

Reflective Portfolio

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Table of Contents

PART A.....	3
Intended Career and Skills Gap Analysis.....	3
PART B.....	6
Reflection on Teamwork Experience.....	6
PART C.....	8
Teamwork and Leadership Development.....	8
PART D.....	15
Teamwork and Leadership Action Plan for Future.....	15
Bibliography.....	17
Appendix A – Belbin Team Roles Questionnaire.....	18
Appendix B - 360 Degree Feedback Template.....	20
Appendix D - Brief Descriptions of the Five Conflict Management Styles.....	24
Appendix E – Teams and Leadership project Proposal.....	25
Appendix F – Skills Wheel.....	26
Figure 1 Project Manager duties and responsibilities (Indeed UK, 2023).....	3
Figure 2 Conflict Management Styles.....	10
Figure 3 Emotional Intelligence in Conflict Management.....	12

PART A

Intended Career and Skills Gap Analysis

In my future job as a project manager, I hope to lead diverse teams to effectively complete challenging projects within schedule and budget limitations. In order to succeed in this profession, a diverse skill set is required. First and foremost, strong communication skills are essential for clearly defining project goals, objectives, and expectations to team members and stakeholders. Furthermore, excellent leadership skills are essential for motivating and guiding teams toward common goals, resolving problems, and encouraging collaboration.

Additionally, strong problem-solving abilities are essential for spotting potential challenges early on and executing solutions quickly to reduce disruptions. Time management and organizational abilities are also required for work prioritization, deadline management, and efficient resource allocation. Proficiency in project management approaches such as Agile, Scrum, and Waterfall, as well as the ability to modify these methodologies to meet project objectives, is essential.

Following is a generalized example based on common requirements for project management roles:

- Meeting with top management and clients to identify project requirements, delivery timelines and costs [Copy this section](#)
- Developing detailed project plans to guide clients, staff members and project teams and revising based on changing needs and requirements
- Identifying and assigning project tasks based on the skill sets, experience and strengths of staff members
- Monitoring project performance to ensure timely delivery
- Compiling and submitting project status reports to clients, management and other stakeholders
- Working effectively with relevant stakeholders for efficient project implementation
- Developing excellent leadership, customer relations and communication skills to liaise effectively with all project stakeholders

Figure 1 Project Manager duties and responsibilities (Indeed UK, 2023).

Reflecting on my past experiences, I can identify strengths and areas for improvement that are applicable to a future career in project management.

University Group Work: During university group assignments, I frequently assumed leadership responsibilities, directing team members toward common goals. I displayed effective communication skills by organizing talks, distributing duties, and ensuring that everyone knew their roles. While working on a marketing project, I effectively led the team in designing a complete campaign strategy, demonstrating my ability to bring varied skills together to achieve a common goal.

Internship experience: My professional experience includes managing small teams and coordinating projects with tight deadlines. I successfully prioritized work, allocated resources, and communicated project objectives to team members and stakeholders. However, I understand the need to improve my project planning and execution skills, particularly in terms of implementing project management approaches and tools to streamline processes and increase productivity.

Voluntary Work and Extracurricular Activities: Outside of academia and professional path, I have gained valuable cooperation and leadership abilities through voluntary work and extracurricular activities. For example, as a member of a community service group, I worked with others to plan and carry out events, exhibiting adaptability and problem-solving skills in the face of unforeseen issues.

Skills Gap Analysis:

Based on my experiences, I have recognized my strengths such as effective communication, leadership, and problem-solving abilities. However, I acknowledge the need to improve my understanding of project management processes and software tools in order to effectively plan and manage complicated projects. In addition, I want to improve my strategic thinking skills, notably risk anticipation and mitigation, as well as my financial acumen for budget management.

	Importance	Current Skill Level	Required Skill Level
<u>Communication</u>	High	Expert	-
<u>Leadership</u>	High	Intermediate	Expert
<u>Problem-solving</u>	High	Expert	-
<u>Software tools</u>	High	Basic	Expert
<u>Financial Acumen</u>	Moderate	Basic	Expert
<u>Risk Management</u>	Moderate	Low	Intermediate

I have developed a sound foundation in leadership and teamwork abilities from my prior experiences, which I believe will be helpful in a project management profession. Moving forward, I intend to focus on closing the skills gap highlighted through specific learning opportunities and hands-on experience, ensuring that I am well-prepared to flourish in this highly competitive and challenging sector.

