



**BUSINESS STUDIES**  
**GRADE 12**  
**TERM TWO**  
**CHAPTER 8**  
**NOTES ON TEAM PERFORMANCE & CONFLICT**  
**MANAGEMENT**  
**REVISED**  
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**TABLE OF CONTENTS**

| <b>TOPICS</b>  | <b>PAGES</b> |
|--|--------------|
| Exam guidelines for team performance and conflict management | 2            |
| Terms and definitions  | 3            |
| Criteria for successful team performance                     | 4            |
| Characteristics of successful team performance               | 4-5          |
| Stages of team development                                   | 5-6          |
| The importance of team dynamic theories                      | 6            |
| Causes of conflict & explanation                             | 6-7          |
| Conflict resolution steps/techniques                         | 7            |
| Differences between grievances and conflict                  | 8            |
| Correct procedure to deal with grievances in the workplace   | 8            |
| Types of difficult personalities                             | 8            |
| Dealing with difficult personalities                         | 9            |
| Dealing with difficult employees in the workplace            | 9-10         |
| Difficult personalities and strategies to deal with them     | 7-8          |

**This chapter consist of 10 pages**

**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.

**TERMS AND DEFINITIONS**

| <b>TERMS</b>                   | <b>DEFINITION</b>  |
|--------------------------------|--|
| 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/<br>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<br>attitudes     | The personality that a person continuously develops  |
| Interpersonal<br>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   |

## 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 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.

#### 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.

### **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.
- 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.

### 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

- 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**

## 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.

## 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/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.   |
| Examples that can cause a grievance:<br>Discrimination, unfair treatment, poor working conditions. | Examples that can cause conflict:<br>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

#### 6.4 Ways in which businesses can deal with difficult personalities

| TYPE OF PERSONALITY   | STRATEGY TO DEAL WITH A PERSONALITY   |
|-----------------------|---|
| <b>Complainer</b>     | <ul style="list-style-type: none"> <li>• Listen to the complaints but do not acknowledge them</li> <li>• Interrupt the situation and move to the problem-solving process</li> </ul>   |
| <b>Indecisiveness</b> | <ul style="list-style-type: none"> <li>• Guide them through alternatives.</li> <li>• Stay in control and emphasise the importance of making a decision.</li> <li>• Help them make the decision or solve the problem</li> </ul>                    |
| <b>Over-agree</b>     | <ul style="list-style-type: none"> <li>• Be firm and do not let them make promises that they cannot keep.</li> <li>• Follow up on their actions</li> </ul>  |
| <b>Negativity</b>     | <ul style="list-style-type: none"> <li>• Be firm with them and do not let them draw the supervisor into their negativity.</li> <li>• Listen to them but do not agree with them</li> </ul>   |
| <b>Expert</b>         | <ul style="list-style-type: none"> <li>• Be firm and assertive.</li> <li>• Do not accuse them of being incorrect/Do not get caught in their game.</li> <li>• Know your facts.</li> </ul>  |
| <b>Quiet</b>          | <ul style="list-style-type: none"> <li>• Do not fill their silence with words</li> <li>• Wait for their response</li> <li>• Prompt them through the process so that they can give input</li> <li>• Restrict the time of the discussion</li> </ul> |
| <b>Aggressive</b>     | <ul style="list-style-type: none"> <li>• Allow them time to speak and blow off</li> <li>• Be firm, but do not attack them</li> <li>• Do not allow them to be hostile toward others</li> </ul>   |

**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.

- 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.