

# Soft Skills Training

## Training of Trainer

**Youth Employment and Entrepreneurship Skills (YEES) Project**



| Day V agenda: morning |                                                                                    |
|-----------------------|------------------------------------------------------------------------------------|
| Time                  | Activity                                                                           |
| 09:00-09:10           | Day IV Recap, Remind Parking Lot and Pre-Test                                      |
| <b>09:10-09:15</b>    | <b>PART I: Identifying Problem and Solving Problem - Module Overview</b>           |
| 09:15-09:25           | Identifying and Defining Problems in Different Situations                          |
| 09:25-09:30           | Using Critical Thinking to Analyse the Causes and Contributing Factors to Problems |
| 09:25-09:30           | Prioritizing Problems basing on their Impact and Urgency                           |
| <i>09:30-09:40</i>    | <i>ACTIVITY I: Human Knot</i>                                                      |
| 09:40-09:45           | Brainstorming and Generating Creative Solutions                                    |
| 09:45-09:50           | Strategies for Enhancing Problem-Solving Skills                                    |
| <b>09:50-10:00</b>    | <b>COFFEE BREAK</b>                                                                |
| <i>10:00-10:05</i>    | <i>ACTIVITY II: Act Like/Follow the Book</i>                                       |
| <b>10:05-10:10</b>    | <b>PART II: Conflict Management &amp; Conflict Resolution – Module Overview</b>    |
| 10:10-10:25           | Understanding Conflict                                                             |
| 10:25-10:35           | Types of Conflict                                                                  |
| 10:35-10:45           | Understanding Conflict Management                                                  |
| 10:45-10:55           | Understanding Conflict Resolution                                                  |
| <i>10:55-11:05</i>    | <i>ACTIVITY I: Rock, Paper, Scissors</i>                                           |
| 11:05-11:15           | Identifying Signs and Sources of Conflict                                          |

# PART I:

## MODULE 8: PROBLEM IDENTIFICATION AND SOLVING



## Module 8 Overview:

1. Identify Problems;
2. Problem Analysis;
3. Generate Solutions;
4. Select and Implement Solutions;
5. Evaluate Outcomes;
6. Continuous Improvement;





# identifying and defining problems/challenges in different situations

- Understand the context
- Observe and gather information
- Ask questions
- Consider multiple perspectives
- Prioritize issues
- Use problem-solving tools
- Consider potential solutions
- Iterate and refine



## **USING Critical thinking to analyse the causes and contributing factors TO problems**

- Define the problem clearly
- Gather relevant information
- Identify assumptions
- Ask critical questions
- Apply the 5 whys technique
- Consider multiple perspectives
- Examine interconnections
- Evaluate causation vs correlation
- Look for patterns and trends
- Check for biases
- Evaluate the impact of contributing factors
- Synthesize information
- Challenge assumptions and conclusions
- Draw informed conclusions

## **prioritizing problems basing on their impact and urgency**

- Define criteria for prioritization
- Gather information
- Categorize problems
- Consider dependencies
- Review and revise
- Communicate priorities
- Develop action plans
- Monitor progress

# Group Activity 1: human knot

- Form a group of five people.
- Make a tight circle.
- Extend your left hand across the circle and join with the first hand that you meet.
- Repeat with the right hand.
- Make sure each hand is holding only one other hand.
- Without releasing the hands, untie the knot.
- You should return to your tight circle like you first started.
- You have 5 minutes to do this activity.



**Watch how it is done:**

<https://www.Youtube.Com/watch?V=gbcpau5yl0g>



## brainstorming and generating creative solutions to address the identified problems

- Define the problem clearly
- Select a diverse group
- Create a positive and open environment
- Set a clear goal
- Use facilitation techniques
- Encourage quantity over quality
- Emphasize divergent thinking
- Use stimulus materials
- Combine and build on ideas
- Combine ideas and concepts
- Select the most promising solutions



# Strategies for enhancing problem-solving skills

- Understand the problem
- Define clear objectives
- Listen actively
- Improve analytical thinking
- Develop creative thinking
- Utilize critical thinking
- Learn from mistakes
- Seek diverse perspectives
- Build a strong knowledge base
- Stay informed about emerging trends
- Participate in problem-solving exercises
- Read problem-solving literature
- Use problem-solving tools



