

CONFLICT MANAGEMENT IN TEAMS CAUSES & CURES

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THE key issue in dealing with team conflict is for the team to realize that the focus is not on conflict itself, but how it is managed. The consequences of poorly handled team conflict result in lowering of team energy, disruption of healthy relationships, and the prevention of job accomplishment. Certain causes for team conflict include, perceived breach of faith; unresolved disagreement, miscommunication, personality clashes, differences in acquired values, underlying stress and tension, ego problems, etc. Certain curing measures for the resolution of conflicts are improved communication skills, team counseling, relinquishing, accommodating, collaborating, listening, responding, understanding, etc. Key guidelines for avoiding or resolving team conflicts include, reaching consensus through collaboration, controlling emotional outburst, enhance self-esteem, preserve individual dignity, listen carefully and with empathy, be honest about concerns, get individual ego out of management style, etc. Valuable suggestions to resolve conflicts are: training on the human dynamics of working together, gain alignment around core team processes, develop a conflict resolution process, keep disagreement from escalating into conflict, develop a relationship with difficult team members, etc. Conflict pervades the core of team processes, and, if un-addressed, conflict serves to stunt the development of a team.

Introduction

Teams consist of a small group of people with complementary skills who are committed to a common purpose, goals and approach for which they hold themselves mutually accountable. (Katzenbach and Smith 1993). When a team is formed, its members must have the right mix of complementary competencies to achieve the team's goals. Also, its members need to be able to influence how they will work together to accomplish those goals (Syer 1997). Teams create synergy, that is, the sum of the efforts of team members is far greater than the sum of the individual efforts of people working alone (French et al. 2007). Teams must learn to be confrontational without destroying the team process. Research indicates that high performing teams are capable of mediating their own conflicts while improving productivity and strengthening relationships (McDaniel et al. 1998). Individual employees perform operating tasks, but the vast majority of them work in regular small groups where their efforts must fit together like the pieces of a picture puzzle. Where their work is interdependent, they act as a task team and seek to develop a cooperative state called teamwork. (John and Keith, 1995). Teamwork is "the ability of a group of people to cooperate and work effectively together, the possibility of each participant to think and act for the group rather than for his own personal benefit" (Singh, 2004). Conflict is a driving force of change (McDaniel et al. 1998). When managed correctly, conflict produces new ideas for changing organizational processes, solving of continuous problems, a chance for workers to expand their capabilities, and the introduction of creativity into thoughts about organizational problems

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(Bowditch & Buono, 1997). The consequences of poorly handled team conflict result lowering of team energy, disruption of healthy relationships, and the prevention of job accomplishment. The key issue in dealing with team conflict is for the team to realize that the focus is not on conflict itself, but how it is managed. The idea behind managing conflict is not to reduce conflict, but to handle it in a constructive manner (Rayeski & Bryant, 1994). Too often, conflict is smoothed over by a team leader and is not resolved; the end result is a building up of resentment between team members that deteriorates the team's performance level (Wisinski, 1995).

Team Conflict

“Conflict” is a word that causes a great degree of discomfort, anger, frustration, sadness, and pain to people. In the workplace, a simple disagreement between team members, if unresolved, may escalate into avoidance, inability to work together, verbal assaults, and resentment. In the worst cases, it may also lead to hostility and eventual separation from the organization. Therefore, it is important that the conflict be resolved as soon as possible. (Team Problem Solver). Conflict is a struggle to resist or overcome; a contest of opposing forces; strife; battle; a state or condition of opposition; antagonism; discord; clash; collision. Conflict arises from a multitude of sources that reflect the differences in personality, values, ideologies, religion, culture, race, and behavior. It also arises from simple misunderstandings. As we have expanded collaborative concepts within our workplaces, we have dramatically increased the number of human interactions where one's opinions can be heard. New teams, for example, may find themselves in conflict as discussions lead them into uncharted waters (Peter B. Grazier).

