



Personal Integrity & Conflict Management

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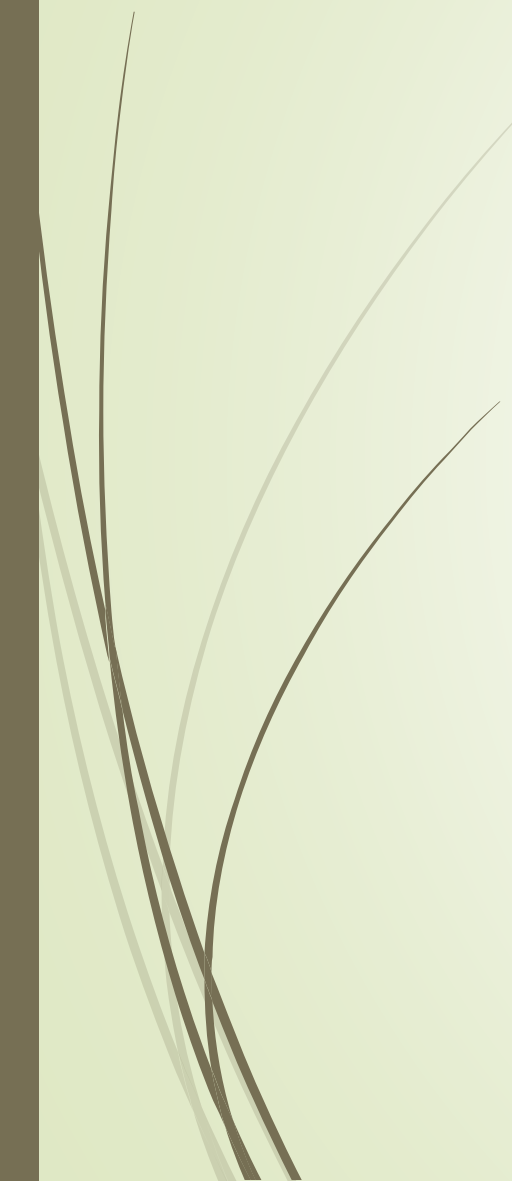
Dr MCR HRD Institute of Telangana



You shall learn to address
workplace conflicts with personal
integrity



Session Outline

- What is Personal Integrity?
 - Four Case Studies
 - Workplace conflicts
 - Prisoner's Dilemma game
 - Strategies for Workplace Conflicts
 - Solving Workplace conflicts with Personal Integrity
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What is Personal Integrity?

- Alignment of ones action with moral principles.
- Can you guess who was the other man in room of Lalaji?
 - *Lala Lajpat Rai and his colleague were staying at the house of an ardent nationalist.*
 - *Lalaji had some dirty clothes which he left in the bathroom. Next day he found the clothes washed and neatly folded, on his bed.*
 - *Lalaji with permission of owner of the house got the whole lot of dirty clothes he had accumulated during his travels washed.*
 - *Lalaji wanted to tip the servant who had washed his clothes.*
 - *He was shocked to know the clothes had not been washed by any of the servants but by his colleague.*

What moral principle had guided the action of that person?

Contd.

- Who was this freedom fighter?
- *During the freedom struggle, he was jailed.*
- *British granted him 15 days permission to visit his daughter who was sick.*
- *His daughter died before he could reach home.*
- *He performed funeral for 3 days, and returned to jail in spite of having 12 more days of freedom from jail!!*

What moral principle had guided the action of that person?



Case Study 1

- You were very keen to get headquarters posting. The recommendation of your superior Mr X was important in getting that posting .
- One day while leaving work late, you observe Mr X in the office of Director Finance using his computer.
- The Director Finance never allows anyone to be in his office unattended.
- A few days later, word got out that confidential files have been breached and everyone is being questioned.
- What should you do?



Contd.

