MST(HR) 552- Intergroup and Third Party Peacemaking Interventions

Lecture 13

Recap from last lecture

In the last lecture, we discussed:

- Effective teams
- Cross functional teams
- High performance teams
- Broad team building interventions
- Purpose of team building

Topics to be covered today:

- Intergroup Team building Interventions

- Steps of intergroup interventions

- Third party peacemaking interventions

- Walton's approach to third-party peacemaking

- Principled negotiations

Intergroup team building interventions

- The focus is on improving intergroup relations

- The goals of these activities are to increase communication and interactions between work related groups and to reduce dysfunctional competition

Steps developed by Blake, Shepard and Mouton:

1. Step 1

* The leaders of the two groups meet with the consultant and are asked if they think the relations between the two groups can be better

* They are asked if they are willing to search mechanisms or procedures that may improve intergroup relations.

2. Step 2

* The intergroup intervention begins now. The two groups meet in separate rooms and build two lists.

* In one list they give their thoughts, attitudes, feelings and perceptions of the other groups.

* In the second list, the group tries to predict what the other group is saying about them.

* Both the groups build these two lists.

Steps:

3. Step 3:

- The two groups come together to share with each other the information on the lists.

- The consultant imposes a rule of no discussion of the teams on the lists and limits questions to clarifying the meaning of the lists only.

4. Step 4:

- The two groups return to their separate meeting places

- They react to and discuss what they have learnt about themselves and the other group.

- There will be many areas of disagreement and friction.

- Then , they make a list of the priority things that still needs to be resolved between the two groups.

Steps:

5. Step 5:

- The two groups come back together and share lists with each other.

- After comparing the lists, they make one list containing issues and problems that should be resolved.

- "Who will do, what, when" is agreed upon.

6. Step 6:

- It's a follow up. A meeting of the two groups or their leaders.

- This step ensures that the momentum of the intergroup intervention is not lost.

Third Party Peacemaking Interventions

- Third party interventions into conflict situations have the potential to control the conflict and resolve it.

- The basic feature of third party peacemaking is confrontation

- The third party must be able to diagnose conflict situations

- Major distinction is drawn between substantive and emotional conflict

- Substantive issues involve disagreements over policies and practices, competitive bids for the same resources and differing conceptions of roles.

- Emotional issues involve negative feelings between parties (anger, distrust, rejection, etc.)

Walton's Approach to Third- Party Peacemaking

- Both parties are disposed to attempt to resolve the conflict

- Power parity is most conducive to success

- Initiatives and readiness to confront should occur in concert between the parties

- Time must be allowed for working through negative feelings and clarification of positive feelings

- Norms supporting openness

- Making certain, each can understand the other

- There should be moderate stress on the parties

Principled Negotiations

1. People: Separate the people from the problem

2. Focus on interests, not positions

3. Options: generate a variety of possibilities before deciding what to do

4. Criteria: Insist that the result is based on some objective standard

Summary

In today's lecture, we discussed:

- Intergroup Team building Interventions
- Steps of intergroup interventions
- Third party peacemaking interventions
- Walton's approach to third-party peacemaking
- Principled negotiations

Thank you

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