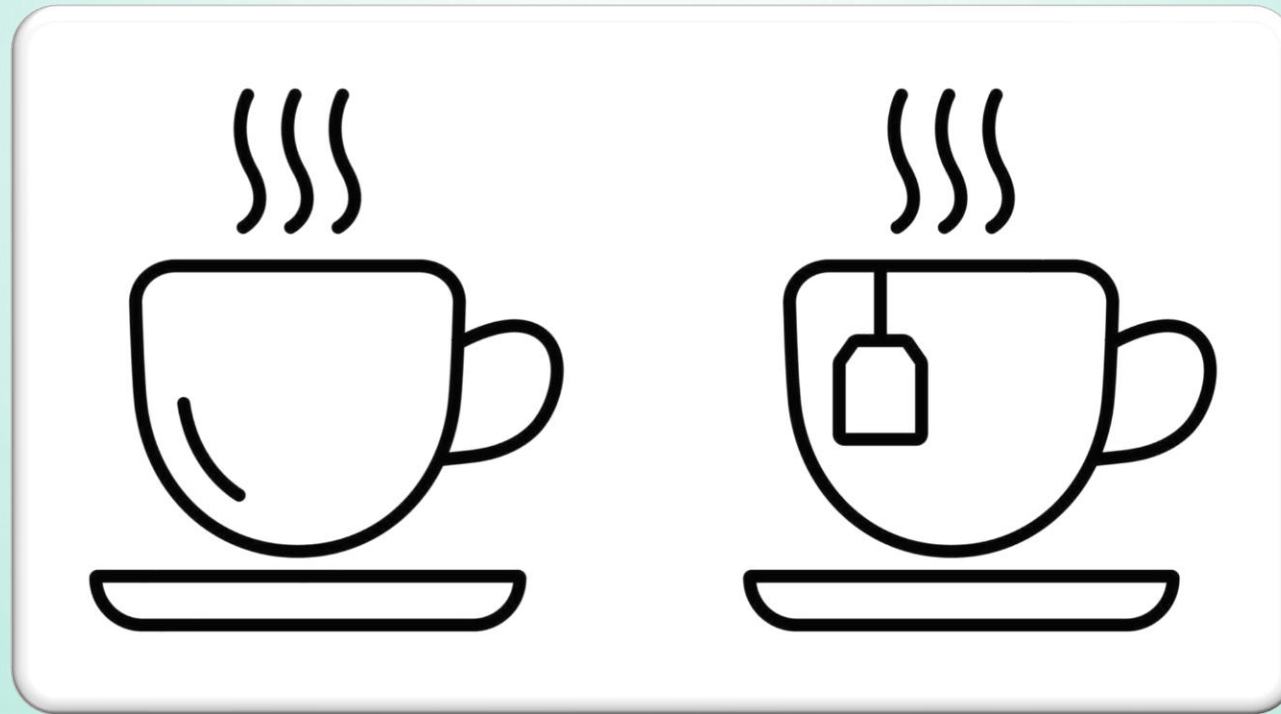
# Group Activity 2: act like/follow the book

- Please stand up.
- I will hold this book and do different movements with the book.
- You will follow or move your body by mimicking the movement of the book

Watch how it is done:

<https://www.Youtube.Com/watch?V=qmis9lky0us>





**Coffee/tea break**



# PART II:

## MODULE 8: CONFLICT MANAGEMENT AND RESOLUTION





## Module 8 Overview:

1. Recognize and Define Conflict;
2. Use Communication and Active Listening;
3. Analyse and Assess Conflict;
4. Apply Conflict Resolution Strategies;
5. Use Emotional Intelligence and Self-Regulation;
6. Prevent Conflict and Seek Positive Outcomes;
7. Document and Report Conflict and Conflict Resolution;
8. Continuous Improvement and Evaluation;



## UNDERSTANDING conflict

- Conflict is a state of disagreement or discord resulting from opposing interests, opinions, values or actions (Wrench et al., 2024).
- Conflict is part of human interaction; occurs in various contexts such as: personal relationships, workplaces, communities, and international arena.
- It can arise from: differences in goals, perceptions, communication styles and other factors.



