

Kim's Knowledge Knook

Directions- Select the best multiple-choice answer.



Advanced Organizational Management

1. What type of team is comprised of employees in different areas but is at the same hierarchical level?

- a. Vertical Team
- b. Special Purpose Team
- c. Cross-functional Team
- d. Horizontal Team

2. The act of influencing others to work toward a desired goal is?

- a. Leadership
- b. Authority
- c. Motivation
- d. Power

Answer #1: d – Horizontal Team – A horizontal team does not have a hierarchical structure, it is comprised of individuals from different areas, but all are at the same level. Like the horizon, there is an even playing field. Example- all are supervisors from different areas. According to <http://www.ibm.com/developerworks/webservices/library/ws-tip-team.html> IBM defines Horizontal team organization as:

A horizontal team is composed of specialists. This team works on several use cases simultaneously, each member working on their own aspects of the use case.

Advantages

- A higher quality of work is performed for each aspect (requirements, design, and so on) of the project.
- External groups, such as users and operations staff, interact with a small group of specialists who understand their exact needs.

Disadvantages

- Specialists often do not appreciate the importance of other specialties, resulting in disconnects between various aspects of the project.
- Information required by "back-end" people may not be gathered by the "front-end" people.
- Project management is more difficult because of competing priorities, visions, and needs of specialists.

Success factors

- Good communication is required between team members so that they understand where each person is coming from.
- Defined processes and quality gates that specialists must follow to promote effective hand-off to other specialists are required.

Answer #2: a- Leadership – for the definition of leadership according to http://encarta.msn.com/dictionary_1861625379/leadership.html is:

Definition:

1. **ability to lead:** the ability to guide, direct, or influence people

2. **guidance:** guidance or direction

According to the CPS and CAP Examination Review: Advanced Organizational Management by Prentice Hall, Mark Garrison, and Margaret Bly Turner there are two traits that are necessary for leadership, one is expertise, and the other is empathy.

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1. What is Functional Conflict?

- When two parties or groups confront one another in such a way that organizational performance is benefitted.
- When two parties or groups confront one another in such a way that organizational performance is hindered.
- When everyone chooses to ignore an issue.
- When dysfunction takes over the office.

2. What type of conflict occurs when parties or teams interact in a way that will harm or hinder the accomplishment of an organization's goals and objectives?

- Functional
- Dysfunctional
- Competing
- Harmonizing

Answer #1: a – When two parties or groups confront one another in such a way that organizational performance is benefitted.

Answer #2: b- Dysfunctional

Common Causes of Conflict		Suggested Styles for Resolving Conflict	
Unclear expectations	Employee not sure what is expected, how to accomplish job or what results are required	Collaborating	Openly exchanging information and examining differences to reach a win-win solution
Ineffective or poor communication	Misunderstandings due to poor listening, faulty perceptions or incorrect assumptions	Competing	Forcing acceptance of a position whilst ignoring the needs of the other party
Lack of clear jurisdiction or boundaries	Lacking boundaries, conflicts may arise over funds, space, time, personnel or equipment	Compromising	Both parties surrendering something to reach a mutually acceptable solution
Interpersonal styles or attitudes	Differences in race, religion, nationality, age, politics, ethics or values may lead to conflicts	Accommodating	Diminishing differences and emphasising commonalities to satisfy the other party while sacrificing your own concerns
Conflicts of interest	Competing departments commonly create conflicts	Avoiding	Sidestepping issues and not addressing conflicts
Organisational change	Change in teams, diversity or the work environment engender conflict		

Figure 1: Common Causes of Conflict and Suggested Styles of Conflict Resolution

On website <http://www.bpir.com/workplace-conflict-resolution-bpir.com/menu-id-71/expert-opinion.html>, Expert Tim Roberts outlines how leadership/leaders should cope with conflict.

On website <http://www.umpi.maine.edu/~petress/conflict.htm> Dr. Ken Petress outlines and discusses conflict. What is conflict? **Conflict** is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce rewards, and interference from the other parties in achieving their goals.

Conflict is natural and inevitable. People view conflict as unpleasant because we are taught to be unrealistic (fairy-tale endings); we are taught that conflicts are violent (Roadrunner cartoons); and many people view conflict as dangerous and undesirable (domestic violence/street crime). Conflict is inevitable. Although it is impossible to eliminate conflict, there are ways to manage it effectively.

