Career & Personal Development Programme

Day 3: March 2017

NAME: ____________________________

Keith Clarke

Protrain.ie
Proven Training Specialists
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Conflict
Sources of Conflict in the Workplace

1. **Personal Differences** – Different expectations, perceptions, values, and beliefs can cause people to disagree. The emotional component of these conflicts makes them challenging to resolve.

2. **Conflicting Objectives** – People can quite legitimately run into conflict because their objectives are different. Salespeople, for example, may want to be flexible to accommodate unusual customer requirements. At the same time, production people may be under pressure to fulfil other orders and meet production targets. The resulting differences in objectives can fuel intense and passionate conflict.

3. **Lack of Information** – Misinformation, misrepresentation, and miscommunication are all common sources of conflict within organizations. Typically, once the information gap is bridged, these conflicts can be solved efficiently.

4. **Role Incompatibility** – When a person’s goals and responsibilities are out of line with his or her expectations or values, conflict often arises. Unfortunately this conflict is difficult to foresee and often lies dormant until triggered by something with the organisational setting.

5. **Environmental Stress** – Scarcity of resources and uncertainly are two very large stressors and sources of conflict. When people feel threatened they retreat and protect themselves, and this can exacerbate other sources of conflict that exist. These sources of conflict are intense; however they dissipate quickly once the stressor is removed.
**Exercise:** Take a moment to reflect on these five sources of conflict and identify at least one conflict you’ve experienced, or are experiencing, per category. Some conflicts may span more than one category so record it in as many boxes as needed.

Which category is represented the most? Why do you think this is so? Reflecting on your history of conflict is a great way to start getting in touch with how you process conflict, and finding out what upsets and annoys you. From this you can understand how you tend to deal with conflict when it presents itself.

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Conflict Styles

People’s responses to conflict tend to fall into one of five categories. These conflict styles were identified by Kenneth Thomas and Ralph Kilmann and developed into the Thomas-Kilmann Conflict Mode Instrument (TKI) which helps people identify their preferred conflict management style.

The five styles vary in their degree of cooperativeness and assertiveness. They are:

1. **Competing** is assertive and un-cooperative - an individual pursues his own concerns at the other person's expense. This is a power-oriented mode, in which one uses whatever power seems appropriate to win one's own position - one's ability to argue, one's rank, economic sanctions. Competing might mean "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

2. **Accommodating** is unassertive and co-operative - the opposite of competing. When accommodating, an individual neglects his own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.
3. **Avoiding** is unassertive and un-cooperative - the individual does not immediately pursue his own concerns or those of the other person. He does not address the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

4. **Collaborating** is both assertive and co-operative - the opposite of avoiding. Collaborating involves an attempt to work with the other person to find some solution which fully satisfies the concerns of both persons. It means digging into an issue to identify the underlying concerns of the two individuals and to find an alternative which meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, concluding to resolve some condition which would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

5. **Compromising** is intermediate in both assertiveness and co-cooperativeness. The objective is to find some expedient, mutually acceptable solution which partially satisfies both parties. It falls on a middle ground between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.
Thomas-Kilmann
Conflict Mode Questionnaire

INSTRUCTIONS
Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations? On the following pages are several pairs of statements describing possible behavioural responses. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behaviour.

In many cases, neither "A" nor the "B" statement may be very typical of your behaviour but please select the response which you would be more likely to use. There are no right answers so answer as accurately as possible.

1. a) There are times when I let others take responsibility for solving the problem.
   b) Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.

2. a) I try to find a compromise solution.
   b) I attempt to deal with all of his/her and my concerns.

3. a) I am usually firm in pursuing my goals.
   b) I might try to soothe the other's feelings and preserve our relationship.

4. a) I try to find a compromise solution.
   b) I sometimes sacrifice my own wishes for the wishes of the other person.

5. a) I consistently seek the other's help in working out a solution.
   b) But I try to do what is necessary to avoid useless tensions.

6. a) I try to avoid creating unpleasantness for myself.
   b) I try to win my position.

7. a) I try to postpone the issue until I have had some time to think it over.
   b) I give up some points in exchange for others.

