

Integrating

- The **integrating conflict style**, also known as problem solving or collaborating, indicates a high concern for self and others.
- It involves teamwork between co-workers who are willing to reach a mutual and acceptable solution.
- People who practice the integrating style of conflict management solve problems by being open and exchanging information in an effort to come to a constructive solution.
- The two distinctive elements of this style are:
 1. **Confrontation.** This is characterized by open communication, clarifying misunderstandings and examining the underlying causes of conflicts.
 2. **Problem solving.** Confrontation is a prerequisite of problem solving. When problem solving, one would also identify appropriate solutions to satisfy all who are involved.

Conflict Style	Works best in situations when...	Not suited for situations when...
Integrating	<ol style="list-style-type: none"> 1. The issues are difficult. 2. A collaboration of ideas is needed to come up with better solutions. 3. A commitment is needed from all involved for a successful resolution. 4. Time is available for problem solving. 5. One person alone cannot solve the problem. 	<ol style="list-style-type: none"> 1. The task or problem is simple. 2. An immediate decision is needed. 3. Other staff members are unconcerned about outcome. 4. Other staff members do not have problem-solving skills.

Adapted from:

Rahim, M. Afzalur. "Toward A Theory of Managing Organizational Conflict." *International Journal of Conflict Management*, vol. 13, no. 3, 2002, pp. 206–235., doi:10.1108/eb022874.