

# 5 Ways to NPD Team Harmony

## How to Apply Conflict Management Styles for Team Success

NEW PRODUCT INNOVATION  
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Reference Paper by:  
Teresa Jurgens-Kowal  
PhD, PE, NPDP

Global NP Solutions  
2323 Clear Lake City Blvd., #180  
Suite 177  
Houston, TX 77062  
PHONE: 281-280-8717  
FAX: 281-280-8689



### A TYPICAL MEETING

Today, we are looking in on a [New Product Development \(NPD\)](#) team meeting in Columbus, Ohio. We see a standard corporate meeting room: a whiteboard, blue fabric



rolling chairs, a large table littered with papers and *half-empty* coffee cups, several buzzing and glowing laptop computers, and a small window with the blinds pulled shut so meeting participants can better view the endless PowerPoint slides projected on the screen opposite the window.

"If I've said it once, I've said it a hundred times," growls **Bob**, the technical expert on the Project Team. "Getting the battery design *RIGHT* is most important. I could care less about your schedule and your trade shows," he barks as he leans back in his chair and shoots a menacing glance at Chantella, seated across the table.

**Chantella** is the Marketing Director for A1BC Battery Corporation, a provider of batteries for mobile devices. Chantella, who worked as a nurse to put herself through business school recently finished her MBA and came to work

at A1BC with excitement and enthusiasm to tackle new product marketing challenges. She sighs quietly and responds gently to Bob, "I understand your frustration and I sympathize with your anxiety regarding the tight schedule. Unfortunately, our team didn't get to have much of a say in establishing the schedule and now that there's been a publicity splash by the Sales Department, we are committed to this schedule." She glances furtively at Gary, the X1D1 Mobile Battery Department Manager.

**Gary**, in his mid-50s, was named the Team Leader for the project simply because he was the manager for the department. He readily admits to everyone he meets that he was never an especially good engineering student so he sometimes struggles with Bob's strongest technical arguments regarding the battery design. Gary's subsequent promotions to management were primarily based on seniority and not on his specific leadership abilities. As Chantella looks at him, he scratches his head and wonders if now is a good time to take yet *another* vote on where the project is headed.

But before Gary can voice his suggestion for another project team vote, **Manuel** stands up and walks over to the whiteboard. "Let's see," he says. "We have this set of properties on battery weight here," and he circles a set of numbers on the left hand side of the whiteboard. "And we have this set of

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properties here," and he circles another set of numbers on the right hand side of the whiteboard. "Regarding the lifetime of the battery charge, can't we just *compromise* and combine these properties by taking the average value in each set of numbers? I'm sure the R&D Department can work with both manufacturing and engineering to find an *intermediate solution*." He looks to Tara, seated at the back of the room, away from the table.

**Tara**, a young engineer just two years out of school, is the manufacturing representative on the team. She knows that it would be *operational suicide* to try to manufacture a battery with the properties that Manuel has just proposed without substantial, and *expensive*, upgrades to the factory. But emotions are running high in the room, she doesn't want to add to the conflict, and so she avoids eye contact with the R&D Director, looking down and concentrates instead on rifling through her files.

### CONFLICT AND CONFRONTATION

Though these are all fictional characters, most of us have run into similar personalities and confrontations during [New Product Development \(NPD\)](#) and other team meetings. What is the best way for Bob, Gary, Chantella, Manuel, and Tara to reach agreement on the stalled project and move forward?

First, in order to *move forward*, this team needs to *move backward*. Moving backward will allow the team to **focus on the project**



**goals** (size, weight, and lifetime of the battery), and to **align on Conflict**

**Management resolution schemes**, which should be included as part of the [Product Innovation Charter \(PIC\)](#). Understanding the five Thomas-Kilman Conflict Behavior Modes and each of their own predispositions toward use, overuse, and underuse of the behavior modes can help this team make more effective, and *more timely*, decisions. After a brief description of what constitutes [conflict](#), let's take a look at each team member and his or her predominant [conflict management](#) style.

