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# Introduction

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When individuals interact with each other, we can expect some form of conflict. Consequently, conflict is an inevitable part of life in organizations, which are characterized by interdependency and collaboration (Pfeffer, 1997). It is also widely acknowledged that workplace conflict is a double-edged sword that can elicit both productive and destructive outcomes for the individual, team, and organization (Deutsch, 1969; De Dreu and Weingart, 2003; De Wit et al., 2012; DeChurch et al., 2013). This recognition has brought a surge in scholars' and practitioners' interest in conflict. Scholars have been preoccupied in particular with how to stimulate productive conflict for increased innovation and creativity (De Dreu, 2006) and at the same time to minimize the destructive aspect of conflict.

Moreover, because it is so ubiquitous, conflict is also inherently a multidisciplinary construct. Thus, apart from the field of organizational behavior (OB), conflict is researched across disciplines such as social psychology, economics, politics, environmental studies, social sciences, law, diplomatic history, international relations and business (Bercovitch et al., 2009). In the OB discipline, research into conflict may be dated back to the influential work of Deutsch (1969, 1973), Rahim (1983), Thomas (1976) and Jehn (1995). Since then, there has been a steady growth in conflict research. This saw the birth of the International Association for Conflict Management (IACM), which was established to encourage scholars and practitioners to develop and disseminate theory, research and experience that is useful for understanding and improving conflict management in family, organizational, societal and international settings. Also, two major journals today serve as outlets devoted solely to the dissemination of outcomes of conflict research: *The International Journal of Conflict Management* and the *Negotiation and Conflict Management Research Journal*. Additionally, conflict research has also been published in *Group Decision and Negotiation* and *Small Group Research* as well as high-impact journals such as the *Academy of Management Review*, the *Academy of Management Journal*, the *Journal of Applied Psychology*, the *Journal of Organizational Behavior*, the *Journal of Management* and *Group and Organization Management* to name a few. Overall, conflict and conflict management is now covered extensively in OB, psychology, politics and communication, depicting its significance in the personal, team, organizational and societal life.

An examination of work done in this area reveals that the research on conflict and conflict management in organizations has focused to a large extent on differing triggers, types, processes, outcomes and impact of conflict on a variety of organizational variables (such as diversity, trust, climate, values, culture, emotions, and so on) in the workplace. It also encompasses issues related to management approaches (for example, competition, cooperation, negotiation) and individual, team and organizational performance. Scholars in this area often anchor workplace conflict research on Social Identity Theory while citing individual differences and group behaviors as a major explanation for workplace conflict. Overall, both researchers and practitioners agree that conflict

affects performance, efficiency and effectiveness at work (De Wit et al., 2012; DeChurch et al., 2013).

Initial research on conflict focused primarily on trying to resolve the debate on whether or not conflict was necessarily always bad for organizational outcomes, or whether conflict was sometimes needed for organizations to be effective (for example, see Deutsch, 1969). Since then, attention has shifted to productive vs. destructive conflict, the types of workplace conflict, and the interaction between these types (task, process and relationship). Another major stream has been the climate for conflict (for example, trust), including its connection with emotions (see Ayoko et al., 2008) and styles of conflict management (Tjosvold, 1998, 2006). More recently, conflict has been conceptualized as having multilevel properties (for example, Korsgaard et al., 2008). Scholars (for example, Ayoko and Callan, 2010) have started considering the impact of leaders in managing conflict especially across teams (Kotlyar and Karakowsky, 2006) and various cultural terrains (see Chapter 22 in this volume).

Another recent development in conflict research involves taking into consideration the environmental context of employees in organizations (see Ayoko and Härtel, 2003; Conlon and Jehn, 2010). In this respect, research in conflict has progressed to include the connection of conflict with workspace configurations, bullying, and the impact of organizational setting (for example, employee territoriality; Ayoko et al., 2009; Ayoko et al., Chapter 26 this volume; Brown et al., 2005). Given the above developments in the field of conflict, Jehn (Chapter 1 of this volume) is of the view that this is a good time to take stock of research and new findings in the field.

