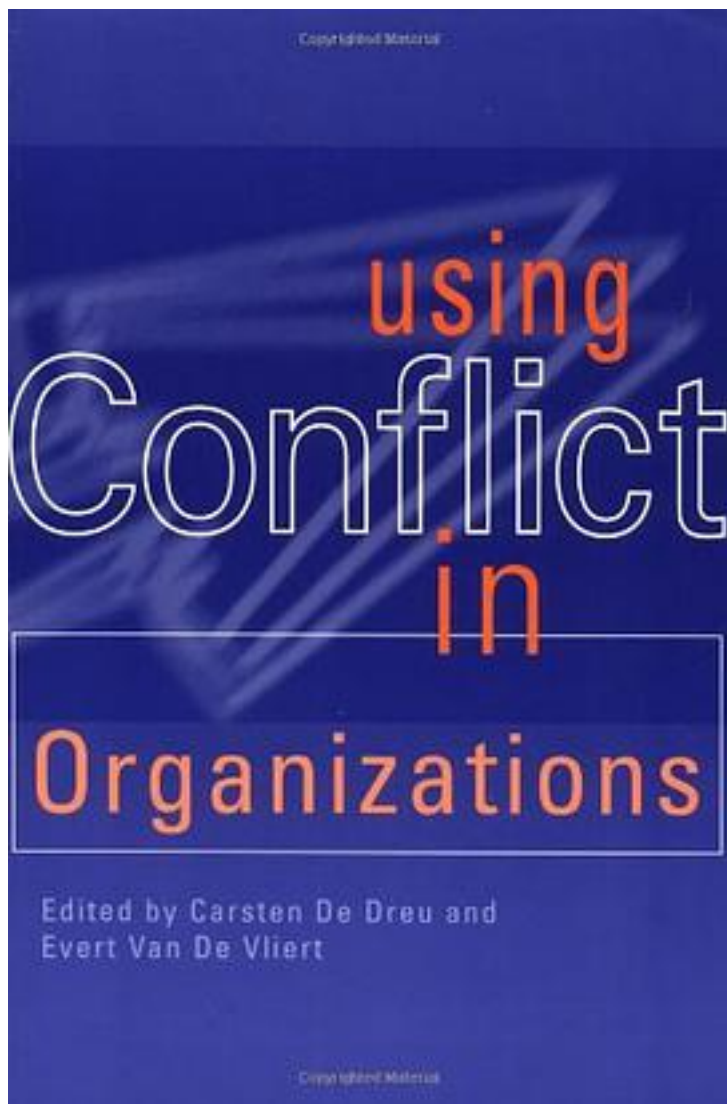


Using Conflict in Organizations



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Challenging the common belief that conflict in groups and organizations should be prevented or resolved to maintain or enhance performance, *Using Conflict in Organizations* offers an alternative perspective by presenting the increasing knowledge on how conflict can enhance individual achievement, the quality of group decision-making and productivity in organizations. Part One provides a general framework which links conflict management to performance and shows how this relationship can be understood. The second and third parts develop and illustrate this framework in a series of thematic chapters. Part Two focuses on performance following intragroup conflict, covering topical areas such as dissent, groupthink and strategic decision-making. Part Three deals with the performance-enhancing effect of intergroup conflict and competition, and addresses contemporary issues such as intergroup competition, collective negotiation and diversity management. The final section focuses on applications and intervention strategies that can stimulate conflict in ways that improve performance in groups and organizations.

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