### WHAT IS CONFLICT?

"*Conflict is inevitable, and it can be destructive or useful* <sup>(1)</sup>." One of the foremost researchers of [Conflict Management](#), Kenneth Thomas, has defined conflict as "*the process which begins when one party perceives that another has frustrated, or is about to frustrate some condition of his* <sup>(2)</sup>". In short, [conflict](#) is any situation where one person's concerns or desires **differ** from another person's.

Conflict can occur because of either a **real** or **perceived** concern. Among other factors, in work or personal settings, the *source of conflict* may be due to:

- Unclear boundaries,
- Scarcity of resources,
- Communication barriers,
- Need for consensus,
- Limited options,
- Personality / Conflict of Interest, or
- Unresolved prior conflicts.

Conflict can be sensed as a **positive** or a **negative experience**. In the case of positive conflict, debate can sharpen perceptions, build cohesion or trust within a team, and may *draw attention to clarifying issues of concern*. On the other hand, the negative aspects of conflict *involve excessive time and emotional*



*energy* not dealing directly with the problem as well as a cause for misperceptions, and judgment, by the parties. Therefore, if the conflict is not addressed, it can fester and grow until the parties reach a stalemate, as we have observed in our example of the X1D1 Project Team at A1BC Battery Corporation.

### CONFLICT MANAGEMENT

**Conflict Management** generally is viewed at the intersection of three inter-related events <sup>(3)</sup>:

1. Perceiving or experiencing an unacceptable (negative) conflict,
2. Diagnosing the sources and parties of the conflict, and
3. Intervening for problem resolution.

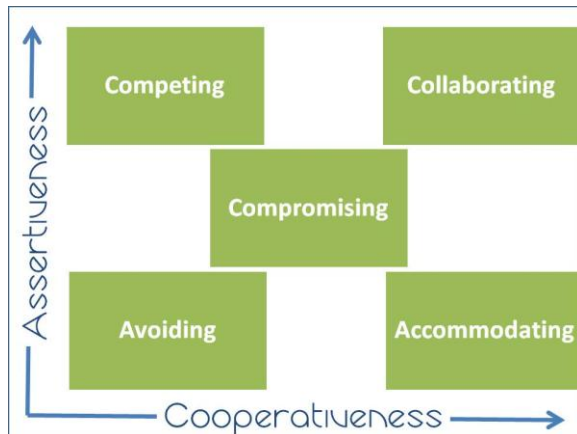
**Teamwork** is both a communication- and coordination-intensive effort characterized by *complex group dynamics* and the *potential for conflict*. Research has shown that conflict management behavior is an important determinant for group performance and team processes <sup>(4)</sup>. Professionals working in new product research and development are attracted to working in organizations that allow them to use their creativity in **effective, cross-functional team** environments <sup>(5)</sup>.

### THOMAS-KILMAN (TKI) MODEL

The Thomas-Kilman (TKI) Conflict Modes are perhaps the most widely known behavioral descriptors used to categorize individuals' **conflict management** styles. These behavioral instincts establish boundaries on the range at which individuals participating in team activities can be effective <sup>(3)</sup>. TKI presents five **conflict management** behavior modes on a 2x2 matrix where the dimensions of **assertiveness**

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and **cooperativeness** are phrased in intentional terms – *attempting* to satisfy one’s own and other’s concerns <sup>(2)</sup>. Studies have shown significant congruence between self-reported TKI styles and individual’s perceptions of their own behaviors across varying sets of



simulations <sup>(6)</sup>. The TKI matrix (see figure) shows the five conflict management behavior modes as:

- [Competing](#),
- [Collaborating](#),
- [Compromising](#),
- [Avoiding](#), and
- [Accommodating](#).