Source of Conflict

Use of common resources-In the company sales offices where the institutional and retail sales teams coexist, they share the same godown or C & F (Clearing & Forwarding) agent, billing system, commercial team, delivery team and the accounting department. Both the teams want a priority treatment to their own customers or channel members. They try to exert pressure on billing people and delivery staff to execute their orders immediately even if it may result in more cost to the company by way of small delivery loads or multiple consignments towards the same geographical area. The commercial team, always under pressure to reduce operating costs, tries to optimize the use of space in any carrier and club the supplies in one direction. Obviously, this leads to some unexecuted orders at any point of time, leading to friction in the sales teams. This problem magnifies at the sales closing stage every month when all the sales team members extract orders from each channel partner or customer to fulfill their targets. Each one of them wants that at any cost, the orders procured by him should be billed and delivered before the sales is closed by the commercial department. Though this situation arises even where there is only one type of sales team, somehow it is more evident where both the teams are working. Probably, this is due to the existence of two team leaders, which gives a feeling of 'our' sales and 'their' sales in the two groups (Zameer 2005).

Team conflict can be a source of excellence, quality and creativity. However, occasions can arise where conflict in teams becomes interpersonally destructive and leads to lowered effectiveness. This occurs especially where the conflict takes on a personal quality, which results in team members attacking one another, or denigrating each other's skills, abilities or functioning in some way. This is unhealthy both for the individuals, concerned and for the team as a whole. Interpersonal conflicts are often not caused by the personalities of the individuals involved, but by work role or organizational factors. There is a tendency to attribute to individual's problems, which may be due to factors in the work environment. The causes of interpersonal conflict in teams can often be due to broader organizational problems such as lack of structure, inadequacy of resources, poor organizational climate or inappropriate organizational strategy. Some of the differences between team members can be due to characteristic styles of working which, while valuable in themselves, may cause some mutual antagonism or friction. Sometimes

conflicts between individuals within team cannot be dismissed as due to role, organizational, or team personality-type factors. Irritations do arise and difficulties do have to be worked through (West 1996).

Causes of Team Conflict

Conflict begins due to poor communication, seeking power, dissatisfaction with management style, weak leadership, lack of openness, and change in leadership (N.S.B.A. 2007).

I. Eight Causes of Conflict

Conflict may stem from a variety of causes, and understanding them is the first step in dealing with it effectively. Following are the most common reasons for conflict (Team Problem Solver).

1. Perceived breach of faith and trust: There is a perceived breach of faith and trust between individuals. When one puts faith and trust in another, and that confidence is broken, it can create an emotional response that elevates to conflict. A trusting relationship leads to feelings of confidence and security. A breach of trust unleashes our strongest emotions that frequently lead to conflict.

2. Unresolved disagreements: Disagreements are normal. When they are left unresolved, however, the associated feelings and emotions will remain in force, at least at some level. When another situation brings this disagreement back to the forefront, these suppressed emotions can erupt with force, usually far in excess of those associated with the original disagreement. Therefore, it is critically important to resolve disagreements as soon as possible and not let them continue.

3. Miscommunication: The ability to communicate is one of our most commonly used skills. We sometimes use words to communicate do not always clearly state the picture in our minds. When this occurs, errors often result that lead to frustration. Depending on a multitude of factors (stress level for one), the error sometimes results in conflict if neither person is willing to accept responsibility for it.

4. Personality clashes: We are all different. Experts say that our personalities are genetically determined resulting in different sets of preferred behaviors. The following table speaks the Personality Clashes of two different types of people.

These natural sets of differences are some of our greatest strengths as individuals and teams; however, they are also sources of conflict.

5. Differences in acquired values: Our values are the beliefs we hold that help us to make decisions about what is right or wrong, good or bad, and normal or not normal. Our values come from parents, siblings, friends, mentors, coaches, teachers, books, churches, movies, television, music and life in general. No two people ever have the same life experience, so we ultimately have different sets of values and beliefs that guide our decisions and behavior. So, value system is a strong driver of behavior and a frequent source of conflict in our lives and in our teams.