Our aim therefore in putting this handbook together was to review literature on current research in conflict and conflict management with a view of synthesizing what we know, to discover gaps that remain, and to propose a way forward for future research. We asked leading authors in the field to contribute on cutting-edge topics that they see to be relevant to the way forward in meeting the challenges posed by conflict interactions between individuals and within teams, organizations and societies. In this way, this handbook should serve to provide a critical avenue for researchers and practitioners to engage further in conflict and conflict management research. By enhancing the knowledge base around conflict and conflict management, this book will provide guidance to improve human interactions at the individual, dyad, team, organizational and societal levels.

## STRUCTURE OF THE HANDBOOK

The chapters in this volume are organized into eight broad parts that we believe are relevant to research in conflict and conflict management.

### **Part 1: On the Nature of Conflict**

Part 1 is comprised of six chapters that broadly describe the nature of conflict. In this part, authors describe the overall nature of conflict (including types, costs and benefits of conflict), the emergence of conflict and the challenge of narrowing the gap between conflict conceptualization and measurement.

In Chapter 1, Karen A. Jehn presents past typologies of conflict and their historical development (such as task, relationship and process conflict). Additionally, she discusses different conceptualizations of conflict, such as conflict asymmetry (when members view the same conflict differently). Finally, she identifies future directions for conflict typologies and in particular highlights the need for increased research on status and power (for example, Bendersky and Hays, 2012), conflict intensity and duration (Ayoko et al., 2008), contexts and settings for conflict (such as environmental context of conflict; Conlon and Jehn, 2010), proportional and perceptual conflict (Jehn et al., 2010) and conflict contagion (Jehn et al., 2013).

Sonja Rispens, in Chapter 2, addresses the beneficial and detrimental effects of conflict. Historically, conflict has been perceived as a process that inevitably results in negative consequences. In her chapter, however, the author notes that a more optimistic viewpoint of conflict has emerged, one that is focused on the positive outcomes. Rispens also notes that a contingency perspective of conflict has emerged that now dominates our thinking about conflict's consequences. This contingency approach assists in establishing the conditions under which workgroups and teams are able to benefit from conflict. Rispens presents some recent studies in which various moderating factors (such as psychological safety, personality composition) determine whether conflicts have beneficial or detrimental consequences. In particular, she suggests a number of buffering factors that researchers might want to consider in their future research on workplace conflict.

In Chapter 3, Dean Tjosvold, Alfred Wong and Nancy Yi-Feng Chen explore a theory of cooperation and competition and propose that protagonists have the choice to manage conflict cooperatively or competitively, and this choice affects conflict's dynamics and outcomes. Tjosvold and his associates argue further that Chinese values can be applied in ways that promote cooperative conflict management. Given that individuals, teams and organizations are facing increasing pressure to collaborate with each other by relying on each other's resources (resulting in increasingly complex conflicts that can spread across organizational and national boundaries), the authors suggest that teammates and other partners can use cooperative conflict management knowledge to develop a common platform so that they can discuss their conflicts open-mindedly and constructively. To illustrate this, the authors describe an empirical intervention where executives and managers were trained in using cooperative approaches to manage conflict. Outcomes of this study suggest that learning cooperative conflict management is a practical investment that can pay off both for employees and organizations. The chapter ends with a call for future research to extend the cooperative and competitive theory.

M. Audrey Korsgaard, Robert Ployhart and Michael Ulrich discuss the emergence of intragroup conflict and variations in conflict configurations in Chapter 4. These authors note that extant literature has specified the predictors of intragroup conflict as largely studied at group level, including attributes of the group such as diversity; or contextual factors such as incentive structures (see Korsgaard et al., 2008). In this chapter Korsgaard and colleagues argue that this single-level view fails to recognize the true nature of intragroup conflict as an emergent phenomenon that has its origins in individual lower-level processes (Kozlowski and Klein, 2000). The authors state that there is virtually no theoretical or empirical research on how interpersonal processes contribute to the emergence of group conflict (Korsgaard et al., 2008). Therefore, the central thesis of their chapter is that conflict within groups is not an "all or nothing" event but that cross-level emer-

gent processes lead to substantial and systematic variation in conflict perceptions within groups. Especially, the authors review literature in this area and explore the implications of considering intragroup conflict emergence as variable in both degree and form. Additionally, they address the processes by which different patterns of conflict may emerge from the cognition, affect and behavior of individuals and dyads.

