

TOPIC: TEAM PERFORMANCE AND CONFLICT MANAGEMENT – MEMO

1. Stages of team development from given statements

- 1.1 Storming√√
- 1.2 Performing/ Working as a team towards a goal√√
- 1.3 Forming√√
- 1.4 Norming/Settling/reconciliation√√

(8)

2. Storming

Teams go through a period of unease/conflict√ after formation. √
 Different ideas from team members√ will compete for consideration. √
 Tension/struggle/arguments occur√ and upset the team members/there may be power struggles for the position of team leader. √
 In some instances storming can be resolved quickly√; in others, the team never leaves this stage. √

Many teams fail during this stage√ as they are not focused on their task. √
 This phase can become destructive for the team√/will negatively impact on team performance, if allowed to get out of control. √

This stage is necessary/ important√ for the growth of the team. √
 Some team members tolerate each other√ to survive this stage.√

Performing/ Working as a team towards a goal

Team members are aware of strategies√ and aims of the team. √
 Processes and structures√ are set. √
 Leaders delegate and oversee√ the processes and procedures. √
 All members are now competent, autonomous√ and able to handle the decision-making process without supervision. √
 Differences among members are appreciated√ and used to enhance the team's performance. √

Forming

Individuals gather information and impressions about each other√ and the scope of the task and how to approach it. √

This is a comfortable stage to be in.

People focus on being busy with routines√, such as team organisation e.g. who does what, when to meet each other, etc. √

Norming/Settling/reconciliation

Roles and responsibilities are clear√ and accepted. √
 Processes/working style √ and respect develop amongst members. √
 Team members have the ambition√ to work for the success of the team. √
 Conflict may occur√, but commitment and unity are strong. √

Max (8)

3. Characteristics of successful teams

Successful teams share a common goal√ as team members are part of the process of setting goals for the group.√

Share a set of team values√ and implement group decisions.√

Teams value the contributions of individual members√ and reach consensus on differences.√

There is a climate of respect/trust√ and honesty.√

Team members enjoy open communication√ and deal with items of conflict immediately.√

Teams are accountable√ and members know the time frame for achieving their goals.√

Teams pay attention to the needs√ of the individual team members.√

Successful teams have sound√ intra-team relations.√

Creates an environment where team members are given opportunities to develop√ so that team members grow and learn from the experience of working in a team.√
Regular reviews of team processes√ and progress may detect/solve problems sooner.√
Balance the necessary skills/knowledge/experience/expertise√ to achieve the objectives.√

4. Criteria for assessing successful team performance

4.1 Interpersonal attitude 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.√
Members are committed/passionate √ towards achieving a common goal/ objectives.√
Team leader acknowledges/gives credit to members√ for positive contributions.√

4.2 Communication

A clear set of processes/procedures for team work√ ensures that every team member understands his/her role.√
Efficient/Good communication between team members √ may result in quick decisions.√
Quality feedback√ improves the morale of the team.√
Open/Honest discussions √lead to effective solutions of problems.√
Continuous review of team progress √ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached.√

4.3 Share values/Shared values/Mutual trust and support

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.√

4.4 Co-operation/Collaboration

Clearly defined realistic goals are set√, so that all members know exactly what is to be accomplished.√
Willingness to co-operate as a unit √ to achieve team objectives.√
Co-operate with management √ to achieve team/business objectives.√
Agree on methods/ways to get the job done effectively√ without wasting time on conflict resolution.√
All members take part√ in decision making.√
A balanced composition of skills/knowledge/experience/expertise√ ensures that teams achieve their objectives.√

5. Importance of team dynamic theories in improving team performance

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.√
Team members with similar strengths√ may compete for team tasks/ responsibilities that best suit their abilities/competencies.√
Theories assist team leaders to understand the personality types of team members√ so that tasks are assigned more effectively.√
Conflict may be minimised√ when team members perform different roles.√

6. Distinction between a grievance and conflict at the place of employment

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. √
Examples that can cause a grievance:Discrimination, unfair treatment, poor working conditions. √	Examples that can cause conflict: A lack of trust/miscommunication/ personality clashes/different values.√

7.1 Causes of conflict in the scenario

Workers find it difficult to tolerate each other's beliefs and values.√

Many fight over the use of the business's limited resources.√

Some ignore business rules.√

Management refuses to address the workers' concerns.√

7.2 Other causes of conflict in the workplace

Lack of proper communication√ between management and workers.√

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√, e.g. a manager may not show 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. favoritism/nepotism.√

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√ which may lead to an inability to meet pre-set targets.√

7.3 Handling conflict in the workplace

Acknowledge that there is conflict in the workplace.√√

Identify the cause of the conflict.√√

Pre-negotiations may be arranged where workers/complainants will be allowed to state their case/views separately.√√