PART B

Reflection on Teamwork Experience

**What aspect of project management did you find most challenging on this project?
How did you manage this?**

In our team project, one of the most challenging aspects of project management was *coordinating tasks while ensuring collaboration among team members*. It required a combination of effective communication, leadership skills and cultivating a collaborative teamwork. To overcome this challenge, I implemented a number of strategies:

Task Allocation and Continuous Feedback: We used management strategies to assign work, track progress, and set deadlines. We ensured accountability and visibility into each team member's activities by clearly defining roles and responsibilities and reporting task progress on a regular basis.

Fostering Teamwork: We conducted regular team meetings where we discussed the project's progress, exchanged updates, and addressed any challenges. The regular check-ins allowed team members to ask questions, share feedback, and align goals, fostering a sense of collaboration and joint ownership of the project..

Effective Communication: Our team had easy ways of communication, such as group chat platforms and email, which allowed for real-time interaction and collaboration. Team members were able to reach out to one another for assistance, further information, or brainstorming ideas, creating an environment of connectivity and mutual support.

Clear Expectations and Deadlines: We established defined goals and time limitations for tasks, ensuring that everyone understood their role in the project and the job completion timeline. As deadlines approached, everyone received regular reminders to stay focused and motivated.

Flexibility and Adaptability: Recognizing the work's specific restrictions, we adopted a flexible and adaptive approach. We accommodated different work schedules and personal obligations, enabling team members to work efficiently while handling other responsibilities.

What teamwork or leadership concept or theory have you found the most useful for your team project on this module and why?

The five stages of team development, also known as the Tuckman theory, are one of the most efficient concepts for teamwork within this module. According to Tuckman, the teams must go through the five stages of development: formation, storming, norming, performing, and adjournment (Patterson, 2022). The useful framework for understanding and managing the dynamics of a team project is provided by Tuckman's five stages in development.

In my experience, it has been especially beneficial because it gives a road map for forecasting and addressing everyday challenges that develop as teams form, work together, and eventually disintegrate. For instance, when beginning a new team project, understanding that the formation period may contain uncertainty and ambiguity enables team members to approach the initial exchanges with patience and openness. Similarly, understanding that conflict and disagreements are normal during the storming stage enables teams to overcome these obstacles without becoming frustrated or distracted (Bonebright, 2010).

Additionally, Tuckman's model emphasizes the value of communication, trust, and role clarity during the team growth process. Team leaders can facilitate the transition from storming to norming by actively developing these elements, allowing the team to perform at its best in the performing stage (Zoltan & Vancea, 2017).

This model illustrates how the team acquires maturity and stability, how members form relationships, and how the team leader's leadership styles vary over time. The leadership style shifts between the several levels. It begins with a directing approach, progresses to coaching and participation, and finally to delegating. Tuckman's approach provides an explanation of how a team evolves. On the whole, Tuckman's five stages of team growth serve as a practical guide for improving teamwork and leadership effectiveness by providing insights into how teams naturally evolve and techniques for overcoming frequent hurdles.

PART C

Teamwork and Leadership Development

Following are the key areas where I have most developed my knowledge and skills:

1. Time Management Skills:

In both the personal and professional domains, time management skills are of paramount importance. I have learned from my own experience and observations that the development of good teamwork and leadership skills is essential not only for the efficient completion of the job, but also for the development of good teamwork and leadership skills. I will use real examples, based on pertinent concepts and theories, to highlight the importance of time management as well as its impact on further career objectives within this reflection portfolio.

By effectively managing a number of tasks, deadlines and responsibilities as the module progressed, I was able to improve my time management abilities. I've been prioritising activities, allocating time effectively and monitoring progress using calendars, task planning applications and todo lists. I've been able to meet deadlines and deliver good quality work by setting reasonable objectives, delegating tasks.

I remember, at first, trying to do an efficient job of managing my time and often feeling overcompensated and impatient for a deadline. This has influenced my productivity and the team's results. I've been looking for time management theories to guide me.

Eisenhower Matrix: The *Eisenhower Matrix*, for example, divides tasks into categories based on their urgency and relevance (Goran & Dmytryhyn, 2022). Using this framework, I prioritized tasks based on their relevance to the project's objectives and timeframes. By focusing on high-priority projects first, I was able to better manage my time and fulfill deadlines. This not only increased my performance, but it also had a good impact on the team dynamic, since others relied on my responsibilities being completed on time to move on to their own.

