning The SAGE Handbook of Conflict Communication emphasizes constructive conflict management from a communication perspective identifying the message as the focus of conflict research and practice Editors John G Oetzel and Stella Ting Toomey along with expert researchers in the discipline have assembled in one resource the knowledge base of the field of conflict communication identified the best theories ideas and practices of conflict communication and provided the opportunity for scholars and practitioners to link theoretical frameworks and application tools Fully updated with the latest research throughout the second edition offers new chapters on qualitative and quantitative research methods for conflict intimate partner violence family dynamics mental health negotiation workplace bullying healthcare conflict identity and intercultural conflict the middle way approach conflict in the global workplace the culture based situational conflict model community ethics and engagement spirituality and conflict and trust in academic community partnerships

Negotiation as a Social Process Roderick M. Kramer, David M. Messick, 1995-04-06 While most studies in negotiation and conflict management have focused on cognitive aspects few have addressed the impact of social processes and contexts on the negotiation process Addressing this need Roderick M Kramer and David M Messick have brought together original theory and research from leading scholars in this emerging field A wide range of topics is covered including the role of group identification and accountability on negotiator judgement and decision making the importance of power dependence relations on negotiation intergroup bargaining coalitional dynamics in bargaining social influence processes in negotiation cross cultural perspectives of negotiation and the impact of social relationships on n

Managing and Organizations Stewart R Clegg, Martin Kornberger, Tyrone Pitsis, 2015-11-02 Get 12 months FREE access to an interactive eBook when you buy the paperback Print paperback version only 9781446298374 Already a classic in its field Managing and Organizations success among teachers and students reflects its comprehensiveness and accuracy A great handbook from which to teach management Dr Jose Bento da Silva University of Warwick A realist s guide to management the authors capture the complex life of organizations providing not only an account of theories but also an introduction to their practice with examples from everyday life and culture discussing the key themes and debates along the way Intended as a travel guide to the world of management the content contains reliable maps of the terrain critical viewpoints with ways forward outlined and an exploration of the nooks crannies and byways whilst still observing the main thoroughfares This is a resource that will help navigate this world

encouraging the reader to explore not only the new exciting and brilliant aspects but also some dark sides as well The new edition includes A new chapter on Organizational Conflict Revised case studies examining key organizational issues and exploring diverse scenarios Even more examples and cases throughout covering the most current examples from the business world e g Airbnb Uber Spotify A free interactive eBook featuring author videos web links to news articles and Ted Talks multiple choice questions flashcards SAGE journal articles and other relevant links allowing access on the go and encouraging learning and retention whatever the reading or learning style Suitable for students studying Organisational Behaviour Managing People in Organisations and Introductory Management courses taking an Organisational Behaviour slant interactivity only available through Vitalsource eBook

Renegotiating Health Care Leonard J. Marcus, Barry C. Dorn, Eric J. McNulty, 2011-07-20 Renegotiating Health Care Since the first edition of Renegotiating Health Care was published in 1995 new treatments technologies business models reimbursement methods and regulations have tangibly transformed the substance of health care negotiation This thoroughly revised and updated edition of Renegotiating Health Care offers a practical guide to negotiation and conflict resolution in the health care field It explores why unresolved conflict can hamper any organization's ability to make timely cost effective decisions and implement new strategies The book focuses on the complex interactions between those who deliver receive administer and oversee health care It defines negotiation techniques and conflict resolution approaches that can improve efficiency quality of care and patient safety Renegotiating Health Care outlines strategies and methods to resolve the myriad thorny issues encompassing the health care enterprise It should be required reading for students and professionals in health services management clinicians leaders policy makers and conflict resolution experts working in the health care field Praise for Renegotiating Health Care An outstanding book I learned their principles of meta leadership while at the CDC and continue to use them at ABC News This book is a must for anyone in leadership practical intuitive and priceless Richard E Besser MD chief health and medical editor ABC News This book is a must read to assist today's health professional navigate the ever changing health care delivery system Leadership will be the key to success Pat Ford Roegner RN MSW FAAN senior health consultant and former CEO American Academy of Nursing

