

NON-EMPLOYMENT CONFLICT MANAGEMENT

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TRENT RHODES

Non-Employment Conflict Management

Humanity has been known over the centuries to evolve at the expense of its natural resources. The natural environment provides food, sustenance and other elements for mankind to establish and maintain a harmonic relationship. Animals and other life forms considered inferior by mankind, from the butterfly to the kimono dragon to the gorilla, repeatedly demonstrate the benefits and harmony resulting from utilizing nature efficiently without destruction. Because humanity is composed of a triune brain, possesses the capacity of imagination and the ability to use rationality, it has become the one species on planet earth among millions which can and has chosen to deviate from the natural environment. History has shown humanity to plunder natural resources to excess to meet the needs of a profit motive developed over the years. The rise of economic systems, while providing satisfaction for humanity's competitive instincts and formulating systems societies can thrive by, has taunted the borderline of excess; some corporations high on ambition and select executives drunk with monetary empirical visions have been willing to capitalize on countrymen and countrywomen and the natural environment for the fruits of financial profit. The question is: where is the line drawn between profit and excess?

The author was introduced to the Wamayo Basin in the Non-Employment Conflict Management scenario. The basin contains a rich history of water sustenance for farmers in the past, and its fresh waters provided a thriving haven for salmon. As time passed, the salmon population began to weaken and decrease. The estimated time of salmon extinction was ten years. The basin was also acknowledged as a powerful economic resource for the paper and timber industries, which accumulated multibillion dollars per year. These large industries also provided volumes of jobs and financial support for the workers of paper and timber organizations.

As technology advances and the trend toward green-style productivity and organizations proceeds, means of using natural resources such as water, wind and greenery have become attractive to hydropower companies seeking to make a profit. The basin offers the continuous water supply hydropower organizations could capitalize on and potentially grow new jobs.

The author was positioned as policy advisor to determine the allocation of resources among several industries and wildlife preservation.

Understood as being a means to solve issues, the author recognizes the importance of forming policy when parties of varying interests exist and hold stakes in the resources defined by policy. To maintain civilization, policies were developed by lawmakers to define citizen needs and wants; the lawmaker's policies worked to provide mediation so all could exist to the best of their ability. At times, these policies might not have worked in the favor of all parties. Corruption and favoritism was a reality. The author, in making decisions affecting policy over the Wamayo Basin had to acknowledge the policy ripple effect; these were side effects of implementing a particular policy.

Initially, the problem had to be defined as clear as possible. This required the lawmaker to remain objective and absorb perspectives from all angles. Based on this feedback, policy would be formulated. Proposals would meet opposition, revision or acceptance. The policy was then implemented and had to later be evaluated for its success and unintended variable. In the following analysis, the author and policymaker for the Wamayo Basin provides policy to create balance among all parties involved.

Potential Non-Organizational Conflict Identifications

Llewellyn Thomas, President of the Salmon Survival Group (SSG) functioned as the focal supporter of preserving the basin environment for the salmon. His organization offers scientific counseling to federal policymakers. Simultaneously, he has the ability to understand the political ramifications of certain decisions. The author recognized immediately the impact the SSG would have in affecting the final perceptions of this policy. Capable of providing scientific evidence to the public and owning relationships politically, the SSG was a necessary supporter to acquire to avoid negative perceptions about environmental safety and wildlife preservation. Implementing policies that leaned more towards the corporate interest would create a direct conflict with Thomas and the SSG.

Adrienne Arroyo, Assistant Director of the Wamayo Department of Energy was ambitious about the potential development of renewable resource use in the Wamayo region. She envisioned a time where traditional non-sustainable energy sources would become obsolete, and perceived the Wamayo Basin and accompanying tributaries as opportunities to manifest hydropower. To connect with Ms. Arroyo, an understanding of the destructive nature of current technology had to be agreed upon. Conflict could result with this organization by employing policies that neglected hydropower potential.

George Terrell, President of the Wamayo Farmers Association strictly defended the rights of farmers' use of water; his background existed in the farming business. This insight was essential in the decision-making by the author, as Mr. Terrell's personality and ambitions were developed within the farming environment. Because he supported the rights of farmers to produce and utilize the water, he supported the creation of dams. Conflict could easily result

from the misuse of policy; negligence of building dams or providing a form of compensation and concentrated water resources to farmers in this process could reap protest from this organization.