Reflecting on these events, I've discovered various implications for my future practice. I understand the value of establishing clear goals and priorities that are aligned with both

personal and team objectives. This allows me to properly manage my time while still contributing to the project's overall success. Efficient time management abilities have substantial effects on my future practice and career, altering the course of my professional path in a variety of important ways.

Productivity: I can increase my productivity and achieve the results that are more than anticipated by efficiently prioritising and organizing my time. It also increases my professional reputation and gives me a sense of confidence in my abilities.

Professionalism and reliability: In addition, professionalism and reliability are necessary in order to manage time effectively. In order to create a platform for future projects, this reliability is at the core of effective professional relationships.

Work-life balance: In addition, achieving a better balance between work and family life can be helped by efficient time management. By making maximum use of their time, individuals can spend enough time on personal activities, relationships and caring for themselves.

Career growth: Effective time management is a key driver for growth and success in terms of job promotion. If the person has an effective way of managing resources, prioritising tasks and taking advantage of opportunities, he or she will be better able to grow in his career and achieve his or her objectives.

2. **Conflict Resolution:**

Conflict is inevitable, but the way in which it's handled can make a big difference to team performance. Throughout the module, I've learned how to approach disagreements constructively, viewing them as opportunities for growth and learning rather than obstacles to be conquered. I have been active in discussions, trying to figure out the root causes of conflicts and making constructive efforts for possible solutions.

Through constructive criticism from peers and mentors, I've been able to improve my skills in resolving conflicts. In stressful situations, I have learned to remain calm and objective, approach conflict with understanding, pursue mutually beneficial solutions which benefit all members of the team. In addition, I've gained a better understanding of the suitability of different conflict management techniques to resolve conflicts.

Conflict Management Styles: Conflict management strategies are often used by team members to resolve conflicts and negotiate with each other. Teams can help to resolve conflicts and foster collaboration when they understand these types and their consequences. Here are a number of conflict resolution styles commonly observed among team members:

Competing (or Assertive-Aggressive): Individuals exhibit assertive and uncooperative behavior, prioritizing their own interests over others.

Collaborating (or Assertive-Cooperative): It involves open communication and active problem-solving to achieve mutually beneficial solutions.

Compromise (or Moderate aggressiveness and cooperation): It involves giving and taking to find a mutually accepted solution.

Avoiding (or Unassertive and uncooperative): This behavior that avoids addressing root causes of conflict.

Accommodating or unassertive but cooperative: Individuals prioritize the interests and concerns of others over their own, taking a cooperative and unassertive approach.

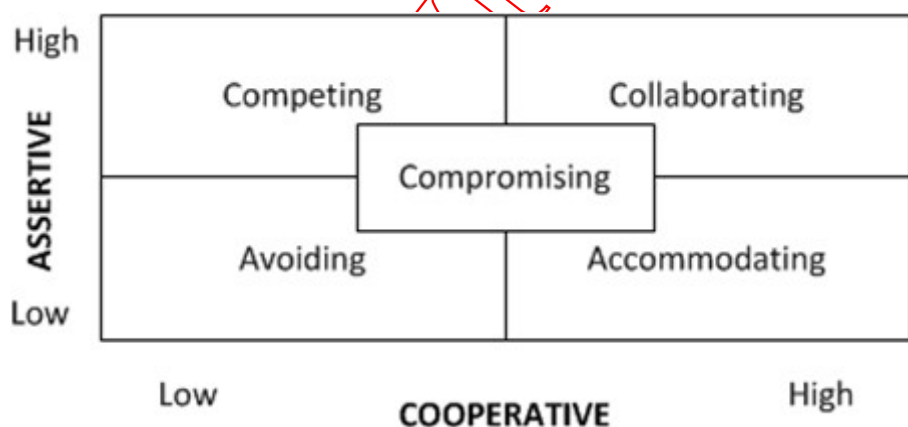


Figure 2 Conflict Management Styles

In the context of the team project, one of the most important events occurred when there were conflicting views on the assignment of tasks. Some members of the team argued for a cooperative approach, which highlighted the importance of equitable distribution based on talent and interests. Others favoured a competitive approach, arguing that work should be allocated on the basis of individual efficiency and performance indicators. I have been

convinced by the approach of collaborative conflict management in that scenario. I have been conscious of the need to communicate and understand each other openly, so I set up a team meeting focused on finding out what interests are at stake and arriving at a solution that satisfies all concerns. Careful listening to the opinions of our team has allowed us to build empathy and respect for one another.