Administrative Culture in Developing and Transitional Countries Ishtiaq Jamil, Steinar Askvik, Farhad Hossain, 2016-03-17 The book explores theoretical methodological and empirical underpinnings of administrative culture as well as prospects and challenges associated with it in the context of and across developing and transitional countries Referring to dominant norms and values in public organizations administrative culture is about the attitudes and perceptions of public officials In many countries civil servants are criticised for being corrupt incompetent unreliable and self centred Their attitudes norms and values and the way they act are in constant conflict with rule of law Recently the virtues of the Weberian model of bureaucracy have been reclaimed as an alternative to New Public Management NPM i e as a model which emphasizes impartiality rule following expertise and hierarchy rather than manipulation of incentive structures and market

competition In particular it has been argued that a system of meritocratic recruitment and predictable long term careers increases the professional competence of the bureaucrats and fosters a culture of professionalism among them Still it is unclear how and under what conditions such a model can be adopted Among main hindrances seems to be established power structures and the existing political and societal culture which undermine the effective implementation of the Weberian model This book was published as a special issue of the International Journal of Public Administration **Transforming Youth Justice** Anna Souhami, 2012-12-06 Explores the nature of occupational culture team membership and professional identity through the lived experience of youth justice professionals in the time of transition and change after Crime and Disorder Act 1998 was passed It also shows how profound and complex the effects of this organisational change were

Negotiating at Work Deborah M. Kolb, Jessica L. Porter, 2015-01-06 Understand the context of negotiations to achieve better results Negotiation has always been at the heart of solving problems at work Yet today when people in organizations are asked to do more with less be responsive 24/7 and manage in rapidly changing environments negotiation is more essential than ever What has been missed in much of the literature of the past 30 years is that negotiations in organizations always take place within a context of organizational culture of prior negotiations of power relationships that dictates which issues are negotiable and by whom When we negotiate for new opportunities or increased flexibility we never do it in a vacuum We challenge the status quo and we build out the path for others to negotiate those issues after us In this way negotiating for ourselves at work can create small wins that can grow into something bigger for ourselves and our organizations Seen in this way negotiation becomes a tool for addressing ineffective practices and outdated assumptions and for creating change *Negotiating at Work* offers practical advice for managing your own workplace negotiations how to get opportunities promotions flexibility buy in support and credit for your work It does so within the context of organizational dynamics recognizing that to negotiate with someone who has more power adds a level of complexity This is true when we negotiate with our superiors and also true for individuals currently under represented in senior leadership roles whose managers may not recognize certain issues as barriers or obstacles *Negotiating at Work* is rooted in real life cases of professionals from a wide range of industries and organizations both national and international Strategies to get the other person to the table and engage in creative problem solving even when they are reluctant to do so Tips on how to recognize opportunities to negotiate bolster your confidence prior to the negotiation turn asks into a negotiation and advance negotiations that get stuck A rich examination of research on negotiation conflict management and gender By using these strategies you can negotiate successfully for your job and your career in a larger field you can also alter organizational practices and policies that impact others Multi-stakeholder Processes for Governance and Sustainability Minu Hemmati, Jasmin Enayati, Jan McHarry, 2012-04-27 Governments business international bodies and local groups are turning to multi stakeholder processes to find practical ways forward This book explains how MSPs can be organized to deliver their

potential for successful resolution of complex issues and for sustainable development It includes detailed examples and provides practical checklists explaining how to get beyond adversarial politics and achieve positive results **Her Place at the Table** Deborah M. Kolb, Judith Williams, Carol Frohlinger, 2004-08-13 Advice for women from women for negotiating their own leadership careers This is a practical guide for any woman dealing with a demanding role Drawing on extensive interviews with women leaders the authors isolate five key challenges Intelligence Backing Resources Buy In and Making a Difference The three expert authors reveal what women have to teach us about the challenges and opportunities of leadership As Tom Peters said of this book Women roar will help individual women negotiate what they need to succeed as leaders and help their firms support them in their efforts That way we all win Describes five key actions for leadership success Drill Deep Start from Strength Assemble the Building Blocks Gather Momentum and Make Your Mark Filled with prescriptive advice and a wide range of approaches for helping women with leadership challenges Lead authors wrote the The Shadow Negotiation which was then released in paperback as Everyday Negotiation The book includes interviews with high profile women leaders including Ann Moore CEO of Time Inc Ann Mulcahy CEO of Xerox and Harvard's Rosabeth Moss Kanter **Organizational Behavior in Health Care** Nancy Borkowski, 2011 Organizational Behavior in Health Care was written to assist those who are on the frontline of the industry everyday healthcare managers who must motivate and lead very diverse populations in a constantly changing environment Designed for graduate level study this book introduces the reader to the behavioral science literature relevant to the study of individual and group behavior specifically in healthcare organizational settings Using an applied focus it provides a clear and concise overview of the essential topics in organizational behavior from the healthcare manager's perspective Organizational Behavior in Health Care examines the many aspects of organizational behavior such as individuals' perceptions and attitudes diversity communication motivation leadership power stress conflict management negotiation models group dynamics team building and managing organizational change Each chapter contains learning objectives summaries case studies or other types of activities such as self assessment exercises or evaluation *Organizational Behavior, Theory, and Design in Health Care* Nancy Borkowski, 2015-08-14 Due to the vast size and complexity of the U S health care system the nation's largest employer health care managers face a myriad of unique challenges such as labor shortages caring for the uninsured cost control and quality improvement Organizational Behavior Theory and Design Second Edition was written to provide health services administration students managers and other professionals with an in depth analysis of the theories and concepts of organizational behavior and organization theory while embracing the uniqueness and complexity of the healthcare industry Important Notice The digital edition of this book is missing some of the images or content found in the physical edition *The SAGE Handbook of Organization Studies* Stewart R Clegg, Cynthia Hardy, Tom Lawrence, Walter R Nord, 2006-06-21 Praise for the award winning First Edition This handbook is organized to help teachers and students to cover the mainstream work in the field of organization studies This is an excellent