6. Underlying stress and tension: Our lives today place enormous demands on our time and energy. But frequently those demands exceed our capacity to deal with them. Never the less, we come to work and attempt to function normally with our team members. Too often, however, this underlying stress surfaces at the slightest provocation, and we find ourselves in conflict.

7. Ego problems: Ego is another strong driver of human behavior and decisions. Ego wants us to be "right," and moves people into defending their position, sometimes unreasonably. One of the quickest ways to diffuse an argument or conflict is to admit one's mistakes. At a minimum, move out of ego and attempt to see the situation from the other person's point of view.

8. Combinations of the above: Conflict situations are rarely clear-cut, single-source events. Usually, they are a combination of the factors listed. One may have a disagreement that stemmed from a miscommunication.

II. Nine Causes of Conflict

Nine possible causes of conflict include: Conflict with self, needs or wants are not being met, values are being tested, perceptions are being questioned, assumptions are being made, knowledge is minimal, expectations are too high/too low, personality, race, or gender differences are present (N.S.B.A., 2007).

Team Conflict Resolution Methods

I. Levine's Resolution Model

Drawing on his extensive experience, Levine (1998) shares a model for conflict resolution. The seven steps of his resolution model are discussed below:

1. Develop an Attitude of Resolution: The above process will not work unless one first holds certain values that make up an attitude of resolution. Levine discusses values such as believing in abundance, being creative, and relying on feelings and intuition.

2. Tell Your Story: Telling your story is listening to all stories, including yours. It is about understanding and being understood. Looking for "the truth" in their story is not as important as honoring their authenticity, and understanding "their truth."

3. Listen for a Preliminary Vision of Resolution: Listening for a preliminary vision of resolution is thinking about a resolution that honors all concerns in the situation. It is about shifting from the desire to win, and get ones way, to a vision that everyone can buy into.

4. Get Current and Complete: Getting current and complete is saying what usually goes unsaid. It demands saying difficult, sometimes gut-wrenching things, thereby escaping from the emotional prisons that keep us locked in the past.

5. See a Vision for the Future: Seeing a vision for the future means reaching a general understanding of the resolution- a foundation of a new agreement. It requires letting go of the desire for what you know will not work and focuses on what will.

6. Craft the New Agreement: Crafting the new agreement adds the specifics. The key point is to have a map or formula for the dialogue that will maximize the potential for everyone to obtain his or her desired results.

7. Resolution: Resolution is moving back into action. With a new agreement, and a quiet, clear mind about the past, one can freely move forward.

II. McDaniel's Team Mediation Process

McDaniel et al. (1998) offer a step-by-step mediation process for teams dealing with conflict. This mediation process provides the work team with skills and structure for mediating their own disputes. Following are four requirements for effective implementation of this team mediation process.

1. Communication Skills: The first requirement is for each team member to be able to learn the appropriate communication skills and the overall mediation process. These communication skills include learning to confront others, listening to other's concerns, acknowledging opposing perspectives, responding appropriately, and committing to a plan of agreed action.

2. Individual Certification: The next requirement is the individual certification of competency for each member's use of the mediation skills and understanding of the process. Competency ratings are used in other areas of skill, such as technical competencies, and are appropriate measures of interpersonal conflict skill usage.

3. Environment: The third requirement for effective mediation implementation is an environment in which the team is empowered to solve their own conflicts. The team must have the authority to create and establish its system of mediation. For example, the team begins to establish the system by brainstorming over the ideas of conflict, the negative results, and the positive outcomes for the team. Within this process, the team defines agreed upon team values, expectations, and procedures. This process is referred to as setting the path or boundaries of acceptable behavior for the team.

4. Collectivity: The team members are expected to recognize and resolve conflicts collectively. Team self-reliance for conflict resolution ranges from situations involving only two members, to complex situations, involving disagreement among all team members. The mediation process provides the team with the ability to handle conflict at both extremes.