I realized that, in view of the circumstances and interests of my team members, it was important to explore different approaches when originally leaning towards a collaboration style. In addition, I have learned from this experience that effective conflict resolution does not follow a one size fits all approach. In other words, it takes a deep understanding of the issue, diverse opinions and an openness to experiment with new ideas.

Emotional Intelligence in Conflict Resolution: Emotional intelligence (EI) is the ability to identify, comprehend, and manage one's own and others' emotions, ideas, and behaviors. It's an essential skill for resolving conflicts because it takes patience, understanding of oneself, awareness and kindness. Research has shown that people with higher EI levels are able to manage and resolve disputes more effectively, which can result in improved outcomes for all (Jordan & Ashlea, 2021).

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	Recognition	Regulation
Personal Competence	<p>Self-Awareness</p> <ul style="list-style-type: none"> • Self-confidence • Awareness of your emotional state • Recognizing how your behavior impacts others • Paying attention to how others influence your emotional state 	<p>Self-Management</p> <ul style="list-style-type: none"> • Keeping disruptive emotions and impulses in check • Acting in congruence with your values • Handling change flexibly • Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	<p>Social Awareness</p> <ul style="list-style-type: none"> • Picking up on the mood in the room • Caring what others are going through • Hearing what the other person is “really” saying 	<p>Relationship Management</p> <ul style="list-style-type: none"> • Getting along well with others • Handling conflict effectively • Clearly expressing ideas/information • Using sensitivity to another person’s feeling (empathy) to manage interactions successfully

Figure 3 Emotional Intelligence in Conflict Management

In the face of stressful situations, I've used these emotional intelligence concepts to stay calm and steady. I was able to create a safe environment for open communication and mutual respect, by regulating my emotions and remaining impartial. I've been listening to each team member's concerns, understanding and verifying what they have to say.

It's allowed me to understand the importance of emotional intelligence in resolving conflicts within a team. I was able to solve issues with tact, ultimately increasing our team's cohesion and effectiveness by refining my awareness of myself, self regulation, social awareness or relationship management skills.

3. Decision-Making

My efforts to develop team based decision making skills have been transformed throughout this session. Through the combination of Conceptual Understanding, Real World Applications and Reflection Practices, I have gained invaluable insight and evidence for my growth in this important area.

I've been able to practice my decision-making skills in a team environment by working on group projects. Working with classmates with diverse perspectives and skills, I made difficult judgments about project goal formulation, task allocation, and dispute resolution. By using outstanding communication, effective listening and consensus building, we have taken sensible steps to help our initiatives. I can see how my teamwork and decisionmaking skills have improved, as I look back on my experience. I have increased my capacity to organise diverse perspectives, evaluate complicated information and negotiate uncertainty so as to be able to make good decisions. In addition, I have gained confidence in my ability to successfully participate in team meetings and to promote consensus on common objectives.

Group Decision Making: Group decision-making involves a large number of people collaborating to reach an agreement or make a collective decision. Groupthink, as well as peer pressure, and minority influence influence collective decision-making (Emmerling & Rooders, 2020). Strategies such as brainstorming, the nominal group approach, and the Delphi method are used to improve collective imagination and decision quality.

Misguided expert opinions can swiftly sway a group's judgment. Individual biases can quickly propagate over a group, resulting in outcomes that are far from individual preferences. The majority of these behaviors occur subconsciously. This is not to say that groups should not make decisions collectively; nevertheless, you must establish the appropriate methodology, such as:

- **Designate a strategic dissenter:** Appointing a "devil's advocate" is one strategy for combating undesired groupthink in teams. This person is responsible for acting as a counterforce to the group's consensus. According to research, allowing at least one individual to challenge how the team makes decisions can result in considerable improvements in the quality of decisions and performance.
- **Gather opinions anonymously:** A group's collective knowledge is only beneficial if it is applied correctly. To maximize your team's diverse talents, we propose gathering individual opinions before sharing them with the larger group. You'll be able to invite members of the team to document their thoughts anonymously in a common document, such as this. Then, without giving individual members of the team any

suggestions, invite the group to assess the proposals on their own and anonymous basis.