8. a) I am usually firm in pursuing my goals.
   b) I attempt to get all concerns and issues immediately out in the open.

9. a) I feel that differences are not always worth worrying about.
   b) I make some effort to get my way.

10 a) I am firm in pursuing my goals.
    b) I try to find a compromise solution.

11 a) I attempt to get all concerns and issues immediately out in the open.
    b) I might try to soothe the other's feelings and preserve our relationship.
12 a) I sometimes avoid taking positions which would create controversy.
b) I will let him have some of his positions if he/she lets me have some of mine.

13 a) I propose a middle ground.
b) I press to get my points made.

14 a) I tell him my ideas and ask him for his/hers.
b) I try to show him the logic and benefits of my position.

15 a) I might try to soothe the other's feelings and preserve our relationship.
b) I try to do what is necessary to avoid tensions.

16 a) I try not to hurt the other's feelings.
b) I try to convince the other person of the merits of my position.

17 a) I am usually firm in pursuing my goals.
b) I try to do what is necessary to avoid useless tensions.

18 a) If it makes the other person happy, I might let him maintain his/her views.
b) I will let him/her have some of his positions if he lets me have some of mine.

19 a) I attempt to get all concerns and issues immediately out in the open.
b) I try to postpone the issue until I have had some time to think it over.

20 a) I attempt to immediately work through our differences.
b) I try to find a fair combination of gains and losses for both of us.

21 a) In approaching negotiations, I try to be considerate of the other person's wishes.
b) I always lean towards a direct discussion of the problem.

22 a) I try to find a position that is intermediate between his/hers and mine.
b) I assert my wishes.

23 a) I am very often concerned with satisfying all our wishes.
b) There are times when I let others take responsibility for solving the problem.

24 a) If the other's position seems very important to him, I would try to meet his/her wishes.
b) I try to get him/her to settle for a compromise.

25 a) I try to show him/her the logic and benefits of my position.
b) In approaching negotiations, I try to be considerate of the other person's wishes.

26 a) I propose a middle ground.
b) I am nearly always concerned with satisfying all our wishes.

27 a) I sometimes avoid taking positions that would create controversy.
b) If it makes the other person happy, I might let him maintain his/her view.

28 a) I am usually firm in pursuing my goals.
b) I usually seek the other’s help in working out a solution.

29 a) I propose a middle ground.
b) I feel that differences are not always worth worrying about.

30 a) I try not to hurt the other’s feelings.
b) I always share the problem with the other person so that we can work it out.

**SCORING:** Circle the letters below which correspond to the letter you circled on each item of the questionnaire and then total the number of items circled in each column.

<table>
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<th>Collaborating (problem-solving)</th>
<th>Compromising (sharing)</th>
<th>Avoiding (withdrawal)</th>
<th>Accommodating (smoothing)</th>
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Competing: [ ]
Collaborating: [ ]
Compromising: [ ]
Avoiding: [ ]
Accommodating: [ ]
1. What is your Primary Conflict Style?

2. What is your Secondary Style?

3. Reflect for a moment on your primary and secondary styles and think about how well they have suited you in recent conflicts. Jot down your insights.
Uses of Conflict Styles

A) COMPETING

Uses:
- When quick, decisive action is vital e.g. emergencies.
- On important issues where unpopular courses of action need implementing e.g. cost cutting, enforcing unpopular rules, discipline.
- On issues vital to company welfare when you know you're right.
- To protect yourself against people who take advantage of non-competitive behaviour.

If you scored high:

1. Are you surrounded by "yes" men?
   (If so, perhaps it's because they have learned that it's unwise to disagree with you, or have given up trying to influence you. This closes you off from information.)

2. Are subordinates afraid to admit ignorance and uncertainties to you?
   (In competitive climates, one must fight for influence and respect - which means acting more certain and confident than one feels. The upshot is that people are less able to ask for information and opinion - they are less able to learn).

If you scored low:

1. Do you often feel powerless in situations?
   (It may be because you are unaware of the power you do have, unskilled in its use, or uncomfortable with the idea of using it. This may hinder your effectiveness by restricting your influence).