- Many studies have shown that participants are more likely to lie when they think it would help their own group.
- However top management or independent observers regard Loyal lies as poor judgments by individual.
- Moral principle: Honesty vs loyalty to people who have helped you.
- **Honesty** is telling the truth, regardless of who it involves.
- **Loyalty** is telling the truth only if it is good for whoever you are loyal to.
- The challenge is to move individuals away from the notion of loyalty to persons and toward the notion of loyalty toward moral principles.

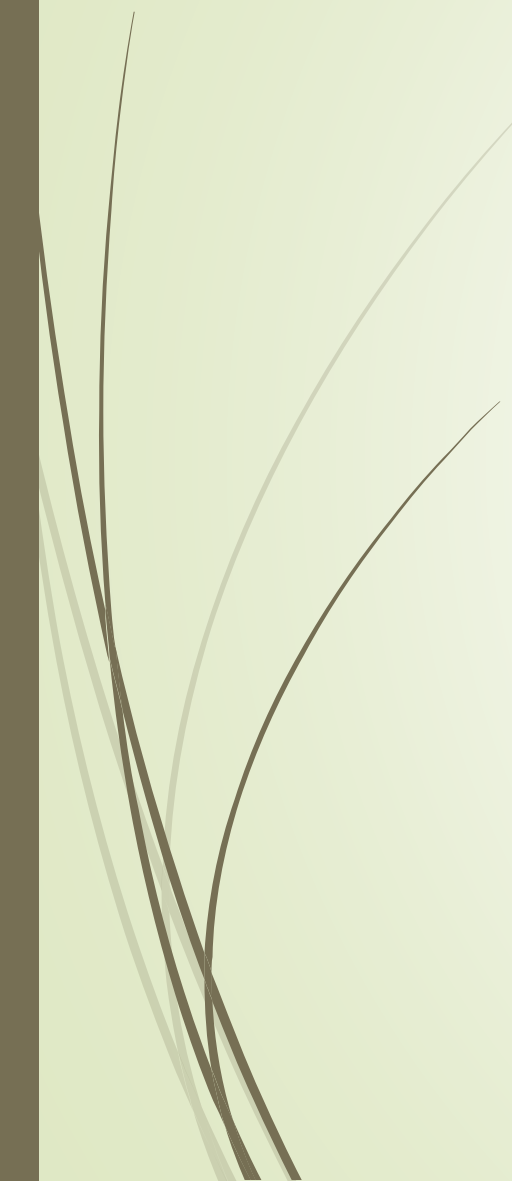


Case Study 2

- *Your boss wanted everyone's report on his desk and is angry that Shiva's report is not there.*
- *Shiva insists he turned it in.*
- *You happened to see his report on top of the pile when you placed yours.*
- *What should you do?*
- *Risk is if you get involved boss may become angry with you.*
- *Moral principle : do unto others as you would want them to do to you*



Case Study 3

- ▶ You are part of selection committee, which selects the players for a team at the state level.
 - ▶ The sponsorship of the tournament as well as of your team is by a large business house.
 - ▶ In meeting, you realize that few players in the playing list are there due to the backing that business house. You know that there are many players who are better than them.
 - ▶ You are told by your colleagues that this is the accepted practice. Most of the players are there on the basis of their merit. The tournament is important for selection in the national team
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Contd.

- What should you do?
- Is it enough to uphold accepted practice?
- Moral principle:

“Norms” asserts and upholds certain values. Violation of norms entails significant sanctions

Integrity has higher expectations for behavior. It carries moral authority.



