**Performance Management**

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Several problems can be deduced from Brent’s department in regards to the poor performance of his teams. In analyzing why the team is portraying poor results, we can establish that the main issues affecting his teams regard team cohesion and ability to work together. The main teams that Brent analyzed were his best team and his worst team. The best team was team two and the worst team being team nine. The two teams both had differences in the how they worked and achieved productivity. The main issues that concerned team nine included the poor relation between members which highly affected the way they worked and led to poor performance.

This cases study portrays several potential constraints that affect this department. When we analyze team nine which is the worst team we can establish one of the issues of concern to be the age gap. Team nine has members who come from different generations which bring about differences in how things are done. The issue of age gap has led the group to divide itself into two groups which include the geeks and the technophobes. The two groups both have different ways by which they approach and solve issues, and the major differences between the two groups bring about conflicts. The technophobes have an established way of handling issues while the geeks have newer ways of dealing with similar problems. Each of the groups believes that their methods are the best; hence they cannot agree on what approaches should be applied to a particular task. This, therefore, means there is a lack of effective conflict resolution methods.

The other major issues affecting the two groups in team nine is the issue of technology. The geeks are well versed with the technological aspects in this department while the technophobes are still behind on these issues due to generational differences. For this reason, the technophobes disapprove of the use of technology in solving and handling tasks in the department. They are more comfortable with maintaining the conventional ways of handling things. The geeks, on the other hand, feel that the technophobes have been passed by time as their ways have no place in the digital world of this era. For this reason, we can establish that conflict here is mainly due to the issue of adapting to change.

Another constraint reflected in this case study includes is the issue of communication. We have established that team nine has poor communication systems as they are always arguing in loud voices and there is no channel for airing out their grievances in the team. We also establish that when Brent investigated their grievances, the team members did not use the proper channel of using their leader to convey their grievances rather went to the department head directly. This shows that this team has no clear definition of a communication model or has no respect for it. Both of the two groups do not see eye to eye hence they cannot communicate effectively which is very serious as tasks cannot be completed effectively without proper communication. We can, therefore, establish communication as and team leadership as an issue of concern.

Team nine also presents the issue of work procedure. Due to the differences in the two groups of the team each team has their own work procedures. The geeks are known to be notorious as they show up late for work and leave early. They are however very sharp at carrying out their duties due to their proficiency in technology. The technophobes, on the other hand, have more conventional procedures of work such as their preference of face to face or voice to voice communication that they disregard things like leaving a voicemail. They show up early to work and are willing to put in more effort. These two different work procedures cannot thrive together on the same team. The main issue here is, therefore, the fact there is no particular work schedule and procedure developed for the team. The other issue of concern was portrayed by the vocal majority. The vocal majority have been seen to put too much pressure on the new members of the department. They view the geeks as wanting to change everything fast and having unorthodox work ethics and poor interpersonal skills. Team two as the best team also presents the issue of poor individual performance as they work well together but cannot reflect the same performance on individual levels.

In establishing the criteria for dealing with these issues we can begin with handling the issue of technological differences in the two different groups. Most of the issues in the team nine have been caused by the fact that the two teams geeks and technophobes are from different technological eras. Technology plays a major role in organizations and has been widely adopted to enhance efficiency and increase productivity. For this reason, therefore, the technophobes have to catch up with the rest of the world. This can be done by establishing training workshops for all of the employees in the department. These training workshops will educate and re-educate everyone on the use of the relevant technologies at the workplace. This will give the technophobes skills to handle technology like their counterparts which will reduce conflicts regarding technology. This will, in turn, handle the issue of adopting change. When employees have the relevant knowledge, they reduce their resistance to change (Phillips, 2012).

This training will also be useful in solving the issue regarding work procedures. With technological education, both of these teams are in a better position to sit down and evaluate the best work processes and procedures that bring about the best results. Once they have established these processes, they can implement them. When both teams agree on work processes, they are able to work cohesively, faster and more efficiently. The issue of conflict resolution is very important in team nine and the department in general. The team has to be educated on the different conflict resolution processes that they can approach for different issues such as completion, collaboration, and compromising (Behfar, 2008).

Communication is a major issue in team nine. The team members do not have the proper interpersonal skill and have not established proper communication channels. They argue openly and have no process for communication passing down. The issue of communication can be handled by having training on proper communication skills since members especially the geeks are accused of poor interpersonal skills. The team has not established proper communication channels which seem to be a leadership failure. The team leader opts to establish proper channels for communication and airing out grievances (Smart, 2000). A general department bonding event should be held in order to have all teams interact so that the vocal majority can interact and stop being judgmental about the others and learn to relate well. It is also important that Brent figures out how to shuffle different teams so that team members can learn to work better individually as well as in a team setting.

The stakeholders involved in this case study are team leaders. Team leaders such as Brandon who are having trouble leading their team need help in formulating leadership strategies. The geeks and the technophobes are also stakeholders in this case. These two have the most conflict issues in the department. The vocal majority are also stakeholders as they present cohesion issues with the minority teams. The best team ‘team two’ is also a stakeholder in this case as they have work procedures that can be emulated and are also faced with the issue of lack of individual performance ability. Brent as the department head is also a stakeholder in this case as he is the overall overseer of all teams.

In establishing how the processes of collecting information we can establish that the use of questionnaires and surveys would be appropriate for team members. The use of interviews would apply best to all team leaders as they are fewer. They know the issues that face them as leaders and as a team.

References

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