2. Do you have trouble taking a firm stand, even when you see the need?
   (Sometimes concerns for others' feelings or anxieties about the use of power cause us to vacillate which may mean postponing the decision and adding to the suffering and/or resentment of others).
B) **COLLABORATING**

**Uses:**
- To find an integrative solution when both sets of concerns are too important to be compromised.
- When your objective is to learn e.g. testing your own assumptions, understanding the views of others.
- To merge insights from people with different perspectives on a problem.
- To gain commitment by incorporating other’s concerns into a consensual decision.
- To work through hard feelings which have been interfering with an interpersonal relationship.

If you scored **high**:

1. **Do you spend time discussing issues in depth that do not seem to deserve it?**
   *(Collaboration takes time and energy - perhaps the scarcest organisational resources. Trivial problems don't require optimal solutions, and not all personal differences need to be hashed out. The overuse of collaboration and consensual decision making sometimes represents a desire to minimise risk - by diffusing responsibility for a decision or by postponing action).*

2. **Does your collaborative behaviour fail to elicit collaborative responses from others?**
   *(The exploratory and tentative nature of some collaborative behaviour may make it easy for others to disregard collaborative overtures; or the trust and openness may be taken advantage of. You may be missing some clues which would indicate the presence of defensiveness, strong feelings, impatience, competitiveness, or conflicting interests).*

If you scored **low**:

1. **It is hard for you to see differences as opportunities for joint gain- as opportunities to learn or solve problems?**
   *(Although there are often threatening or unproductive aspects of conflict, indiscriminate pessimism can prevent you from seeing collaborative possibilities and thus deprive you of the mutual gains and satisfactions which accompany successful collaboration).*

2. **Are subordinates uncommitted to your decisions or policies?**
   *(Perhaps their own concerns are not being incorporated into those decisions or policies).*
c) **COMPROMISING**

Uses:

- When goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
- When two opponents with equal power are strongly committed to mutually exclusive goals - are in labour management bargaining.
- To achieve temporary settlement to complex issues.
- To arrive at expedient solutions under time pressure.
- As a backup mode when collaboration or competition fails to be successful.

If you scored **high**:

1. **Do you** concentrate so heavily upon the practicalities and tactics of compromise that you sometimes lose sight of larger issues - principles, values, long-term objectives, company welfare?

2. **Does an emphasis on** bargaining and trading create a cynical climate of gamesmanship? *Such a climate might undermine interpersonal trust and deflect attention away from the merits of the issues discussed.***

If you scored **low**:

1. **Do you** find yourself too sensitive or embarrassed to be effective in bargaining situations?

2. **Do you** find it hard to make concessions? *Without this safety valve, you may have trouble getting gracefully out of mutually destructive arguments, power struggles, etc.*)
D) AVOIDING

Uses:
- When an issue is trivial, of only passing importance, or when other more important issues are pressing.
- When you perceive no chance of satisfying your concerns e.g. when you have low power or you are frustrated by something which would be very difficult to change (national policies, someone's personality structure, etc.)
- When the potential damage of confronting a conflict outweighs the benefits of its resolution.
- To let people cool down - to reduce tensions to a productive level and to regain perspective and composure.
- When gathering more information outweighs the advantages of an immediate decision.
- When others can resolve the conflict more effectively.
- When the issue seems tangential or symptomatic of another more basic issue.

If you scored high:
1. Does your co-ordination suffer because people have trouble getting your inputs on issues?

2. Does it often appear that people are "walking on eggshells"?
   (Sometimes a dysfunctional amount of energy can be devoted to caution and the avoiding of issues, indicating that issues need to be faced and resolved).

3. Are decisions on important issues made by default?

If you scored low:
1. Do you find yourself hurting peoples' feelings or stirring up hostilities?
   (You may need to exercise more discretion in confronting issues or more tact in framing issues in non-threatening ways. Tact is partially the art of avoiding potentially disruptive aspects of an issue).

2. Do you often feel harried or overwhelmed by a number of issues?
   (You may need to devote more time to setting priorities - deciding which issues are relatively unimportant and perhaps delegating them to others).
E) **ACCOMMODATING**

**Uses:**

- When you realise that you are wrong - to allow a better position to be heard, to learn from others and to show that you are reasonable.
- When the issue is much more important to the other person than to yourself - to satisfy the needs of others, and as a gesture of goodwill, to help maintain a co-operative relationship.
- To build up social credits for later issues which are important to you.
- When continued competition would only damage your cause - when you are outmatched and losing.
- When preserving harmony and avoiding disruption are especially important.
- To aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes.

