



Conflict Management

Conflict management can happen in four levels;

1. Within a sub group
2. Between two sub groups
3. Within the ICARUS team which affects the entire project
4. Conflict due to clashing personalities and personal issues

Issue Level 1

Issues within the sub group, which do not have major effects on the other sub groups should be sorted mainly within the sub group by coming to a decision of what may work better, and even by using a decision matrix. If this is not sorted this can be escalated to involve the entire team, and will need a decision matrix to be formed to see the advantages and disadvantages of all the changes in question.

Issues that will impact other sub groups, but do not directly involve them, should be discussed with the other sub groups and come to a decision of what will be the best choice so that the all aspects in question are either not affected or negatively affected to the minimum. If this is not sorted this can be escalated to involve the entire team, and will need a decision matrix to be formed to see the advantages and disadvantages of all the changes in question.

Issues that will make a drastic change to the project should be discussed by the entire group with a meeting, and question if the change is necessary, and if so what are the consequences. If this causes higher conflict, this can be escalated to involve the PSTs to help the group come to a conclusion without causing bigger issues.

Solution	Human Robot Communication Solutions										Total Score
	Data Rate		Cost Effectiveness		Capability to work underwater		Durability		Customer satisfaction		
	Raw Score	Cumulative	Raw Score	Cumulative	Raw Score	Cumulative	Raw Score	Cumulative	Raw Score	Cumulative	
Wire	4	4	0	4	4	8	4	12	0	12	12
Wifi	3	3	4	7	1	8	3	11	3	14	14
Acoustic	0	0	1	1	4	5	1	6	4	10	10
Bluetooth	2	2	3	5	1	6	2	8	2	10	10
Infrared	1	1	2	3	1	4	2	6	3	9	9

Figure 1 – Example of Decision matrix

Issue Level 2

Issues between two sub groups which do not make a grave effect on the entire project, should be dealt with between the sub groups by coming to a decision by looking at the advantages and disadvantages of the decisions available; otherwise the team can be involved to help come to a decision that does not cause further issues. This can be assisted by the creation of a decision matrix to allow the help of looking at the pros and cons.

Issues that will make a drastic change to the project should be discussed by the entire group with a meeting, and question if the change is necessary, and if so what are the consequences. If this causes higher conflict, this can be escalated to involve the PSTs to help the group come to a conclusion without causing bigger issues.



Issue Level 3

Issues causing drastic changes to the project and effecting all sub groups must be dealt via the means of a team meeting, so that everyone can have their say on whether they think it is a good idea or not. This should always be assisted with a decision matrix with all the possible decision that can be made so that the group can see what would have the better effect with the least negative effect on their sub group.

If this cannot be sorted it can be escalated to the PSTs and come to decision with their aid.

Issue Level 4

Issues involving personality clashes and personal issues should always be sat down and spoken about in the group, and would be a good idea to raise to the PSTs every time as this will not always involve the team but will directly affect the team's work and morale. PSTs can always help the team to come to terms with the issue and help us to find a way to get passed it or work around it.