Ethan McMahon, President of the Northwest Timber and Paper Association the author recognized as the most volatile. The President was known as a powerful supporter for lobbying for the rights of loggers and timber industries in Wamayo. He was aware his industries employed 35% of the residents in the area; he was also aware the industries accumulated \$1 billion in revenues annually. With this amount of support and backbone, Mr. McMahon would be the quickest to set off in conflict and the quickest to stir up challenges to his expectations.

Alternative Dispute Resolution Techniques/Risk Reduction

The author was informed from the initial E-mail of the following:

- **There has been a decline in the salmon population for over 30 years**
- **Paper production, logging and commercial activities contributed to the salmon's population decline**
- **Salmon of the Wamayo Basin has now been listed as an Endangered Species under the Environmental Protection Act**

Tributaries would have to be created for existing salmon to reproduce; these tributaries would have no commercialization qualities and would protect salmon from population decrease. The author organized the creation of several tributaries for salmon. To reduce risk of opposition from the mentioned organizations, the author would have to create tributaries for dams and hydropower, as well as creating fish ladders which would allow the salmon to pass commercialized dams and reach their own; this strategy was reported to potentially reduce mortality from 98% to 20%.

Implementation Plan for Alternative(s)

Aware of the potential effects of policies implemented, the author assessed and decided upon these measures for implementation for each sector:

- **Salmon Tributaries**

- Creation of a hatchery program at the cost of \$40 million. The program would allow the natural births of salmon in their personal tributaries. The salmon began to increase in population and would reach extraordinary proportions by the year 2012. Once the population reached a certain number, simulated natural environments would be created to allow the salmon to exist in an environment as close to nature as possible.

- **Dam/Hydropower Tributaries**

- Tributaries to be allocated to the development of hydropower technology. Dams would be created and used to efficiently provide the necessary water resources to hydropower development. Fish ladders in response would be created, allowing salmon to pass commercialized dams and reach their own. Time allocation for these projects would be 5-10 years. Simultaneously, salmon tributaries exist for salmon population health and growth.

- **Agriculture**

- Wamayo farmers receive 8.6 million acre-feet of water for irrigation channeled from 3 dams. Over time and more policymaking, more dams could be created which directly affect revenue. To change the way of conducting agricultural business, bio-friendly agricultural practices were to be created.

- **Timber and Paper Industry**

- An agricultural tax on farmers instituted at 2.5% per farmer; this tax would increase revenue from investments made on dam-based irrigation and generate revenue lost by creating salmon tributaries. The industries receive increased profitability and thus growth; this growth would allow for more jobs for potential workers in Wamayo. In addition, salmon-friendly logging practices were to be implemented along with chlorine-free paper manufacturing.

Conclusion

The author as policymaker found the Wamayo scenario challenging due to the many personal interests involved. Each leader of defending organizations offered rational and emotional insights into reasoning for their support. The Wamayo Basin provided a great and valuable resource to the salmon existing in the environment as the SSG defended. It also possessed great potential for the development of sustainable hydropower technology as the Wamayo Department of Energy proposed. The agricultural element of Wamayo existed for generations and functioned as a main means of survival, the Wamayo Farmers Association stated. Finally, the Northwest Timber and Paper Association invested a huge stake in Wamayo's development due to its lasting influence on growth of the job market and billion-dollar revenues generated. Each sector had to be mitigated in a manner that minimized negative consequences and maximized enhancement for all, especially the Endangered Species.

Non-Employment Conflict Management Worksheet

Concept	Application of Concept in Scenario	Citation of Concept in Reading	Personal Experience in your Organization
<p>Negotiation occurs every day in both private and public contexts. The following situations might call for everyday negotiation:</p> <ul style="list-style-type: none"> • Your friend wants to have you over for dinner at 8:00pm, and you want to come earlier. • You have a computer problem and want to persuade your professor to give you more time for completion of a paper. • Your elderly mother, who has lived alone for decades, has fallen and broken her hip, and you and the other siblings need to talk about possible nursing home care. 	<p>Executive management for the M-Core organization has been involved in strong, continuous negotiations with the residents of New Oxford. Management has realized its negotiation strategies must adapt to this community at a level most appealing. Executives facing other executives and businesspeople utilize negotiation methods at a level and texture different from the ordinary citizen. In this scenario, M-Core attempts to work with ordinary citizens who owned stakes in their homes. To be successful in its endeavor, M-Core must utilize methods of everyday negotiation to effectively relate to the people. The final three homeowners may require an adaptation of everyday negotiation.</p>	<p>Hocker, Wilmot, 2007, p. 243</p>	<p>I have experienced everyday negotiation with my previous manager. His standard approach to his employees was to conduct himself in a stern manner, enforcing his initiatives while using his own accomplishments as a benchmark and proof his techniques work. His approach would change when dealing with me; he understood I was not responsive to harsh tactics and I was too sharp to fall into his persuasion by using diplomatic language. He knew he had to be straightforward with me; I saw through his communication, and so our meetings involved an everyday-type of communication that explained what I needed to do in order to achieve certain goals.</p>

