

**EMPLOYMENT CONFLICT MANAGEMENT
CONCEPTS WORKSHEET
TRENT RHODES**

Concept	Application of Concept in Scenario	Citation of Concept in Reading	Personal Experience in your Organization
Employment at Will	<p>Dennis Munger, former Department Head of Coastal County experienced sudden termination after a stream of events that took place regarding a reorganization of the organization. Stan Accord, as new successor believed strongly in the value of efficiency and upgrading technology to more modern standards. As he saw fit, Dennis Munger along with 14 other employees were terminated, leaving their responsibilities outsourced to an advanced, specialized technological organization. Munger's investigation detailed the average age of the employees terminated was 50; he suggested the termination was due to ageism, and there was no legitimate reason to fire them.</p>	<p>University of Phoenix. (2009). Week One Supplement: White Papers. Retrieved August 9, 2009, from University of Phoenix, Week One. MMPBL/540—Conflict Management Course Web site.</p>	<p>I observed the antagonism of a manager towards particular employees. He made his dislike for these staff members obvious, and took advantage of opportunities to put them down and deter them. His goal, unstated but observable, was to create an environment full of conflict in order to provoke a reason to terminate these employees. Months later, notices from these employees arrived of their leave. One resigned and the other was terminated.</p>

<p>Breach of Contract</p>	<p>Dennis Munger expressed his frustration at Stan Accord's new management style. His expectations include having department heads check in with him before leaving the office. The new methodology Dennis disagrees with; emphasized he worked under the previous conditions for over 15 years. It was expected that he would make visits to assist his parents and compensated the missed time by working 50-60 hours per week.</p>	<p>University of Phoenix. (2009). Week One Supplement: White Papers. Retrieved August 9, 2009, from University of Phoenix, Week One. MMPBL/540—Conflict Management Course Web site.</p>	<p>One manager failed to acknowledge or move through the steps towards termination. The author is not certain of the actual contract agreement, but is aware a general protocol exists that allows an employee to make progression towards a termination. It is possible the nature of the termination was severe enough to prompt an immediate leave.</p>
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<p>Retaliatory Action</p>	<p>Mr. Munger escalated his concerns to the level of union organizations, the Age Discrimination in Employment Act and the Family and Medical Leave Act. He brought these charges after being denied more autonomous visits to feed his parents who were ill. Rather than taking leave when needed, he would have to receive confirmation prior to doing so by his supervisor. Not too long after his dialogue with Stan Accord, the new supervisor organized the termination of 15 employees.</p>	<p>University of Phoenix. (2009). Week One Supplement: White Papers. Retrieved August 9, 2009, from University of Phoenix, Week One. MMPBL/540—Conflict Management Course Web site.</p>	<p>With one particular manager, I observed a series of retaliatory actions against an employee who disagreed with the manager's methodology and philosophy of being successful at the organization. The organization embraces a free speech policy enabling any employee to have open discussions about business matters at any time. The manager took the employee's perspectives personally and retaliated by creating an undesirable environment for the employee.</p>
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<p style="text-align: center;">Paradoxical Thinking</p>	<p>Paradoxical thinking emphasizes being able to perceive several dimensions of a situation. The mental process requires a stepping-back to view the scenario from multiple angles. Elected Clerk Stan Accord and Dennis Munger both have challenges viewing each other's position and motivations. Each remains stern in their points-of-view, thus their continuous conflict resulted in an organizational and media explosion. Munger wants to keep the organization's systems in place and untouched, utilizing the autonomy to connect with the community while Accord wants to upgrade the organization for the modern and future ways of doing business.</p>	<p>Hocker. Wilmot. (2007). Conflict Components . The Nature of Conflict. New York: The McGraw-Hill Companies.</p>	<p>Many managers I have worked with lacked the power of paradoxical thinking. Their leadership styles incorporated weakened awareness of the personality differences among team members and how they respond to their leadership. I observed this decreased motivation and respect for the leader because of neglecting to acknowledge different, even opposing points of view.</p>
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<p style="text-align: center;">Joint Communicative Representations</p>	<p>An impromptu meeting between Accord and Munger demonstrated the cues stoking the fire of conflict via verbal language. Munger approached his supervisor with accusatory language. He wondered how he was supposed to help his parents on a whim if he had to attain supervisory approval to leave the office. Accord responded in an unconcerned manner, stating he would always be available.</p>	<p>Hocker. Wilmot. (2007). Conflict Components .The Nature of Conflict. New York: The McGraw-Hill Companies.</p>	<p>Some managers favor a leadership style of favoritism. One manager enjoyed providing more attention, assistance, training and resources to those employees who were closer to his personality and willing to put in the extreme work hours as he did. This communication style was visual for all team members to see. Certainly this created an antagonism among members of the team, which was both verbal and nonverbal.</p>
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