### BOB, COMPETING STYLE

**Bob**, the engineering technical expert on the X1D1 Mobile Battery project has been with A1BC Battery Corporation for thirty years. He is widely recognized *within the company* and *within the industry* as an *expert*. When interviewed, he asserts that the battery is “his

baby” since he has spent the majority of his career doing research, manufacturing, and developing new incarnations of the battery. Bob believes that any changes on any part of the battery or its process should be cleared through him since he is the *acknowledged expert*. His primary issue with the direction the Project Team is headed is that the battery needs to be “perfect”. After all, it’s his last chance before retiring to introduce the “perfect” blend of art and science to *his* battery.

In the TKI model, Bob’s predominant behavioral mode is [Competing](#). Unfortunately, competition is generally viewed as a *negative [conflict management](#) behavior* because one party tends to disregard other team members’ perspectives <sup>(4)</sup>. Such competitive individuals will “pull rank” or use power to assert one’s position without considering opposing viewpoints. The competing TKI mode is characterized by *high assertiveness* and *low cooperativeness*.

### COMPETING TECHNIQUES

An individual, such as Bob, who predominantly relies upon the competing mode to manage conflict will argue or debate the issue purely

for the sake of the issue. *Strength of purpose* and an ability to stand his ground are additional characteristics of the competing style.

Communication skills are important in that the individual using a competing technique will need to clearly state his position and be able to *assert his opinions* and feelings.



### STRENGTHS OF COMPETING MODE

The most appropriate time for using a competing mode to settle a situation of conflict or confrontation is when ***immediate action is required***. Life threatening issues of safety or personal protection lend themselves to rapid decision-making. Negotiators, such as litigation attorneys, as well as police and military leaders frequently rely upon competing modes of conflict management in order to focus on the *rapid-response requirements of winning*<sup>(5)</sup>.

### LIMITATIONS OF COMPETING STYLE

Small-group research has suggested that individual's efforts to dominate or control a group decision *reduces team cohesion* and ultimately team performance<sup>(4)</sup>. Teams led, guided, or heavily influenced by someone with predominant conflict management by competing will experience reduced learning, *increased time to solve the problem* due to low team empowerment, and an atmosphere lacking in trust.

### UNDERUSE OF COMPETING STYLE

On the other hand, when competing styles are not engaged, *negotiations may drag on*, indecision thrives, and the person is considered to have *little influence*.

With an understanding of his predominant conflict management style, Bob can participate more fully in the team by "letting go" of some issues that are **not vital** to the success of the project as well as understanding that the product development effort is not a win or lose situation for him.

### GARY, COLLABORATING STYLE

#### COLLABORATING TECHNIQUES

At first glance, **Gary** is an extremely ineffectual [team leader](#), directly causing the development work to stall. His reliance upon the [Collaborating](#) style – *high assertiveness* and *high cooperativeness* – is characterized by attempts to identify and achieve outcomes that integrate the interests of each and every team member. His concern that *everyone's voice is heard* results in the team voting on even the simplest matters of decision, including from which restaurant to order lunch during the meeting. In an interview, Gary explained that often the team members argue and the only way to get the quiet people to be heard is to hold a vote. He sometimes holds as many as three votes during a typical project team meeting.

Using the TKI **collaborating** style as his primary mode to manage conflict, Gary demonstrates an ability to listen in a non-judgmental fashion, he *prefers non-threatening confrontations*, and he expends a lot of effort to make sure that each team member is able to express his or her own concerns in a democratic way.

In the next few paragraphs, we will investigate the strengths and limitations of the collaborating style for [conflict management](#), where a person is concerned about **fully satisfying** both sides of an issue.

#### STRENGTHS OF COLLABORATING MODE

The solution orientation of collaborative behaviors generally is associated with *greater task focus for teams*, goal congruity among team members, and *increased participation* <sup>(4)</sup>. All of these items tend to lead teams to higher levels of performance.

Individuals, like Gary, with a dominant collaborating style for conflict management are generally good at *gaining commitment*, improving relationships, and merging perspectives. This type of behavior style can *increase learning by the team* and lead to a “better-than-the-parts” outcome to problem solving.