Over the time I have learned that group decision-making plays a crucial role in the success of team projects for several reasons:

- **Creativity:** By promoting the creation and synthesis of ideas, collaboration contributes to creativity. The brainstorming session and collaboration sessions provide the opportunity for team members to develop their own ideas, spark creativity and cultivate a culture of innovation.
- **Increased sense of ownership and responsibility:** team members who take part in decisions are becoming more committed to the project's objectives, with greater accountability for its success.
- **Improved Decision Quality:** Teams are better able to make informed decisions compared to individuals. By making decisions as a group, the team is able to share its knowledge, which leads to better conclusions that take into account a wider range of issues and views. By exploiting each team member's strengths and collective understanding, the teams can achieve successful project delivery.

I believe, my newfound knowledge has significant implications for my future project management profession. As I work to improve my decision-making abilities, I envision myself as a forward-thinking and strategic leader capable of anticipating and effectively responding to new issues. By combining real experience with theoretical insights, I hope to promote an evidence-based decision-making environment within my teams, encouraging innovation, diversity and resilience.

PART D

Teamwork and Leadership Action Plan for Future

	GOAL	ACTION	RESOURCES	CRITERIA OF SUCCESS	TARGET DATE
Soft Skills	Leadership skills to ensure collaboration among team members	Seek input from colleagues, mentors, or superiors to find areas for growth and actively try to develop my leadership skills	Invest in literary works and publications that discuss leadership, collaboration, and teambuilding.	Recognition might take the shape of verbal recognition, peer commendations, or formal assessments that highlight my contributions to team achievement.	In two months time
	Further develop communication skills to set clear goals and objectives	Evaluate present communication strengths and limitations. Identify particular areas for improvement, such as public speaking, attentive listening skills, written communication, and nonverbal communication.	Enroll in online classes or attend webinars on topics like as goal-setting and communication tactics.	My communication abilities encourage collaboration and teamwork within groups or teams. I can help team members reach their goals by facilitating discussions, coordinating activities, and building consensus.	Until another group project
Technical Skills	Proficiency in project management approaches such as Agile, Scrum, and Waterfall	Obtaining Agile, Scrum, or Waterfall project management certifications to demonstrate your knowledge and expertise.	Participate in formally accredited programs, workshops, or certification courses that are specific to each project management style.	Projects are finished on time, within budget, and to the satisfaction of stakeholders, proving your ability to successfully manage project resources.	
	Financial Expertise, in	Get acquainted with financial	Access to accounting and	You can design adequate budgets	

	particular, budget allocation and management	management applications and software that are routinely used for budget planning and management.	financial management tools such as QuickBooks, Excel, and other budgeting applications for practical use.	that correspond with business goals, precisely anticipate spending, and efficiently distribute resources across different projects.	
	Risk anticipation and mitigation skills	Consider preventive measures, such as, contingency plans, risk transfer techniques, or acceptance tactics, depending on the type and severity of each risk.	Platforms like Coursera, Udemy, or LinkedIn Learning offer courses on risk management, risk assessment, and mitigation strategies.	Lessons from previous events are documented, communicated, and applied to improve future risk management methods and procedures.	

By BrainWrit

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Appendix A – Belbin Team Roles Questionnaire

Source: (Buchanan & Huczynski, 2017)

Objectives

1. To introduce team theory
2. To identify your preferred team roles

Instructions

Listed below are statements that describe behaviours that members use when they are participating in a team. You may demonstrate these behaviours at work, in teams, student organizations and societies, or in interactions with your friends.

Use the 1-5 scale below to indicate how frequently you engage in these behaviours when part of a team. Place a number 1 to 5 in the score box for each statement.

Very infrequently 1 2 3 4 5 Very Frequently

Score	Statement Number	Statement
	1	I organize and use other people's abilities and talents productively
	2	I react strongly when meetings look like losing track of the objective
	3	I start to look around for possible ideas and openings
	4	I often produce a new approach to a long-continuing problem
	5	I analyse other people's ideas objectively for their merits and flaws
	6	I can be relied on to see that the work we need to do is organized
	7	I am always ready to support good suggestions that help us resolve a problem
	8	I notice omissions and have an eye for getting the details right
	9	I like to enjoy my experience, training and qualifications
	10	I often draw out contributions from other team members

