

Conflict Resolution Between Greg And Glenn

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Conflict Resolution

Glenn Knight was a senior research scientist at a research and development laboratory. This particular laboratory was operated by the United States Department of Defense. Glenn joined the laboratory in 1976. In 1988, he started working as a full-time scientist after completing his master's and Ph.D. degrees. Glenn was a competent scientist known for his contributions to research. The laboratory researched construction methods and construction materials. Glenn had completed several projects related to construction materials to be used in buildings to make them safe during natural catastrophes such as an earthquake. Glenn later on hired Greg to assist him in his research project. Greg had just completed his Ph.D. degree. Greg had excellent academic records and research skills, which were evident in his research projects. Glenn knew that it was a good idea to hire him. Although the laboratory mostly had fresh employees at smaller projects before they were skilled enough to move on to the next projects. Glenn hired Greg directly for an advanced project. Greg and Glenn worked together to produce quality research work. However, differences raised between both of them as the project proceeded. Glenn wanted Greg to collect data related to how an earthquake can affect the building. Greg was sent to California and then to San Francisco. Greg collected the data, but Glenn was not satisfied with him. Glenn was furious as data was not collected in the way desired by Glenn.

Glenn later complained about his problems with Dale, which worsened the situation and increased conflicts between Greg and Glenn. Greg believed that Glenn had given him incomplete instructions. Glenn felt that Greg was only collecting for the use of his research. Greg felt that Glenn was fudging his data. Another factor that led to the conflict was Greg's lack of experience. Greg was appointed against the laboratory norm. Greg should have been allowed to learn from smaller projects before appointing him to advanced ones.

1. Lack of communication and clarity of direction given by Glenn to Greg led to conflicts. Glenn should have talked to Greg directly about the issue. He should have inquired about which sort of directions were missing and how they could avoid the situation in future. Instead, Glenn complained to Dale about the differences. Personality differences also led to conflict (III, n.d.). Glenn believed that he was an expert in the field, while Greg considered himself a warrior who wanted to learn and improve. Glenn and Greg compete with each other, which leads to conflict. They were working on the same project yet had different approaches (Ferguson, n.d.).

2. Glenn assumes that Greg is only doing work to collect data that he can use in his research. Glenn believes that Greg is not at all interested in the research project for which he has been hired. The

following statement of Glenn to Greg confirms it:

“You know what I think is going on here? I think Greg is just using my project to gather the data he wants and needs for his research. I don’t think he gives a damn about the research he is paid to do—the research on my project. My project is just a way for him to get paid to do his research. I spent a lot of money out of my project funds to send him to California, and what did I get? Nothing.....”.

Greg assumes that Glenn himself has no idea about what the data should look like. Glenn gave incomplete instructions to him. This is evident through the statement of Greg:

“I don’t think he has a clue as to what he wants”.

3. I will give the following recommendations to resolve conflict:

- To be more collaborative and authoritative.
- Team members must be empowered, and they must discuss each matter in detail with each other.
- Team members must work together to attain common interests and should work with common values.
- Project goals must be kept above personal goals. Transparency and quality must be ensured by each team member.
- Internal competition must be avoided.

4. I will tell Glenn to give Greg some chance since he is now at work. I will advise Glenn to talk to Greg and give him clear directions about what he wants. I will advise Glenn to equip and train Greg about how he should do the work instead of making false assumptions. I will advise Glenn to be more positive, collaborative and guiding than authoritative. I will advise Greg to listen to Glenn’s directions. I will advise Greg to ask Glenn questions, and he should keep on asking for assistance at every stage of data collection to avoid confusion.

5. To coach both of them, I will train them to acquire active listening and communication skills. Coaching will be based on instilling collaboration. I will coach them to be positive and enthusiastic about work goals and to work together to attain them. Coaching will help these individuals learn conflict-resolution skills that do not impact work goals (UCS, n.d.).

References

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