### LIMITATIONS OF COLLABORATING STYLE

As illustrated with the example of the NPD [project team](#) at A1BC Battery Corporation, overuse of the TKI collaborating mode to handle conflict can lead to *time wasted on trivial matters*. When Gary puts so many decisions, including relatively minor ones, to a vote in the meeting, other team members will take advantage of his perceived *lack of responsibility* and *reluctance to commit* to a firm purpose. Team members may end up with additional work as meetings are not effective and clear action is not taken. For example, study groups given a collaborative writing task often encounter difficulties with coordination due to delays in exchange of and recycle of information <sup>(4)</sup>.

### UNDERUSE OF COLLABORATING STYLE

When collaboration is largely absent in dealing with conflicts, the group may show a *loss of innovation* or brainstorming to solve a problem. There may be a lack of commitment to the goals and objectives of the effort, especially if the team leader is dominant in another TKI mode of [conflict management](#), such as [competing](#). Because of the excessive

polling of team members to ensure everyone's opinion and concerns are noted, the team may demonstrate a *lack of engagement* as well as *low individual and team empowerment*.

After training on the TKI modes of conflict management, Gary should be able to harness his *compassionate listening skills* and be able to adopt other leadership styles at different times, as needed, to continue to guide the team forward in their development efforts.

### MANUEL, COMPROMISING STYLE

#### COMPROMISING TECHNIQUES

[Compromising](#) is defined as finding the **middle ground** or foregoing some of one's concerns in order to have others met. It is



*moderate in both assertiveness and in cooperativeness.*

**Manuel** demonstrates the classic qualities of a predominant TKI behavior mode of compromising as he suggests *splitting the difference* in the battery properties. Like [collaboration](#), the objective of compromising is to find a *mutually acceptable solution* that satisfies all parties in an

expedient fashion. The distinction between collaboration and compromise behaviors is the level of concern exhibited and the degree to which the solution is *integrative* (collaborative) versus *intermediate* (compromising) <sup>(4)</sup>.

Again, as with collaboration, compromising behaviors tend to *increase team performance* as team members more quickly align on goals and task completion, higher focus on the objectives, and *increased participation* by all team members.

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### STRENGTHS OF COMPROMISING

#### MODE

When time is short, or when the stakes are small, negotiations using the compromising style can lead the parties to a *mutually agreeable, intermediate solution*. Manuel was quick to negotiate a “middle ground” solution, suggesting a balance of the weight and lifetime properties of the new X1D1 mobile battery. Possessing strong compromising skills and understanding the value of the debate makes Manuel an ideal negotiator, though sometimes other team members may think he *gives concessions too easily*.

However, the compromising mode of dealing with conflict can lead to an acceptable

solution when there are significant time constraints or when the solution is expected to be temporary.

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### LIMITATIONS OF COMPROMISING

#### MODE

Certainly, offering concessions too easily or too early in negotiations can be the bane of an individual using the TKI mode of compromising predominantly in conflict situations. If every discussion item is “up for negotiation”, the team *may lose sight of the “big picture”* and of their long term goals. Also, the individual who relies heavily upon a compromising style may not discriminate between *unequal alternatives*.

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### UNDERUSE OF COMPROMISING STYLE

Unlike Manuel, some individuals refuse to give any ground at all, leading to *unnecessary confrontations* and *frequent power struggles*. Those that are weak in using the compromising mode of [conflict management](#) may see an “issue” in everything, that is where the discussion is centered on money or convenience, the weak compromiser sees an issue of principle.

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Learning to apply an *intermediate solution* providing *both assertiveness and cooperativeness* to the situation will benefit all the team members of the X1D1 Project Team. For Manuel, in particular, learning more about the other TKI [conflict management](#) modes will help him to listen carefully to the information rather than jumping to a premature “middle ground” solution.

### TARA, AVOIDING STYLE

**Tara**, the young manufacturing engineer, may be struggling to find her voice among the



more experienced members of the team. Characterized by both *low assertiveness* and *low cooperativeness*, she is using the TKI [Avoiding](#) style as her predominant method to address conflict on the project team.