III. Rayeski and Bryant Team Resolution Process

Team Resolution Process is defined by Rayeski and Bryant (1994) as, "the process by which an individual, when provided an opportunity for improvement, accepts and makes a conscious, personal commitment to act upon this opportunity to enhance his/her performance". Rayeski and Bryant's procedure includes the following three steps for addressing an escalating conflict:

1. Collaboration: Initially, as conflict arises, it should be handled informally between the two-team members in a private setting. This method of collaboration provides the opportunity for self-corrective behavior by the individual, without the need for any formal disciplinary action.

2. Mediation: The second step is mediation. If the situation escalates, a mediator is brought into the dispute to assist both sides in reaching an agreement. This mediation step is needed when an issue between individual members becomes disruptive to the team and collaboration attempts are ineffective. Efforts are made to relate the problem to customer and/or organizational needs. The success of this step relies on the neutrality of the mediator and the degree to which the team trusts this individual.

3. Team Counseling: The third step is team counseling. If efforts of collaboration and mediation fail, this is the final step for resolving an escalating team conflict situation. Team counseling is held at a team meeting, with all members of the team present. The issue is presented along with all the facts surrounding the disagreement.

IV. Wisinski's Team Conflict Resolution Skills

Once a person enters into a team membership, he or she is entering into an interdependent relationship. There is a sense that a person is giving up one's individuality, yet the contribution to the team produces an end result greater than that achieved by individual effort. Wisinski, (1995) proposes the use of the following six skills required for team membership to maintain strong team relationships needed for addressing conflict.

1. Participation: Participation indicates that a member is involved in the team in a balanced manner; the member is neither too withdrawn, nor overbearing or dominant. Each member is aware of this balance and helps others to maintain their respective balance.

2. Claiming: There is a need for individual members to claim their ideas. For example, when offering an alternative solution for a problem, the member is prepared ahead of time and provides

the necessary perspective on what this means for the team as a whole. In addition, the member is able to defend his or her view with logic rather than emotion.

3. Relinquishing: Relinquishing is the ability of a team member presenting his or her personal opinion to withdraw it if it fails to gain the support of the team. The member relinquishes the position in favor of a direction agreed upon by the entire team.

4. Evaluating: Evaluating is the responsibility of each member to offer feedback stating any improvements or failures for the work of the team.

5. Healthy Environment: Relationships are detrimental to the process of managing conflict productively. Each member is responsible for maintaining supportive, healthy relationships within the team. There is a strong need placed on the individual to manage conflict between other team members.

6. Task Accomplishment: Task accomplishment is the responsibility of a team member to understand what items and tasks they are responsible for in a functioning team role. This includes knowing when tasks need to be completed and the steps involved to complete each task.

V. Drinka's Conflict Resolution Technique (Conflict as a Measure of Team Development)

The ability of a team to resolve conflict is a valid measure of team development. Conflict and chaos are central elements to the development of teams; therefore, conflict is an appropriate indicator of team development. Many teams function in unstable environments, plagued with unanticipated problems. Therefore, there is a strong need for teams to progressively confront conflict in order to extend team growth beyond the early developmental phases. Drinka, (1994) identifies the following commonly used styles of conflict resolution.

1. Coercing: Coercing is a process in which groups use confrontational tactics, such as argument, use of authority, or threat, to achieve the goals of each group regardless of the expense paid by the other.

2. Withdrawal: Withdrawal is the process by which both parties involved in a disagreement postpone or ignore the issue causing the conflict.

3. Negotiation: Negotiation is the process by which both groups selectively ignore certain interests in order to reach an agreement, thus achieving partial satisfaction for each side.

4. Accommodation: Accommodation is the process by which one group neglects its own interests by satisfying the needs of the other group involved.

5. Collaboration: Collaboration is the process by which each party attempts to reach mutual satisfaction by collectively confronting the conflict, recognizing the concerns of each group, and problem solving.

VI. Weiss's Four Skills for Resolving Conflict

If team members are not mutually respectful of one another and fail to harbor a willingness to disagree and resolve disputes, no method of team resolution is effective. Weiss (1997) indicates the following four skills that team members are responsible for practicing in order to disagree on issues without creating consequences damaging to the team.