Case Study 4

- *As a fresh Assistant Engineer you have been told by your manager to complete some complicated designing work.*
- *A more senior Engineer is on sick leave, and you are due to go on study leave.*
- *The deadline suggested appears unrealistic, given the complexity of the work.*
- *You feel that you are not sufficiently experienced to complete the work alone.*
- *Should you try to complete the work within the proposed timeframe even if it fails to meet the expected quality?*

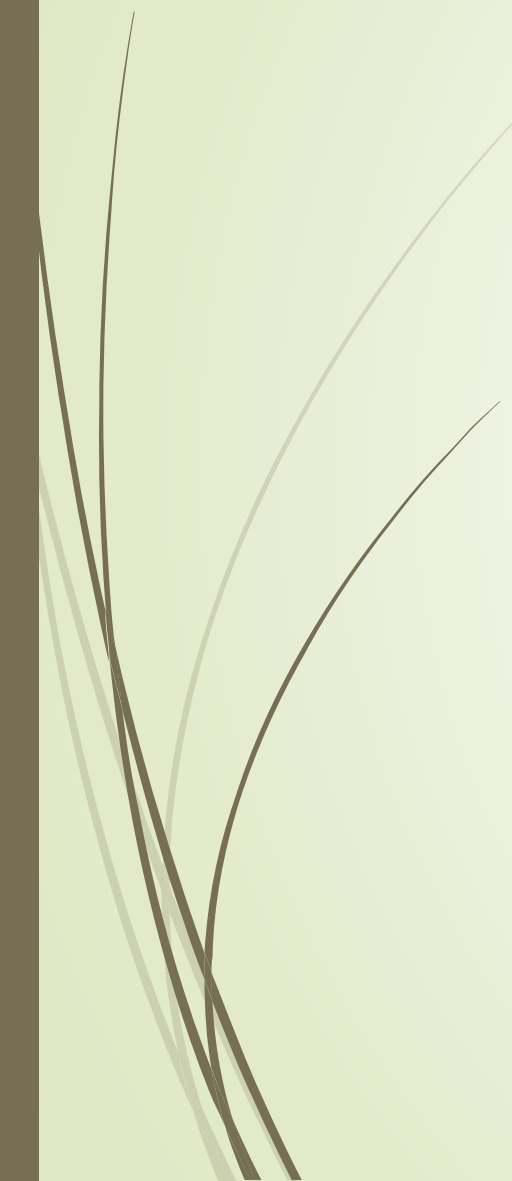


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- Can you refuse to perform the work without damaging your reputation or of your organization within the practice.
- It would be unethical to attempt to complete the work if you doubt your competence.
- Refusing to do work, or resigning from your employment, would cause significant problems for both your client and the practice.
- Steps to resolve the dilemma:
 - You could take advice like consult your professional body or from outside the practice
 - Steps that you take in resolving your dilemma should be documented in case your ethical judgement is challenged in the future.



Personal Integrity : Summary

- Personal integrity should be based on moral principles
 - Personal integrity is important to build ones reputation.
 - Personal integrity is important to build relationships based on trust.
 - Personal integrity demands higher standards of behaviour than legal standards
 - Personal integrity demands personal sacrifices.
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Workplace Conflict – with co-workers

- *Your coworker asks you for detailed information for preparing a Proposal for onward submission to her boss. You refuse to lend a hand because you are working on a tight deadline and don't want to waste time.*
- *Your coworker now is generally unresponsive.*
- *Is there need to respond to the conflict ?*
- *Steps to resolve the conflict*
 - Focus on how to approach the person.*
 - Friendly gestures while maintaining distance.*
 - Talk it out when situation is right.*



Workplace Conflict – with boss

- Rashmi, a single mother is a very quiet, serious employee. She tends to be private about her personal life.
- Rashmi got along well with her previous boss, Rahul, who was serious and work minded.
- Rashmi has been transferred to new department.
- Her new boss Manohar is very gregarious, loud, and laughs often, and also tends to be inquisitive about the employees' lives.
- Rashmi has become increasingly uncomfortable around Manohar, as she doesn't like being asked about her personal life
- For her part, Manohar is put off by Rashmi's quiet, private nature and regards Rashmi as unfriendly.



Contd.

- What is the reason for conflict?

- It is a personality conflict.

- Don't

By discussing the problem with co-workers, polarization in office can happen aggravating the situation.

- Dos

First try to resolve the issue by direct communication with your boss.

Try cooperative communication.

