

# TEAM PERFORMANCE & CONFLICT MANAGEMENT

**2** PAPER

**3** TOPIC

## CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE

Outline/Explain/Discuss the following criteria for successful team performance:

### Interpersonal attitudes and behaviour

- Members have a positive attitude of support and motivation towards each other.
- Good/Sound interpersonal relationships will ensure job satisfaction/increase productivity of the team.
- Team members work together passionately to achieve a common goal.
- Team leader acknowledges/gives credit to members for positive contributions.

### Shared values

- Team members respect/trust one another despite differences that may exist among the team.
- The experiences/knowledge/skills of other team members are acknowledged/respected.
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team work.

### Communication

- The role/s of every team member is set out in the procedures that the team must adhere to.
- Good communication between team members may result in quick decisions.
- Quality feedback improves the morale of the team.
- Honest discussions lead to effective solutions of problems.

### Collaboration

- Each team member knows exactly what they are expected to do because the goals are clear/realistic.
- Team members are willing to work with one another in pursuit of the goals of the team.
- Cooperate with management to achieve team/business objectives.
- All members take part in decision making.

*Identify the above-mentioned criteria from given scenarios/statements.*

## CHARACTERISTICS OF SUCCESSFUL TEAM PERFORMANCE

### Outline/Explain/Discuss the characteristics of successful team performance.

- Successful teams share a common goal as team members are part of the process of setting goals for the group.
- There is a climate of respect/trust and honesty.
- Share a set of team values and implement group decisions.
- Successful teams have sound intra-team relations.

## STAGES OF TEAM DEVELOPMENT

### Explain/Describe/Discuss the above-mentioned stages of team development.

*Identify/Name the following stages of team development from given scenarios/statements:*

#### Forming

- This is the first stage of team development in which team members are introduced to one another.
- Team members observe one another's behaviour and are polite to each other.

#### Storming

- Conflict occurs among team member after the forming stage is concluded.
- Team members with different ideas exchange these ideas, which leads to conflict.

#### Norming

- The conflict during the storming stage must be resolved as soon as possible. This will allow the team to move to the norming stage.
- During this stage, team members compromise their ideas and accept that they need to work in harmony with one another.

#### Performing

- Team members are aware of strategies and aims of the team.
- The leader trusts the team and avoids interfering in the operations of the team.

#### Adjourning/Mourning

- The focus is on the completion of the task/ending the project.
- Some team members adjust poorly to the team breaking up because they will find it difficult to work on their own again.

## IMPORTANCE OF TEAM DYNAMIC THEORIES IN IMPROVING TEAM PERFORMANCE

**Describe/Explain/Discuss/Elaborate on the importance of team dynamic theories in improving team performance e.g., allocating tasks according to the roles of team members.**

- Team dynamic theories are used to explain the effectiveness and importance of teamwork.
- Tasks are allocated to team members consistent with the role the team member performs within the team.
- The skills/experiences/talent of the team member determines the role that will be allocated to him/her.
- Individuals are given the chance to perform optimally within the team, given the roles allocated to them.

## CONFLICT RESOLUTION

**Outline/Explain/Describe/Discuss causes of conflict in the workplace. (4)**

- Employees from different backgrounds do not always agree on the path they need to follow in pursuit of the organisation's goals.
- Not adhering to the rules/procedures of the organisation may lead to conflict if the guilty party/ies is confronted about the matter.
- Lack of cooperation could delay the production process and cause frustration amongst colleagues.
- The different personalities of employees come to the fore/emerge when employees engage with each other.
- Lack of recognition by management of workers who perform additional duties/consistently perform at high levels.
- Unrealistic deadlines may increase the stress levels of certain employees.
- Unfair workloads may cause some employees to feel marginalised/resentful.
- Lack of clear communication may cause uncertainty amongst employees.

*Identify causes of conflict from given scenarios/statements*

## HOW TO HANDLE CONFLICT IN THE WORKPLACE

**Explain/Advise businesses on how they should handle conflict in the workplace (Conflict resolution steps/techniques) (4)**

1. Acknowledge that conflict exists.
2. Identify the cause of the conflict to get clarity on its nature.
3. Invite conflicting employees to state their views separately.
4. Explain the purpose of the meeting to the conflicting employees.
5. Invite conflicting employees to a joint meeting.
6. Arrange a time and place for conflicting employees to meet.
7. Allow each employee to express his/her views.
8. Encourage conflicting employees to accept that their views are different.
9. Evaluate the views expressed and make an objective decision.

## DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

### Differentiate between grievance and conflict.

GRIEVANCE	CONFLICT
When an employee is unhappy/has a problem/complaint in the workplace.	Clash of opinions/ideas/view points in the workplace.
It is when an individual/group has a work-related issue.	Disagreement between two or more parties in the workplace.

### Explain/Discuss the correct procedures to deal with grievances in the workplace. (4)

- The complainant must verbally report the grievance to his/her supervisor.
- The supervisor must resolve the grievance within 3 – 5 working days.
- If the supervisor is unable to resolve the grievance, the complainant may take the grievance to the manager of the supervisor.
- The grievance forwarded to the manager of the supervisor must be in writing.
- The manager of the supervisor provides the complainant with a written reply in response to the written grievance.
- The manager must invite all parties to the grievance to a meeting.

## DEALING WITH DIFFICULT PEOPLE / PERSONALITIES

### Suggest/Recommend different ways in which businesses can deal with difficult people/personalities in the workplace.

### Identify/Name the following difficult people/ personalities from given scenarios/statements:

#### Complainer

- Listen to the complaints but don't acknowledge them by nodding your head.
- Interrupt the complainer after a while and proceed with strategies to deal with the issues raised.

#### Indecisive

- Suggest alternative approaches and guide the employee through the alternatives.
- Highlight the importance of decision-making and the consequences of delaying thereof.

#### Over-agree

- Be firm with the employee and don't allow him/her to let them make promises that they cannot keep.
- Monitor the progress of duties assigned to the employee.

## Negativity

- Listen to the employee, but do not agree with him/her.
- Allow the employee to express his/her views, but do not own their negativity.

## Expert

- Listen to the employee but let him/her know that you are in control of the situation.
- Let him/her know that you value their inputs, but that you'll also consider other alternatives.

## Quiet

- Give the employee sufficient time to express his/her views on the issues.
- Do not use the delay in responding by the employee to express your views.

## Aggressive

- Provide the employee with sufficient time to express himself/herself.
- Refrain from attacking their views, as this will lead to a confrontation with him/her.

## WAY TO DEAL WITH DIFFICULT EMPLOYEES IN THE WORKPLACE

### Explain/Suggest different ways in which businesses can deal with difficult employees in the workplace. (4)

- Arrange a one-on-one meeting with the difficult employee to avoid being distracted while dealing with the issues.
- State the purpose of the meeting to ease any fear that the employee may have.
- Be specific about the behaviour of the employee that's deemed to be unacceptable.
- Provide the difficult employee with an opportunity to explain his/her side of the unacceptable behaviour.
- Determine a deadline by which the behaviour of the difficult employee must improve.