1. Listening: The first skill is listening. For a person to listen effectively, he or she must clear their mind of all distractions and concentrate on the people's words, as well as nonverbal gestures,

such as tone of voice, posture, and hand movements. Being a good listener, enables a person to understand the content and feeling of a disagreement, thus increasing the likelihood of reaching an agreement.

2. Acknowledging: The second skill is acknowledging someone else's position and feelings within a dispute. Acknowledgment assures each team member that they are not being misunderstood.

3. Responding: The third skill is responding. A person responding with constructive feedback to another person's argument clarifies his or her points of contention, while offering an alternative for that person to contemplate. It is noted that efforts should be made to avoid defensive responses.

4. Resolving: The fourth skill is resolving remaining differences. First, the real problem is defined by looking for the direct cause of the dispute. Next, the problem is analyzed into segmented parts. At this point, each party suggests alternative solutions. Finally, working together, both parties select the most reasonable and acceptable solution.

VII. Three Steps Cycle to Resolve Team Conflict

According to McDaniel et al. (1998) conflict can be addressed through the following three-steps cycle of concern, vision, and action.

1. Concern: The first step teaches the responsibility of both parties participating in a dispute to understand the other person's concerns. This requires the understanding of the emotions, needs, and reasons behind the stated position of the opposition.

2. Vision: The second step illustrates the importance of both parties envisioning one another's view of a win-win solution for the team. Recognizing the perspective of the team as whole is a critical element when arriving at a fully accepted solution. This becomes a meeting point between the two arguing parties.

3. Action: The third step is a commitment by both disputing sides to take the appropriate actions to ensure the particular conflict will not re-occur. These actions are stated by both parties, along with a prescribed method for mediating the problem, should it re-occur.

VIII. Four Skills to Overcome Team Conflict

Resolving conflict constructively is the most critical of team skills. Without this ability, the team cannot develop the trust and bonding that allows moving from the storming stage into peak performance. Following are some notable skills to overcome Team Conflict (Strategos International).

1. Communication Skills: Good communication skills prevent conflict or destructive escalation. Listening effectively is the other half of good communication. Team members must train their minds to focus on words and message until the speaker finishes. Only then should they analyze and formulate a response.

2. Problem-Solving Skills: Problem-solving skills define a problem, gather information, analyze the information, synthesize solutions, select the best solution, and implement it. These activities occur in distinct steps and in an orderly and structured way.

3. Avoiding Conflict: Other team skills have a collateral effect of avoiding conflict. Time management prevents arguments about who does what and when. Cross training prevents boredom and prevents conflict over workloads. Facilitation controls meetings and reduces frustration over wasted time.

4. Conflict Resolution Skills: Intervention occurs when parties to a conflict are confronted. In the mildest form, a team member quietly and separately points out the situation to one or more of the individuals involved. Feedback is an effective conflict resolution technique. In feedback, one individual confronts another in a structured setting with a carefully crafted statement. It defuses anger and brings rationality to a discussion.

IX. Seven Steps to Conflict Resolution

The ability to resolve a conflict is a highly prized skill. Getting into conflict is easy, getting out of it is something else. The following Seven steps will give a direction on how to approach conflict (Team Problem Solver).

1. Develop an attitude of resolution: Take a deep breath and count to “10.” Think about the conflict and what gave rise to it. Instead of seeing oneself as a victim, think about his/her own behavior. Try to change once mental state from one of anger and confrontation to one of calm, inquiry, and resolution.

2. Set the stage, plan your approach: After putting oneself in a better frame of mind (in step 1), it is now time to plan his/her approach to the resolution. If one is still angry, find a safe place and person with whom one can vent his/her anger and get some honest, objective feedback.

3. Arrange a place and time to talk: Choose a time and a place convenient to both parties where they can focus attention on resolution. Sometimes it is useful to find an environment different from the setting where the conflict arose. For example, one might suggest a walk outside or sit at a picnic table.