In Chapter 5 of the first part, authors Ellen Giebels, Elze Ufkes and Kim van Erp deal with the topic of high-stakes conflict. They argue that an important dimension for understanding how conflict evolves is whether it concerns low- or high-stakes conflicts. Giebels and associates introduce three recent research projects on high-stakes conflicts focusing on: (1) conflicts in close relationships following an expatriation assignment for one of the partners; (2) a third-party intervention in neighborhood conflicts by community mediators; and (3) crisis negotiations between the police and hostage takers. The authors' discussion highlights four key areas of attention for future research: (1) the importance of including conflict asymmetry; (2) the need to incorporate time horizons; (3) the need to address alternative conflict management frameworks; and (4) the imperative to study connections with technological developments.

Conflict researchers have recently engaged in a debate around the need to reassess and refine current measurements of conflict (see Pearson et al., 2002). In the final chapter (Chapter 6) of Part 1, therefore, Corinne Bendersky, Julia Bear, Kristin Behfar, Laurie Weingart, Gergana Todorova and Karen Jehn identify the gaps between the conceptualization of conflict and its measurement. In particular, the authors recognize that the conflict literature has been greatly influenced by Jehn's (1995, 1997) introduction of a task-relationship-process conflict taxonomy of intragroup conflict. More recently, however, researchers have begun to realize the limitations of this conceptualization and its subsequent measures. In this regard, the authors of this chapter specifically note five areas that are crucial to improving how conflict is both conceptualized and measured: (1) clarifying the intensity of opposition in the conflict; (2) specifying features of conflict episodes; (3) distinguishing between perceived and manifest representations of conflict; (4) disentangling emotions and the constructs of conflict; and (5) adding nuance to the conflict types we consider. The authors critique past measurement approaches in each of these areas and discuss ways to improve the concepts and measures in order to move the field of conflict research forward.

In summary, the authors of the chapters in Part 1 have set the scene for this handbook, including an overview of the history of conflict in organizations (Chapter 1) and an analysis of the benefits and detriments of conflict (Chapter 2). The authors of Chapter 3 look at cooperative versus competitive approaches to resolving conflict, while Chapter 4 deals with the nature of intragroup conflict in particular, and Chapter 5 addresses high-stakes conflict. Finally, the authors of Chapter 6 discuss approaches to measurement of conflict in organizations. Consistent with the aim of the volume, all authors include a discussion of the implications of their analysis for future research and practice in management organizational conflict.

## **Part 2: On the Effects of Culture and Diversity**

In Part 2 of this handbook, the focus shifts to discussions about conflict, culture, and diversity. The authors in this part review literature on power and teams, conflict

culture, managing cross-culture conflicts, bullying and its distribution across different nationalities.

Lindred Greer opens Part 2 with a discussion on the effects of team power structures on team conflict and outcomes (Chapter 7). Specifically, Greer suggests that, while power is known to have a potent effect on individuals, researchers have only recently begun to investigate how power structures at the team level may influence team-level conflict and performance. Therefore, she reviews the new and growing literature on power and teams while an overarching theoretical framework is developed to explain how different team power structures may impact team conflict and performance. In defining the different aspects of power structures in teams, the author focuses on team power level (the average level of power held by members in the team), team power-dispersion (the degree to which team members vary in the level of their power or, otherwise said, are hierarchically differentiated), and team power-variety (the degree to which team members vary in their primary source of power in the team). The theoretical effects of these different power structures on team conflict dynamics and team outcomes are explained while recent empirical findings on these topics are also discussed. Furthermore, Greer proposes potential moderators (such as team-power-structure perceptions) in the link between different team power structures and team outcomes. The chapter concludes with a discussion of the predominant trends in the field at this point in time and areas of interest for future research on power and conflict in teams.

Still on the theme of conflict, culture and diversity, the authors of Chapter 8 – Michele Gelfand, Jesse Harrington and Lisa Leslie – focus on conflict cultures and how context may influence management research and practice. Specifically, Gelfand and associates describe theory and evidence suggesting that organizations provide strong contexts that define what is a socially shared and normative way to manage conflict (that is, “conflict cultures”). These strong contexts ultimately have the potential to minimize variation in individuals’ conflict management strategies within organizations. Additionally, the authors discuss the principles of their organizational conflict culture theory, and expand upon the defining characteristics of four conflict cultures: dominant, collaborative, avoidant and passive-aggressive. In particular, they discuss how these four characteristics emerge through top-down and bottom-up forces, and their multilevel consequences. In all, this conflict culture perspective offers unique insights into understanding how conflict operates within organizational systems and holds important implications for promoting organizational change.

