Types of Conflict

- Internal/within the self:
  - when our own needs, emotions and experiences are unresolved or unsatisfied.
- External/outside of the self:
  - occurs between two or more people, leads to discomfort, misunderstanding, tension and perhaps crisis.
- Realistic:
  - resolvable conflict because both parties are amenable/willing to resolve the difference.
- Unrealistic:
  - difficult to resolve because neither party is willing to change and negotiation becomes difficult.

Why does Conflict Occur?

- differences in values, attitudes, traditions, prejudices
- different goals
- expectations not being fulfilled
- different work practices
- responses to incidents
- misunderstanding
- competition
- feelings of anger, of disappointment, of being offended

Responses to Conflict

- Ignore
  - consequential build up of conflict
- Avoid
  - may surface at the wrong/inopportune time
- Legislate/dictate
  - Resentment, dissatisfaction
- Resolve

Resolving Conflict

- Define the issues
- Determine the major concerns and needs of each party using:
  - feedback skills
  - listening skills
  - assertive (not aggressive) behaviour
  - non-verbal messages
  - empathy

Negotiation: Styles and Strategies

- Negotiation is a process in which two or more people attempt to resolve differences, discuss problems and arrive at an agreement
- Strategies: win-win, win-lose, lose-lose - each strategy has a different outcome and relies on different styles of communication
- Effective negotiation: solving the problem in a way that both parties are satisfied with the settlement negotiated
Resolving conflict with negotiation

- Plan - establish clear objectives before engaging the other parties
- Select appropriate time and setting
- Set the Context
  - establish trust and confidence via listening skills
  - establish the areas of common ground,
- ensure all parties feel equal and safe
- Define needs - establish the needs of each party by listening

Resolving conflict with negotiation ctd.

- Discuss - deal with one issue at a time, clarify and summarise the content, feelings and ideas which are, and have been, communicated
- Negotiate - brainstorm possible solutions, evaluate those options,
- select those that everyone can agree to
- introduce an action plan to ensure that those options are implemented, implement the solutions

Remember……

- try to separate the people from the problem
- focus on interests rather than positions
- discuss a variety of possibilities for resolution before determining an option

References


Professional practice in IT/IS

- What do these have in common?
  - Lawyer
  - Priest
  - Soldier
  - Doctor

Characteristics of Professions

Control over
- acquisition of knowledge
- application of knowledge
- access to the profession

Jurisdiction over
- knowledge
- members

Power
- within society
- within profession
- over client
Features of the Professions

- The characteristics of professions are guaranteed by institutional forms
  
  Standards
  - ethical codes
  - licensing
  - associations

  Extensive training
  - formal
  - practical

  Legislative
  - disciplinary

The Nature of Professions

- Individualistic
  - the professional is self employed

- Exclusive
  - no other can do the work
  - barriers to entry to profession

- Esoteric
  - non-routine application of a body of knowledge on a case by case basis

- Territorial
  - profession is concerned with maintaining jurisdictional boundaries over the body of knowledge

Profession - a (useful) definition

- A profession is an organised body of experts who apply esoteric knowledge to particular cases.
  
  (Abbot, 1988; p4)

Responsibility of the Professional

- The interaction between a professional and a client involves both an information exchange and a power relationship
- The client is always at a disadvantage because they want something that only a professional can provide
- The professional is in a position to influence the client’s behaviour and thinking
- Ethical responsibility derives from the power advantage enjoyed by the professional

The Professional as Employee

- Where professionals are employed directly by an organisation they need to serve two masters:
  - work towards achieving organisational goals and objectives by following superior’s instructions.
  - a duty to exercise judgement in any given situation that is consistent with their profession

Accountability of the Professional

- To maintain its privileged position, the profession needs to be accountable to society.
- At the same time, individual professionals need to be accountable to the public in general and their clients in particular
- A code of ethics is the formal means by which the profession and individuals are held accountable
- (remember that the state has ceded to (given) the profession the right to control the behaviour of the professional)
Individual professional responsibilities

- do no harm
- be competent
- maintain independence and avoid conflict of interest
- match client expectations
- maintain fiduciary responsibility (information held in trust)
- safeguard client’s privacy
- protect records
- safeguard intellectual property

Individual professional responsibilities (cont.)

- provide quality information avoid bias
- manage gatekeeping and censorship
- keep client confidentiality
- obtain informed consent
- abide by the legal regime (laws, contracts, licence agreements)
- be a steward of client’s resources (provide information at the right time, place form and cost)

References

- Australian Computer Society Code of Ethics