

CONFLICT MANAGEMENT WITH DIFFICULTIES PERSONALITIES

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Abstract:

Every person has his individual, emotional and conational particularities whose organized ensemble makes up the personality.

Each individual is similar to the other members of the group and different from them by the unique impression of his manifestations. Its singularity, the most original fraction of its Ego, is the essence of its personality.

We all have had, at least once in our life, conditions such as deep irritation, melancholy, aggression, or anxiety. However, there are certain human behaviors that have transformed these emotional states into permanent, perpetual, and harmful elements for daily activity. They define the so - called "difficult personality" If we do not know how to handle the relationship with such people correctly and preventively, conflict will emerge and frustration or other counterproductive behaviors will be created.

This paper aims to make a concise, but edifying analysis of these types of personality and their behavior in conflict

Keywords: personality, behavior, attitude, conflict

1. Introduction

Personality is a relatively stable configuration of mental attributes, which are constantly manifested in behavior, conferring uniqueness and individuality to the person. Personality traits are characterized by both the usual way of perceiving the environment and one's own person, as well as the way an individual behaves and reacts.

We often find around us people who we do not understand, we say that they have deviant behavior, that we fail to communicate with them, or that we do not know what attitude and behavior we must adopt to deal with. However, these traits can always be manifested, or only occasionally, in a particular situation.

A personality is considered to be difficult when certain features of it are very strong or rigid, inappropriate to situations, causing suffering and discomfort to the person concerned and others around him.

Collaboration with a difficult person can be influenced by several factors and depends on self-esteem, self-confidence, professional courage specific to the person in question, and the specifics of the organizational culture he is part of.

Dealing with difficult people means having to deal with difficult behavior; and also means recognizing that this kind of behavior can be accentuated by our own actions or manifestations.

Communication and conflict means the interaction between us and others. We react to one person, and that person reacts to us. Perhaps we are not in a position to directly control the behavior of others, but if we learn to control our own behavior and develop effective communication techniques, we can influence others in a positive way. We can transform their difficult behavior (and ours) into a civilized and constructive behavior that will bring us satisfaction. To learn to communicate with difficult people is to learn to address the part that comes from a two-way transaction. This gives the other the chance to work with you to resolve the conflict.

When we encounter a difficult person, many of us react in ways that only worsen the problem - for example, with a striking remark, adopts a defensive attitude instead of addressing the real problem, or treating the other's rage as an outburst affront personally. These natural but ineffective reactions reduce the chance of turning a negative encounter into a constructive one.

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2. Methodological landmarks

The main objective of this paper is to highlight the conflict management module for difficult personalities

The present paper is an exploratory research based on the qualitative method, for which various sources of information on personality, management and organizational conflict have been consulted: specialized literature, case studies, media articles, reports of some profile organizations, etc.

The hypothesis from which we started in the elaboration of this paper was the importance of this subject in the current period

3. General Considerations on Personality in Conflict

There are more and more current opinions that support the idea that personality is only a component in a complex of non-specific factors that modulate the individual's response to conflicting situations. Personality traits are part of a constitutional matrix and acquired during the individual's experience and manifested in the context of his insertion and interaction with the social network, as well as of concrete situations (conflictual events). Thus, one can outline a dimension of interpersonal relationships in which conflict and personality occur

The close intercolerance between conflict and personality is determined by the fact that the personality type itself can cause conflicts, can be a generator of conflicts or can lead to conflict resolution. Any form of behavior is actually a way of exteriorizing personality that varies from case to case and can generate various consequences

The type of personality influences the way we communicate and relate to others. But this influence is significant to the conflict only insofar as it fits into certain patterns. Of course, we relate differently to introverted (self-centered) than to extroverts (those centered on the outside world). In a way we will have a relationship with a choleric or a melancholic, emotionally unstable temperament, and in a different way with a blood or a phlegmatic, stable types.

