BUSINESS STUDIES

GRADE 11

CHAPTER 18 (week 7&8)

NOTES ON TEAM PERFORMANCE&CONFLICT MANAGEMENT

P2: BUSINESS ROLES

UPDATED NOTES AS PER 2023 ATP

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This chapter consist of 10 pages.

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CONTENT DETAILS FOR TEACHING, LEARNING AND ASSESSMENT PURPOSES
Learners must be able to:

TEAM PERFORMANCE ASSESSMENT

- Outline/Explain/Discuss the criteria for successful team performance: interpersonal attitudes and behaviours, shared values, communication, and collaboration.
- Identify the above-mentioned criteria from given scenarios/statements.
- Outline/Explain/Discuss the characteristics of successful team performance.
- Identify/Name the following stages of team development from given scenarios/statements:
    - Forming
    - Storming
    - Norming
    - Performing
    - Adjourning/Mourning
- Explain/Describe/Discuss the above-mentioned stages of team development.
- 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.

CONFLICT RESOLUTION

- Mention/Outline/Explain/Describe/Discuss causes of conflict in the workplace.
- Identify causes of conflict from given scenarios/statements
- Explain/Advise businesses on how they should handle conflict in the workplace (Conflict resolution steps/techniques)

DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

- Differentiate between grievance and conflict.
- Explain/Discuss the correct procedures to deal with grievances in the workplace.
- Identify/Name the following difficult people/ personalities from given scenarios/statements:
    - Complainer
    - Indecisive
    - Over-agree.
    - Negativity
    - Expert
    - Quiet
- Suggest/Recommend ways in which businesses can deal with the above-mentioned difficult people/personalities in the workplace.
- Explain/Suggest ways in which businesses can deal with difficult employees in the workplace.

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TERMS AND DEFINITIONS

TERMS	DEFINITION
Team	Group of people who work together to achieve a common goal.
Conflict	A disagreement/a clash of opinions in the workplace.
Task/Work	Activity/function performed by an individual or team members.
Teamwork	Interactions with team members to achieve a common goal.
Team dynamics	A way in which team members work together in a group.
Forming	Team members get to know each other and accept their roles in the team.
Storming	Team members confront each other with their different ideas.
Norming	Team members accept each other and set common goals and values for the team.
Performance	An accomplished task measured against pre-set known standards.
Adjourning	Team members have to leave a team after completion of the tasks.
Team dynamic theories	Assist to allocate tasks according to the roles of individual members.
Grievance	A formal complaint laid by an employee when he/she feels that he/she has been ill-treated by the employer.
Co-operation/ Collaboration	Willingness to co-operate in the team to achieve objectives.
Mutual	Two people share the same feeling
Commitment	Keeping to a promise/arrangement/cause
Accountability	When someone is held responsible for his/her actions
Interpersonal attitudes	The personality that a person continuously develops
Interpersonal behavior	How two or more people interact with one another
Shared values	A group of people with the same set of standards and beliefs.
Assess	Check how well something has been done

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TEAM PERFORMANCE ASSESSMENT

1 Criteria for successful team performance

1.1 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.
- Members are committed/passionate towards achieving a common goal/ objectives.
- Team leader acknowledges/gives credit to members for positive contributions.

1.2 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.

1.3 Communication

- A clear set of processes/procedures for teamwork 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.

1.4 Co-operation/ 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.
- Agree on methods/ways to get the job done effectively without wasting time on conflict resolution.
- A balanced composition of skills/knowledge/experience/expertise ensures that teams achieve their objectives.

NOTE: You must be able to identify the above-mentioned criteria for successful team performance from given statements/scenarios

2 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.
- Teams value the contributions of individual members and reach consensus on differences.
- 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.
- 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.

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3 The stages of team development

- Forming
- Storming
- Norming
- Performing
- Adjourning/Mourning

DESCRIPTION OF EACH STAGE OF TEAM DEVELOPMENT

3.1 Forming stage.

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

3.2 Storming

- Teams go through a period of unease/conflict after formation.
- Different ideas from team members will compete for consideration.
- Team members open up to each other and confront each other's ideas/ perspectives.
- 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.

3.3 Norming/Settling/reconciliation.

- Team members come to an agreement and reach consensus.
- 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.

3.4 Performing stage/Working as a team towards a goal.

- Team members are aware of strategies and aims of the team.
- They have direction without interference from the leader.
- Processes and structures are set.
- Leader’s 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.

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3.5 Adjourning/Mourning stage

- The focus is on the completion of the task/ending the project.
- Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again.
- All tasks need to be completed before the team finally dissolves.

NOTE: You must be able to identify the above-mentioned stages of team development from given scenarios/statement.

4.Importance of team dynamic theories in improving team performance NB

- 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.

5 CONFLICT RESOLUTION

5.1 Causes of conflict in the workplace

- Differences in backgrounds/cultures/values/beliefs/language
- Limited business resources
- Different goals/objectives for group/individuals
- Personality differences between group/individuals
- Different opinions
- Unfair workload
- Ill-managed stress
- Unrealistic expectations
- Poor organisation/leadership/administrative procedures and systems
- Confusion about scheduling/deadlines
- Ignoring rules/procedures
- Misconduct/Unacceptable behaviour
- High/Intense competition/Competitiveness
- Poor communication
- Unclear responsibilities
- Distracted by personal objectives.
- Constant changes in the workplace
- Unfair treatment of workers/Favouritism by management/Discrimination
- Lack of trust amongst workers

NOTE: You must be able to identify causes of conflict from given scenarios/statement

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5.2 Explanation of causes of conflict in the workplace

- Lack of proper communication√ between management and workers.
- Ignoring rules/procedures may result in disagreements 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, 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., 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.

5.3 Handling conflict in the workplace/Conflict resolution steps/techniques

- Acknowledge that there is conflict in the workplace.
- Identify the cause of the conflict.
- Arrange pre-negotiations where workers/complainants will be allowed to state their case/views separately.
- Arrange time and place 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 during the meeting.
- Analyse/Evaluate the cause (s) of conflict by breaking it down into different parts.
- 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.
- Select and implement the best solution.
- Provide opportunities for parties to agree on the best solution.
- Evaluate/Follow up on the implementation of the solution(s).
- Monitor progress to ensure that the conflict has been resolved.
- Source experts on handling conflict from outside the business.

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6 DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

6.1 Differences 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.
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.

6.2 Correct procedures to deal with grievances.

- 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 grievance form.
- 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.
- 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 arrange a meeting with all relevant parties concerned.
- 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.
- The matter can be referred to Labour Court on appeal if the employee is not satisfied with the decision taken by the CCMA.

6.3 Types of difficult personalities

- Complainer
- Indecisive
- Over-agree.
- Negativity
- Expert
- Quiet

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6.4 Ways in which businesses can deal with 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
Expert	• Be firm and assertive. • Do not accuse them of being incorrect/Do not get caught in their game. • Know your facts.
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
Aggressive	• Allow them time to speak and blow off. • Be firm, but do not attack them. • Do not allow them to be hostile toward others

NOTE: You must be able to identify difficult personalities from given scenarios/ statements and suggest strategies to deal with EACH type of difficulty personalities.

6.5 Ways in which businesses can deal with difficult employees in the workplace.

- 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.

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- 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.

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