

Managing communication errors in the workplace:
From conflict and revenge to forgiveness and reconciliation
Thomas M. Tripp, Ph.D.
*Professor of Management
Washington State University*
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Basic Model
Triggers/Offenses → Sensemaking & Blame → Desire for Revenge
or Desire for Forgiveness

Types of Offense

<u>Goal Obstruction</u> <ul style="list-style-type: none">- Interference with job support- competition- insufficient resource allocation	<u>Damaged Reputation</u> <ul style="list-style-type: none">- wrong or unfair accusations- insults- unnecessarily public criticism
<u>Breaking of Rules & Social Norms</u> <ul style="list-style-type: none">- formal rule violations- breach of contract- norm violations<ul style="list-style-type: none">- shirking job responsibilities- broken promises- lying- corrupt authority	

Hanlon's Razor

Never attribute to malice that which can be explained by stupidity

Actor-Observer Bias

Whether one is the actor or observer (of an actor) affects where s/he sees the cause of the actor's action.

Actors look at the situation

--> blame situational factor

Observers look at the actor

--> blame actor

Actor-Observer Bias in Conflict

Own mistakes & aggressions

--> blame on *situation*

Each *other's* mistakes & aggressions

--> blame on *other's personality or intentions*

Takeaways

1. Avoid Communication Error #1: Treat people with respect. No insults.
Speak when you are angry, and you will make the best speech you will ever regret. - Ambrose Bierce
2. Avoid Communication Error #2: Talk to the Perpetrator
3. Avoid Attribution Errors.
Never attribute to malice that which can be explained by stupidity.
4. No Gossip.

More Vengeful People
"Collectors of Injustice"

men

young people

high negative affectivity

belief in norm of reciprocity

obsessive

chronically angry

high, but unstable, self-esteem

hostile attribution style