Much more relevant is how the personality type is expressed in collaboration with the other processes and psychic structures, a connection that evolved according to the experience of life, the evolution of the person. Some of us are flexible, charismatic, and we naturally succeed in having a good relationship with others, while others are difficult and often tired or upsetting others without necessarily having this intention. We tend to avoid them because we do not always have them, or we have the resources to deal with. There are situations in which we are forced to interact, and more so, to get out of a conflict with them well and to maintain a good relationship and after the differences have been resolved.

4. Types of difficult personality

Robert Zend said that we humans have one thing in common that we are all different. In a company, as in society, but on a smaller scale, you find types and types of personalities, each representing the sum of all educational influences previously exercised in your personal, social and professional life.

Thus, in the work "Dealing with People You Can not Stand: How to Bring Out The Best in People at Their Worst" Brinkman and Kischner (1994) described 10 types of people difficult:

Tank - is aggressive, confrontational, always blaming someone else and fails to master;

Perfid - attacks hidden, using malicious comments and sarcastic humor;

Grenada - exploded noisily about previously closed situations that are no longer related to what is present. Start the attack using present elements, then digest;

He's the scientist - he does not tolerate controversial discussions and corrections. Others are guilty of any wrongdoing;

As the imagined fiction - to gain the attention and respect of the people, it often makes exaggerations and statements that he has not checked. He knows enough about a subject to deal with a conversation, then draws on the known ones;

Satisfiable - they want to please others and often make promises or commit commitments that they will not be able to respect. Although they do not feel responsible for not meeting promises, they suffer when the consequences are negative. So they will offer excuses and explanations. They want to live in harmony, but they tend to repeat their behavior, despite the apologies and promises that it will not happen again;

Undetected - he is obsessed with the possible negative consequences of each decision, so he stays indefinitely hoping to get a better idea by the way;

Taciturn - has a passive attitude and can be two ways: the focus on pregnancy (convinced that it can not cause others to be as careful as he is, retreats and refuses to do anything) and taciturn person (withdraws silently when harmony with others is endangered);

Negativist - is the perfectionist who wants to perform the task without errors and, in his attempt to eliminate the possible errors and weaknesses of others, as well as all other negative aspects around them, diminishes their hope and destroys the motivation of the collaborators;

The healer - constantly complains about various aspects and situations in his life, but he does not have the slightest idea what he should change. We do not include people who complain to relieve stress, but those who have developed a way of being of this, who constantly wanders without seeking or accepting solutions.

If we refer to the types of difficult personalities encountered in an organization, we can say that we hit our career and job at work by at least one colleague with a difficult behavior that either slows down the pace of work or does not get involved in delegated tasks, etc.

In the following we will discuss some types of difficult personalities that are more common in an organization, which only stops the pace of activity and disturbs the balance of a team.

1. We all acknowledge that the Communist system gave birth to the phrase "at the state is standing" and has cultivated "professional" behaviors such as not having enthusiasm, initiative or opinion in an activity at work, shrugging off everything, to be as absent from the picture, and never to say that something is wrong. Let's not forget that difficult behavior can become a habit if it is not attacked early. Therefore, such employees will have to be encouraged to think about their own achievements as they happen. It is necessary to be praised when necessary and the type of feed-back transmitted to it: predominantly positive or predominantly negative should be taken into account.

2. We have often faced with that colleague who manages to put some of his job with other colleagues. In this situation, it is the manager who will have to set clear goals, the steps to be taken to achieve a project within certain given deadlines, and he will also have to encourage his initiative within the team

3. The most intolerable type of colleague is the one who hides the merits of your own labor, who has no scruples. He assumes the results of another's work in order to be well regarded by the hierarchical superior, to be promoted, to receive different advantages. And these cases are rare, especially in large companies and where information has to circulate through several links of the organizational chart until it reaches "up". In such a situation, it is recommended that the manager ensure that project / task managers come personally to present the reports or feed-backs of those activities.