If you scored **high**:

1. **Do you feel that your own ideas and concerns are not getting the attention they deserve?**
   
   *(Deferring too much to the concerns of others can deprive you of influence, respect and recognition. It also deprives the organisation of your potential contributions).*

2. **Is discipline lax?**
   
   *(Although discipline for its own sake may be of little value, there are often rules, procedures and assignments whose implementation is crucial for you or the organisation).*

If you scored **low**:

1. **Do you have trouble building goodwill with others?**
   
   *(Accommodation on minor issues which are important to others are gestures of goodwill).*

2. **Do others often seem to regard you as unreasonable?**

3. **Do you have trouble admitting it when you are wrong?**

4. **Do you recognise legitimate exceptions to the rules?**

5. **Do you know when to give up?**
8 Steps to Handling Conflict in the Workplace

1. Talk with the other person.
   - Ask the other person to name a time when it would be convenient to meet.
   - Arrange to meet in a place where you won't be interrupted.

2. Focus on behaviour and events, not on personalities.
   - Say “When this happens ...” instead of “When you do ...”
   - Describe a specific instance or event instead of generalising.

3. Listen carefully.
   - Listen to what the other person is saying instead of getting ready to react.
   - Avoid interrupting the other person.
   - After the other person finishes speaking, rephrase what was said to make sure you understand it.
   - Ask questions to clarify your understanding.

4. Identify points of agreement and disagreement.
   - Summarize the areas of agreement and disagreement.
   - Ask the other person if he or she agrees with your assessment.
   - Modify your assessment until both of you agree on the areas of conflict.

5. Prioritize the areas of conflict.
   - Discuss which areas of conflict are most important to each of you to resolve.

6. Develop a plan to work on each conflict.
   - Start with the most important conflict.
   - Focus on the future.
   - Set up future meeting times to continue your discussions.

7. Follow through on your plan.
   - Stick with the discussions until you've worked through each area of conflict.
   - Maintain a collaborative, “let’s-work-out-a-solution” attitude.

8. Build on your success.
   - Look for opportunities to point out progress.
   - Compliment the other person's insights and achievements.
   - Congratulate each other when you make progress, even if it’s just a small step. Your hard work will pay off when scheduled discussions eventually give way to ongoing, friendly communication.
Tips

- No matter what happens, remain optimistic. It helps.
- There is no guarantee that the method described here will resolve your conflict at work. It may or it may not. But even if it doesn’t work you have the satisfaction of knowing that you’ve tried. You have risen above the conflict for a while and tried to address it positively and constructively. No one can ask more of you.
- Inviting the other person to discuss the issue may be the hardest part of the whole process. It can be remarkably hard to take that first step. Do it anyway!
- It’s important that you come to a meeting with your co-worker prepared to listen carefully to the other person, even if it is difficult to do so. By the same token, ask the other person to listen respectfully to what you have to say, without interrupting.
- To further clarify the disagreement, a technique you can use is to have the other party write a bulleted list on a white board of conflicts and issues. Sit quietly while the person explains each bullet point. When the person finishes, go down the list, and restate the complaints in your own words, as accurately as possible. This way, the person knows that you’ve listened and understood. Then write down your list and reverse the process. Usually, just being clear on the conflict makes it easy to find a mutual solution.

Conflict is a part of organisational life that you cannot shy away from. As you build your conflict resolution skills, your confidence in this arena will improve dramatically. This, in turn, will help you to be much more relaxed and lessen the anxiety associated with feeling you are not getting your needs met.

It is important that you know how to assert yourself appropriately in a way that allows everyone to feel they are a winner. Relationships and productivity thrive when people know how to get what they need without compromising anyone else. When you understand conflict and your own response to it, and practice conflict resolution strategies, you can achieve the win-win position time and time again.
PLANNER FOR DEALING WITH CHALLENGING SITUATIONS

What strategy/strategies will you use to address the situation?

