

TEAM PERFORMANCE & CONFLICT MANAGEMENT



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

- Shows loyalty/respect/trust towards team members despite differences.
- Shows respect for the knowledge/skills of other members.
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team goals.

Communication

- A clear set of processes/procedures for teamwork ensures that every team member understands his/her role.
- 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

- Clearly defined realistic goals are set, so that all members know exactly what is to be accomplished.
- All members take part in decision making
- Willingness to co-operate as a unit to achieve team objectives.
- Co-operate with management to achieve team/business objectives.

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

- Individuals gather information and impressions about each other and the scope of the task and how to approach it.
- Teams are comfortable and polite with each other during this stage.

Storming

- Teams go through a period of unease/conflict after formation.
- Different ideas from team members will compete for consideration.

Norming

- Team members come to an agreement and reach consensus.
- Roles and responsibilities are clear and accepted.

Performing

- Team members are aware of strategies and aims of the team.
- They have direction without interference from the leader.

Adjourning/Mourning

- The focus is on the completion of the task/ending the project.
- All tasks need to be completed before the team finally dissolves.

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 explain how effective teams work/operate.
- Businesses are able to allocate tasks according to the roles of team members.
- Team members can maximise performance as tasks are allocated according to their abilities/skills/attributes/personalities.
- Conflict may be minimised when team members perform different roles.

CONFLICT RESOLUTION

Outline/Explain/Describe/Discuss causes of conflict in the workplace.

- Lack of proper communication between management and workers.
- Ignoring rules/procedures may result in disagreement/differences in opinions and conflict.
- Management and/or workers may have different personalities/ backgrounds.
- Different values/levels of knowledge/skills/experience of managers/workers.
- Little/no co-operation between internal and/or external parties/stakeholders.
- Lack of recognition for good work such as manager not showing appreciation for extra hours worked to meet deadlines.
- Lack of employee development may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills.
- Unfair disciplinary procedures, e.g., favouritism/nepotism.
- Little/no support from management with regards to supplying the necessary resources and providing guidelines.
- Leadership styles used, e.g., autocratic managers may not consider worker inputs.
- Unrealistic deadlines/Heavy workloads lead to stress resulting in conflict.
- Lack of agreement on mutual matters, e.g., remuneration/working hours.
- Unhealthy competition/Inter-team rivalry may cause workers to lose focus on team targets.
- Lack of commitment/Distracted by personal objectives which may lead to an inability to meet pre-set targets.
- Constant changes may cause instability.
- Lack of clarity regarding employees' roles and responsibilities.
- Lack of commitment/distracted by personal objectives which may lead to an inability to meet pre-set targets,
- Complaints/Criticism of performance/behaviour/attitudes may result in resentment between the employer and employee.
- Poor organisation/procedure resulting to confusion regarding set targets.

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)

- Acknowledge that there is conflict in the workplace.
- Arrange time and place for negotiations where all employees involved are present.
- Each party has the opportunity to express his/her own opinions/feelings.
- Provide opportunities for parties to agree on the best solution.

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/viewpoints 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)

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager.
- Supervisor/Manager needs to resolve the issue within 3 to 5 working days.
- The employee must receive a written reply in response to the written grievance.
- A grievance hearing/meeting must be held with all relevant parties present
- Should the employee not be satisfied, then he/she could refer the matter to the highest level of management.
- Top management should arrange a meeting with all relevant parties concerned.

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

- Guide them through alternatives.
- Stay in control and emphasise the importance of making a decision.

Over-agree

- Be firm with the employee and don't allow him/her to let them make promises that they cannot keep.
- Follow up on their actions

Negativity

- Be firm with them and do not let them draw the supervisor into their negativity.
- Listen to them but do not agree with them

Expert

- Be firm and assertive.
- Know your facts.

Quiet

- Do not fill their silence with words
- Wait for their response

Aggressive

- Be firm, but do not attack them
- Do not allow them to be hostile toward others

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)

- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees.
- Ask someone in authority for their input into the situation.
- Identify the type of personality which is creating the problem.
- A deadline should be set for improving bad/difficult behaviour