LUKSO Organization Creative Research Phase 1

What do organizations use conflict management for?

組織團隊運用衝突管理來做什麼？

For any organization to be effective and efficient in achieving its goals, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objectives for each team / department and individual.

為了有效果和有效率地達成組織的目標，在組織中的成員都需要有他們努力成就的共同願景，而在組織中的每一個團隊及部門，甚至個人都要有清楚的目標。

You also need ways of recognizing and resolving conflict amongst people, so that conflict does not become so serious that co-operation is impossible.

組織同時需要找出方法去找出並解決人群中的衝突，讓衝突不至於被激化到無法控制導致組織無法運作。

All members of any organization need to have ways of keeping conflict to a minimum - and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

在組織中的所有成員需要找到方法讓衝突減少至最低限度，而且在衝突嚴重影響到工作前，找出導致衝突的問題。

This could happen to any organization, whether it is an NGO, a CBO, a political party, a business or a government.

這樣的情況會發生在任何組織，不論是非政府組織、社區組織、商業組織、還是政府組織。

Conflict management is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen, as rapidly and smoothly as possible.

衝突管理是一個過程。在這個過程中，組織計劃性地儘量避免衝突，而當衝突發生時，可以在最快最圓融之下解決衝突。

Important things to know about "conflict" and "conflict management":

以下幾點是「衝突」和「衝突管理」的重要概念：

The differences between "competition" and "conflict"
「競爭」和「衝突」的差異

"Competition" usually brings out the best in people, as they strive to be top in their field, whether in sport, community affairs, politics or work.

競爭通常能激發人們最好的表現，因為他們致力於成為自身領域中的領導者，不論在運動界，社區事務，政治系統，還是工作領域。

 In fact, fair and friendly competition often leads to new sporting achievements, scientific inventions or outstanding effort in solving a community problem.

事實上，公平及友善的競爭通常可引導出全新的運動紀錄，科學發明或是更完善的方法來解決社區問題。

When competition becomes unfriendly or bitter, though, conflict can begin - and this can bring out the worst in people.

反而言之, 當競爭充滿敵意或激烈, 衝突就此開始, 而它帶出人性最醜陋的一面。

Common causes of conflict

造成衝突的常見原因

Causes or sources of organizational conflict can be many and varied.

組織性衝突的原因及來源其實有很多種的:

The most common causes are the following:

最常見的組織性衝突如下:

-Scarcity of resources (finance, equipment, facilities, etc)

-資源稀少性(財務、工具、設施等)。

-Different attitudes, values or perceptions

-態度、價值及認知的差異性。

-Disagreements about needs, goals, priorities and interests

-需求、目標、優先順序及利益的分歧性

-Poor communication

-不完善的溝通。

-Poor or inadequate organizational structure

-不健全或不足夠的組織架構。

-Lack of teamwork

-貧乏的團隊合作。

-Lack of clarity in roles and responsibilities

-組織角色及責任分工的混淆。

Conflict between individual 個人間的衝突

People have differing styles of communication, ambitions, political or religious views and different cultural backgrounds.

在組織中的每一個人在溝通方式、志向、政治及宗教理念都不同, 而且文化背景都各有差異。

In our diverse society, the possibility of these differences leading to conflict between individuals is always there, and we must be alert to preventing and resolving situations where conflict arises.

在我們這個多元化的社會中, 這些個人差異導致個人間的衝突是很平常的, 當衝突發生, 我們必須警覺性地避免及找出解決之道。

Conflict between groups of people 團體之間的衝突。

Whenever people form groups, they tend to emphasize the things that make their group "better than" or "different from" other groups.

每當人們成立團體時, 他們傾向專注在一些事去顯現他們的團體比其他團體好或是建立差別性。

This happens in the fields of sport, culture, religion, and the workplace and can sometimes change from healthy competition to destructive conflict.

這種傾向在運動、文化、宗教及工作環境領域很常見，而有時讓原本正向的競爭轉化成惡性的衝突。

Conflict within a group of people: 團體成員間的衝突

Even within one organization or team, conflict can arise from the individual differences or ambitions mentioned earlier, or from rivalry between sub-groups or factions.

即使身處於同一組織及團隊，像是個人差異及前面提到的志向不同或是小團體及派系間的敵意都會導致衝突。

All leaders and members of the organization need to be alert to group dynamics that can spill over into conflict.

所有組織領導人及成員都需要覺察到組織動態裡會導致衝突的情況。