

# Conflict management case study assignment

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Different kind of conflicts require different handling types. I used the five handling type model. These are based on how assertive we are in expressing our own interests and how much we take other's interests into account. According to the Introduced mythology, I analyzed a couple of conflicts In my organization. Some of them are in my circle of responsibility some not. I choose four of them as follows: Unsatisfactory working attitude This was deeply infected with emotions, so I have to be very careful with the solution. I used collaborating style to handle, I put the weight on communication, and tried to explore the unexpressed feelings under the surface. Too many brakes, late arriving - early leaving, mass In the delineation The conflict was about issues. I had to change the bad habits of my subordinates. I used compromising style, and together with the guys we find out a middle way solution. Quarrels on internal pricing It was between my subordinates, an emotion based destructive one. The two informal group was involved in the issue. This was the hardest to resolve.

To avoid such conflict in the particular Issue, with collaborating style, we managed to find out a role of Internal pricing which fits for each group. Inadequate IT support I Nils Issue Disease conflict was Detente my organization anon t I department. I uses collaboration style, and explain the importance our operational safety to the IT department, I let them to feel the threats and we searched for an adequate solution for us together. Emotion based conflicts are harder to resolve. The best way to handle is collaboration. It needs time and intense communication among the parties.

We have to deal with the feelings and try to convert into issues. Then deal with issues, try to solve the problems and go back to the feelings again. I have to recognize that several cases my behavior in the beginning was not adequate for the situation. The way of communication between the group and me was the main problem. I failed to communicate properly my goals and incentives to the group members. The theoretical and practical methods in this material were very useful to establish the healthy climate of the workup, which can determine the attitude of the members.

Treasurer (40) The head of the division is the treasurer, he reports direct to the general manager. His role is to take part in the strategic decisions in the board of directors, to represent the division towards the other departments and to lead the treasury. In our case the treasurer is a newcomer. Since the last change his power has decreased and the weight of the treasury is decreased among the bank's divisions as well. B. Chief dealer (29) The previous chief dealer left the company last year, and myself was appointed for the position. I have been working in the treasury for 5 years.

As a chief dealer, I have to report directly to the treasurer, and the desk heads report to me. I am in charge of the operational tasks and liquidity, interest rate, and exchange rate management. I am ten manager AT ten lemongrass, out I have a wee Docudrama AT trading experience and knowledge in all sorts of products. However I am almost the youngest among the desk heads, but my experience and educational background makes me adequate for the position. C. Desks There are four departments inside the

treasury, we call these desks. Every desk has a department head. They are the managers of the desks.

We need to understand what kind of conflict we're dealing with before we can select the appropriate conflict-resolution tool to resolve it. 2. TYPES a. Substantive vs.. Personalized Conflict According to the source of conflicts, in the workplace generally we can find two forms of conflict. Substantive Conflict or Issue based This kind of conflict deals with disagreements about the substance of issues. These can be about decisions, ideas, directions and actions. This conflict can occur about any issue, when the two parties simply disagree about an issue.

Handled correctly parties in conflict can create, for themselves and those around them, the ability to resolve an issue with something creative, something better than either party's original position. Personalize conflict or Emotional Disease Personalized conflict is fuelled primarily by emotion and perceptions about someone else's personality, character or motives. When conflict is personalized and extreme each party acts as if the other is suspect as a person. In this case problem solving never works, because it is about emotion and not issues.

These kind of conflicts almost always get worse over time, if they cannot be converted to substantive conflict. B. Destructive vs.. Constructive Conflict Another useful differentiation is the categorization of conflicts according to its impact to the organization. Constructive conflicts can lead to more creative solutions for problems, but destructive ones can harmfully damage the operation. 3. Analysis We must understand the structure of a conflict to

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decide how to resolve it successfully. Different kinds of conflicts have different structural properties, depending on six dimensions . .

**Interdependency** How much do the parties need each other to act cooperatively? If interdependency is high, then the costs of not resolving the conflict are also likely to be high. If interdependency is low, then avoiding may be an appropriate conflict-management strategy. If there were

absolutely no interdependency, then conflict wouldn't exist at all. **b. Number of interested parties** How many distinct parties have an interest in how the conflict is resolved? As the number and size of parties increase, there are more people to please and the difficulty of resolving the conflict increases. .

**Constituent representation** Do the parties represent the interests of other people, who are not personally and directly involved in the process of resolving the conflict? Reaching an agreement that is acceptable to everyone who is affected by how the issue is resolved, especially those who are not personally involved, is more difficult. **D. Negotiator authority** If ten parties consist of more than one uninominal, is ten persons' representation of ten interests of that group able to make concessions? If negotiator authority is high, then resolution is easier.