Furthering the discussion of the link between conflict, culture and diversity, Jeanne Brett, Kristin Behfar and Jeffrey Sanchez-Burks take a closer look at the implications of direct versus indirect confrontation in managing cross-culture conflicts in Chapter 9. Explicitly, this chapter focuses on what it means for individuals from different cultures to manage conflict. The authors highlight one of the most prominent cultural differences: direct versus indirect confrontation. They also describe the differences between direct versus indirect confrontation of conflict, while elaborating on how culture influences this difference. Furthermore, they identify the different forms that direct and indirect confrontation can take and discuss the pros and cons of each approach. The chapter ends with a discussion of myths about indirect confrontation. The authors conclude that paradoxically, and despite the indirect label, indirect confrontation sends a very direct message to those who are primed culturally to recognize it.

The chapter by Evert Van de Vliert and Ståle Einarsen (Chapter 10) concludes Part 2. In this chapter, Van de Vliert and Einarsen examine the national baselines of bullying using a climato-economic perspective. Using their earlier work (Van de Vliert, 2009, 2013a, 2013b) as a springboard, the authors answer the question of why escalated organizational conflicts are so unevenly distributed across the world. More importantly, Van de Vliert and Einarsen hypothesize that workforces adapt conflict escalation to the livability of their societal habitat, especially to the daily household pressures of meeting climatic demands of cold winters or hot summers by using monetary resources. The authors report a study that supports this hypothesis for interpersonal bullying across 44 countries; and for intergroup bullying across 175 countries. Additionally, outcomes of their research show that the cross-national relationship between the national baselines of interpersonal and intergroup bullying is influenced by threatening, comforting and challenging climato-economic conditions. In the final section of the chapter, the authors discuss the theoretical, methodological and practical implications of the results of their research.

In summary, the authors of Part 2 address contextual issues affecting conflict in organizations, including the roles of power, culture and climate-economic situation. The authors of the opening chapter (Chapter 7) look at how power structures impact diversity in teams while the authors of Chapter 8 analyze organizational culture and its impact on conflict. This theme is extended in Chapter 9, where the authors specifically examine cross-cultural conflict, and Chapter 10, where the focus is on conflict in the form of bullying and how this is a function of climate and economy.

### **Part 3: Conflict Within and Between Teams**

Opening this part, which is themed around analysis of conflict in teams, Debra Shapiro and Ethan Burris discuss the role of voice in managing conflict (Chapter 11). These authors contend that an effective management of conflict in organizations requires an understanding of the pervasive role that voice plays in the process of managing conflict from the perspective of the grievant(s), “the accused party,” and the “conflict-resolver.” Additionally, they argue that it is important to understand how each of these perspectives is influenced by the broader organizational context. To provide the latter insights, Shapiro and Burris describe the process of conflict management from each of these perspectives and identify six emergent insights and their implications for guiding and strengthening future research and practices regarding conflict management. Importantly, voice is positioned as an integral part of managing conflict across various sets of participants at multiple levels of analysis. To conclude the chapter, the authors call for future studies of conflict management to reflect the multilevel and multiparty process that is embodied when employees speak up to resolve their dissatisfaction.

As organizations become more team based (Ilgen et al., 2005), the need to increase trust becomes more pertinent (Peterson and Behfar, 2003). In this respect, research has shown that trust moderates the effect of conflict in teams (Peterson and Behfar, 2003), indicating that trust is an important variable in management of intrateam conflict. Addressing this issue in Chapter 12, Randall Peterson and Amanda Ferguson provide the strategies for developing trust through constructive conflict resolution in teams. The authors argue that effective conflict resolution provides a crucial opportunity to build

trust in a team and suggest three distinct junctures at which team leaders can encourage intragroup trust through effective conflict resolution in the life of a group: (1) input: at the time of construction when structuring the team and the task; (2) process: in managing group communication processes; and (3) output: when assessing and learning from feedback. The authors maintain that each of these junctures offers the opportunity to build trust and to encourage constructive conflict management to improve group performance.

