CONFLICT MANAGMENT

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**Conflict Management**

**Leadership Style and Strategic Approach**

As a new manager who is stepping into this current situation at Global Networks Administrators Group, the main goalhereisto **enhance** **operational functionality.** According to Standifer & The SimuLearn Team (2019), the **directive** style of leadership is task-oriented, and the manager would dominate the conversion, focusing on task-oriented topics. “The goal of this style is to tell the other person the goal, the tasks necessary to complete the goal, and how you expect the tasks to be completed*”* (p. 51). A directive style would be a good choice to start facilitation the necessary changes with clear direction, motivation, focus, and a sense of urgency.

Using the directive style, the manager could address the **problems** once they are clearly defined. There are several problems in this situation which need addressing: the administrators in the U.S. office have been allowed to do their jobs without direct supervision; some employees in the U.S. office do not adhere to company policies, and are neglecting their responsibilities to fix network connectivity issues in a timely manner; the company network has been breached several times and runs slowly; it is difficult to get a response from the U.S. office related to network connectivity issues; the two offices are not communicating; the India office is overloaded with doing the work for the US office; and the India office is falling behind on their own responsibilities.

Once the problems are clearly defined, it would be wise to communicate with the company leaders and make sure all the leaders are on board with any changes which are about to take place throughout the entire company. The manager could then hold consecutive **training** sessions for both the U.S. office and the India office to ensure balanced training throughout the company. It is best for the manager to meet in person where possible, and video conference into any of the training sessions where he or she cannot be physically present. Also, these sessions will help to bring about positive change and grow a stronger **organizational** **culture**. According to Standifer & The SimuLearn Team (2019), Employees need to be in awareness of what is expected of them and portray a willingness and ability to change their behaviors and attitudes. They also need to understand how to do the things required for the change to be successful. Long term weekly meetings could also be instituted to ensure that the culture remains strong.

To solve the problems pertaining to network security, connectivity, and **communication**, the manager could initiate a project plan to migrate the company’s technological system to the cloud. With such a project, all employees will be able to share and access data in real time which will prevent errors and the problems with duplication of data. This would result in satisfying all the stakeholders needs: the *customers* concerns about security and slow service, the *employees* who will be able to perform their jobs with greater ease and **communication,** and the *shareholders* who will benefit from this positive change and growth. Shareholders would experience greater customer satisfaction, higher retention rates, higher revenue, better employee performance, and a higher company reputation.

Therefore, a *directive* *leadership style* could be used to *enhance operational functionality*. by clearly defining the problems, implementing solutions to the problems, building a strong culture, and equally satisfying the three stakeholder groups of this business: the shareholders, the customers, and the employees.

**Organizational Culture**

The organizational **culture** at Global Network Administrators Group is impacting employee adherence to company policy in several ways. One major way is that the organizational culture is an overly **weak** culture in both the U.S. Office and the India Office.

In a weak organizational culture, “members are unsure of how to behave, what they should value, where to share or receive information” (Standifer & The SimuLearn Team, 2019, p. 158). Creativity and productively are not likely to occur in a weak environment, but instead there are high chances of **conflict** and negative **tension**. This weak culture can have an impact on the stakeholders of the business, including the shareholders, the customers, and the employees. An overly weak organization culture is impacting employee adherence to company policies in the following ways.

On one hand, the administrators in the U.S. office have been allowed to do their jobs without direct supervision, which is one of the reasons why a healthy level of *tension* which is needed for productivity is too low, they are lacking in performance, and the culture is weak. As a result, some employees are not adhering to their responsibilities of following the company’s policies for all connectivity issues, which are: to respond to network connectivity issues within four hours, to resolve connectivity issues within 24 hours, to document and categorize, and to update the *Frequently Asked Questions* document.

They are not receiving the clear and frequent reminders of company policies which a good manager should provide to them, and they do not understand the *impact* of their work. The employees do not have a clear vision of the meaningfulness of their job. In other words, they seem to lack the sense that their efforts mean something to their leaders, to their colleagues, to the organization, and to their customers (Standifer & The SimuLearn Team, 2019, p. 165). They are also lacking in *responsibility* for outcomes of work which is why they are not performing in ways that portray *ownership* and *autonomy*. Plus, they do not seem to be motivated by *knowledge of the results* of their work. (2019)

On the other hand, the administrators in the India office are showing signs of a *weak* organizational culture in different sort of way. As mentioned above, members in weak cultures tend to be *unsure* of how to behave and *what they should value*. The office in India has been overloaded with requests to check connection issues at the U.S. office, causing an unhealthy tension among the employees, and making it impossible for the India office to respond in a timely fashion to the international issues for which they are responsible. In other words, since the culture in the U.S. office is weak, (resulting in the U.S. employees not doing their jobs) the work has fallen on the employees in the India office. Therefore, they are letting the load of the U.S. office weigh them down and are taking a false responsibility for work that was not primarily assigned to them. Their primary responsibility is to tend to those international issues for which they are responsible.

Thus, the organizational culture in both locations is weak, though in different ways. The U.S. office’s weak organizational culture causes the India office to have a weak culture along with internal tension; and, the India office’s weak culture, in turn, is enabling the weak culture in the U.S. office to continue.

**Conflict Management: Communication, Engagement, and Collaboration Strategies**

To recap the problems as stated earlier: employees in the U.S. office do not adhere to company policies and are neglecting their responsibilities to fix network connectivity issues in a timely manner. Plus, it is difficult to get a response from the U.S. office related to network connectivity issues. The India office is overloaded with doing the work for the US office, and the India office is falling behind on their own responsibilities. All these problems can fall into the category of communication problems which are causing conflict, and the company needs some clear solutions to these problems. The **conflict management** approaches I will use include regular training sessions, facilitating communication including migrating the system to the cloud, and clear designation of responsibilities.

The training sessions will help to bring about positive changes in **engagement** and **collaboration**, as well as grow a stronger organizational culture. “Employees must be aware of what is expected of them and be willing and able to change their behaviors and attitudes, as well as understand how to actually do the things required for the change to be successful” (Standifer & The SimuLearn Team, 2019, p. 177).

I will initiate a project plan to migrate the company’s technological system to the cloud. With such a project, all employees will be able to share and access data in real time which will prevent errors and the problems with duplication of data. Having a cloud-based system will allow employees in both India and the U.S. to **communicate** better because they could see and interact with the same unified system, as well as communicate with each other about shared data. This could result in both offices working together as one big team, rather than separate ones. I would also implement an internal chat communication system for employees to freely communicate with each other during office hours to encourage **collaboration** and **engagement**. Also, I will make it clear that connectivity issues in India should be solved primarily by the India office, and connectivity issues in the U.S. should be solved primarily by the US office.

In summary, as a new manager who is stepping into this current situation at Global Networks Administrators Group, the main goalhereisto **enhance** **operational functionality** in the company. A good manager could accomplish this by using a *directive* style of leadership and implementing an effective strategic approach. Identifying problems and building a strong culture, implementing conflict management methods, facilitating communication, and facilitating collaboration and engagement as explained in detail above. All of this should be done with the goal to satisfy all stakeholder groups.

References

Standifer, R, & SimuLearn Team. (2019). Practical Leadership.