Functional and Dysfunctional Conflict

Integration vs. Polarization.

Participants in a dysfunctional conflict accentuate differences; act on biases, underestimate commonalities shared with the other person. Participants in a functional conflict respect each other's needs and stress genuine commonalities.

Polarization is the "us" vs. "them" approach; the "good" vs. "bad" syndrome. Polarization typically leads to binary thinking which omits the vast area between poles. Polarization is learned through role modeling and through narrowly defined experiences.

Willingness vs. Unwillingness to Cooperate.

Participants in a dysfunctional conflict see each other as opponents. Such relationships are commonly defined as a "win/ lose" arrangement. Participants in a functional conflict recognize the benefits of cooperation in certain areas. These relationships are commonly seen as "win/win" arrangements.

Agreement vs. Coercion.

In dysfunctional conflicts, the participants rely heavily on power. One common power dynamic is coercion. **Coercion** is the use of force OR the threat to use force to get one's way or to force compliance on the part of others.

Force can come in many guises: physical force, social force, emotional force, financial force, blackmail...

De-escalation vs. Escalation.

In dysfunctional conflicts, the problems seem to grow larger, rather than smaller. **Catastrophizing** becomes routine in such relationships. Problem solutions take a back seat to survival or to one upmanship. Functional conflict solves more problems than it creates. Solutions to problems take center stage.

Some people "catastrophize" problems ie: "I stubbed my toe and it hurts awful! I just know I broke it. It will probably swell up and break open and it will get it infected; and I will have to have it amputated; and I will get gangrene; and I will die.

Keeping focus vs. losing sight of the original issue.

In dysfunctional conflicts, the partners may bring in unrelated problems. One version of this is called: "gunnysacking" where one party stores up old grievances and waits to unload both barrels when the time is ripe. In functional conflict, communicators remain focused on one subject at a time.

Foresight vs. Short-sightedness.

Short-sightedness causes dysfunctional conflict because participants may be "winning a battle, only to lose the war." They may hold firm on a given issue and in the process damage the overall relationship.

Results of dysfunctional conflicts are that neither party gets what he or she was seeking; they threaten the future of the relationship; they are personally destructive.

Results of functional conflict are that it increases involvement, promotes growth in a relationship, provides a safe outlet for frustration and aggressiveness, and allows each person to establish her or his identity.

Styles of Conflict.

There are various styles that individuals adopt when engaged in conflict. The four styles are classified as non-assertiveness, indirect aggression, direct aggression, and assertion.

Nonassertion. People may lack the skill or willingness to express thoughts or feelings. Some engage in avoidance because they believe it is easier to put up with the status quo than to face and solve the problem. Others may deal with conflict by accommodation, or giving in, putting their partner's needs ahead of their own. Sometimes either avoidance or accommodation is appropriate; however, when used inappropriately frustration, loss of self-respect, and risk of damaging the relationship may result.

Indirect Aggression. Indirectly aggressive people express their dissatisfaction in a disguised manner. Aggressive "crazy makers" use guilt-tripping, hinting, denial of intent, and nonverbal behavior to indirectly deal with conflict. Such approaches are often not effective, or cause irritation, which may harm the relationship in the future.

Direct Aggression. People who are directly aggressive often overreact, and attack the source of displeasure. Such reactions result in equally combative and defensive reactions.

Assertion. People who are assertive express their thoughts and feelings directly and clearly, without judging or dictating to others. There is no single "best" style of dealing with conflict. The key to success is to develop a repertoire of conflict styles so that when issues come up you will be able to choose the way of communicating that works best for the situation at hand.

Methods of Conflict Resolution. The best answer is to change conflict styles depending on the situation, the issue, and the people involved.

In win-lose situations, only one side is satisfied. In lose-lose situations neither side is satisfied.

In win-win situations, both sides are satisfied. In order for this final solution to work, the following steps are necessary:

1. Define your needs.
2. Share your needs with the other party.
3. Listen to the other person's needs.
4. Generate possible solutions.
5. Evaluate the possible solutions and select the best one.
6. Implement the solution.
7. Follow up the solution.