reference tool with which to study organizational theory and practice International Review of Administrative Sciences The editors have put together an impressive reference work serious in intent and rigorous in implementation As a publishing achievement and a scholarly event in the field SAGE is to be congratulated It is designed as a work of synthesis to link past and present general and specific Journal of General Management Praise for the New Edition An excellent collection of papers giving a timely overview of the field Gareth Morgan In this substantially updated revised and extended edition of the widely acclaimed Handbook the high standard of the contributions is maintained Close consideration is given to newly emergent such as networks and complexity as well as more established topics Metaphors of conversation and discourse are engagingly invoked to make and explore new distinctions directions and connections It is a key reference volume for more advanced students of this rapidly developing field Hugh Willmott Diageo Professor of Management Studies Judge Business School University of Cambridge Giving the authors of the Handbook of Organization Studies the opportunity to revise and update their earlier contributions makes this handbook unique Comparing the revised chapters to their originals offers the reader unparalleled insight into how knowledge develops in our discipline New frameworks and deeper understandings grounded in continuing scholarship abound in this updated classic Mary Jo Hatch C Coleman McGehee Eminent Scholars Research Professor of Banking and Commerce McIntire School of Commerce University of Virginia A decade after it first published to international acclaim the seminal Handbook of Organization Studies has been updated to capture exciting new developments in the field Providing a retrospective and prospective overview of organization studies the Handbook continues to challenge and inspire readers with its synthesis of knowledge and literature As ever contributions have been selected to reflect the diversity of the field New chapters cover areas such as organizational change knowledge management and organizational networks Part One reflects on the relationship between theory research and practice in organization studies Part Two address a number of the most significant issues to affect organization studies such as leadership diversity and globalization Comprehensive and far reaching this important resource will set new standards for the understanding of organizational studies It will be invaluable to researchers teachers and advanced students alike **Modern Organizations and**

Emerging Conundrums Richard Alan Goodman, 1999-01-01 The contributors to this book review the postindustrial subculture emphasizing cross disciplinary and cross contextual inquiry a central idiom of postindustrial organizational life The essays consider alternative methods of understanding media that add variety to meanings within and without organizations This multi method approach in the search for meaning and the limits of word and symbols to express meaning generates a personally interpretive basis to science *Doing Organizational Ethnography* Anne Reff Pedersen, Didde Maria Humle, 2016-06-23 This book presents a new way of understanding organizational ethnography due to its strong emphasis on what the word organizational means in organizational ethnography In the past five years a new organizational studies research field has developed involving organizational ethnographies which is when organizations are studied using

ethnographical methods This development has shed light on the methods and difficulties of organizational ethnography and yet we argue that confusion still remains as to what organizational ethnographical approaches are This edited volume offers students and scholars a profound understanding of organizational ethnography by presenting concrete examples reflections and discussions of how to understand and adequately conceptualize the word organizational in organizational ethnography All the chapters illustrate the work of analytically combining different organizational phenomena e g strategy making policymaking analytical perspectives e g sensemaking narratives and ethnographical methods e g texts observations shadowing interviews and demonstrate different ways of doing organizational ethnography At the end of each chapter an experienced researcher in the field offers comments and discussion on the contributions of the chapter providing reflections on the implications for research in the field to which they ascribe In *Doing Organizational Ethnography* organizational is defined as polyphonic ways of organizing based on the interactions of the many voices discourses practices and narratives in and around organizations and the book provides readers with in depth reflections on what organizing and organizations become when doing organizational ethnography

Research in Organizational Behavior B.M. Staw,R.I. Sutton,2000-10-15 Volume 22 of *Research in Organizational Behavior* continues the tradition of innovation and theoretical development with eight diverse papers Most of these papers present theory and propositions that make linkages between different levels of analysis

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