Pluralist Management

The pluralist manager recognizes that conflict in organizations is pretty well inevitable, and usually requires careful management. He or she often adopts the role of *orchestrator* or *power broker* attempting to shape and manage the interplay of rival interests and the conflicts they produce.

**Strategy A**

When conflict is absent, this often involves generating an appropriate level of conflict to energize the organization, or when it is repressed, of bringing it to the surface.

**Strategy B**

When conflict is entrenched, bitter, and divided, ways have to be found to reframe and redirect divisions and disputes.

**Discussion Topic**

How can strategies A and B be implemented? Detail the precise methods that are available:

*Strategy A:* Examples of how repressed or latent conflicts can be brought to the surface and managed constructively:

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*Strategy B:* Examples of how entrenched divides and conflicts can be reframed or redirected:

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EXHIBIT 95.1

The pluralist manager plays an orchestrating role: he or she makes conflict manageable

Politics latent or repressed "beneath the surface"

LOW ——————————— Visibility of Conflict ——————————— HIGH

Politics exist in the form of open warfare

Strategy A

Strategy B