CONFLICT MANAGEMENT HOW TO TURN WEAKNESS INTO STRENGTH ORGANIZATIONAL.

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SUMMARY

Introduction: The theme of this article is considered as a vast field of investigations and methodological research procedures, conflict management is postulated as a fertile ground for research and leads to broad perspectives through a glimpse of its potential.Justification : A stated fact, which can be verified in categories and subareas of the human sciences and social sciences. That said, it is a space open to everyone in the construction of knowledge, and moves along the frontiers of the elaboration of this wisdom, which is necessarily interdisciplinary.Problematization: In this article, therefore, we discuss how we can transform weaknesses into organizational strengths through a literature review. Goals: The specific objectives are dedicated to saying whether this answer can be obtained through the literary review, describing how it occurs and analyzing its contribution as a whole. Hypotheses: Would the bibliography be capable of answering this question? Are there interpersonal elements that interfere in this transformative sense? Does this synthesis require an argument focused on general management concepts?Methodology : provides a brief exposition of the concept of organizational strength, which comes from key authors, carrying out a literature review. At the end,conclusion : It concludes by pointing out desires, limits and possibilities in using this type of strength to overcome weaknesses in an organization through conflict management.
Key words: Conflict management. Organizational weakness, organizational strength.

ABSTRACT

Introduction : the topic of this article is considered as a vast field of research and methodological procedures of research, since the research data were submitted to research and research conducted by a group of researchers in its potentiality.Rationale : Post facto, which can be verified in categories and subareas of the human sciences and social techniques. This, then, is an open space in the construction of knowledge, and it moves within the boundaries of the interdisciplinary consciousness.Problematization : In this context, it is discussed how one can transform weakness in organizational security through literature review.Objectives: The specific objectives are dedicated to being able to present themselves through the literary review, the description of the results and their contribution as a whole.Hypotheses : Would it be a bibliography capable of answering such a question? Are there interpersonal elements that interfere in this transformative sense? Does this question require an argument in the concepts of general administration?Methodology: it comprises a great exposition of the organizational concept, which stems from an initiative of fundamental authors, carrying out a literature review. When finishing,conclusion : Conclude to the yearning, there are limits and possibilities of not using this kind of force to overcome as weaknesses in an organization through conflict management.
Keywords: Conflict management. Organizational weakness, organizational strength.

1. PRESENTATION

Historically, conflict management was dedicated to describing administrative systems by observing developments in various countries around the world. This task was

developed through researchers linked to fields of administrative organization or areas of public administration studies. Research sweeps the world looking for and collecting information and then applies it to their educational systems of origin.

This is the most intense point of this theoretical debate, as conflict management can transform weaknesses into organizational strength. In this article, we intend to cover this trajectory towards the construction of the field of conflict management, by highlighting its history and other advances that are part of the debate due to social, economic and management improvements that have occurred in recent decades.

The general objective of this study is to indicate how weaknesses can be transformed into organizational strength through conflict management. The specific objectives are dedicated to saying whether this answer can be obtained through the literary review, describing how it occurs and analyzing its contribution as a whole.

The question to answer is how to transform weakness into strength through conflict management? And its hypotheses, with maximum clarity in the informative reading, indicate that management is mainly responsible for this possibility.

The methodology is bibliographic based on authors based on a search in the Scielo and Google Scholar databases for the terms "conflicts"; AND "organization" AND "leaders". The work is subdivided into topics based on specific objectives, and guided by the answer to the research problem.

2. DEVELOPMENT

2.1 CONFLICT MANAGEMENT AND ITS EXPRESSIONS.

In this sense, conflict management is described as a process inherent to human relationships, being part of each person involved. Furthermore, the term conflict is linked to disagreement, discord, controversy, divergence or antagonism. According to Robbins (2002, p. 185), we have that,

> "[...] conflict occurs when one of the parties perceives that the other party affects, or may negatively affect, something that the first party considers important". Conflicts are practically inevitable and can occur in different environments: family, social and work.

It involves, however, questions related to the coexistence of individuals with their personalities, values, cultures, and several different interests. In public or private organizations, this situation can be accentuated by various political or social issues.

virtue of the differentiation of bonds and interpersonal work relationships. Further, in the view of Schermerhorn, Hunt and Osborn (1998), conflict will occur whenever disagreements occur in a social situation with or in relation to very important issues, or whenever emotional antagonisms appear capable of creating friction between individuals or groups of individuals.