<p>For example, if you know that you do not have the skills, the support, the power, and the opportunity to negotiate equally, you may decide to disengage, avoid, or get help from someone who can balance the power.</p>	<p>Elva Burke, described as Resident #1, planned to live out the rest of her life in her home in New Oxford, and expressed no interest in selling her home to assist M-Core’s initiative. Like Ms. Burke, the other two remaining residents lack power of their own to negotiate on a balanced scale. M-Core possesses local government support and the policies along with it to enforce a resident buyout. The Nature Gift Society and the media may in the future be able to balance negotiation power.</p>	<p>Hocker, Wilmot, 2007, p. 246</p>	<p>Upon my choice to leave the organization due to my performance and no alternative positions within the organization, I was presented opportunities by various managers to remain with the organization. I was informed of the unique values I contributed to the environment, and they were willing to figure out options to make this happen. I obtained a new position within the organization because of my skills. What this taught me was the capacity to cause change and raise the power level of negotiating when one has special skills needed.</p>
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<p>Typically, the distributive bargainer is not concerned about a future relationship with the other party and is trying to maximize gain and minimize loss. The basic assumptions of distributive, or competitive, negotiation are as follows:</p> <ul style="list-style-type: none"> • The negotiating world is controlled by egocentric self-interest • The underlying motivation is competitive/antagonistic • Limited resources prevail 	<p>As new Mayor of New Oxford, Daniel Cruz explicitly expressed his ambitions to enhance the work environment and productivity of his city at any cost. M-Core CEO, Naomi Mendoza also shares this ambition but directs it to the establishment of the new campus in New Oxford. Each with their own motivations, they decided to unite to accomplish their goals. These interests correlate to the distributive bargaining system, supported by how these individuals attempted to remove the final residents from their homes. By means of paying out initially, and then resorting to enforcing leave by enforcing laws, they demonstrate the egocentric, competitive tendencies of distributive bargaining.</p>	<p>Hocker, Wilmit, 2007, p. 250</p>	<p>I have not personally experienced this form of bargaining, only observed it being done with one of my coworkers. The manager was extremely competitive and wanted his team to remain number one at the site, in terms of performance numbers. He would have conversations with one particular employee in public about performances strategies. These conversations tended to include egocentric language and an “if you don’t do it this way, you’re gone” ultimatum.</p>
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<p>Topic, or content, goals emerge as different ideas about what to do, what decisions to make, where to go, how to allocate resources, or other externally objectifiable issues.</p>	<p>This scenario is unique in its diverse goals. Many players in this sequence have motivations in direct opposition to each other. Daniel Cruz wants to enhance New Oxford and willing to use any methods. Sebastian Byrd of the Nature’s Gift Society is willing to use the media and his resources to help the New Oxford residents. Nicolas Petros is a genius who wants to dominate with his abilities and creations. The media wishes to expose big-business bullies. This diversity poses a challenge to how M-Core management and the Mayor make decisions.</p>	<p>Hocker, Wilmot, 2007, p. 64</p>	<p>This is an area I have not experienced in great detail, but I believe this would greatly benefit the department I work in. While we are performing similar tasks, there has been little discussion about our personal motivations for doing what we do. The lack of this communication may be one barrier for our department, a reason why it is not performing at optimum.</p>
<p>Goals don’t stay static but undergo transformation before, during, and after disputes. They will emerge as one type and, during the course of the dispute, flower into another type. Even after the struggle is over, goals will shift and change.</p>	<p>Stephen Truman, classified as Resident #2 is a prime example in the scenario regarding goal transformation. He is an entrepreneur and investor and wanted to keep his house because the value M-Core offered him was not suitable enough. While he seems to enjoy his property, the right price appears to be the catalyst for Stephen changing his mind about keeping his home.</p>	<p>Hocker, Wilmot, 2007, p. 82</p>	<p>I underwent several goal changes as my positions changed in the organization. This was because the opportunities I thought did not exist actually existed, and so I was able to shift my focus from an extreme-performance-based perspective to a more administrative and retention-focus.</p>