☐ Frank Discussion
☐ Explore Through Questions
☐ Escalate

☐ Actively Listen
☐ Walk Away/Remove Yourself
☐ Ignore
☐ Other: _____________________

Why?
________________________________________________________________________
________________________________________________________________________

Who will you involve?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

When will you address the situation?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What is the worst that could happen with your approach?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What is the best that could happen with your approach?
________________________________________________________________________
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________________________________________________________________________
TAKEING ACTION

What message do you want to convey?

How will you begin your part of the conversation?

How will you state your message?

How will you support your message?

What non-verbal communication is appropriate?

When will you need to use listening?
Working in a Team
Ten Qualities of an Effective Team Player

1. Demonstrates reliability
A reliable team member gets work done and does their fair share to work hard and meet commitments. He or she follows through on assignments. Consistency is key. They can be counted on deliver good performance all the time, not just some of the time.

2. Communicates constructively
Teams need people who speak up and express their thoughts and ideas clearly, directly, honestly, and with respect for others and for the work of the team. That’s what it means to communicate constructively. Such a team member does not shy away from making a point but makes it in the best way possible — in a positive, confident, and respectful manner.

3. Listens actively
Good listeners are essential for teams to function effectively. Teams need team players who can absorb, understand, and consider ideas and points of view from other people without debating and arguing every point. Such a team member also can receive criticism without reacting defensively. Most important, for effective communication and problem solving, team members need the discipline to listen first and speak second so that meaningful dialogue results.

4. Functions as an active participant
Good team players are active participants. They come prepared for team meetings and listen and speak up in discussions. They’re fully engaged in the work of the team and do not sit passively on the side-lines.

Team members who function as active participants take the initiative to help make things happen, and they volunteer for assignments. Their whole approach is can-do: "What contribution can I make to help the team achieve success?"

5. Shares openly and willingly
Good team players share. They’re willing to share information, knowledge, and experience. They take the initiative to keep other team members informed.

Much of the communication within teams takes place informally. Beyond discussion at organised meetings, team members need to feel comfortable talking with one another and passing along important news and information day-to-day. Good team players are active in this informal sharing. They keep other team members in the loop with information and expertise that helps get the job done and prevents surprises.
6. **Cooperates and pitches in to help**
Cooperation is the act of working with others and acting together to accomplish a job. Effective team players work this way by second nature. Good team players, despite differences they may have with other team members concerning style and perspective, figure out ways to work together to solve problems and get work done. They respond to requests for assistance and take the initiative to offer help.

7. **Exhibits flexibility**
Teams often deal with changing conditions — and often create changes themselves. Good team players roll with the punches; they adapt to ever-changing situations. They don't complain or get stressed out because something new is being tried or some new direction is being set.

In addition, a flexible team member can consider different points of views and compromise when needed. He or she doesn't hold rigidly to a point of view and argue it to death, especially when the team needs to move forward to make a decision or get something done. Strong team players are firm in their thoughts yet open to what others have to offer — flexibility at its best.

8. **Shows commitment to the team**
Strong team players care about their work, the team, and the team's work. They show up every day with this care and commitment up front. They want to give a good effort, and they want other team members to do the same.

9. **Works as a problem-solver**
Teams, of course, deal with problems. Sometimes, it appears, that's the whole reason why a team is created — to address problems. Good team players are willing to deal with all kinds of problems in a solutions-oriented manner. They're problem-solvers, not problem-dwellers, problem-blamers, or problem-avoiders. They don't simply rehash a problem the way problem-dwellers do. They don't look for others to fault, as the blamers do. And they don't put off dealing with issues, the way avoiders do.

Team players get problems out in the open for discussion and then collaborate with others to find solutions and form action plans.
10. Treats others in a respectful and supportive manner

Team players treat fellow team members with courtesy and consideration — not just some of the time but consistently. In addition, they show understanding and the appropriate support of other team members to help get the job done. They don't place conditions on when they'll provide assistance, when they'll choose to listen, and when they'll share information. Good team players also have a sense of humour and know how to have fun (and all teams can use a bit of both), but they don't have fun at someone else's expense. Quite simply, effective team players deal with other people in a professional manner.