# Key characteristics of conflict

- Opposing interests:
  - ❖ Conflicts often involve parties with conflicting goals, needs or desires.
- Perceived incompatibility:
  - ❖ Parties involved in a conflict typically perceive their goals or values as incompatible with those of others, which leads to a sense of competition or opposition.
- Expression of disagreement:
  - ❖ Conflicts involve the expression of disagreement, whether through verbal communication, actions or other means.
- Emotional involvement:
  - ❖ Conflict is often accompanied by emotional involvement including feelings of: frustration, anger, resentment or other strong emotions.
- Interaction or perception of interdependence:
  - ❖ The parties in conflict are often interdependent, meaning that their actions or decisions affect each other.
- Potential for resolution:
  - ❖ While conflict can be challenging, it also presents an opportunity for resolution, growth and improved understanding if addressed effectively.



# types of conflict

- **Interpersonal conflict:**
  - ❖ Occurs between individuals, often due to differences in personalities, values or communication styles (ADR Times, 2023).
- **Intrapersonal conflict:**
  - ❖ Occurs within an individual; it involves: internal struggles, doubts or conflicting desires (Wall & Callister, 1995).
- **Intragroup conflict:**
  - ❖ Occurs within a group or team, often relates to differences in goals, roles or perspectives (Wall & Callister, 1995).
- **Intergroup conflict:**
  - ❖ Occurs between different groups such as: departments within an organization or between communities (Wall & Callister, 1995).
- **Organizational conflict:**
  - ❖ Arises within an organization; involves disputes between individuals, teams or departments (Herrity, 2023).
- **Cultural conflict:**
  - ❖ Arises from differences in cultural norms, values or practices (Berns & Atran, 2012).
- **Role conflict:**
  - ❖ Results from incompatible expectations associated with a particular role or position (Getzels & Guba, 1954).



## types of conflict CONT'D

- **Value conflict:**
  - ❖ Arises from differences in fundamental beliefs and values (Lieberman & Chaiken, 1991).
- **Environmental conflict:**
  - ❖ Relates to disputes over natural resources, land use or environmental policies (Libiszewski, 1991).
- **Work-life balance conflict:**
  - ❖ Arises when there is a perceived imbalance between work and personal life (Jang & Zippay, 2011).
- **Marketplace conflict:**
  - ❖ Occurs in the business environment; it includes: competition, disputes over contracts or disagreements with customers (Lacity & Willcocks, 2017).
- **International conflict:**
  - ❖ Occurs between nations or states; it often involves: political, economic or territorial disputes (Cashman, 2013).
- **Cyber conflict:**
  - ❖ Involves the use of technology, particularly in cyberspace. It includes: hacking, data breaches and cyber warfare (Schmitt, 2012).
- Let us watch this video: [Conflict Video 1](#)



## conflict management

- Is **a system that handles** differences and disputes positively and constructively to encourage the conflicting parties to work together, even during their conflict (ADR Times, 2021).
- The goal is to address the conflict in a way that leads to positive outcomes and promotes collaboration rather than division.
- Effective conflict management involves the use of various strategies and techniques to prevent, minimize or resolve conflicts.

## Key aspects of conflict management



- Prevention
- Resolution
- Communication
- Negotiation
- Mediation
- Conflict resolution training
- Establishing policies and procedures
- Emphasizing a positive organizational culture
- Learning from conflicts
- Addressing power imbalances

## conflict resolution

- Is the **process of resolving** disputes or disagreements between parties in a manner that leads to a satisfactory outcome for all involved (Ramsbotham et al., 2011).
- The goal is to find solutions that address the underlying issues causing the conflict and promote positive relationships.
- Conflict resolution involves the use of various strategies and techniques to manage and settle conflicts, which range from interpersonal disputes to larger organizational or societal conflicts.

