Conflict

Kate Herrick

PM-FPX4040 Human Resources and Motivation Management

Capella University

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To: Jackie Grossman, Director of HR Operations

From: Kate Herrick, Motivational Program Director

Subject: Action Plan: Resolving Motivational Program Manager Team Conflict

Hi Jackie,

I have a clear path forward for breaking the deadlock between Pat and Robert and assuring their cooperation on the transition work following Britney’s departure.

The conflict is a personal one: Pat wants an apology for Robert's communication, and Robert thinks Pat is "difficult." The core issue is, in reality, Process Conflict (Robert wants leadership direction) and Intrapersonal Conflict (Pat is afraid of an impossible workload).

I think any attempt to assign work unilaterally right now would make the problem worse. I plan to address the relationship friction first to open the door for solving the process problem.

***Action Plan***:

I am planning a facilitated video conference tomorrow morning with both Pat and Robert.

**Rationale**: Mediation is the lowest-risk path to resolve an emotional dispute. I will play the role of a neutral third party to enforce ground rules and encourage fair communication. This approach addresses Pat's need for a "referee" and Robert's request for structure and leadership involvement.

Expected Outcomes:

**De-escalation**: Pat and Robert will articulate their frustrations in a controlled setting, addressing their need for a fair hearing.

**Shift the Focus**: I will drive the conversation away from blame to purpose. Additionally, I will use a Shared Leadership approach, forcing them to collaboratively design a temporary 90-day transition plan for Britney's outstanding projects. By giving them control over how to divide the work, they can move from conflict to joint problem-solvers.

**Next Step**: I will hold the mediation session tomorrow and follow up afterward with the final workload and ownership plan, which will include the new "Senior Manager" titles to solidify their buy-in.

Thanks for your support as we get this team back on track.

Best,

Kate