RUNNING HEAD: TEAM CONFLICT

Team Conflict Dynamic Model and Project Success

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# Introduction

 Establishment of a conflict is a mandatory part of the functioning of the teams and groups. It is essential for the team managers to timely identify the entire risk of different conflicts and adopt necessary practical measures accordingly. Creation of conflict is more likely in team-oriented project because different people work together for a single objective. Undoubtedly, improper handling of a difference of opinion eventually causes conflict in teams. There is a need to identify causes of various types of team conflicts and find out better solutions to ensure the success of the project in the end. Ideological differences are the reality of the project teams that can never be fully avoided due to the difference in human nature. On the other hand, constructive conflict are established as necessary aspects to ensure the successful and emergent paradigm of the group project. There are many former research studies who have a consensus that it is mandatory for the team manager as the leader to offer a better collaborative environment to all the project members to minimise the risks of destructive conflicts. It is also essential to mention that there is the existence of many previous research studies who focus to examine different dimensions of the issue of team conflict and offer better practical measures for the organisational set-up. It is important to critically examine these previous research domains to identify what is previously done and what needs to do more to guarantees the success of the project. Here, the focus is to critically examine different research studies in the form of a literature review to figure out the effectiveness of the team conflict dynamics model.

# Literature Review

 A literature review is recognised as one of the most critical parts of the research process. It is important for the researcher to have a detailed understanding of the relevant topic that is possible by examining former research work. Consideration of the previous relevant research studies eventually assists the researcher to find out the potential gap of knowledge that requires more research in the future. The practical implications of team conflict dynamic model and project success can also better apprehend by examining the relevant research studies. The research platforms of research journals, books, scholarly articles, etc. will be considered by the researcher to critically investigate the focused area of team conflict dynamic model in the overall form of project success. Different keywords such as “conflict”, “team conflict”, “conflict management’, “team conflict dynamic model”, “type of team conflicts in projects” will be used to obtain most suitable research work.

 The objective of this research section can never fully achieve without crafting the questions relevant to the main topic of the research project. This form of consideration can be effective to explore and examine different theoretical concepts related to the broad form of conflict management. Specific research questions relevant to this research work can be formulated as follows:

* How the theoretical approach of team conflict dynamic model can be helpful to ensure the project success?
* What is the contribution of team conflict dynamic model in case of different conflict types and team conflict profiles?
* What is the role of the project manager as the leader to resolve team conflicts and attain the objectives of the project?

*Concept of Team Conflict*

 Conflict is defined as one critical issue of the organisational setting that ultimately influences the performance level of all the team members. The intensity of this problem has the potential get attention of different researchers who propose different solutions to the growing problem of team conflict. The broad theoretical concept of team conflict management is the direction proposed by the researchers to offer better practical forms of team management. This specific approach also helps to achieve a suitable form of project success effectively and efficiently. It is established by researchers that a comprehensive understanding of the concept of team conflict is essential for the team leader. A team leader can successfully achieve the actual target of collective work performance of all the team members (Quigley, Tekleab, and Tesluk, 2007, pp.5). A proper understanding of the team conflicts demands to evaluate various types of team conflicts in the form of significant classification. This form of knowledge eventually helps to establish better practical practices for the desired performance level of the workers. When it comes to the issue of team conflict then it is essential to consider that the phenomenon of conflicts is unavoidable but there is need to take better practical measures to minimise the complications of team work. According to researchers, team conflict is the term which illustrates the interpersonal problem that occurs between two or more members of a team who are working for a single goal (Jit, Sharma, and Kawatra, 2016, pp.12). Existence of any form of conflict in a team ultimately negatively influence the performance level of the entire team. Proposing a better solution to the team conflict is primitive because it makes it difficult for all the team members to perform their duties optimum levels (Santos and Passos, 2013, pp.370). Achieving shared goals of the team becomes impossible when it comes to the practical implications of the problem of team conflict.

*Different Types of Team Conflict*

 As the initial step of the appropriate team conflict management, it is integral for the team leader to have a proper understanding of the different types of team conflict. Many former researchers have the consensus that identification of the actual type of team conflict eventually guides team leader to examine the entire situation and offer practical and useful solutions according to the actual requirements (Barkema and Shvyrkov, 2007, pp.670). The issue of the team conflicts can observe in two major forms of substantive and emotional conflicts (Leo et al., 2015, pp.61). Team managers have to focus both forms of conflicts to address the issue of conflict and propose practical domains of project success (Wakefield, Leidner, and Garrison, 2008, pp.18). These two main forms of team conflicts can further split into different types of conflicts that negatively impact the overall functioning of the entire team.

