Conflicts in the Workplace

BUS 610 Organizational Behaviors

**Conflicts in the Workplace**

Conflicts are disagreements between individuals, who feel their needs, interests or concerns are threaten (Johansen 2012:50). Conflicts in the workplace have become common due to age, cultural and identity contrast. Open conflicts can be detrimental to the organizations productivity and managers must address conflicts appropriately in a timely manner before the conflict grows into something more. Within an organization, functional conflicts occur when organization’s interests are served in some way, such as change in execution (Baack, 2012). Conflicts occur when miscommunication or perception between individuals.

**The Conflict**

At my current workplace, an intragroup conflict occurred when the company changed the customer experience between the Makeup Artist and customer after 15 years. The communication of the organizational change was presented at a manager training for 3 hours and the facilitators could not answer manager questions regarding changes. At the point when managers trained the Artists on the new company direction, the Artists could not understand the direction, which quickly created conflicts between managers and staff. Artists were asked to provide 30 minute uninterrupted makeup services, which would directly affect the Artists daily productivity. Moreover, employees whom first dialect is Spanish were unable to comprehend the progressions and employees were unable to disclose the changes to customers’ legitimately, which caused conflicts on the sales floor.

**The Source**

When employees are first hired in the organization they are required to attend a weeklong basic training. Amid fundamental preparing, employees are taught how to relate with customers to convey the most ideal experience alongside product knowledge and makeup technique. At the point when preparing is presented, Artists spend no less than six to seven hours viewing and honing the new initiatives to ensure consistence and answer any concerns or potential situations. The source of the conflict originated from the company. The organization did not give the Trainers, Managers or the Artists plentiful time to apply and hone the new direction.

When a new direction is given, the Trainers would prepare all members of management and the management would acquaint the new initiatives to their team before heading to training. Because of the preparation happening without prior warning, the Trainers were unable to ask applicable inquiries that might be sympathy toward area management thusly; the Managers were not on board with the changes in customer interactions because Managers did not comprehend the new concepts. The new direction was really rearranged from the old selling techniques and offerings, however in light of the conveyance of the data, the Artists just saw that their sales and average unit sale would drop immensely which would increase disciplinary actions. For example, Artists have a sell per hour goal of $200 on any given day. In the event Artists are spending 30 minutes of continuous service to one customer it is verging on unimaginable for that Artist to meet their daily sales goal if the customer only spends the required $30. Since the data was not clear and inquiries couldn’t be particularly tended to, it brought on interior conflicts among the group.

Miscommunication is frequently the base of conflicts (McVey, 2007) and created disarray between the Artist and customer. Part of the new direction was providing several different 30- minute uninterrupted make up services. The make up services was communicated through training that all services were booked in advanced, however; local management decided to change the direction and advise everyone in the region that all services can be done on a walk up basis. During the training in January, the Trainers informed everyone the changes would take effect starting the week after training but the service pamphlets would not be available until March so the Artists and customer could have a tangible document to reference.

The pamphlet was fundamental to the achievement of the new makeup services because it permitted the customer and Artist to decide together what services would be the best fit for the customer. The pamphlets were finished with face charts so the customer and Artists could visually understand the makeup look and all employees were trained to use the pamphlets for all learning types. This allowed consistency from all locations, which is essential considering there are several locations within the metro area and within the same mall. In addition to the fact that it was ideal for customers who were new to makeup but also for our Spanish speaking customers. Pamphlets came in Spanish and English to showcase to customers which helped the staff just in case their wan not a Spanish speaking Artists available, the customer could still convey their makeup preference and service.

**Resolving the Conflict**

This conflict is gradually beginning to enhance; however management is still getting resistance from their staff because of the sales per hour differential. The initial step to resolve this issue to has occurred which is providing a six hour training to Artists to practice the new customer service interactions and start a dialogue of their concerns. This permits the Artists to voice their opinions so they are heard. The second step would be for managers to get their staff understanding about providing 30-minute services without any pull back from the Artists. This can be accomplished by scheduling the appropriate number of Artists fitting to lower the sales per hour to at least $120 so the Artists have an opportunity to meet their daily goal objective. This would give the Artists confidence of their goal attainment. Ultimately, the start of the new services ought to be placed on hold until the pamphlets arrive so there is clear communication between customer and all employees from each location. With these three steps it would allow the contention to stifle.

**Conflict Outcomes**

Although I have provided conflict resolutions, some may not be feasible due to staff constraints. Providing an additional training that was not planned in the beginning of the fiscal would cause added costs to regional managers depleted budget. This could possibly cause cuts in employee welfare during the end of the fiscal when contests are added to energize the staff during non-peak sales seasons. The other solution of having the sales per hour lowered to $125 daily can work in larger volume locations but may be a challenge for smaller volume location that only has 6-9 employees. During the week, the staff is usually depleted at any location because almost 50 % of the revenue is Friday, Saturday and Sunday. Lastly having pamphlets to showcase to customers are great, however; some Artists do not utilize the visual aid because they are confident in the verbal communication and do not like to give customers too many options because Artists would spend too much in the investigation piece instead of makeup.

**Conclusion**

All in all, progressions can bring about conflict particularly changing the way an organization considers. Theses conflicts can be restrained by planning effectively and recognizing what works with your organization such as maintaining training consistency to build employees confidence and compliance, ensuring that new direction speaks to all employees and providing visual aides. Communicating with your employees effectively will guarantee that conflicts in this capacity don’t emerge and hinder the progress of the organization.

References

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