4. Tell your stories; gain an understanding of the issues: Covey (1994) in his book *The Seven Habits of Highly Effective People* says, “seek first to understand, then to be understood.” Ask the person to relate his/her side of the conflict. Then sit back, and listen. Ask questions, and seek to understand why they see it that way without implying they are wrong. Restate the key points and ask the person if you have heard them correctly. This is a critical step, because it will tend to defuse hostility. Then tell them your story, and ask them to suspend judgment until you’ve finished. As these stories are being told, listen for a preliminary vision of resolution. There is a tendency to rush in and resolve conflict before we ever have a real understanding of the underlying issues. Telling your stories and really listening will provide a framework for this understanding.

5. Listen actively and with empathy: Active listening entails: looking directly at the person, making eye-to-eye contact, nodding occasionally (to indicate comprehension and agreement), sitting quietly, speaking only for clarification and summarizing their key points (to demonstrate comprehension). As a person tells his/her story and perceives he/she being heard, tension tends to decrease and real dialogue begins. Sometimes just the act of being heard is all that is necessary to defuse a conflict.

6. Generate solutions and a shared, win-win vision of resolution: A good, win-win solution comes from a sense of fairness. It honors that there are elements of truth in each person’s story, and so the resolution should consider this. Brainstorm with the parties for ideas on how to resolve the issue. Explore and be creative in searching alternatives.

7. Test for satisfaction: Ask each party if the solution works for them. This again involves actively listening to the response. If one party is not really satisfied with the outcome, but is not saying so, then the conflict will probably arise again. Finding satisfaction releases tension and hostility.

Table 1: Seven Steps to Conflict Resolution (Team Problem Solver-19)

Conflict Resolution How to Effectively Resolve a Conflict		
To Resolve a Conflict	What to say or do?	Why?
1. Calm yourself	Take a deep breath, say “relax”	Clears thinking, models control
2. Restore order	Take a “Time Out”	Stops the fight, contains the damage
3. Hear their stories	“Help me understand your concern.”	Gathers information, defuses tension
4. Listen carefully	Eye contact, don’t interrupt	Honors the need to be heard
5. Generate solutions	“How could we resolve this?”	Moves from accusations to solutions
6. Agree on a solution	“Would this work for you?”	Moves to resolution, brings closure
7. Test for satisfaction	“Are you sure this will work for you?”	Assures clear communication

The Key Guidelines for Avoiding and/or Resolving Conflict

I. Reaching Consensus through Collaboration

Groups often collaborate closely in order to reach consensus or agreement. The ability to use collaboration requires the recognition of and respect for everyone’s ideas, opinions, and suggestions. Consensus requires that each participant must agree on the point being discussed before it becomes a part of the decision. Not every point will meet with everyone’s complete approval. Unanimity is not the goal. The goal is to have individuals accept a point of view based on logic. When individuals can understand and accept the logic of a differing point of view, one must assume that he/she has reached consensus. (N.S.B.A., 2007).

II. Guidelines for Avoiding and or Resolving Conflict

Following are the guidelines for avoiding and or resolving conflict. They are: Meet conflict head on, set goals, plan for and communicate frequently, be honest about concerns, agree to disagree - understand healthy disagreement would build better decisions, get individual ego out of management style, let your team create - people will support what they help create, discuss differences in values openly, continually stress the importance of following policy, communicate honestly, provide more data and information than is needed, develop a sound management system (N.S.B.A., 2007).

III. The Key Principles of Resolving a Conflict

Following are the key principles of resolving conflicts. They are: Take shared responsibility for the conflict, recognize and appreciate differences among people, preserve individual dignity, listen carefully and with empathy, listen to understand, communicate, do not debate, be calm, do not give in to emotional outbursts or reactions, vulnerability is a key to successful resolution, therefore, open up and share your feelings, do not assume people are being difficult intentionally, choose a safe place or person with whom one can vent and clarify the issues for himself/herself, generate solutions, find agreement, and follow-up to assure resolution and modify as necessary (Team Problem Solver).

Suggestions

Following are the valuable suggestions to resolve conflicts (Team Problem Solver).

