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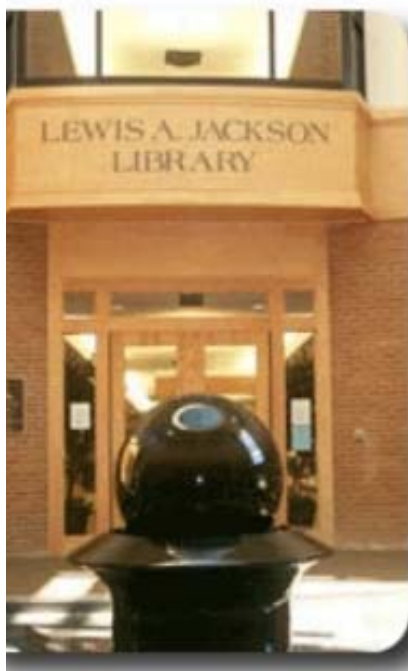
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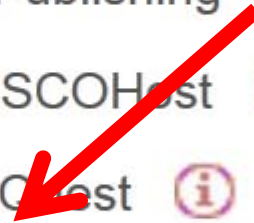
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Mona Kawatra (Department of Management, Maharaja Agrasen Institute of Management Studies, Delhi, India)

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Abstract: **Purpose**
The purpose of the present study was to examine the choice of conflict management strategies made by servant leaders.

Design/methodology/approach

The present qualitative study uses the method of narrative enquiry within the framework of interpretative phenomenological analysis (Smith *et al.*, 2009) to capture the life experiences as lived.

Findings

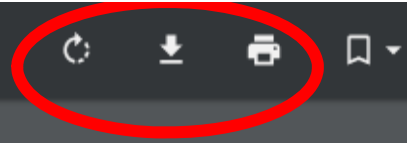
The study suggests that the servant leaders manifest conflict management styles which are more persuasive, humane and participative. Their chief strategies for resolving subordinate-subordinate conflict are initial diagnosis of the situation; leader's intervention in facilitating an amicable solution; and impartiality of the leader while effecting resolution of conflict. Diagnosis of the conflict situation, self-restraint, patience, composure and humility of the servant leader have emerged as major leadership characteristics, as well as strategies for dealing with any provocative employee behavior.

Practical implications

Insight provided by this study into alternate strategies for conflict resolution will guide the academicians, working managers and trainers to understand and practice the process of managing conflict in a more humane way.

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Ravinder Jit Chandra Shekhar Sharma Mona Kawatra

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