An avoiding behavior stalls or ignores issues, as Tara demonstrated by not immediately

addressing the concern of whether the battery as proposed could be manufactured on existing equipment. The avoider *fails to satisfy either her own concerns or the concerns of the other person*. Avoidance behavior is manifested by *non-participation* and/or by *non-response*<sup>(1)</sup>.

### AVOIDING TECHNIQUES

Perhaps due to her inexperience within A1BC Battery Corporation, Tara chooses to sidestep and *withdraw from the emotional confrontation*. Other classic behaviors of avoiders are an ability to *leave debates unresolved*, an assumption that there will be time enough to complete the task, and the awareness that the situation needs to “cool down.” Avoidance can be viewed as apolitical in office environments, since individuals with the TKI behavior style *fail to take a stand*. Avoiders are often viewed as having *tact and diplomacy*. Organizations with extreme hierarchies tend to favor the avoiding style<sup>(6)</sup>.

### STRENGTHS OF AVOIDING MODE

In addition to removing emotion from the situation, individuals who rely predominantly upon the TKI avoiding mode are able to

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*reduce tensions in group situations.* Often when she is in a position of low power, like Tara, the avoider will allow others to take control. When the confrontation is dangerous or is of low importance, the avoiding mode of behavior is often the best way to manage a highly charged conflict. The avoider may suggest, "Let's write that down and come back to it tomorrow," *allowing tensions to diffuse.*

### LIMITATIONS OF AVOIDING MODE

When she overuses the technique of avoiding confrontation, an individual can be a bottleneck in the flow of important information. *Decisions are made by default* since there may be a *lack of input data.* The avoider thrives in a risk-adverse climate, but when fast-moving, innovative decisions are required, she can hold back the team.

### UNDERUSE OF AVOIDING STYLE

A low use of the avoiding behavior will result in *over-assertive, hard-nosed negotiations* with the *potential to lead to hostility.* Labor management relations and litigation situations are assisted by those who rarely use the TKI avoiding mode of [conflict management](#) <sup>(6)</sup>. Resulting in a lack of prioritization and

delegation, the low use of avoiding may result in work overload for other team members.

After further training in the TKI modes of [conflict management](#), Tara's natural tendency to want to get along with others at all costs can be tempered by *holding to important positions strongly.* She should then be able to *provide critical evaluation* of the obstacles to manufacture the new X1D1 mobile battery in the factory with the existing equipment.

### CHANTELLA, ACCOMMODATING STYLE

Formerly a nurse,

**Chantella** has strong *relationship-building skills* and is



sensitive to others' emotional states, body language and verbal skills <sup>(6)</sup>. She often uses the phrase, "With my pleasure," and will *forego her own concerns* in order to *satisfy the concerns of others.* The [Accommodating](#) style is characterized by *low assertiveness* and *high cooperativeness* on the TKI matrix.

### ACCOMMODATING TECHNIQUES

Individuals with a high predisposition to [accommodating](#) derive satisfaction from solving other people's problems and *excel at negotiations with teams*. By foregoing her desires for others, the accommodator is *selfless* and demonstrates an ability to *yield in conflicts*. She does very well at "obeying orders" and she doesn't mind taking a "back seat" to the more competitive personalities on the team. Such traits are useful in relationship-based sales and marketing roles, such as the one Chantella has at A1BC Battery Corporation.

### STRENGTHS OF ACCOMMODATING MODE

When she knows she is wrong, relying upon the accommodating style of [conflict management](#) can quickly *diffuse the confrontation*. Other times that the accommodating style is preferred are situations requiring significant harmony and alignment, as well as for issues of low importance. The accommodator is known for her *reasonableness*, creating good will, and *keeping the "peace"*.

Past research has shown that accommodating styles will *create efficiencies on the team* because decisions will be made quickly <sup>(4)</sup>.