I. Training on the Human Dynamics of Working Together

Get training on the human dynamics of working together on issues like how to deal with team conflict, how to minimize team conflict in the first place. Most teams are first taught how to do the

work the task at hand. Secondly they are taught the human dynamics of working together. As a result, when issues arise stemming from interpersonal relationships, team members may find themselves frustrated, in frequent disagreements, and conflict simply because they really do not understand each others' unique personalities, beliefs, and eccentricities. As a first step in developing your new team, find someone who can teach team dynamics.

II. Gain Alignment Around Core Team Processes

Create alignment around core team processes. The team should meet and discuss core team processes to create alignment on what they do and how they will operate. Some of these key processes include: the team's mission, vision, and values, how decisions will be made, the roles and responsibilities of each team member, how work is assigned, how conflicts are resolved, how team members will be trained and developed. In general, any process that may hold the possibility of conflict should be discussed and agreed upon by all team members.

III. Develop a Conflict Resolution Process

One of the simplest, but best, ways to deal with team conflict is to develop a resolution process at the outset. Talk openly with team members about the inevitability of conflict and how they would like to deal with it. The process can vary from team to team, so have them develop their own process that each member agrees to abide by. When conflicts arise, use the process.

IV. Keep Disagreement from Escalating into Conflict

Members should openly discuss the importance of disagreement. Without disagreement, teams can fall into groupthink, or a tendency to blindly agree on issues without proper questioning. Team members sometimes fall into this trap to avoid conflict, but then fall into a larger one of making poor decisions. So disagreement and good argumentative discussion should be encouraged. However, team members should also discuss when this disagreement crosses the line into open conflict that may be harmful to the team. Having a discussion about disagreement and conflict is an adult behavior. And team members will appreciate the opportunity to have this discussion and resolve in advance what could be a barrier to higher team performance.

V. Dealings with Difficult Team Members

The first step to deal with difficult team member is to develop a relationship or friendship that provides safety and security. As this relationship develops, the person will become more receptive to feedback and more likely to experience a "turnaround" in their behavior. This approach requires one to move to a higher plane of thinking, one that understands that more can be accomplished through unselfish service to others rather than retreating to the comfort of our own egos and insecurities.

VI. Focused Feedback and Follow-up

Focused feedback and follow-up increase leadership and customer service effectiveness. Team members must have the courage to ask regularly for feedback and the discipline to develop a behavioral change strategy, to follow-up, and to stick with it. Greater teamwork occurs when team members develop their own behavioral change strategy, as opposed to having one imposed on them (Goldsmith and Morgan 2006).

VI. Involve the Team Leader

Where team members are unable to resolve their differences, it may be necessary to involve the team leader. The strategy here should be for the team leader to give each person the opportunity to state his or her feelings about the issue. Once the feelings of both sides have been expressed, the facts of the case can be dealt with (West, 1996).

VII. Build a Good Team

- There should be a high level of interdependence among team members. Each member needs to realize that he or she cannot progress unless the team does well.
- A team needs a leader who is very committed, and an outstanding communicator.
- Each team member needs to be willing to contribute his or her best efforts.
- A certain degree of camaraderie fosters the effectiveness of the team. Team members need to enjoy each other's company, laugh together, and have fun while working.
- Team building depends on the mutual trust and respect that members develop for each other.
- Disagreements between team members have to be resolved in a mature manner, without resolving to personal attacks (Deshpande, 2007).

Objectives of the Study

1. To compare the Teamwork Practices & Teamwork Effectiveness of Public sector organizations and Private sector organizations.
2. To suggest certain healthy Teamwork measures (if required), which can make organizations more effective.

Hypothesis of the Study

The hypothesis of the study is that Teamwork Practices & Teamwork Effectiveness have higher score values in Private sector organizations than in Public sector organizations.