11	I am willing to make my personal views known in a forceful way if necessary
12	A broad range of personal contacts is important to my style of working
13	I like to use my imagination to suggest completely new approaches
14	I like to weigh up several alternatives thoroughly before choosing, which may take time
15	I am interested more in practicalities than in new ideas
16	I am concerned to help others with their problems
17	I keep a watchful eye on areas where difficulties may arise
18	I usually only contribute when I really know what I'm talking about
19	I am happy to take the lead when action is needed
20	It is worth incurring some temporary unpopularity to get my views across
21	I like to discover the latest ideas and developments as I get easily bored
22	I can quickly see how ideas and techniques can be used in new relationships
23	I approach the topic in a carefully analytical way
24	Given an objective, I can sort out the concrete steps to achieve it
25	I get on well with others and work hard for the team
26	I like to finish my current work before I start something new
27	My technical knowledge and experience are usually my major contributions

Transfer the points from each of the 27 statements into the table below, placing them next to the statement number. Then add up the points in each of the nine columns. Enter these in the TOTAL row. This indicates the roles that you most frequently play in a team. The higher the score, the more you see yourself taking that role.

Coordinator	Shaper	Resource Investigator	Plant	Monitor Evaluator	Implementer	Team-Worker	Completer Finisher	Specialist
1.5	2.5	3.5	4.5	5.5	6.4	7.5	8.5	9.5

10.4	11.4	12.5	13.4	14.5	15.4	16.5	17.5	18.5
19.	20.4	21.4	22.5	23.5	24.5	25.5	26.5	27.5
TOTAL	14	14	14	15	13	15	15	15

Appendix B - 360 Degree Feedback Template

Instructions:

This feedback model will be used to develop a balanced perspective of areas of improvement, areas of strength and areas of opportunity as they relate to the individual's behaviours and past performance on this or another project. When completing your feedback, please try to focus on *specific* behaviours or examples.

- **Start** - Identify behaviours that the individual does not currently demonstrate but would benefit from starting to incorporate into their work.
- **Stop** - Identify behaviours that are presently exhibited but would benefit from stopping.
- **Continue** - Identify what is working and should be continued.
- **Least Effective/ Most Effective/ What you Value** – Please give specific examples.

General Feedback		
<p>STOP:</p> <p>Laziness: he is having numerous ideas and good knowledge and skills to perform the tasks but sometimes he became lazy due to which he is loosing their capability to finish the task</p>	<p>START:</p> <p>Confidence: if he develops confidence in themselves then he can accomplish any task greatly</p>	<p>CONTINUE:</p> <p>Dedication and disciplined: he is really dedicated and self disciplined towards their tasks when he is serious.</p>

When is the individual most effective?

When he is having their comfort level and enjoying doing whatever he likes being a part of the team he actively obeys their responsibility and perform their task wisely.

When is the individual least effective?

When he thinks he is having notable amount of time at that moment he became lazy and does not accomplish their task.

What do you value about the individual?

He is self motivating enthusiastic and hard worker with smart worker.

By Brainwriters Experts

Appendix C - Conflict Management Styles Assessment

Please **CIRCLE ONE** response that best describes you. Be honest, this survey is designed to help you learn about your conflict management style. There are no right or wrong answers!

Name parveen kumar Date 09/05/2024

	Rarely	Sometimes	Often	Always
1. I discuss issues with others to try to find solutions that meet everyone's needs.	1	<input checked="" type="radio"/>	3	4
2. I try to negotiate and use a give-and-take approach to problem situations.	1	2	3	<input checked="" type="radio"/>
3. I try to meet the expectations of others.	1	2	3	<input checked="" type="radio"/>
4. I would argue my case and insist on the advantages of my point of view.	1	<input checked="" type="radio"/>	3	4
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.	<input checked="" type="radio"/>	2	3	4
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.	1	2	3	<input checked="" type="radio"/>
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?	1	2	3	<input checked="" type="radio"/>
8. I prefer to compromise when solving problems and just move on.	1	<input checked="" type="radio"/>	3	4
9. I find conflicts exhilarating; I enjoy the battle of wits that usually follows.	<input checked="" type="radio"/>	2	3	4
10. Being in a disagreement with other people makes me feel uncomfortable and anxious.	1	2	<input checked="" type="radio"/>	4
11. I try to meet the wishes of my friends and family.	1	2	<input checked="" type="radio"/>	4
12. I can figure out what needs to be done and I am usually right.	1	2	3	<input checked="" type="radio"/>
13. To break deadlocks, I would meet people halfway.	1	2	3	<input checked="" type="radio"/>
14. I may not get what I want but it's a small price to pay for keeping the peace.	1	<input checked="" type="radio"/>	3	4

15. I avoid hard feelings by keeping my disagreements with others to myself.	1	2	<input checked="" type="radio"/>	4
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Source: (Adkins, 2006)

Scoring the Conflict Management Styles Assessment

As stated, the 15 statements correspond to the five conflict management styles. To find your most preferred style, total the points for each style. The style with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, all styles have pros and cons, so it's important that you can use the most appropriate style for each conflict situation.