Continuously, the concept of conflict has been significantly modified, this occurred due to changing times, and a considerable evolution of organizational theories. Paraphrasing Robbins (2002 apud OLIVEIRA, 2006), three main approaches stand out: traditional, human relations and interactionist.

In the traditional view, it is understood that all conflict is not good and that it should be avoided. Conflict, in this view, is seen as dysfunction resulting from communication failures, including a lack of trust between individuals in a group and a failure of managers to meet the needs and desires of their employees. The traditional view prevailed during the 1930s and 1940s.

> [...]In this case, competition can only be fruitful if it is open (everyone wins), since, in closed competitions, one person wins over the other, which can lead to destructive conflicts. Thus, conflicts can be categorized into three basic types: discussion, competition and properly spoken conflict. The first two can be considered beneficial or fruitful, while the third is dangerous. (MARTINELLI, 2002, p. 17)

Martinelli (2002) intuits that contributions from different points of view can lead the problem to a better solution, as it suggests the existence of shared leadership, with familiarity between members of that group, leading that group to consensually present no just the facts, but your personal impressions about each situation.

The author adds that many of the conflicts that arise inside and outside organizations are neither of the discussion nor competition type. The reasons for this are a lack of trust, different perspectives and individual approaches to treatment, which can turn into destructive conflicts.

According to Nascimento (2002), conflicts can also be of an interpersonal type, occurring between two or more people, and can happen for various reasons: differences in age, sex, values, beliefs, lack of material and financial resources, differences in papers. They can be divided into two types:

> a) Hierarchy: calls into question relationships with existing authority. They occur when the person is responsible for a group, not finding support from their subordinates and vice versa.

> b) Personal nature: these are those that concern the individual, their way of being, acting, speaking and making decisions. Personal feuds make people not understand each other and, therefore, not talk to each other. In general, these conflicts arise from small things or situations never addressed between the interested parties. The result is a tacit confrontation that greatly reduces the efficiency of relationships. (NASCIMENTO, 2002.p.29).

Conflicts, both hierarchical and personal, cannot be considered common when they become a constant routine. Of course, there must be some conflicts, but these can contribute to improving the process as a whole.

However, it must be considered that conflict with customers, buyers, etc., must be non-existent, as far as possible avoided as much as possible, as the customer is the one who maintains the company or the seller.

3.2 The consequences of conflicts for organizations

According to Chiavenato (2008, p. 210), another list of categories for conflicts is presented, related to the level of severity at which each one occurs. For the aforementioned author, conflicts are categorized into:

> a) Conflict is perceived: the components involved perceive and understand that the essential problem exists because they feel that their desires end up becoming different types of desires from others in which there are many opportunities and, for obstruction or blockage. It is invoked by an essential latent problem, which divisions eventually realize exist.
> b) Conflict is experienced: when the essential problem causes feelings of hostility, anger, fear, distrust between one party and another. It is invoked by a veiled essential problem, when it is disguised, hidden and not clearly declared on the outside.
> c) Manifest conflict: when the essential problem is described through active or passive obstruction behavior by at least one of the fractions. It is invoked by an open essential problem, which is declared without concealment.

If this is done, conflicts end up becoming perceived or easily widely identified, especially when observing the fractions that end up involving them, or remaining hidden within them, without even one type of manifestation regarding them being able to occur. Furthermore, the author also adds that, from the categorizations of conflicts, great evidence would also fit into their causes, as soon as they occur within organizational units. Following the interactionist view, Martinelli (2002, p. 15) discusses that there are two ways to face moments of conflict:

> [...] a negativist, who sees the essential problem as something just harmful, which needs to be avoided at all costs, or should not be avoided, at least have its results minimized. The 2nd choice is to face the essential problem in a hopeful way, seeking to observe what is capable of being useful, in the sense of differences of opinions and views, like many

opportunities and, of content abstraction and enrichment, individual and cultural. Faced with such overlap, Chiavenato (2004 apud AAL JUNIOR; HAMMERSCHMIDT; PAMPOLLINI JÚNIOR, 2010, p. 7).

It stands out in this understanding that the excellent product of the essential problem could be positive, if it encouraged groups and its members to find better, very effective and transformative ways to develop their operations, and, more importantly, in the very diversified many opportunities and, and in which several intense conflicts are faced.