In Chapter 13, Floor Rink and Aimée Kane extend the discussion on conflict in teams by addressing the nexus between conflict and change especially examining team receptivity to newcomers. They argue that change continues to be a significant hallmark of the 21st century, and concomitantly that change in teams is inevitable and in some cases even necessary for survival. Nevertheless, teams often resist the disruption and conflict that accompanies change, especially change involving members and practices. In this chapter therefore, Rink and Kane present a line of research on team receptivity to newcomers, or the willingness of groups to adopt the newcomers' unique contributions. The authors draw on conflict theories to develop a conceptual model outlining when teams experience minimal conflict or disruption due to the presence of a newcomer and accept the unique insights of this member instead. This conceptual model informs organizations on how to deal productively with conflict arising from membership change in teams.

In the concluding chapter (Chapter 14) of Part 3, Frank De Wit, Karen Jehn and Daan Scheepers focus on the subject of coping with intragroup conflict. Specifically, these authors draw the reader's attention to conflict-related stress that has the capacity to elicit strong physiological reactions (such as increases in heart rate or blood pressure), and how such stress can be managed. The authors discuss, in particular, four studies where they applied the bio-psychosocial model of challenge and threat (for example, Blascovich, 2008) to understand how psychological and cardiovascular markers of challenge and threat states are related to how people deal with task conflict during joint decision-making tasks. They found in these studies that people tend to hold on to their initially preferred decision alternatives more strongly when they experience a threat (vs. challenge) during a task conflict and demonstrate how this might lead to suboptimal decision-making.

In summary, the authors of Part 3 address a range of issues around the theme of managing conflict in teams. Chapter 11 opens the section with a discussion of the role of voice in team conflict and is followed by an analysis of the role of trust (Chapter 12). The authors of Chapter 13 extend the discussion to look at how change impacts conflict in teams, while Chapter 14 rounds out the part with a discussion on coping with intragroup conflict.

#### **Part 4: The Role of Cognition and Emotion**

Part 4 deals with the connection between conflict cognitions and emotions. In Chapter 15, Katherine Hamilton, Shin-I Shih, Rachel Tesler and Susan Mohammed explore the link between team mental models and intragroup conflict. Based on an extensive review of literature on team mental models and conflict, these authors examine the similarities and differences in the theoretical and methodological structures of both literatures in order to reconcile them. In so doing, the authors uncover ways in which researchers in either field can learn from each other and how the measurement of team mental models

may inform future research on intragroup conflict. Hamilton and her co-authors conclude the chapter by making recommendations for future research for both streams of literature.

In Chapter 16, Ashlea Troth, Peter Jordan and Kristie Westerlaken consider the emotional nature of conflict with a specific focus on the emotion-related constructs of emotional intelligence and emotional regulation within dyads and groups. Additionally, Troth and her associates discuss the impact of an organization's display rules regarding the expected emotional expressions of employees. They then argue that although emotional intelligence typically strengthens the positive effects of task conflict and weakens the negative effects of relationship and process conflict on emergent and performance outcomes, these relationships are dependent on the strategic intent of employees. Drawing on a contingency-based approach, they present a model showing the moderating effect of emotional intelligence on the conflict-outcome relationship and subsequent mediation by emotional regulation strategies. Their model, which they refer to as the conflict-outcome moderated (COM) model, informs series of testable propositions that are presented in the chapter.

Continuing the discussion on the interplay of conflict and emotions, in Chapter 17 Ronda Callister, Barbara Gray, Donald Gibson, Maurice Schweitzer and Joo Seng Tan examine the impact of organizational anger norms on anger expression outcomes. The authors report on a study where they employed a qualitative theory-building approach to examine anger expressions, norms and outcomes across a range of organizations. Outcomes of their study indicate the presence of an anger context continuum (ACC), anger expression norms ranging from anger suppression (expressions of anger are inappropriate) to anger legitimating norms (expressions of anger are well accepted). For example, anger expression norms moderate the outcomes of anger expressions. While anger expressions also yield positive outcomes, this occurs less frequently in anger-suppression settings. Additionally, their study uncovered implicit and inconsistent display rules in many organizations, and in these situations individuals import display rules from previous professional and personal experience. Altogether, the study reported in this chapter provides an insight into how anger norms and expressions may assist in a deeper understanding of conflict management.

In summary, the chapters in Part 4 deal with factors relating to cognition and emotion in conflict. In Chapter 15 the authors examine the role of group mental models while the authors of Chapter 16 look specifically at emotional intelligence and emotional regulation. The emotional angle is explored further in Chapter 17, where the authors focus on anger norms and outcomes.

