

Conflictdecisionmaking and organizationaldesign

Design



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The third stage is negotiating the substantive agreement. The last stage is implementing the agreement (Helloing & Slouch, 2011, p. 396). The negotiator could also see what type of conflict will be faced: agreement conflict- one party view is different from another's, or allocations of resources- physical objects are involved (Roberts, 2009). One negotiation strategy that may be used is the distributive negotiation strategy. In this strategy, one party will win and the other will lose. Another negotiation strategy is the integrative strategy, both parties will benefit with this strategy.

When using either of these strategies, there are four common actors that may influence negotiations. Attitudinal structuring is how the parties' feelings and relationships may affect their communication process. "Intergenerational negotiations involve negotiators building consensus for agreement and resolving Integrator conflict before dealing with the other group's negotiators" (Helloing & Slouch, 2011, p. 399). Negotiators dilemma happens when the negotiator feels suspicious and wants the greater gain. Mediation is when a neutral party gets involved to help resolve the conflict. . Determine how evidence- based management could be applied to the work environment you researched. Youth Villages is the company that was researched. " Youth Villages is a private nonprofit organization dedicated to helping emotionally and behaviorally troubled children and their families live successfully" (" What We Do," 2012, Para. 5). Evidence- based management could be applied in different ways. The type of therapy used In the children's group therapy is dialectical behavioral therapy (DEBT). Some of the kids do not use their therapy correctly or at all.

Leaders could research different types of therapy to see which one is the most effective in group therapy, specifically children's harpy. If this is the most successful group therapy, then leaders could research different ways to make the kids more Interested In It or present the therapy In a different kind of way. Youth Villages uses experiential therapy to help the children to cope with their issues in a better way. Equine therapy is one type of experiential therapies used there. The children have lessons about how to properly groom and take care of the horses at each session.

They have to build up to be able to ride the horses and it is very therapeutic for most of the children. Animal therapy with past bused dogs, hiking through the woods, fishing, caving, rock climbing, and cannoning 'OFF therapies but leaders should research more evidence-based experiential therapies to have more options. In a study done by Thompson, Bender, Cards, and Flynn, they used different types of activities and found that these were effective and engaged the youth and care-givers. These increased positive family interactions and positive changes.

These activities were: Meaningful events- sharing significant past family events; Downward Spiral- a board game that shows the consequences of substance buses; Garbage Bag- the members symbolically throw away hurtful events; To You but From Who- members give positive compliments; and Bubble Breathing- blowing bubbles to encourage relaxation techniques (Thompson, Bender, Cards, & Flynn, 2010). Managers at Youth Villages could use this study along with other successful, proven methods to improve children's behavior and make therapy more effective. 3.

Analyze the blocks, stages, and methods of creative decision making to determine the best approach the employer you researched should follow when making managerial decisions. The best method of creative decision making for Youth Villages would be Osborne creativity process. According to Helloing and Slouch, Osborne creativity process is " a three-phase decision-making process that involves fact finding, idea finding, and solution finding" (Helloing & Slouch, 2011, p. 434). Youth Villages could start at the fact-finding stage by finding issues with different parts of the organization.

For example, leaders could identify why some youth are not using their therapy or some solutions to help youth get more involved in their treatment plans. Leaders could utilize the idea-finding phase to generate ideas for current and future issues. Managers could call together a team from different areas of the program together to brainstorm including, therapists, teachers, direct care staff, nurses, and program supervisors and managers. During this phase, research could be presented to show what therapy methods are successful and those that are not.

Creative ideas for therapeutic games and daily activities could be explored or developed. They could also anticipate future issues and generate ideas for those as well. The last stage is the solution-finding phase which leaders at Youth Villages have to narrow down ideas and put an action plan together. This plan could e carried out successfully if all members actively participate in the plan and get the children excited to participate. Leaders should be aware of potential blocks of creative decision making. Perceptual blocks are obstacles that get in the way of decision makers' so they cannot see all aspects of the issue.

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Cultural blocks happen when people conform to social influences and norms, they do not expand their views beyond what they are used to. Emotional blocks are inhibitions from fear of failures, insecurity, and traumatic past experiences so the person has limited creative boundaries (Helloing & Slouch, 2011). Leaders should be aware that the creative process goes through different stages. These stages are the preparation stage, the concentration stage, incubation stage, illumination stage, and the verification stage.

These stages cultivate a meaningful, creative thought process. (Helloing & Slouch, 2011) 4. Discuss the environmental and strategic factors that affect the organizational design of the company you researched. Youth Villages is a non-profit organization but it still has environmental factors that affect its organizational design, although slightly different. A supplier to Youth Villages would cords. The company that supplies the nurses stations with medical materials such as needles, gloves, and aspirin. Staples supply the campus with office materials.

These are just a few examples of the suppliers. A distributor to Youth Villages would be the company that provides the food in bulk to the campus. There is a food schedule of healthy food to be given to the children three times a day and a certain food distributor delivers the food in bulk. There are a few competitors that give Youth Villages competition in the area. Hillside, Devourer, Georgia Baptist Children's Home, and the Potter's House. These are all residential treatment facilities for children with behavioral and emotional problems.

The customers are the youths, the youths' guardians, social workers, school professionals, and those who recommend Youth Villages to potential customers. Customers are the most important because they are the ones receiving the treatment and referrals are essential to keep the facility open. Strategic factors affect Youth Villages' organizational design as well. Youth Villages has the focused strategy. The focused strategy " is designed to help an organization target a specific niche in an industry. This is a non-profit organization that caters its services to children; this is how it is specific.