

Conflict management plan



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Riordan Manufacturing: Groups, Teams, and Conflict Team Strategy Plan 1.

Complete the following table to address the creation of teams at Riordan Manufacturing. Strategy Strengths Weaknesses Problem-Solving

Team Members of the team work together to improve work issues and tasks.

Do not usually have the authority to implement their suggestions. Self-

Managed Work Team Have the authority to solve problems and implement

solutions to problems. Power struggles may occur which could lead to poor

group performance. Cross-Functional Team Information is provided from high

levels of various departments.

Team building could be delayed due to diversity. Virtual Team Can

collaborate international. Very convenient. Moral may not be strong due to

lack of face-to-face interaction.

2. Identify the team formation strategy that is most suitable for Riordan Manufacturing, and provide the rationale for the decision. Your response should be at least 100 words. A work team is a group of individuals coming together to perform collective work that requires joint effort in an attempt to increase outputs without increasing inputs. Work teams create positive synergy through coordinating efforts (Robbins & Judge, 2011). The first task is to carefully select team members from the existing work force, or hire additional employees from external sources to ensure a balanced team. Assuming contextual and process factors are stable and adequate, the factors to analyze when delegating members to the teams are compositional in nature. That is, Riordan has a workforce comprised predominantly of Caucasian and African American men and women in the 18-29 years age group (Apollo Group, Inc.

, 2013). It is easy to create equally diverse work teams in the Pontiac, Michigan plant. The next task is to determine the type of work team will be most effective for producing the CardiCare Valve heart valves. This is a new product for Riordan. As such, input is necessary from multiple departments during planning and implementation phases to ensure smooth flow from the order placement phase to the delivery phase of the production cycle. Therefore, cross-functional teams are the most effective choice in this scenario. ??? Cross-functional teams recruit employees from about the same hierarchical level but from different work areas, who come together to accomplish a task??? (Robbins & Judge, 2011, p.

317). The exchange of ideas from each department will most effectively coordinate this project. 3. What potential barriers may arise during team formation How will you address these barriers Your response should be at least 100 words.

Conflicts occur within many teams. On a self-managed work team every member on the team is at the same level with no managerial supervision. When a conflict arises within a team with no manager, power struggles may take place within the team. When power struggles occur, focus begins to be taken away from the task at hand and put on the conflict. If conflict is happening within a team in an organization it could cause individuals to become unhappy and could eventually cause the employee or employees to quit. Conflict within a team that is performing a task and turnover both effect the organization by slowing down and delaying productivity. 4. What measures will be put in place to evaluate if the team is operating successfully Establishing several layers of evaluations, operating

simultaneously, will enable the management team to gauge the success of the team.

The initial team meeting yields clear goals and behavior expectancies for individual members, for the team, and for the project. The members of the team, management team, and executive team collaborate to establish these goals. The collaboration identifies Specific, Measurable, Attainable, Realistic, and Time-bound (SMART) goals process as the means to track progress at specific milestones through the life of the project. Milestones for measurement of progress include:

- oWeekly team meetings with the management team to discuss SMART goal progress and/or status.
- oMonthly individual evaluations will illustrate each team member's contribution level to the directives of the team.

- oQuarterly team meetings with executive team to discuss financial goals, evaluate project progress, re-evaluate goals, and change strategies as necessary.
- oPost Project Review process, at project completion, with team members and shareholders to discuss project success, lessons learned, or other pertinent information. To ensure collaborative efforts from all team members equally, and to reinforce goals, an effective rewards system must be in place. The collaboration agrees upon the following reward system:
- oIndividual annual performance evaluations now include a category to reflect team performance and individual levels of contribution to team performance.
- oEffective team performance results in a tier-based bonus structure with a maximum payout of \$500 per team member. Factors include on-time completion, end of line product quality and/or number of inspection

rejections, and within budget. See graph below for illustration of potential payouts. Project Team Member Bonus Payout Requirements: Payout Amount Completion – to – Deadline Quality/Rework Actual – to – Budget Paid out the payday after project completion Measured beyond deadline date: Expected 5% during 1st month, then: Measured percentage over budget costs: \$500.00 On-time or early 0% 100% or less \$400.00 1 week late 1% (1 per 100 units) 101% (1% over) \$300.00 2 weeks late 2% (2 per 100 units) 102% (2% over) \$200.

003 to 4 weeks late 3% (3 per 100 units) 103% – 105% (3% to 5% over) \$100.

00 Guaranteed for participation Guaranteed for participation Guaranteed for participation Conflict Management Plan 1. Identify the available conflict management strategies and their strengths and weaknesses.

Strategy Strengths Weaknesses Competitive (assertive and uncooperative) Short Term outcome.

Rise in output/result It reduces the interpersonal connection between coworkers. Collaboration (assertive and cooperative) Fully satisfy the concerns of all parties. Mutually beneficial outcome.

Sometimes a win-win is not possible. Avoidance (unassertive and uncooperative) Leads into instant optimistic outcome. Allows a cool down period to search for more information.

Doesn't provide a real solution. Often times the problem gets worse. Accommodating (unassertive and cooperative) Solution is acquired through the appeasement of one party for the idea of their opponent. Supporting an idea not fully supported leads to problems in the future.

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Compromise (midrange on both assertiveness and cooperativeness) The last options after all others are exhausted. Allows others to consider others as well as develops sympathy Temporary fix. Reduces the share/goal of every individual. Risk of problem occurring again.

2. Which of the available conflict management strategies is most appropriate for the current situation with David and James Provide your rationale, including what factors you considered in making your selection. Your response should be at least 100 words. The best way to resolve the conflict between David and James is through collaboration. They need to sit down together and discuss the situation being assertive and cooperative (Robbins, 2011, p. 459).

Their supervisors need to be there with them to observe and guide the meeting. David and James must be given the opportunity to explain their reasoning behind their recent behavior towards each other. Most likely there is some miscommunication or misunderstanding of something in the past that was not resolved and not is an issue. Once they've each had the opportunity express themselves, they need to form a plan to solve the problem. They are both great employees and once the conflict is resolved they will work on the same project again and learn how to work with each other better.

3. If the selected strategy is not successful, what is your alternate strategy Provide your rationale for this selection. Your response should be at least 100 words.

If the collaborating will not help, they need to come to a compromise (midrange on both assertiveness and cooperativeness, Robbins, 2011 p. 459). Their superior will help them at that point to have the right to disagree and sacrifice something for each other. This will stop the conflict and they will be able to work again together but most likely will not be as effective.

They will agree to treat each other with respect but will not act as friends, will not be open and won't trust each other. Even though the conflict will be stopped, their work will not be as effective as it could have been. 4. What potential road blocks might be encountered in resolving the conflict How would you address these Your response should be at least 100 words. Based on the problem described and the possible solutions explored there are a few road blocks that might derail a mutually advantageous outcome. The major road block is James and David.

Their inability to be honest and express where the problem stems will prolong the discussion and limit solution possibilities. To avoid this issue, management must assure both their jobs are secure, but a resolution is needed. If only one of them is willing to resolve the problem amicably, might be a road block to overcome. Having one side adamant they are not in the wrong and will not listen to reason is a major road block. Evidence of the contrary is the only way to address this problem. Presenting this person with well researched and logical evidence allows the person to see the error of their ways and help them to be more open to a resolution.

There will always be road blocks, but overcoming them is easy if management keeps their wits and solves them logically. ReferencesApollo

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