A time and place are arranged for negotiations where all employees involved are present.√√

Arrange a meeting between conflicting employers/employees.√√

Make intentions for intervention clear so that parties involved may feel at ease.√√

Each party has the opportunity to express his/her own opinions/feelings/ Conflicting parties may recognise that their views are different.√√

Analyse the cause(s) of conflict by breaking it down into different parts/Evaluate the situation objectively.√√

Blame shifting should be avoided and a joint effort should be made.√√

Direct conflicting parties towards finding/focusing on solutions.√√

Devise/Brainstorm possible ways of resolving the conflict.√√

Conflicting parties agree on criteria to evaluate the alternatives.√√

The best possible solution(s) is/are selected and implemented.√√

Parties must agree to on the best solution.√√

Evaluate/Follow up on the implementation of the solution(s).√√

Monitor progress to ensure that the conflict has been resolved.√√

Expertise on handling conflict maybe sourced from outside the business.√√

8.1 Types of personalities from the scenario

Employee	Type of difficult personality	Motivation
Albert	Expert ✓✓	A well-experienced employee in the transport industry, refuses to take instructions from management. ✓
Njabulo	Aggressive ✓✓	The supervisor at LSS is always arguing and fighting with clients. ✓

8.2 Dealing with difficult personalities identified from the scenario

Type of difficult personality	Strategy to deal with a difficult personality
- Expert	Be firm and assertive. ✓✓ Do not accuse them of being incorrect and do not get caught in their game. ✓✓ Know your facts. ✓✓ Sub max (2)
- Aggressive	Allow them time to speak and blow off steam. ✓✓ Be firm, but do not attack them. ✓✓ Do not allow them to be hostile towards others. ✓✓ Sub max (2)

8.3 Strategy to deal with other difficult personalities

Type of personality	Strategy to deal with a personality
Complainer ✓✓	Listen to the complaints but do not acknowledge them. ✓ Interrupt the situation and move to the problem-solving process. ✓
Indecisiveness ✓✓	Guide them through alternatives. ✓ Stay in control and emphasise the importance of making a decision. ✓ Help them make the decision or solve the problem. ✓
Over-agree ✓✓	Be firm and do not 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. ✓
Quiet ✓✓	Do not fill their silence with words ✓ Wait for their response ✓ Prompt them through the process so that they can give input ✓ Restrict the time of the discussion. ✓

Max (15)

8.4 Ways in which LSS can deal with difficult employees

Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees. ✓✓

Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities. ✓✓

Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. ✓✓

Ask someone in authority for their input into the situation. ✓✓

Identify the type of personality which is creating the problem. ✓✓

Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓

Make intentions and reasons for action known, so that difficult person/people feel at ease. ✓✓

Employees should be told what specific behaviours are acceptable by giving details about what is wrong/ unacceptable and also an opportunity to explain their behaviour. √√

A deadline should be set for improving bad/difficult behaviour. √√

The deadline date should be discussed with the difficult employee and his/her progress should be monitored/ assessed prior to the deadline. √√

Guidelines for improvement should be given. √√

Do not judge the person, but try to understand him/her/Understand his/her intentions and why he/she reacts in a certain way. √√

Keep communication channels open/Encourage employees to communicate their grievances to management. √√

Build rapport/sound relations by re-establishing personal connection with colleagues, instead of relying on e-mails/messaging/social media. √√

Help difficult employees to be realistic about the task at hand. √√

Remain calm and in control of the situation to get the person(s) to collaborate. √√

Treat people with respect, irrespective of whether they are capable/ competent or not.

Sometimes it may be necessary to ignore and only monitor a difficult person. √√

Identify and provide an appropriate support program to address areas of weakness.√√

9 Correct procedure to deal with grievances in the workplace

An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager√, who needs to resolve the issue within 3 to 5 working days.√

Should the employee and supervisor not be able to resolve the grievance√, the employee may take it to the next level of management. √

The employee may move to a more formal process√ where the grievance must be lodged in writing/completes a business grievance form. √

He/She must receive a written reply√ in response to the written grievance. √

A grievance hearing/meeting√ must be held with all relevant parties present. √

Minutes of the meeting must be recorded√ and any resolution passed must be recorded on the formal grievance form. √

Should the employee not be satisfied√, then he/she could refer the matter to the highest level of management. √

Top management should organise a meeting with all relevant parties.

Minutes of this meeting should be filed/recorded√ and the outcome/decision must be recorded on the formal grievance form. √

Should the employee still not be satisfied, he/she may refer the matter to the CCMA√ who will make a final decision on the matter. √