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Conflict Resolution

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Conflict Resolution

When a person or a group of people disagree, this is known as conflict. Conflicts may arise from different places, for example, at home, in the office or even playing grounds during a competition. Therefore, equipping oneself with conflict resolution skills may come in handy whenever a conflict arises. The major conflicts in business mergers are mainly caused by differences in the companies' cultural practices together with their ideologies. So, for a merger to be successful, majority of the ideology, cultural and economic practices have to be similar in both firms (Cliffe, 1999).

Question 1

The Nick Cunningham conflict is functional as long as he can bring every senior management from both Synergon and Beauchamp to understanding. There is an opportunity in bringing the members into understanding since Nick seems to be inclined to neither side. He acts as a mediator for both companies even though he works for Synergon. Besides, he has the best interest of the merger in mind. This is as a result of the outcome that would make him jobless if the companies would not come to understanding.

When faced with a do or die situation, most people will choose the do option. Similarly, Nick has to choose the do option if he wishes to have a job at the end of the day (Bauer & Erdogan, 2011). For the companies to have an understanding, several measures are to be put in place and things to be done. First, Mansfield should be part of the solution but not the problem. Being willing to assist Synergon achieve its unrealistic goals, Mansfield, therefore, would be an advantage if he is on Synergon side as compared to being on the defensive. Secondly, Mansfield has to be on an attractive incentive program regardless of whether he will be retiring soon.

Thirdly, including a finance individual in Beauchamp would make sure that issue brought to Beauchamp is handled by a person who knows the organization that the issues are coming from. Therefore, it would be easy to manage issues. Lastly, monitoring Mayfield's production will also help in keeping him on toes to actualize the goals set by Synergon for his company (Luthans et al., 2015).

Question 2

The conflict arising from the two firms are goal-oriented. The purchasing company wants to operate the way they are used to contrary to the bought company that wants to operate as they are used to but using resources from the company that bought them. In this case, goal conflict is involved. Nick's goal is to make the merger a success but is facing challenges from both parties. There are different types of goal conflict. Nick is faced with an approach-avoidance conflict where there are both negative and positive aspects of firms' participants. But the positives outweigh the negatives in time (Luthans et al., 2015). However, the more one gets closer to realizing their goals, the more the negative aspects are pronounced.

Approach-avoidance conflict as well as its results are familiar among administrators together with people in senior positions in current organizations. That is to say, numerous senior leaders currently have been encountering mixed approach-avoidance reactions or feelings. Some may consider conflict to be bad and others good. However, moderate conflict will assist a firm in becoming healthy and competitive (Bauer & Erdogan, 2011).

Question 3

The best approach Nick Cunningham can take is problem-solving. This is also the most common approach to solving conflicts in companies. The groups or individuals are requested to

focus on the problem rather than focusing on each other. In this case, Nick should be able to highlight to the senior managers in both companies to focus on the problem rather than focusing on themselves (Shearhouse, 2011). Through uncovering the root of the problem, the leaders can agree and in turn solve the problem at hand. This recognizes the uncertainty of a side being completely wrong and the other being completely right.

There are steps to be followed to effectively solve a problem. These steps include first, describing the problem which in Nick Cunningham's case is an unsuccessful merger between Synergon and Beauchamp. Secondly, describing how everyone feels. Mayfield has already expressed his feeling to Nick. Nick also knows how his bosses at Synergon feel about the merger. Thirdly, exchanging reason of position is necessary (Bauer & Erdogan, 2011). Fourthly, both senior leaders must understand each other. Fifthly, the leaders should both come up with options that will mutually benefit them. Finally, the managers should come to a mutual agreement (Liddle, 2017).

Nick must appoint a referee who will hear from both sides and help agreed if Nick himself cannot do the job. Nick needs to coax employees from both sides to think in different ways. Nick must persuade the people at Synergon to break certain instructions if the acquisition is to survive. Nick has to absorb Mayfield's concerns and relay them to the senior leadership at Synergon effectively (Shearhouse, 2011).

Question 4

Regardless of the outcome, Nick should pursue Mayfield leadership, vision and architecture. He would be able to do what Synergon was not able to do after acquiring the company. Nick should be at the forefront of working with Beauchamp senior leaders together

with Mayfield in developing a split vision and a similar set of values. Nick has to be involved with the senior managers and make them buy his ideas concerning the acquisition. Again, he has the task of finding help wherever he can whether it is with his own company or Beauchamp. Also, he needs to bring every individual involved in the acquisition of the company on board if he wants to salvage the merger (Luthans et al., 2015). It is important to keep Beauchamp's CEO Mayfield because his departure may result in departure of the company's customers who for years have been loyal to the company. This in turn will make them run out of business. Therefore, keeping Mayfield should be made a priority if Synergon wants to double their income in the next three years (Cliffe, 1999).

In summation, it is clear that conflict may vary from little annoyance to being physically violent instances. Simultaneously, conflict may also result in innovation and creativity, or bring an organization to a standstill. There are numerous types of conflicts that a group or an individual may be involved in. In a firm, various popular instances can generate conflict. Different organizational structures may have negative effects on employees' performance especially when an employee has several bosses and each boss wants his work to be done on time. Additionally, there may also be organizational conflict when there is scarcity of resources to finish a given task. Lack of communication again may result in conflict among employees within a company. However, hierarchy within an organization may limit this communication conflict.

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