## **Part 5: Conflict and Negotiation**

Introducing Part 5, the authors of Chapter 18 (Patricia Satterstrom, Jeffrey Polzer and Robert Wei) address the subject of negotiation in health-care systems. More specifically, they explore the social, psychological, organizational and professional factors that impede collaboration between high- and low-power parties in organizational contexts. Also, using the example of a health-care setting, they answer the question on how low-power parties (patients) can better meet their needs. In this case, Satterstrom and her colleagues propose that low-power parties may potentially be able to challenge

organizational power hierarchy by reframing ongoing interactions as negotiations. Thus, by focusing attention on mutual interests and interdependencies, a negotiation lens can change the parties' pre-conceived perceptions of power asymmetries and allow low-power parties to actively participate in changes that improve outcomes for the entire system.

Elizabeth Long Lingo, Colin Fisher and Kathleen McGinn continue the discussion of conflict processes in Chapter 19, wherein they address the question of how these processes can be both sources of and solutions to interorganizational conflict. More precisely, Lingo and her co-authors examine and compare the negotiation processes in three different party representation structures: principal-principal, agent-agent and team-team. Each party representation structure presents a different set of constraints and opportunities in the negotiation process. In a qualitative analysis of negotiations in a laboratory experiment, they find that negotiators' efforts to manage the constraints and opportunities of party representation are reflected in task, procedural and relational aspects of their micro-interactions as well as the overall logic and improvisations that characterize the negotiations. In addition to offering new methodical and theoretical approaches to studying the effect of organizational features on negotiation processes, the authors detail several directions for future research.

Consistent with the theme of Part 5, in Chapter 20 authors Donald Conlon, Robin Pinkley and John Sawyer address the topic of BATNA (Best Alternative to a Negotiated Agreement) in negotiation. In this chapter, they introduce the concept of a "phantom BATNA," which they define as an alternative with an uncertain likelihood of ever becoming concrete or real. The authors also develop a taxonomy of such BATNAs in terms of their availability (certain versus uncertain) and their probability (ranging from 0% to 100%), and propose that the form of a phantom BATNA and the way in which an individual presents such information can lead both the possessor of the BATNA as well as her or his opponent/partner in negotiation to see the holder of such a BATNA to be (or not to be) empowered. Conlon and his colleagues then discuss how the same BATNA information can be presented or communicated in two different ways (that is, in terms of frequencies and percentages) and argue that the decision to cue people in terms of frequencies versus percentages can influence judgments of power in negotiation, and more importantly, influence the outcomes of negotiation. Finally, the authors examine ways to mitigate the potentially deleterious effects on outcomes that can result when opponents overplay their relative power position in negotiations.

Finally in Part 5, Bruce Barry and Erin Rehel present a variety of definitions of lying and deception (Chapter 21). They then describe the normative approaches (found mainly in the business ethics literature) that address the negotiator's bluffing. The authors provide a summary of a wide review of empirical social science research on deception, and especially highlight work in social psychology and communication theory on lying and its detection. Next, they discuss empirical work on deceptive behavior in negotiation including informational forms of deception as well as strategic simulation or suppression of emotions. Barry and Rehel conclude their chapter by highlighting critical research gaps and suggesting potentially fruitful directions for future inquiry.

In summary, the chapters in Part 5 address the role of negotiation in conflict, and its management. The part opens with a look at negotiation in health-care systems (Chapter

18) and an analysis of the factors that impede collaboration. Negotiation is also the subject of Chapter 19, where the authors specifically examine party representation structure. In Chapter 20, the authors analyze the role of BATNA in negotiation, while lying and deception is the focus of Chapter 21.

## **Part 6: On the Role of Organizational Context**

Organizational behavior scholars (such as Johns, 2006) suggest that context matters. It is with this in mind that we invited noted authors to discuss the role of organizational context for conflict; these discussions are represented by the chapters in Part 6.

In Chapter 22, Oluremi B. Ayoko, Neal M. Ashkanasy and Karen A. Jehn examine the impact on conflict of the physical environment of office work. Using affective events theory (AET; Weiss and Cropanzano, 1996) as a theoretical anchor, the authors first argue that employees' territoriality (that is, the way employees mark and defend physical space around their workstations) shapes the course of their experiences of conflict and emotions, and ultimately their wellbeing. This process is especially relevant in situations where employees occupy a common workspace (for example, in an open-plan office). Ayoko and her co-authors then discuss different methodological approaches that may be adopted to study the effects of the office environment on conflict, emotion and employee wellbeing. The authors conclude with a discussion of how these methodological approaches might be used in future research to study the effects of the office environment.