4. Also, who does not recognize the busy employee and who constantly complains about absolutely everything and which is impossible to please. In his situation, there needs to be a four-eye discussion where the manager will ask him different questions to see clearly what are the issues that bother him. And you will have to be asked to prioritize your service tasks and set deadlines to achieve your goals.

5. The non-constructive critic is another type of employee who has an affinity to hunt and criticize the mistakes of his colleagues. In his case, it is necessary to clearly specify what his / her responsibilities are, the goals must be set, the manager will have regular meetings with him / her to analyze the progress compared to the measurable objectives and give him / her the feed-back.

6. It is the trumpet who always wants to have the first and last word and to be one step higher than the others. In his case, a meeting agenda should be held, objected to be anticipated, and questions and objectives should be prepared to stimulate him; it is advisable to confirm in writing anything you have established with him.

7. We all feel terrified by the fellow who masses and constantly intimidates. The manager has no choice but to prove himself to be a very self-assured and assertive man, to express his point of view calmly and to ask questions that encourage the difficult employee to consider the consequences of his own actions.

Whoever does not recognize the type of "poisoning" colleague, always ready to bring a dark light to certain people in the department they do not like, especially in the relationship with new colleagues who at the point of knowing the interrelationships and culture of the department where I come *tabula rasa*

Having such a person, who can sometimes have good intentions in the background, but does not do the evil he does, the manager will have to have a four-way discussion (only if you discover a case in your department / organization) and you clearly identify with the person who is the place and role of each person in the department to avoid creating unconscious colleagues long-standing attitudes and states of mind that have nothing constructive in them and disarm and demotivate. The best thing is for everyone to discover reality.

Of course, there are so many other examples to be mentioned, the list remains open at all times. What is most important in the case of difficult personalities at work is the issue of their approach.

5. Management of conflicts with difficult personalities

Any team or group of people, irrespective of size, at some point inevitably faces a conflict situation generated by different factors.

The first step is really the stage of knowledge, because only by analyzing the grounds and motivations that underpin a behavior can one act to influence it. Once these issues have been taken into account, we can begin to act.

It is recommended that when the conflict erupts to avoid confronting that difficult person in public, to postpone for another date. If the postponement method is not effective, it will inevitably lead to direct confrontation. In this situation, it is advisable to avoid prolonged visual contact, to use a lot, an open posture and a relaxed mimic.

We need to be calm, listen carefully, and be assertive. Let's just talk 20%, leaving it the rest of 80%. Maybe he is just furious with himself, not with you. It is necessary to try to establish the actual situation because if the difficult employee does not realize that there is a problem, it can not go any further.

At the organizational level, whether we are talking about employees with difficult personalities or others, conflict resolution is based on two variables:

1.How the individual looks at the interests of the opponent. (Predisposition to co-operation).

2.How the individual defends his or her own interests (insistence on promoting personal interest)

Depending on these parameters, five styles can be identified to solve this type of conflict.

Competition (struggle) is where the party involved in the conflict strongly protects interest without paying attention to the interests of the opponent. To use such a style needs to have strength and physical advantages. Here the conflict has a winner and a defeated, the winner is the winner and the loss of the defeated.

Gathering or avoiding. If the sides do not pay attention to the opponent (they do not want to cooperate) and defeat their own interests, conflict can be avoided. If the conflict is subjective, such a way of solving is favorable, but if it is subjective, circumvention should not be accepted because time is lost and the conflict can only aggravate. Thus, this conflict approach ends with loss for both sides involved in the conflict

Collaboration involves accepting the ideas and goals of the opponent, but not neglecting their own interests. It manifests when both sides are as powerful, equally interested in solving the conflict. Collaboration turns opponents into partners, and problems are finally resolved by removing the causes of conflict. Both win

Accommodation - is a case when a weaker opponent is given a lot of attention. Accommodation involves giving up personal interests that are minor to the benefit of the conflict adversary. It is accommodated when the problem discussed is more important to the opponent than to us, ie in the case of unbalanced conflict. Accommodation has an aspect of altruism. The person who uses this style to solve the conflict is at risk of being perceived as weak, easily influenced.