### LIMITATIONS OF ACCOMODATING MODE

Someone who predominantly uses the [accommodating](#) style in [conflict management](#), like Chantella, may place more value on the relationship aspect of a negotiation than the situation may warrant <sup>(6)</sup>. She may lose sight of the overall issue and never get her own concerns addressed. Also, if all information and alternatives are not considered, the *decision quality of the team may suffer*. Chantella's ideas may not be considered and her influence on the end product will be limited. A leader operating from a dominant accommodating TKI mode may encounter her team acting in anarchy.

### UNDERUSE OF ACCOMMODATING STYLE

When not using the [accommodating](#) mode, a person may be using the [competing](#) style to manage a confrontation. Underuse of accommodation can lead to a *lack of rapport* on the team as well as *reduced morale*. The

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*low accommodator* is viewed as *stubborn* and she will have a tendency to hold out for the "right" answer to a problem.

By learning about the perceived weaknesses in overuse of the accommodating style, Chantella can help the team move forward with her *excellent relationship-building skills*. When she gains a better understanding of positive and negative confrontations, she will be better able to allow conflicts of opinion to be voiced regarding the project schedule and *elevate her influence within the team*.

### TWO WEEKS LATER

Instead of a project meeting, the X1D1 Mobile Battery team spent the last week re-evaluating the **goals and objectives** of the new battery (size, weight, and lifetime). They also were



exposed to a two-day training session conducted by an expert in *organizational*

*development*. One of the topics covered in the training session was the **Thomas-Kilman Conflict Management model**. The team learned that *conflict is an everyday occurrence* and what can vary is the importance of the

issue as well as the *amount of energy*, and emotion, they put into the situation.

Additionally, the team utilized a quick assessment tool to learn which of the five *conflict management modes dominated their own responses* in confrontations. They also agreed to try out a new TKI style when a particularly difficult negotiation was presented.

Let's look in on the X1D1 Project Team again.

We see the same bland conference room, the table again littered with papers, laptops, stale donuts, and *half-full* coffee cups. This time, **Gary** opens the meeting. "We are starting to run behind schedule," he says, pointing to the *team charter* posted on the wall. "So I'd like to get consensus on the path forward. Chantella, can you please start with an update for the team on Marketing?"

**Chantella** walks to the whiteboard and points to two numbers circled in red. "Our [Market Research](#) has indicated that these two performance properties are key to a successful [product launch](#)."

**Tara**, sitting at the table near the whiteboard raises her hand. "Excuse for interjecting. The factory isn't currently configured to manufacture an X1D1 mobile battery with

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*both* of these properties. We would need capital investments, and several weeks, to put in place the additional equipment needed to do so.”

Now **Bob** speaks up. “The *perfect* battery would involve both of those design parameters at those exact levels. You know, we did a project in 1982 that had a similar product-property relationship where we ended up *compromising* on the final solution.”

**Manuel** smiles at Bob. “Could you please share that earlier study with us at the next team meeting, Bob?” Then he glances at Tara, “Could you please send me the equipment limitations? Maybe by *working together* on the throughput, we could demonstrate the desired properties in the lab.”

Gary walks over to the whiteboard and takes the pen from Chantella. “Okay, to stay on schedule,” he nods at the team seated expectantly around the table, “Next week we’ll need the following tasks completed.” He writes several items on the whiteboard. “I know these batteries are your babies, Bob, so we’re *counting on your expertise*, along with Tara’s *knowledge of the manufacturing plant*, to help us come up with a successful product.”

And with that, the team members, somewhat noisily, begin searching through their files, voices excitedly exchanging ideas. Everyone is intent upon meeting the tight schedule and making the new product a **raging success** for all involved.

### QUICK REFERENCE GLOSSARY

Check our [website](#) for a quick and easy list of terms used in New Product Development. Some terms used in this article are shown here.

**Accommodating:** Characterized by low assertiveness and high cooperativeness, accommodating involves foregoing one’s own concerns in order to satisfy the concerns of the other team members.

**Avoiding:** Characterized by low assertiveness and low cooperativeness, avoiding involves stalling on an issue or ignoring it. The individual does not satisfy her own concerns or those concerns of other team members.