However, the essential problem can also be beneficial when groups are motivated to practice interactivity relationships, in whatever sense, to solve the essential problem, and as an excellent product, the members become less dispersed, commonly in moments in which they can occur as a means of drawing attention to areas of discussion within an institution.

4. HOW TO TRANSFORM WEAKNESS INTO ORGANIZATIONAL STRENGTH.

The following highlights the experience or ability to transform the Organization's weaknesses into strengths through the guidance of conflicts in an institution. The text uses several prominent writers on this topic discussed and the arguments are critical in order to clarify the subject or matter discussed with the aim of making it better understood.

At this point of observation, Chiavenato (2004) even informs that conflicts can also result in negative results, resulting in certain causes that can prevent the best development of any institution or business corporation, since the agents involved and organized groups can reach to make hostile feelings, such as frustrations and concerns about their commitments, in addition to those correctly exercised, blocked at a time of essential problems.

In doing so, conflicts must provide motivation in order to achieve the so-called strength of the organization, which is capable of being understood in the organizational units that turn moments of essential problems into opportunities and transform their specific qualities, and conference of simple mistakes, and even after a tense moment, it remains in everyone's memory with the aim of never happening again. Acting in this way, the essential problem prevents or hinders the broad efficiency of the institution beyond the agents involved, since the pursuit of desires

are left aside, and most of the energies originating through the essential problem are dispersed within itself, and then, they are able to be permeated by actions or attitudes of inserted actions that do not end up being replaced through selfish behaviors, which clash in a directly in the nature of relationships.

Notoriously, conflicts can occur in an organization's environment, or they can occur when dealing with target audiences, whether they become good or not. The moment an essential problem ends up originating in a moderate way, the performance of an action improves, and, on the other hand, if they can occur in a very diminished way, they can become conditions for limited performance.

Therefore, there is great evidence of the importance of Conflict Management in facilitating the inevitable mediation of conflicts in the environment of groups or organizational units. Below, this importance will be described. According to Schiefer, Teixeira and Monteiro (2006, p. 233), it follows that:

> "[...] it is based on the experience of combining groups with possibly contradictory or antagonistic interests, values, means and intentions". In the context of public organizational units, the lack and real importance of public directors knowing the most correct and complicit ways to the inevitable mediation and management of conflicts is clear, seeing the peculiarity of the Human Resources part in these organizations.

Nogueira (2010, p. 9) illustrates in a pointed and highlighted way that, regarding this contribution of Human Resources in public organizational units, conflict management completes, in an excellent way, the administrative assignment team that is responsible for the personnel, and translates its commitments into the processes of choosing personnel, training and remuneration, in which it is not easy to construct any other action towards some collective associations.

Likewise, the agent's duty in the inevitable mediation of conflicts has great real importance, in a way that it is appropriate to lead and direct and easily identify situations of an essential problem that may occur in the organization. He needs to be

> [...] able to study convenient, understand in relation to conflicts and strategically scrutinize some associations of power, in such a way that situations can really be placed within strategic management measures, certain technical qualities end up being required of directors to deal with these situations. (MORGAN, 1996, p. 30 apud CAVALCANTI, 2006, p. 9).

Generally, directors can cause certain mediations in order to modify assimilations and/or behaviors and the bases in a way that they can really provide support in redefining or reorienting conflicts so that they serve constructive means and objectives.

In doing so, the emotional psychological experience or aptitude of each manager This process commonly impedes or hinders their experience or ability to coordinate and manage conflicting situations. This expertise is redefined and adjusted through these preferred individual competencies and through their influence with the members of a work team.

In doing so, there is no basic formula for deciding conflicts. One must, first of all, seek through due expertise and skills in the operationality (in its dynamics) of the essential problem and its incidences, in order to assess or achieve a more acceptable diagnosis, within other opportunities and, in redefined and adjusted situation in which it is capable of transforming this opposition into a strength of the organization. (MOSCOVICI, 2000 apud AAL JUNIOR; HAMMERSCHMIDT; PAMPOLLINI JÚNIOR, 2010, p. 4). Dubrin (2006, p. 183) comments that the best way to decide a conflicting occurrence in order to transform it into a profitable one could be that,

> "[...]conflicts end up being greatly reduced, or prepared, when one or more members of one unit of the Organization replaces their place with members of another unit." The author even comments that "staff replacement works best when employees have the technical aptitude to do well in the remodeled environment." In Chiavenato's view (2008), to deal with essential problem situations it is possible to employ one of the following styles: avoidance, accommodation, competitor, duty and collaboration.