Compromise - is the situation when problems are solved by finding a common denominator. When earnings and losses are roughly equal. It is the most commonly used strategy especially for people who are at the same hierarchical level or have roughly equal power. Compromise is indicated in situations where there is a lack of time to be resolved later.

On the other hand, Afzaher Rahim has developed a model of conflict management, starting from the concerns of the parties involved in the conflict: self-concern, concern for others. Thus, he identifies five styles of destructive conflict management: - integrative style, - friendly style, - avoidance style, - domineering style, - compromise.

Integrative style. This style requires the parties to identify the problem through co-operation, to generate alternative solutions to finally solve the problem in a manner that satisfies both parties. Integrative style is also recommended when the parties face a complex issue whose solving is hampered / prevented by wrong perceptions, erroneous interpretations. Instead, when the conflict has originally been incompatible in the parties' systems of values, the approach to this style is inadequate (it is impossible for the parties to cooperate in finding solutions).

The advantage of this is that it allows for a long-term stable agreement, as the parties, in their cooperative effort, try to solve the underlying problem, not just the symptoms.

The disadvantage of the integrative style lies in the long time that the debates involve in identifying the problem, generating solutions and adopting the solution that satisfies both sides

Nice style. Adopting this style involves ignoring or minimizing differences between the positions of the two parties and emphasizing common points.

The kind of style is adopted by one of the parties when it hopes that, for the concessions it makes, it will get something in return. It is not recommended, however, when the conflict addresses complex, serious problems

The advantage of friendly style is given by encouraging cooperation.

The disadvantage of this style lies in the temporary nature of the solution found (based on the temporary cession of one of the parties, the style does not solve the conflict).

Dominant style is based on the philosophy: "I win, the other loses". Negative needs are ignored and the issue in dispute is addressed in strength. Style is recommended when a quick decision has to be made, and the background issue is of minor importance. In an open, participatory climate, style does not give the expected results.

The main advantage is the speed at which a solution is reached.

The downside is that dominating style generates resentment that, over time, may lead to another conflict

Avoidance involves withdrawal, refusal to confront a problem that generated the conflict or, at most, the removal of symptoms. This style of management is used when assessing the costs of a confrontation leads to the conclusion that they outweigh the benefits of reaching an agreement. Avoidance, however, is not recommended in case of conflicts caused by serious, complex problems.

The advantage of this style is that it allows the adopting party to gain time in ambiguous situations underway.

The disadvantage lies in the temporary nature of the agreement as a result of the fact that the substantive issue is bypassed

Compromise involves a moderate approach, in which self-concern and concern for others are balanced. The compromise is used when the parties hold roughly equal powers. Usually, the result is a reduced earnings and a limited loss, both in terms of interpersonal relationships and achievement of goals. In cases characterized by an asymmetry of party power, this conflict management style is recommended: the weaker side has much less to offer to the strong party.

The advantage of this style lies in the fact that it involves a democratic process, at the end of which virtually no losers are recorded.

In general, it is said that once you correctly identified and formulated the cause of the conflict, the solution is half-found, its design and implementation being just a matter of time. However, this depends very much on the people involved in the conflict and their behavior. Of course, in the case of difficult personalities, the conflict resolution process may be longer and may require more effort than a common conflict situation

6. Conclusion

People do not distinguish between them only by the strong features of their nature, but also by their way of being. Even though they have no trait that distinguishes them from the general average, they are not the same. These are the peculiarities that transform a human being into an individuality.

It can be argued that a personality becomes difficult when some features of his character are too strong or rigid, inappropriate to situations, thus causing the suffering of one's own or another (or both).

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