

**Analysis of the “Bachman” Article:
 (“Exploring Conflict/Negotiation”)
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Course: *MGT 360BH*
Title: *Principles of Management and Organizational Behavior* (3 units)

“There are five managerial roles; they are to set objectives, organize, motivate and communicate, measure, and develop people.”
 ---Peter Drucker (1909-2005)

Purpose

The purpose of this document is to help structure the discussion for the critical management topics of negotiation. In particular, we will use the “Bachman” article on equal pay for women’s soccer and the Whetton/Cameron textbook Chapter 7 (Managing Conflict).

Not all aspects of the following tables may be applicable or have supporting evidence. That’s fine. Remember, “tolerance for ambiguity” is a distinguishing characteristic of a manager’s life. Also, a “blank” line may suggest further investigation or exploratory questions to pursue perhaps to broaden a discussion.

It is perfectly reasonable that some evidence may be applicable to more than one aspect of the following tables. Finally, evidence in more than one aspect may suggest further investigation or exploratory questions to pursue perhaps to clarify subtle details.

Sources of Conflict

By learning more about the source of the conflict, the origins, we better understand how it got started (the igniting spark).

Sources of Conflict	Bachman <i>Page</i>	Bachman <i>Line(s)</i>	Bachman <i>Evidence</i> (an example drawn from the article)
<i>Personal Differences</i>			
<i>Informational Deficiencies</i>			
<i>Incompatible Roles</i>	3	7-9	“Several of U.S. Soccer's sponsors publicly criticized a 2020 court filing by the federation arguing that male players carried "more responsibility" and had a "higher level of skill" than women's players.”
<i>Environmental Stress</i>	2	15-16	“The women's team reaching a new labor agreement was a requirement of the \$24 million settlement deal reached in February by U.S. Soccer and the dozens of women's players who sued it for gender

			discrimination in 2019. The settlement still needs final approval by the court.”
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Focus of Conflict

By understanding the focus on the conflict, we gain an appreciation for the substance of the dispute (what is fueling the conflict).

Focus of Conflict	Bachman Page	Bachman Line(s)	Bachman Evidence (an example drawn from the article)
<i>Issues</i>	1	24-25	“I feel a lot of pride that there are a lot of <i>young girls who are going to see what we've accomplished and grow up recognizing their value</i> rather than fighting to find it...” (emphasis added)
	2-3	(2)27- (3)2	“In March 2019, after failing to gain traction with a 2016 complaint to the federal Equal Employment Opportunity Commission, members of the U.S. women's national team sued U.S. Soccer. They alleged the federation illegally paid them less than the U.S. men's team and provided them with <i>inferior staffing, travel and playing venues.</i> ” (emphasis added)
<i>People</i>			

Conflict Management Approach

People’s responses to interpersonal confrontation tend to fall into five categories.

Approach	Bachman Page	Bachman Line(s)	Bachman Evidence (an example drawn from the article)
<i>Avoiding</i>			
<i>Accommodating</i>			
<i>Forcing</i>			
<i>Compromising</i>			

<i>Collaborating</i>			
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General Framework for Collaborative Problem Solving

Collaborative problem solving, in general and if possible, is the best overall approach. It's also the hardest to implement.

Framework Principles	Bachman Page	Bachman Line(s)	Bachman Evidence (an example drawn from the article)
<i>Establish Overarching Goals</i>	1	10	"The new deals are an effort to resolve a thorny pay-equity problem..."
<i>Separate the People from the Problem</i>	1	11-12	"The U.S. women won the past two World Cups but argued they were paid less than the U.S. men's team that failed to qualify for the 2018 tournament." (emphasis added)
<i>Focus on Interests, not Positions</i>	1	10-11	"...involving two teams with very different pay structures and performance histories."
<i>Invest Options for Mutual Gains</i>	1 2	19 13-14	"The agreements give both men's and women's players significant raises..." "As part of the deals, U.S. Soccer will share a portion of its broadcast-rights and sponsorship revenue with the men's and women's teams, another first."
<i>Use Objective Criteria for Evaluating Alternatives</i>	1	14-15	"The new agreements attempt to eliminate those differences by creating "identical economic terms" for the two teams."
<i>Define Success in Terms of Net Gains, no Imaginary Losses</i>	1	9	"...and achieve what the women had been seeking: equal pay."

The Four Phases of Collaborative Problem Solving

In the midst of a heated exchange, the first two phases are the most crucial steps, as well as the most difficult to implement effectively.

Phases	Bachman Page	Bachman Line(s)	Bachman Evidence (an example drawn from the article)
<i>Problem Identification</i>	1	8	“The labor agreements follow years of legal pressure on the U.S. federation from members of its four-time World Cup-champion women's team...” (persist until understood)
	2	18	“Getting the labor deals done took unprecedented cooperation.” (encourage two-way communication)
<i>Solution Generation</i>	2	5	“The new deals, the U.S. federation said, make the U.S. the first country where national teams have agreed to pool and share their prize money from the tournaments. To do that, the U.S. men's players will give up some of their World Cup proceeds, no matter where they finish, to achieve the even split of prize money with the women.” (agree with some aspect of the complaint)
	2	10-12	“I can't say that every conversation was easy with every member that was on our team, or involved with our negotiations," U.S. men's player Walker Zimmerman said. "But at the end of the day, the guys came together and said, "This is what we need to do to get a deal done and this is how we can grow the game collectively.” (establish a climate for joint problem solving by showing genuine interest concern)
<i>Action Plan Formulation and Agreement</i>	1	5-7	“The United States Soccer Federation reached landmark collective-bargaining agreements with its men's and women's national teams that align their pay and create a unique mechanism to share prize money from their respective World Cup competitions.”
<i>Implementation and Follow-up</i>			