The difference of opinion and diverse strategies are recognised as the two main forms of conflict that appear in the case of team work. Undoubtedly, it is difficult for the team members to agree to the single point as everyone poses opinion according to their expertise and experience. The approach of decision-making is greatly influenced by the issue of team conflict. Strong but differing opinions in the group setting ultimately cause the situation of team conflict (Levi, 2015, pp.34). Mistrust is another major factor that is linked to the uncomfortable form of team conflict. Lack of conversation makes it difficult for the team members to trust the strategies and decisions of others. This practical approach ultimately becomes the reason for the individual differences that impact their team performance level as level. The difference in personalities is another indicator of the risk of team conflict. When different team members behave differently according to their personal behavioural approach then it is not possible for all the team members to execute their performance according to the team’s objectives. Prevalence of personality clashes leads people to disobey the rules of the team and act according to their distinct thoughts and preferences. Close consideration of the team working and team management also reveals that power issues and personal agendas are also significant aspects that enhance the hazards of team conflict (Wu et al., 2017, pp.23). It is evaluated that sometimes team members work in the team for the sake of their personal goals and objectives that clearly clash with the goal of the entire team. This form of difference makes it difficult for the team members to work collectively and ensure the suitable form of project success (Barkema and Shvyrkov, 2007, pp.670). It is observed that if any team member is passionate to achieve personal goals then it ultimately harms the unified form of the team’s goals and objectives as the one team.

*Consideration of Team Conflict Dynamics Model*

 The concept of team conflict management can never fully understand without the consideration of the theoretical framework. Many former research studies focused to examine the practical application of the theoretical idea of team conflict dynamic model. It is vital to examine how the option of team conflict dynamic model can be assistive when it comes to ensuring the success of the whole project. This form of consideration eventually linked with various practical dimensions that play their role in the entire scenario of team conflict. Consideration of the team conflict dynamics model helps to identify the practical implications in the proper and significant form of team conflict management.

 It is proposed by former research studies that the issue of conflict can be properly conceptualised in the form of dynamic involvement. It is argued by previous research studies to evaluate the issue of team conflict in the context of a dynamic perspective (Mohr and Spekman, 1994, pp.140). This form of consideration further focuses on the practical idea of information exchange. It is proposed by researchers that the strategy of information exchange is one effective approach to successfully deal with the problem of team conflict (Zaccaro, Heinen, and Shuffler, 2008, pp.120). The unfolding procedure of timely information sharing can be useful for the team leader to articulate the actual requirements of the team work and ensure the success of the project (Lim and Klein, 2016, pp.408). The vast approach of the team conflict dynamic model consisted of different facets of considerations. Detailed consideration of the conflict analysis is vital to propose better practical strategies and to achieve the target of project success (Barkema and Shvyrkov, 2007, pp.670). This theoretical domain provides systematic foundations that comprised of different practical measures. There is need of proper conflict profiling, exploration of the causes, identification of the main entities, and examination of various dynamics of conflict established as the necessary conditions to attain the desired form of team conflict dynamic model.

*Communication Conflict*

It is highly considerate to look upon the matter of communication conflict in a workplace as it has the potential to cause significant harm to a project. It is important to consider the fact that misunderstanding actions or words in a workplace have the potential to create conflict (Tinsley and Brett, 2001, pp.365). Communication plays a vital role in the workplace due to the ongoing of multiple processes. According to Costa, Passos, and Bakker (2014), dynamic and complex working conditions demand effective communication skills to flow information safely. However, if one party misunderstands the words of another party, then it can lead to conflict (Mohammed, Prabhakar, and White, 2008, pp.2). Researchers have found that poor and inadequate communication in the workplace can lead to the low morale of employees, lack of teamwork, and reduced profit margin (Agrawal and Pazos, 2012, pp.6). Therefore, it is highly important for organisations to come up with an idea to overcome certain conflicts at workplace. Effective communication in the workplace allows managers and employees to convey their thoughts and concerns regarding a project. It is not possible to restrict communication in the workplace as there is a risk of lack of collaboration in this regard. Effective communication is the ability to convey information in an efficient way. According to Huang (2010), the sharing of information between managers and employee can be improved if an organisation adapts two-way communication procedure. In a two-way communication procedure, managers can easily transfer information to employees and get feedback in this regard to confirm their understanding (Roberts-Lombard, 2011, pp.7).