Research Methodology

To achieve the objectives of the study, both secondary data and primary data (generated through structured questionnaire) have been framed. Two different kinds of questionnaires have been used targeted at Teamwork Practices (TP) & Teamwork Effectiveness (TE). All these questions are close-ended questions. This questionnaire is based on 5-point scales (Likert Scale) which are converted into numerical terms with options as strongly agree (+2), moderately agree (+1), can't say (0), moderately disagree (-1), and strongly disagree (-2). Hence, the maximum score value of each question is 2 and the minimum score value is -2. Besides, one open-ended question in Teamwork Effectiveness has also been incorporated to invite suggestions for healthy teamwork from the respondent concerned. Proper care is taken while framing questions in both Teamwork Practices & Teamwork Effectiveness to co-relate these two terms in the analysis part.

Personal interviews with some of the respondents provided some valuable insights on various aspects and issues. Based on the data collection, analysis has been made followed by findings, conclusions, and recommendations.

Selection of Sample

The sample consisted of managers only working in public and private sector industrial organizations in and around Delhi. In all 150 questionnaires were distributed among eleven different Industrial organizations of which Public sector were three (Bharat Heavy Electronics Ltd, Indian Oil Corporation Ltd., Steel Authority of India Ltd.) and Private sector were eight (British Physical Laboratories Ltd., Escort Yamaha Motor Ltd, HCL-Info-Systems Ltd, Indo Rama Synthetics India Ltd., Kwality Ice-cream-Food Products Ltd., Lucky Gold Electronics Ltd., Luxur Writing Instruments Ltd., Xerox Modicorp Ltd.). However, only 126 questionnaires were received duly filled in out of which 53 respondents were from Public Sector and 73 respondents were from Private Sector. Thus the sample comprises 126 respondents.

Statistical Methods

The research data have been analyzed through the use of Mean & Score Values. Chi-Square Test has been used to find out whether there is a significant difference of opinion among the respondents.

Limitations of the Study

1. The study has covered only managers and not the other employees.
2. The sampled organizations studied were located in and around Delhi only.
3. The limitations of a study based on selected sample are applicable to this study also.

Findings

I. Teamwork Practices

Teamwork Practices-Public Sector: A reasonably high 70% of respondents strongly agreed that their job requirements are such that they have to work as a part of the team; followed by 21% of them moderately agreed the same. This shows that the “nature of work” in general is a part of Teamwork. Score value 1.55 acknowledges the same. The responses are summarized in Table 2 & Figure 1.

About 47% of respondents strongly agreed that they really enjoy working in a team; followed by 41% of them moderately agreed the same. This shows that there is an atmosphere of “working climate” already available to work in a team. Score value 1.30 acknowledges the same. The responses are summarized in Table 2 & Figure 1.

About 41% of respondents strongly agreed that there is no hierarchical bindings amongst different team members; followed by 38% of the respondents moderately agreed the same. This shows that there is an atmosphere of consideration and “mutual respect” already prevailing to work in a team. Score value 1.02. The responses are summarized in Table 2 & Figure 1.

A reasonably high 73% of respondents strongly agreed that the most important factor for the success of a team is “trust” amongst members; followed by 23% of the respondents moderately agreed the same. This shows that there is an environment of “trust & faith” among team members. Score value 1.66 acknowledges the same. The responses are summarized in Table 2 & Figure 1.

About 49% of respondents strongly agreed that there is high level of co-operation apart from co-ordination among team members; followed by 39% of the respondents moderately agreed the same. This shows that there seem to be “well-built interpersonal relationships” existing among team members. Score value 1.32. The responses are summarized in Table 2 & Figure 1.

Table value of chi-square is 26.20 and the computed value is 29.909 with the significant difference in opinion amongst the respondents. (Ref. Table 2 & Figure 1).

On an average, about 56% of respondents strongly agreed the overall functioning of Teamwork Practices; followed by 32.4% of the respondents moderately agreed the same. This shows that there is a high value of Teamwork practiced in the organizations under study. However, 4.4% of them did not make any comment on this issue followed by a low 6.4% of them moderately disagreed and a very low 0.8% of them strongly disagree the teamwork practices in general. Average score value 1.37. The responses are summarized in Table 2 & Figure 1.