If negotiator authority is low, then the process of resolving the conflict will take longer and will be more difficult. **E. Critical urgency** Is it absolutely necessary that a solution be found immediately in the very near future, or there is no immediate crisis at all, allowing people to interact with each other in ways that prevent conflicts? The greater the critical urgency, the less likely a consensual solution. **F. Communication channels** Are the parties able to talk to each other face to face or any of the online communication forms?

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Or is it necessary that they communicate back and forth using an asynchronous technology, such as email? Same-time-someplace dialogue nearly always produces far better solutions than lesser communication channels. 4. Resolving As a result of a conflict sometimes people fail to work together or even to communicate. When things descend into conflict situation, it is a hard and intensive work to restore the peace in the workplace. A. Handling methods After the analysis of the current situation according to the previous chapter, the next step to find out the most appropriate style to deal with the problem.

At this point we now lots about conflicts, now we have to consider the different conflict styles we might use in different situations and with different types of people. There are five styles based on how assertive we are in expressing our own interests and how much we take other's interests into account. These five styles are: Confrontational style, forceful and confrontation. Confrontation is dangerous, it can cause the conflict to escalate and the second party may try to retaliate. Accommodating style, going along with what the other wants.

Accommodation is appropriate only when a party recognizes that he is wrong. Otherwise it is dangerous cause the second party may lose credibility and influence. Collaborating style, discussing each other's concerns and interests. Collaboration offers a chance of a double positive result, a win-win situation. Avenging style, avenging or allaying ten leaning wit n ten conflict. It solution if it is clear that doing something is destructive. May De ten Test Compromising style, both party giving up a something to resolve the

problem. The compromise method offers more results, but usually leaves unanswered question. . Three step model We know lot's about the conflict and if we managed to find the best style to handle it, here comes the real work, let's sit down and communicate and try to solve the problem. There is a simple three-step approach called the ERE model, which can help 1st STEP: Seeking to calm the emotions in the situation. Since a big obstacle to resolving any conflict is feeling negative emotions, like anger, Jealousy, and mistrust, we want to get them under control first. Once we have our own emotions in check, we can help the other person deal with his or her own emotions.

For instance, if someone is angry, let's suggest a cooling-off period or listen to the reasons why to show we want to understand and help resolve the problem. ND STEP: Using reasons to assess, understand, and evaluate the situation. Consider the factors contributing to the conflict, so we know where to intervene to make changes. For example, there may be communication breakdowns or misunderstandings, hidden agendas, or unexpressed feelings, reflected in discrepancies between nonverbal and verbal communication. 3rd STEP: Using intuition to think of possible solutions and alternatives.

Let's look for the underlying source of the problem. It won't always be on the surface, since people often want to hide their feelings or may not be clear them on what the problem is. In some cases, we may find the solution is relatively clear-cut, such as when we clarify misunderstandings and work out a dispute between two people. But at times, we have to make changes in the workplace as a while, such as reassigning people to different work areas or

divisions or changing an ineffective work process that is producing conflict. III . Unsatisfactory response to my requests a. Conflict In several cases I have to realize that dealers do not fulfill my direct requests. They are late with my deadlines, and the quality of their work is not appropriate. Basically I m satisfied with their professional performance, but I have problems with their Attlee. Everyday argument Witt teem, destructs my rep t TA Ion In Toronto AT others, and it has negative impact on the room's climate. B. Analysis and solution This is a destructive, emotional based personal conflict, between my old colleagues and myself.

They still do not feel the change in my position, and they do not want to handle me as a boss. They are a bit suspicious about my lead, there should be some kind of disappointment and unexpressed feelings behind their behavior. I have to be very careful with handling, because the wrong method should male the tuition worse. The best way is collaboration with intense communication. First of all I have to remove the emotional part of the conflict and transform it into an issue based one. I will sit down with all the dealers together and I have to explain the change in my and their role in the new constellation.

I have to fix that I am the same person as before, they can rely on me, but we have common goals and my role is to distribute, control the tasks and also to help them. Later, I will have separate discussion with them, one by one. I will declare the things I wait from them. On the other hand I have to know what they request from me. I will listen their opinion, and I will be open



for new constructive ideas. I will have to find out, what is the reason for their disappointment, and we have to find a solution together. 2.

