



Conflict management (Short Case study)

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Sheetal and Heetal both work for a sales and development company. The general manager of the sales team interviewed and hired Sheetal because of her experience and agreeable personality. Heetal was interviewed by another sales leader but strongly opposed hiring her for the work because he thought she was not competent to do the job because she was fresher and friendly/talkative.

Six months after Sheetal was hired, the manager left the company to start his own company and recommended that Sheetal and Heetal serve as joint leaders. Sheetal agreed reluctantly with the manager but demanded that it be made clear she was not working for Heetal. The manager consented: Sheetal and Heetal were to share the same working area and have to work on the same project.

Within a week Sheetal was angry because Heetal was representing herself to others as the leader of the entire project and giving the impression that Sheetal was working for her. Now Sheetal and Heetal are meeting with the manager to see if he can resolve the conflict between them.

Sheetal says: Right after the joint leadership arrangement was reached with the manager, Heetal called a meeting with other team members without even consulting me about the time or content. She just told me when it was being held and said I should be there. At the meeting, Heetal reviewed everyone's duties line by line including mine, treating me as just another team member working for her. She sends out a letter and signs herself as team lead, which implies to others that I am working for him.

Heetal says: Sheetal is all hung up with feelings of power and titles. Just because I sign myself as team lead doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make/ She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Sheetal has other things to do, other projects to run. So, she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me.



Question Regarding this conflict

1. Sheetal and Heetal seem to have several conflicts. Identity the conflict management style that can be used to resolve.
2. Do you face this kind of conflict in our daily life? Example