Style Corresponding Statements: Total:

- Collaborating (questions 1, 5) _____
- Competing (questions 4, 9, 12): _____
- Avoiding: (questions 6, 10, 15): _____
- Accommodating: (questions 3, 11, 14): _____
- Compromising: (questions 2, 8, 13) _____





★ My preferred conflict management style is: _____

★ The conflict management style I would like to work on is: _____

How can I practice this conflict management style?

Appendix D - Brief Descriptions of the Five Conflict Management Styles

Keep in mind that one style of conflict management is not necessarily better than another; each style has pros and cons, and each can be useful depending on the situation. This assessment is intended to help you identify your typical response to conflict, with the goal that when you encounter future conflicts, you will be aware of not only your instinctive reaction, but also the pros and cons of that reaction for the specific situation. Furthermore, you will also be aware of the other styles of conflict management that you could draw on to resolve the situation, if one of the other styles is more appropriate for the current situation.

	<u>Owl</u>	<i>Collaborating</i>	Owls highly value both their goals and their relationships. They view conflict as a problem to be solved and seek a solution that achieves both their goals and the goals of the other person. Owls see conflicts as a means of improving relationships by reducing tensions between two persons. They try to begin a discussion that identifies the conflict as a problem, and strive to resolve tensions and maintain the relationship by seeking solutions that satisfy both themselves and the other person.
	<u>Turtle</u>	<i>Avoiding</i>	Turtles tend to value avoiding confrontation more than either their goals or relationships. They often find it easier to withdraw from a conflict than to face it. This might even include completely giving up relationships or goals that are associated with the conflict.
	<u>Shark</u>	<i>Competing</i>	Sharks typically value their goals over relationships, meaning that if forced to choose, they would seek to achieve their goals even at the cost of the relationship involved. Sharks are typically more concerned with accomplishing their goals than with being liked by others. They might try to force opponents to accept their solution to the conflict by overpowering them.
	<u>Teddy Bear</u>	<i>Accommodating</i>	Teddy Bears typically value relationships over their own goals; if forced to choose, Teddy Bears will often sacrifice their goals in order to maintain relationships. Teddy Bears generally want to be liked by others, and prefer to avoid conflict because they believe addressing it will damage relationships. Teddy Bears try to smooth over conflict to prevent damage to the relationship.



Fox

Compromising

Foxes are moderately concerned with both their goals and their relationships with others. Foxes typically seek a compromise; they give up part of their goals and persuade the other person in a conflict to give up part of their goals. They seek a conflict solution in which both sides gain something; the middle ground between two extreme positions. They are willing to sacrifice part of their goals in order to find agreement for the common good.

Source: (Tehrani & Yamini, 2020).

Appendix E – Teams and Leadership project Proposal

The purpose of this form is:

- *To state the project objectives, risks and resource commitments*
- *To list the work involved and confirm how success will be measured.*

The proposal should be a maximum of three pages but you may include an appendix.

It should be signed by the Project Manager and be emailed to your seminar tutor. Deadline to be specified by them.

Project team

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Project mission statement

Our team is dedicated to providing entry level pathways allowing young people to begin a career with Network Rail. The main aim of the project is to create entry level positions for young people to fill through a 'learn on the job' based role. The role intends to provide participants with reduced working hours at a similar salary to what the full-time job offers. The project aims to create motivation for young people to enter the working world with Network Rail whilst gaining the necessary skill set to operate that job as a full-time career. The project aims to run over a 2-year period with successful candidates completing the 2-year course followed by a guaranteed career on completion. With regards to the project's general purposes, it intends to invite the younger generation into a career that is not only financially beneficial but encourages a sense of excitement for working for the company.

Project objectives

What does your project trying to achieve in specific terms. These need to be linked with the above mission statement.

BYE

Appendix F – Skills Wheel



By Brain W