It must be understood that, after the essential problem has begun, it is appropriate to use well-adopted methodologies and actions, with the aim of finally being able to transform that moment into a motivational sense for the group, and then, it is appropriate to Obstructing at least one of the members to take the lead will only result and encourage the group to reflect that at that moment it completely identifies with an opportunity and to strategically break down relationships. (CAETANO; VELA, 2002; RAHIM, 1991 apud MCINTYRE, 2007, p. 298)

In doing so, when talking about transforming the organization's weakness into strength, it is referring to an experience or aptitude that all organizational units perfectly develop through their integration, given that, if the group is not together and does not seek Before deciding on specific inequality, it should be practically impossible for this transformation to occur.

A constantly evolving market, increasingly rapid updates and different types of worker needs make it unlikely for leaders and entrepreneurs to establish a broad dimension of robust business culture. This is because this meaning goes far beyond the list of values   that the business corporation

flaunts. Its true essence ends up being the unconscious thoughts and actions that determine the decisions and behaviors of those involved in the day-to-day running of the enterprise.

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Without question, the broad dimension of the Organization's culture is essential so that there is an excellent work environment, in which employees clearly understand their obligations and feel free to easily expressly identify their suggestions or concepts. To this end, many companies grew without focusing more on this issue and, only when the problems caused by their absence arrived, did they find themselves forced to transform their attitude (conduct and behavior), even in the face of this current situation.

Investing in corporate education is one of the most effective ways to make employees feel important through the business corporation. By experimenting with strengthening the broad dimension of business culture, offering training and training to associate and harmonize the team in the new reality considerably increases the chances of success.

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Development is related to the experiences of the organization that intend to continue maintaining the broad dimension of living culture: trajectories (stories), rituals (activities), symbols (objects, actions with special concepts), language (verbal symbols), among other means. Furthermore, leaders, due to their mastery of persuasion, help and collaborate invincibly with the distribution of the culture dimension.

Another way to continue maintaining the broad dimension of culture is socialization (or acculturation). Meaning is capable of being certain and defined as the process by which the agents involved abstract knowledge from the way of being, doing and "proceeding" in the organization. To this end, many companies have expanded without devoting more attention to this issue and,

Only when the problems caused by their absence arrived did they find themselves forced to transform their attitude (conduct and behavior), even in the face of it.

5. FINAL CONSIDERATIONS

The development of this text is considered to be quite fruitful, given that the set of defenses used through the bibliography invoked were appropriate in terms of the outcome of the established problem.

The most unlikely thing is precisely to understand what encourages these people and what they seek in the long term by devoting themselves to their simple project, profile this, remuneration and a system that privileges merit; and demonstrate to this person that teaching younger people is worth it and is the best answer for this relationship to work.

It is considered that many people who do not find enjoyment and satisfaction in sharing their knowledge are unlikely to last long in organizational units that seek this mix.

In our opinion, it is important to understand a lot about the enterprise and what the business corporation is capable of providing in terms of many opportunities and development; after all, excellent people most of the time want to grow.

In our view, professionals from incumbent corporations (traditional and non-innovative) are teaching the insurgents (disruptive) and watching the transformations happen.

Well, it doesn't need to be so far-fetched to convince them to accept a desire and delight them with the next panorama of what they can and want to return to, what they want to enhance in the community for their target audiences and how they will create value. Powerful dreams enchant good people.

The specific desires had been worked on throughout the planning and elaboration, positions in great evidence in moments during this description, becoming opportune in the clarification of the pre-eminent issue. Furthermore, the assumptions added to the desire, seeing support in the guidance of the transcription of these suggestions or conceptions, with an azimuth to pursue in the development of this text.

In the end, it was clear and certain that the paperwork is capable of offering an answer to this question, in which there really are individual components that interfere in this transformative sense in which this summary requests a defense, paying attention to the conceptual understandings of the general administration. In the end, this work is indicated with the aim of serving as a subsidy for theoretical investigations and inquiries into this frequent topic, in which the significance

Furthermore, it is quite important in some commercial associations, however, whether it is interpersonal, whether at work, in customer service or in family intimacy.

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