The challenge of ethics in international business negotiation is a primary concern of Richard Posthuma, Si-Hyun Kim and Roger Volkema in Chapter 23. The authors acknowledge, in particular that as business becomes more global, ethical issues are more likely to emerge during international business negotiations (Majluf and Navarrete, 2011). They also examine the development of research on international business, negotiation and ethics while calling for more research on the intersection of these three disciplines and the challenges that researchers can expect to face. For example, the challenges Posthuma et al. identify include the need to transition from studying attitudes and intentions to actual behaviors, as well as the need to incorporate contextual factors into cross-cultural research designs. To assist with the latter, they introduce an overarching model designed to delineate and to integrate three contextual levels. Finally, they argue that the adoption of these approaches should help to further research on the topic of ethics in international business negotiations.

In Chapter 24, Sherry Thatcher and Pankaj Patel revisit the relationship between team faultlines (intragroup differences of attitude that can lead to fragmentation) and conflict. Extending their own meta-analytical work on faultlines (Thatcher and Patel, 2012), the authors provide a state-of-the-art review on the faultlines-conflict relationship, arguing that this will provide a baseline for an understanding of how faultlines affect conflict in teams. The authors also provide an in-depth look at the influence of faultlines on different types of conflict (task, relationship and process). In so doing, they investigate the different attributes that are used to infer faultlines as well as the different contexts under which the relationship between faultlines and conflict are studied. The interface between faultlines and conflict are thus extended in three significant ways: (1) by exploring the effects of faultlines on conflict at different levels (intrasubgroup, intersubgroup and

intragroup); (2) by proposing that certain types of faultlines may cause less conflict than more conflict; and (3) by identifying the contexts where conflicts resulting from faultlines would be beneficial. The chapter ends with a call for a more complex conceptualization of how faultlines influence conflict in teams.

Overall, the chapters in Part 6 focus on conflict in particular contexts. In the opening chapter the authors specifically address how office environment affects conflict, especially the role of office workers' propensity to mark and to defend what they see to be their "territory." In Chapter 23, the authors take a look at the wider context of conflict in international negotiations. Finally, Chapter 23 examines the connection between conflict and faultlines in the context of assigned workgroups.

### **Part 7: Conflict and Leadership**

In the first chapter of this part (Chapter 25), which deals with conflict and leadership, Astrid Homan, Marleen Redeker and Reinout de Vries examine an interpersonal leadership model and propose that leaders need to adapt their leadership behaviors to the specific intrateam conflict (Avolio, 2007; Jehn and Bendersky, 2003). By distinguishing agentic and communal dimensions of leadership behavior, the authors argue that specific strategies can be used to deal with different types of conflict. Using relevant empirical findings, Homan and colleagues illuminate how appropriate leader behaviors should lead to effective conflict management.

Oluremi B. Ayoko and Michael Muchiri continue the discussion on conflict and leadership by examining, in Chapter 26, the link between transformational leadership and followers' cultural orientation on conflict. The authors note that while various scholars have examined the multilevel properties of conflict and leadership, few studies to date have investigated the influence of leadership on differing forms of conflict across multiple levels and cultures. In this chapter, therefore, the authors discuss transformational leadership and its potential to trigger or minimize both cognitive and affective conflict across multiple organizational levels. Additionally, Ayoko and Muchiri discuss how cultural orientations might moderate the impact of transformational leadership on conflict at the individual and team levels.

To summarize, the two chapters in Part 7 deal with issues of conflict and leadership. The authors of Chapter 25 develop a model of interpersonal leadership and argue that leaders need to adapt their leadership behaviors for specific intrateam conflict situations. The authors' focus in Chapter 26 shifts to the specific role of transformational leadership in conflict resolution.

### **Part 8: Learning and Teaching Conflict Management/Negotiation**

The three chapters featured in the final part of this handbook center on learning and teaching negotiation and conflict management. In Chapter 27, Leigh Thompson, Brian Lucas and Erika Hall refer to "negotiation bandwidth" as the ability of negotiators to use strategies across a wide range of negotiation situations, and argue that negotiators with greater bandwidth are able to see meaningful parallels across negotiation domains. Furthermore, the authors also review and discuss research as well as practical applications regarding the challenges of increasing negotiator bandwidth to improve a

negotiator's learning. In so doing, Thompson and her colleagues identify three errors of bandwidth: domain myopia, the self-preoccupation effect, and the script hijack effect.

