

CS445 / ECE451 / CS645 / SE463  
Software Requirements Specification & Analysis

# Team Conflicts



# What Would You Do If....

Your teammate goes to Toronto for a party before a major project deliverable is due. She contributes her part before she goes, but she isn't around to help integrate the contributions, or review and polish the team's work. The rest of the team stays up all night.

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You constantly have to double check your teammate's work for errors and accuracy. He doesn't know what was going on. He prefers to work on his own instead of with the group and to use different tools than the rest of the team.

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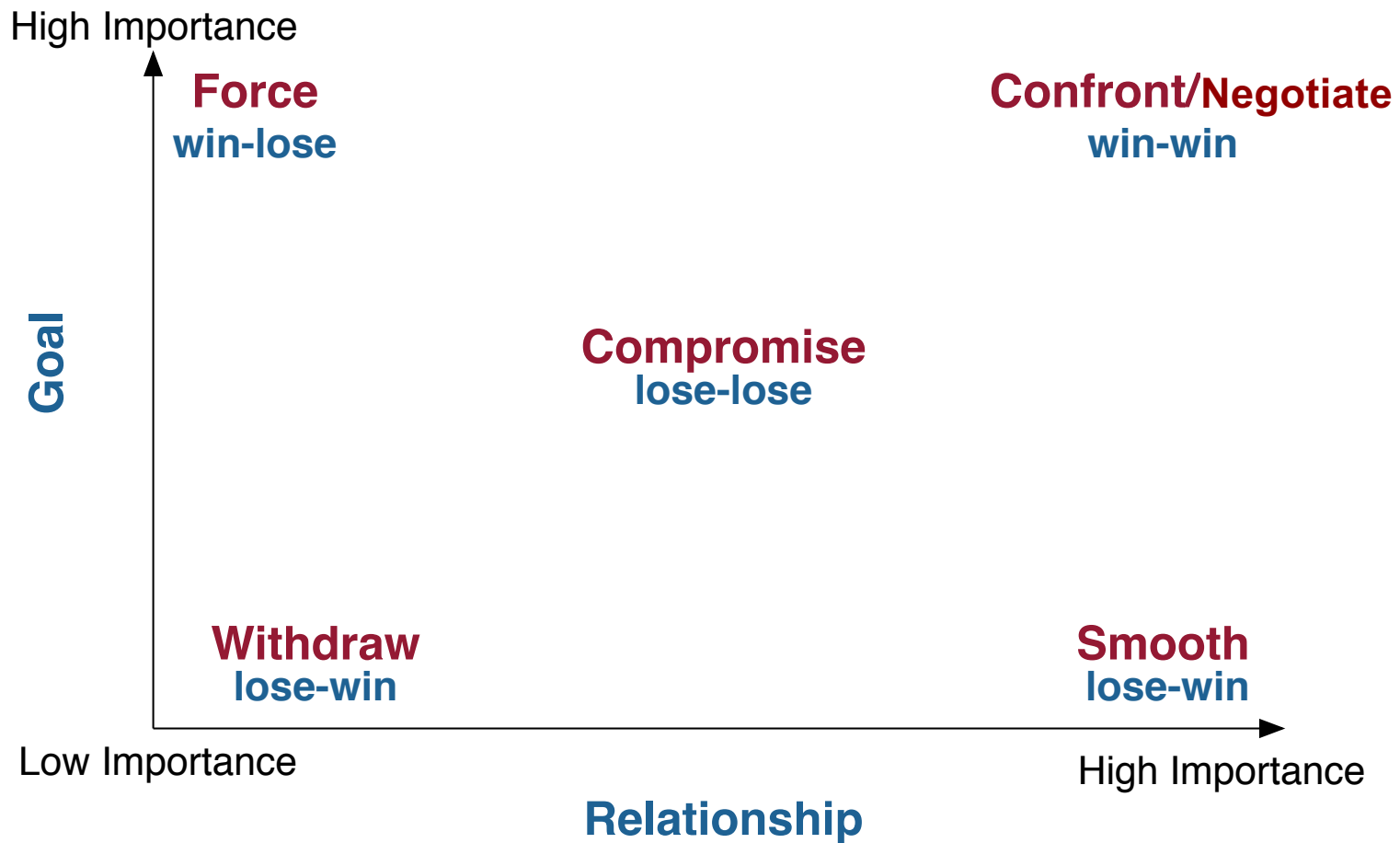
Your teammate works part time (to support his family and kids), so he misses many group meetings and he doesn't contribute his fair share of the course project.

# Resolution Strategies (individuals)

**Strategies (for individuals)** to address conflict:

- **Force** – A stakeholder uses all their energy to get their way.
- **Smooth** – A stakeholder defers to the other party.
- **Withdraw** – A stakeholder withdraws from the interaction.
- **Compromise** – Conflicting stakeholders both gain and lose something.
- **Confront/Negotiate** – Stakeholders negotiate with each other to find a solution.

# Resolution Strategies (individuals)



# Resolution Strategies (groups)

**Strategies (for groups)** to make decisions in the presence of conflict

- Dictator/Individual
- Sub-committee
- Majority Vote
- Compromise
- Invent new resolution

# Conflict Analysis

**Data conflict:** multiple conflicting understandings of an issue

**Interest conflict:** stakeholders have subjectively or objectively different goals or interests

**Value conflict:** stakeholders express different preferences

# Summary

## Team Conflict Management

- Resolution strategies for individuals
  - importance of requirement vs. relationship
  - force, smooth, withdraw, compromise, negotiate
- Resolution strategies for teams
  - dictator/arbitration, subcommittee, vote, compromise, invent new resolution
- Types of conflict
  - data conflict, interest conflict, value conflict
- Importance of Goal vs. Relationship



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