It is notable to mention that effective communication is key to establish a positive working environment that can improve the efficiency and morale of employees (Edmondson and Nembhard, 2009, pp.21). Researchers have found that a breakdown in communication has the potential to establish conflict (Bakker et al., 2013, pp.389). Lack of collaborative efforts, unchecked gossip, and closed loops are some significant aspects that have the potential to start a conflict. Defining the roles and responsibilities of each individual in the workplace is highly important to ensure effective collaboration (Mello, and Delise, 2015, pp.23). In a dynamic working condition, every individual is busy in addressing their roles regarding his/her job. However, if a team leader fails to define the roles and responsibilities of individuals in a project then there is a significant chance that they miss their deadlines (Gelbard and Carmeli, 2009, pp.167). In the considered case, lack of collaborative efforts may result in finger-pointing and blaming on one another. Consequently, lack of collaborative efforts is one of the major reasons behind the generation of conflict. There is an immense need to train team leaders in order to establish clear timelines for a project along with assigning elements of a project (Chen, Liu, and Tjosvold, 2005, pp.278). Researchers have found that effective collaborative efforts are highly necessary to ensure deadlines are met in a specific project. Furthermore, it is essential to promote effective communication in the workplace to ensure that everyone is aware of his/her roles and responsibilities. One of the most prominent aspects of conflict generation is unchecked/unresolved gossips during a project. Desivilya, Somech, and Lidgoster (2010) have found that rumours can start a conflict if it is portrayed in an unflattering light. Therefore, managers and team leaders need to address the issue with a companywide announcement through effective communication.

It is important to consider the fact that unresolved gossips or rumours in the workplace can increase concerns of individuals. Furthermore, poor communication between the two departments can increase the risk of communication (Wakefield, Leidner, and Garrison, 2008, pp.4). A higher degree of miscommunication can be established if one department fails to communicate with another department in an effective manner (Meredith, Mantel and Shafer, 2015, pp.8). Miscommunication between the two departments can lead to infighting (Decuyper, Dochy, and Bossche, 2010, pp.163). There is an immense need to improve the communication between and within departments in order to minimize the risk of conflict. The collaboration of every department in a mega project is highly essential as it determines the integrity of success. Proper collaboration between departments ensures that the entire team is working towards a common goal (Somech, Desivilya, and Lidogoster, 2009, pp.27).

*Leadership Conflict*

 It is important to mention that every leader has a different way of leading a team. In the workplace, changing leaders and managers can be problematic for the workforce as they are often used by the previous leader. There is a number of leadership styles and everyone has its own benefits and flaws. According to Aga, Noorderhaven, and Vallejo (2016), dealing with different styles of leadership can be problematic for employees as it can cause confusion and irritation. Employers need to understand the fact that their employees may have to work for a various leader who may have a different leadership style (Saeed et al., 2014, pp.122). Therefore, employers should need to collaborate with leaders to establish a more suitable leadership style in order to avoid any conflict in the workplace. Buchholtz, Amason, and Rutherford (2005) have found that different cofounders may have a different method to complete a work, which can cause confusion for employees. One of the best ways to cater to these concerns is to develop a synergistic company culture so that everyone can incorporate and adjust themselves accordingly.

*Interdependency-based conflict*

It is notable to mention that in the workplace employees are performing different processes. Multiple operations are going on in a workplace at a time, which requires the collaboration of each department and individual with another. There is a possibility that employees may rely on each other to meet their work objective. Cooperation or interdependency on others can give rise to conflict due to the lack of effective communication (Behfar et al., 2008, pp.170). For instance, if a sales executive is late in hand overing his/her data to the accountant, then accountant may get late in completing his final report, which can lead to the creation of a conflict. These interdependency-based conflicts can give rise to significant conflict in the workplace, so there is an immense need to cater to these concerns (Wu et al., 2018, pp.16). For this particular purpose, it is important to specify the roles and responsibilities of different members. There is also an immense need to clarify that each individual will be held accountable for his/her actions (Binder, 2016, pp.12). Implementation of these rules will ensure that each individual should meet up deadlines in order to avoid any enforcement action.

*Work Style Difference*

 Leaders and managers should need to keep it in mind that every individual has a different style of working and managing workload (Chen, 2006, pp.106). Researchers have found that each individual has his/her own way of performing a task such as some are team-oriented, while others are independent and task-oriented. Team-oriented individuals have the potential to work within a team in order to complete a common goal (Barkema and Shvyrkov, 2007, pp.670). However, independent and task-oriented individuals have the potential to perform effectively without external input. It is the responsibility of leaders and managers to understand the instincts of individuals and let them work in their comfort zone in order to avoid any conflict (Wu et al., 2018, pp.16). Researchers have found that disagreement between employees and team leaders can give rise to a conflict, which can compromise the integrity of the entire project.

# Conclusion

To conclude the discussion about the practical approach of the team conflict dynamic model, it is important to indicate that the identification of different behavioural dynamics is mandatory. This form of consideration assists to identify the practical strategies that can be helpful to achieve the ultimate objective of project success. Detailed examination of the previous research work on this issue reveals that there is the existence of limited research work when it comes to the exploration of various behaviour dynamics to propose better solutions to the issue of team conflict. There is a need for identifying different behavioural dynamics that cause the issue of team conflict.

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