Domain myopia reflects the faulty tendency not to see parallels across situations when such parallels actually exist. The self-preoccupation effect is a related, but different phenomenon: it is the tendency for negotiators who are embroiled in a negotiation situation to become so involved that they lose perspective, cannot think clearly, and fail to see parallels to relevant negotiations. In these situations, a negotiator's affective and emotional states consume cognitive resources and bandwidth, leading the negotiator to act on emotion rather than cognition. Finally, the script hijack effect is the tendency for negotiators to feel compelled to follow a script, often based on stereotypes, when in negotiation. Finally, the authors consider how each of these errors is linked with negotiator's learning and suggest ways in which negotiators may improve their bandwidth.

Katalien Bollen and Martin Euwema discuss the dynamics of interventions in mediating hierarchical labor conflicts in Chapter 28. Targeting practitioners, researchers and students in conflict management, the major aim of this chapter is to provide a practical overview of recent literature and research on mediation in conflicts between supervisors and subordinates – the authors therefore give special attention to the use of online tools in facilitating these mediational approaches. The authors also offer a useful guide for mediators and researchers about how and when mediation can help resolve hierarchical conflicts. In doing this, the chapter first unpacks the characteristics of hierarchical labor conflicts, and the challenges these pose on mediation in terms of procedural justice and development of trust. Additionally, the chapter discusses specific mediator tactics that may lead to effective mediation outcomes such as the use of reflexive tactics and caucusing and explore the use of e-supported mediation as a tool to promote power balance in the mediation. The authors conclude with ten recommendations for mediators working on hierarchical conflict in organizations.

In the final chapter, Chapter 29, Roy Lewicki takes the readers through the different approaches to teaching conflict management and negotiation. Specifically, Lewicki traces the history of formal teaching of conflict management skills from its inception in the 1970s to the present. In doing this, he isolates at least three major distinctive stages in the evolution of negotiation instruction and the parallel development of a wealth of research on negotiation dynamics. He concludes the chapter with an assessment of the “current status” of negotiation instruction, and work that remains to be done in the field.

In summary, this final part of the handbook turns its attention to issues of teaching and learning in conflict management. The authors of Chapter 27 look at “negotiation bandwidth” and argue that development of a wide bandwidth is a critical ingredient for successful negotiation and conflict outcomes. In Chapter 28, the authors focus on mediating processes in conflict resolution, and discuss how the skills of mediation can be learned. Finally, in Chapter 29, the authors look more broadly at various approaches to teaching conflict management.

## CONCLUSION

The 29 chapters in this handbook of conflict management research provide an overview of thought and research over the past few decades, with directions for the future of the

field. As is evident from the content of these chapters, the topic of conflict management is quite an important and popular topic due to multiple reasons. First, every employee or person you talk to has a story to tell about how conflict has affected their life or work experience. It is ubiquitous. Conflict is a multidisciplinary concept studied across fields from economics, psychology, political science, anthropology, human resources, sociology to family studies – all represented in this handbook. It is also a multilevel phenomenon – there is intra-individual conflict (otherwise called decision-making), intragroup and intergroup conflict, as well as interorganizational, cross-nation and cross-cultural divides. Another aspect that makes conflict such a pervasive topic of research is its effects on performance, morale and wellbeing – so practitioners as well as researchers have a vested interest in the continued discovery around conflict management. Given the interest in conflict and conflict management by scholars, employees, practitioners, trainers and educators, in this book we aspire to provide a synthesis from the multiple disciplines and arenas in which conflict management has been addressed over the years. But more importantly, each chapter in its own way looks to the future and how we can move forward and address the challenges remaining for research and organizations.

In conclusion, and given the globalized economy and escalated competition, there is an increasing demand on organizations to be productive. This means that conflict issues in interpersonal, dyad, intrateam, interteam, interorganizational as well as regional interactions must be effectively managed and negotiated. It is now very clear from the collection of chapters in this handbook that for organizations to achieve increased productivity, much work in the area of conflict management research, theory and training still lies ahead of academics, practitioners and organizational leaders.

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