

Managing Conflict Case study

Scenarios

Please review the following scenarios and determine the best approach to resolve the conflict. Please answer the questions that follow.

Scenario One:

Your job is Sales Manager for a computer supply company. The market consists of small- to medium-sized businesses in a large metropolitan city. Your company is currently operating at a moderate level in the industry and is performing adequately. However, there is a significant market opportunity that you have not actively pursued. A new president has been hired who is looking to increase sales and the pressure is on you to deliver.

It is believed that the company's credit policy, which is very restrictive, is the main obstacle for increased sales. New customers are required to complete a comprehensive credit application. The Credit Manager only approves clients with very low risk and has more stringent credit terms compared to your main competitors.

Loosening the credit terms and conditions may potentially expand your client base. Your salespeople often express the belief that they lose sales due to the company's reputation regarding credit extensions.

You have communicated your observations to the new President, who has requested that you collaborate with the Credit Manager to develop a program that addresses the need for credit risk protection while still appealing to most of the target market. The President will remain neutral, leaving it to you to resolve the issue.

Questions
<i>What are your essential needs and concerns?</i>
Your Answer _____

How do they compare with the Credit Manager's? What similarities can be identified?

Your Answer _____

What would be your approach to the situation? Can you provide a suggested solution?

Your Answer _____

Scenario Two

You hold the position of manager for an auditing team in an international accounting firm. You and a colleague have been assigned to establish a new operation overseas, utilizing local auditors. The relationship with your colleague is currently strained. Alan has more seniority with the company than you do, but you were chosen to be promoted to manager and lead this new business unit. Your ability to work with international clients has been recognized as a factor in your promotion, even though Alan has more experience.

Alan's perspective is unique. He believes that your promotion was based solely on your gender (assuming you are female) and that the company is aiming to have more women in higher-level positions. Since your promotion, he has displayed openly hostile behavior and consistently attempts to make you feel like an outsider among the predominantly male staff.

You've just distributed the assignments for the upcoming month, and Alan is slated to visit a small firm in a remote location known for its challenging audit records.

You know that senior auditors typically receive preferred assignments, but in this situation, we specifically require an experienced auditor for this case. You are currently lacking experienced staff and need his expertise. You've also been receiving recent complaints about Alan not treating his co-workers well. Instead of assuming a mentoring and leadership role that align with his knowledge and experience, he has been directing and behaving in a dictatorial manner.

Additionally, it is beneficial to have a person who does not cause tension in the office.

You hear a knock at the door, and suddenly, Alan bursts in. He is angry. Where does the woman think she is coming from? She will not be able to undermine his status by assigning him the worst tasks. He has been frequently asked to leave the office over the past few months, which has become quite tiresome for him. Since her promotion, she has been actively trying to undermine him and prevent her "rival" from entering the office, to take all the credit for herself. It's just powerplay and she won't win. She doesn't deserve the promotion. It's just because she's a woman that she's sitting in the boss' seat and he's not. He won't put up with this treatment anymore.

Alan requests that you revise this assignment promptly and offer an apology because you have been treating him. He plans to file a formal complaint with head office and is willing to resign if there is no immediate improvement.

Questions
<i>What drives you, what interests you, and what are your responsibilities in this conflict?</i>
Your Answer _____ _____ _____ _____ _____ _____
<i>What does Alan want, like, and need to do in this conflict?</i>
Your Answer _____ _____ _____ _____

What's your recommended approach and how will you solve it? Can you suggest a solution?

Your Answer _____