Too many brakes, late arriving - early leaving, mass in the delineation In the last couple of years the dealers get to used a loose leadership style in the Treasury. There were no chief dealer, the treasurer had no time to manage such issues. As the result of this, the coffee and cigarette brakes became very popular among the dealers. It happens every day, that the desks are empty, the phones are ringing, and the dealers are somewhere in the buffet. An other serious problem is the working time. The majority of the dealers are late in the mornings and it is hard to find somebody in the room after 4 o'clock in the afternoon.

Furthermore the mass in the delineation is unbelievable. Despite of my continuous arguments I have to realize, that this kind of attitude doesn't want to change under my lead. This is an issue based conflict between the dealers and myself. My role is to take order in the department, but the dealers get used and like this loose kind of working style. I have to find a solution, which fits everybody's need, so the best way to find a compromise. I understand their feeling about these short coffee or cigarette brakes. Sitting hours in front of monitors in stress is not a pleasant thing, they need some minutes to relax.

On the Ore hand there are several customer compliant because of the unreachable delineation staff. I don't want to ban these brakes but I have to decrease the frequency and duration significantly. Late arriving, early leaving based on the fact, that the official start of a workday is at 7: 30 and

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the end is at 16: 00. But in the treasury, life starts at 9: 00 and sometimes there are still deals at 18: 00. According to my official role, I have to press for the exact : 30 start. But it is much more important to do business after the official 16: 00 close, than to have everybody reading newspapers from 7: 30 to 9: 00.

The mass in the room is not so important thing, I can be more flexible on this issue. To declare a Clean Desk Policy is too confrontational method, maybe some kind of positive feedback should be better idea. I will arrange a meeting with the dealers together and evaluate the current situation. I will prepare some compromise proposal and ask for their opinion. The proposals: Everybody can have 10 minutes brake in every two hour, but there must be embody at each desk during the brakes, so there won't be unreserved calls anymore. Everybody have to be in the office before 9: 00, and they can leave only according to the workload after 17: 00. . Quarrels on internal pricing Desks are profit centers, and there are lots of internal deals between them. These deals should have to be priced on the actual market price, but the dealers have the right to quote their price. This is the source of conflict. In several cases they want to earn more on the deal, than it would be necessary and it hurts the opposite party's interest. The conflict is between desks. Every desk wants to reach the highest profit on a deal, but it is much better to get extra profit from the opposite desk.

This is the method of the less profitable desks (MM and FAX) to acquire extra dollars from the others (Sales, The overall profit of the delineation is unchanged, so it is about the issue internal profit sharing. We can recognize,

that the quarrels are between basically the two Internal groups, so we can Tina emotion Ana personalization Into I t. Nine conflict is highly destructive and can lead to serious problems and need urgent solution. The removal of the emotional part is not easy. There will be always opposition twine the two informal groups.

The only thing I can do, is to reduce the possibility for quarrels on this particular issue. We have to create a rule, which is acceptable for all the parties. But the emotions will be under the surface, and it will be a much harder work to solve. First of all I will sit down with the desks separately, and listen their opinion. I will have to find out the emotions behind their behavior and to find the way how can I bring the parties closer. I have to emphasize, that our common goal is the overall profit of the division, and the only way to improve, is the smooth cooperation between the sees.

With the participation of the desk heads we will evaluate the situation, and find out the best pricing method of internal deals. An automated pricing method without any human interaction, or declaration of a sensibility criteria to the market price would be good idea. These ideas should prevent all arguments on internal pricing. 4. Inadequate IT support There is no trained operator from the IT division for our mission critical applications. The IT help desk is unreachable or incapable. In several cases I have to use my only dealer who has some IT experience, to solve operational IT tasks.

I have several arguments with the help desk. The relationship is not good between the two division, the IT does not want to understand the critical urgency of the problems. I tried to make pressure on the help desk, but they

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are outside of my circle of power. This issue based conflict is between the Treasury and the IT division. I want IT support for my people, the IT division does not want to allocate the adequate resources. This issue has destructive effect to my department's operation. The basis of the problem is, that IT division does not feel the risk of their behavior, they do not know the Treasury operation.

I have to explain the situation at a higher level and build up a correct and helpful relationship with them. The only way to collaborate. First of all, I will collect the most common IT problems in the Treasury. I will rank the tasks according to importance. With the Treasurer on my side I have to meet the head of IT, we have to discuss the situation, I have to interpret my list and the possible effects of the lack of IT support. I have to achieve, that the IT feels the weight of our problems. Together we will find out the way of effective IT support. I can advice