"I've noticed that we seem to have differences. We can work together more effectively and I would like to hear your thoughts."

Invite the boss to be a part of the solution and really listen to his ideas.



Prisoner's Dilemma game

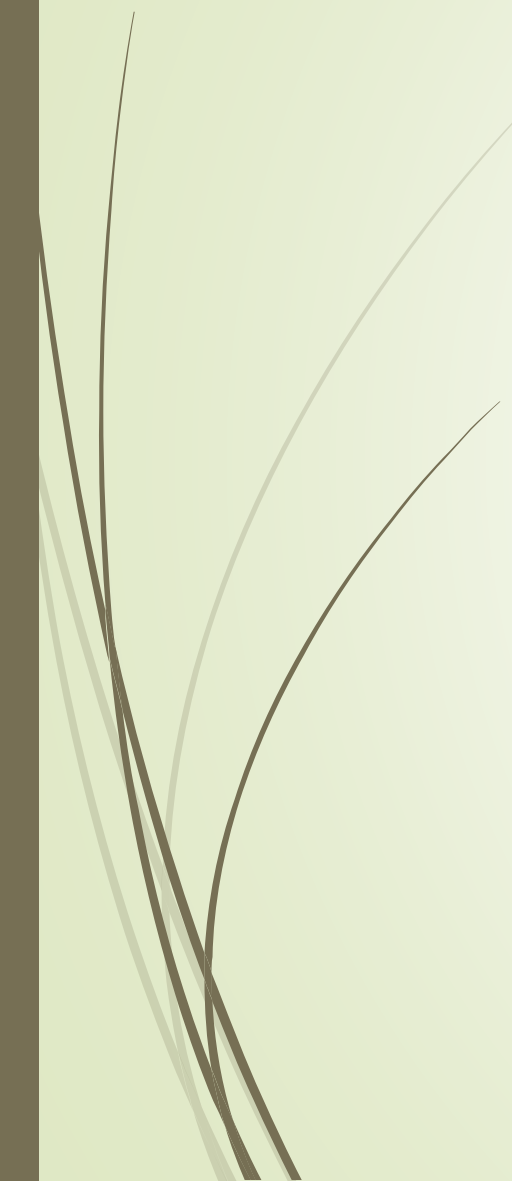
- ▶ Two suspects arrested for chain snatching. They are suspected to be involved in a major crime of burglary.
- ▶ They are held in different cells and cannot communicate .
- ▶ They can either be silent or blame another suspect.
- ▶ If both suspects are silent, they both will serve only 2 years in prison for chain snatching.
- ▶ If both blame each other, they both will serve 5 years in prison.
- ▶ If one of the suspects blames another and the other remains silent, the suspect who remained silent would get 8 years in prison, while another suspect get 1 year.

Prisoner's Dilemma Matrix

		Prisoner B	
		Remain silent	Confess
Prisoner A	Remain silent	A gets 2 years B gets 2 years	A gets 8 years B gets 1 year
	Confess	A gets 1 year B gets 8 years	A gets 5 years B gets 5 years



Strategies for Prisoner's Dilemma

- “Rational” strategy
 - “Nice” strategy
 - “Forgiving” strategy
 - “Retaliatory” strategy
 - The best strategy is cooperate first, do not defect, be retaliatory, be forgiving.
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Approaches to workplace conflicts

- Traditional Mindset: We must compete and there shall be a winner. **Win-lose**
- Winning Mindset: **Win-win**. It is hard to cooperate
- Example:
 - Suppose two subordinates are competing for one post at Headquarters.
 - Both subordinates are competent and motivated and you like both of them equally.
 - Whom shall you post?
- You can resolve the issue if you ask the subordinates the reason. One subordinate has an aging mother to take care of and the other is looking for increased responsibilities.



Solving workplace conflicts

- **Win-lose** is based on comparisons and competition.
- **Win-Win** is a character-code.

Win-Win attitude possesses the vital character trait of personal integrity