**Collaborating:** Characterized by high assertiveness and high cooperativeness, collaborating involves attempting to find a solution to satisfy all team members’ concerns and fully satisfying both sides of an issue.

**Competing:** Characterized by high assertiveness and low cooperativeness, competing is a power-oriented approach to dealing with conflict. An individual will assert his or her position without considering opposing viewpoints.

**Compromising:** Characterized by intermediate assertiveness and intermediate cooperativeness, compromising involves finding the middle ground and foregoing some of the individual’s concerns in order to satisfy some other concerns of the team.

**Conflict:** A condition in which one team member perceives that another has frustrated, or is about to

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frustrate, a condition of his. Results due to miscommunication between people with regard to their needs, ideas, beliefs, goals, or values.

**Conflict Management:** Involves acquiring skills related to conflict resolution, self-awareness about conflict modes, communication skills, and establishing norms for managing conflict to increase productivity of the team.

**Cross-Functional Team:** A team consisting of representatives from the various functions involved in product development, usually including members from all key functions required to deliver a successful product, typically including marketing, engineering, manufacturing/operations, finance, purchasing, customer support, and quality. The team is empowered by the departments to represent each function's perspective in the development process.

**Market Research:** Information about the firm's customers, competitors, or markets. Information may be from secondary sources (already published and publicly available) or primary sources (from customers themselves). Market research may be qualitative in nature, or quantitative.

**New Product Development (NPD):** The overall process of Strategy, Organization, Concept Generation, Product and Marketing Plan creating and evaluation, and Commercialization of a New Product.

**New Product Development Process (NPD Process):** A disciplined and defined set of tasks and steps that describe the normal means by which a company repetitively converts embryonic ideas into salable products or services.

**Product Launch:** The process by which a new product is introduced into the market for initial sale.

**Team (Teamwork):** A group of persons who participate in the new product development project. Frequently each team member represents a function, department, or specialty. Together they represent the full set of capabilities needed to effectively and efficiently complete the project.

**Team Leader:** The person leading the new product team. Responsible for ensuring that milestones and deliverables are achieved, but may not have any direct authority over project participants.

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### ABOUT THE AUTHOR



Teresa is President of Global NP Solutions, LLC, a strategic innovation provider. She is an accomplished visionary and results-oriented professional with extensive industry experience from creative research to **effective portfolio management** through stream-lined new product development processes.

Prior to founding Global NP Solutions, Dr. Jurgens-Kowal acquired over 12 years of experience in leadership and management positions with ExxonMobil Chemical Company and a total of 16 years as a practicing Chemical Engineer. Her corporate career encompassed various functions, including New Product Development, Portfolio Management, Licensing, Marketing, Logistics and Supply Chain, Manufacturing, Project Management and Research Technology.

Teresa has extensive experience leading successful teams, managing the product development life cycle, and defining the portfolio strategy. Her deep expertise in intellectual property management, product and process licensing, portfolio planning, customer service and various business processes make her an *ideal teacher* and *trusted advisor* who knows both the theory and practices of New Product Development.

Dr. Jurgens-Kowal earned a B.S. degree in Chemical Engineering from the **University of Idaho** in Moscow, Idaho and a Ph.D. in Chemical Engineering from the **University of Washington** in Seattle, Washington. She is a licensed Professional Engineer in the **State of Louisiana** since 1998. Teresa is a certified New Product Development Professional (NPDP) by the Product Development Management Association (PDMA) and Global NP Solutions, LLC, is a Registered Education Provider (REP) with PDMA.

Teresa holds chemical process and catalyst patents, and is published in the *Journal of the American Chemical Society* and *Journal of Physical Chemistry*. She is a frequent book review contributor to the *Journal of Product Innovation Management*.

Currently, Dr. Jurgens-Kowal is working on founding a Gulf Coast Chapter of the PDMA organization. She has an office in **Houston, Texas**. In her free time, Teresa enjoys scrapbooking and gardening.