Team players who show commitment don't come in any particular style or personality. They don't need to be rah-rah, cheerleader types. In fact, they may even be soft-spoken, but they aren't passive. They care about what the team is doing and they contribute to its success — without needing a push.

Team players with commitment look beyond their own piece of the work and care about the team's overall work. In the end, their commitment is about winning — not in the sports sense of beating your opponent but about seeing the team succeed and knowing they have contributed to this success. Winning as a team is one of the great motivators of employee performance. Good team players have and show this motivation.

By Marty Brounstein from Managing Teams For Dummies
Dealing with Change
10 Tips for Dealing with Change at Work

1. **Acknowledge the change.** The most important thing to do when change is happening in the workplace is to acknowledge it. Recognising and accepting change is one of the first steps towards managing it.

2. **Face your fears.** When you fear change take some time out for yourself. Writing down these fears in an objective form can stop you dwelling on them. Go through each fear and write down what you would do if that fear came to pass. Knowing you have a back-up plan can really help to defuse the emotional anxiety.

3. **Confront your feelings and seek support.** Face your feelings about fear and the transition you are going through, especially when the change is imposed and beyond your control. Change could mean that you have to cope with a loss of co-workers, team, and a project that you really care about. You don't have to act as a victim, even when you are not in control. The best thing to do is to accept your feelings and then reach out to close colleagues, partner, loved ones and talk to them about what you are feeling.

4. **Stop the fearful thoughts and replace them with something positive.** Fear can come from creating negative thoughts and scenarios in your head about what the future holds. How you are describing the change to yourself? What you see to be the negative aspects of the change? What impact it has on you and your life? The moment you become fearful and have negative thoughts, stop them in their tracks and turn them into something positive. Ask yourself questions. In the past when I handled change really well what did I do? How did I handle it? What actions did I take that really worked for me? How did I deal with the change in my communication with others? How did I manage my mental health? Which personal attributes did I use to turn things into positive? Was I patient? Rational? etc.

5. **Be flexible and embracing of change.** Instead of hiding from your fear and creating defences to keep it away from you, be open and flexible to taking on new challenges and tasks. Chansky says to approach change with an open attitude of learning. “Even if you don't like something new in the system, if you are flexible, people will want to work with you, and there is a greater chance of change. If you “rage against the machine, so to speak, no one is going to rush to have your back.”

6. **Be part of the change.** Adopt an attitude of anticipation and excitement. Welcome change as an opportunity. Get involved in new committees and work teams. Be an influencer and driver of change. That way you will feel empowered and less fearful. See the positive in the way forward.
7. **Communication, communication and more communication.** Communication is always important and especially when you face change. Part of the fear of change is the unknown. If the organisation is not communicating change effectively, make it your business to be proactive in finding out more about what the change involves. Don’t sit back. Talk to your boss, your boss’s boss and your co-workers to get their understanding. Don’t make these sessions negative. Instead ask constructive questions to find out meaningful information to help you understand better. Be aware that sometimes when talking to co-workers news can be distorted and can be mixed with rumour.

8. **Reduce stress and anxiety.** In times of stress caused by change we may feel tired and unenergised. This is the time we need to focus on being strong, fit, healthy and resilient. To be resilient you need to be calm and in control so that you are able to make good, clear and rational decisions. Focus on your exercise and nutrition, breathe deeply and smile. This doesn’t have to be extensive; 20-30 minutes of meditation; yoga or even walking to clear your head is sufficient.

9. **Have a sense of meaning.** Take time to take stock of how valuable you are to the organisation. Acknowledge your successes and the valuable skills and attributes you offer the organisation. This is perhaps the time to make yourself more valuable. Research tells us that valuable employees typically get through changes unscathed, or even better than before.

10. **Continue to do your work and see the big picture.** It is easy during times of reorganisation to sit back and see what will happen tomorrow. It is easy to have that attitude as in some cases the work you are doing might change. However, remember that till you have a new direction you need to focus on achieving your designated goals and tasks. Remember that a great positive attitude should impress a future boss.
My Development Plan

Things I am going to start doing or doing differently:

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