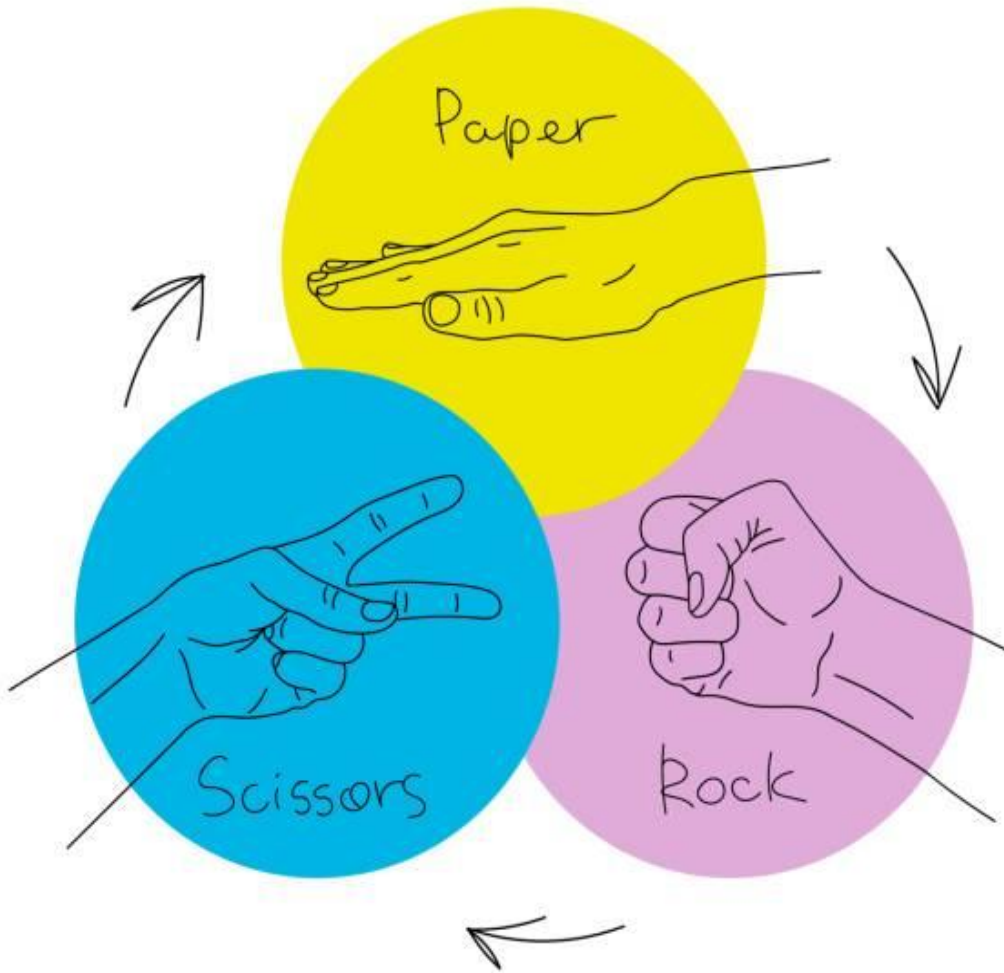
# Key features of conflict resolution

- Identification of issues
- Open communication
- Negotiation
- Problem-solving
- Mediation
- Conflict resolution models
- Consensus building
- Implementing solutions
- Learning and growth
- Emphasizing positive relationships



# GROUP ACTIVITY 1: ROCK, PAPER, SCISSORS

**Battle it out to see who is the rock, paper, scissors champion of the group — as the losers of each mini-round cheer the remaining winners on!**



- Let us form three pairs to play rock, paper, scissors.
- When I count: 1, 2, 3, go! – Each pair will start playing the game until one of you wins: the best out of three.
- The winner has to find a new opponent, while the losing player becomes the winner's biggest fan.
- The winner plays the second game by searching for a new opponent, while the losing team joins their fan group.
- Repeat this until there are only two opponents with a huge fan base cheering for them.
- The two last winners have to play until one player has won 2 times.
- Let us start.



# identifying signs and sources of conflict

## Signs of conflict:

- Behavioural changes
- Decreased productivity
- Emotional distress
- Communication breakdown
- Physical symptoms
- Cliques and alliances
- Resistance to change



## Sources of conflict:

- Communication issues
- Power struggles
- Differences in values and beliefs
- Scarce resources
- Personality conflicts
- Role ambiguity
- External factors



## Strategies for conflict resolution

- Communicate openly
- Negotiate and compromise
- Use mediation
- Train in conflict resolution
- Address underlying issues
- Establish clear policies
- Seek professional help

# impact of unresolved conflicts on individuals and organizations



## Impact on individuals

- Stress and anxiety
- Negative emotions
- Reduced job satisfaction
- Decreased productivity
- Poor physical health
- Strained relationships
- Impact on career growth

## Impact on organizations:

- Decreased employee morale
- Increased turnover
- Disruption of team dynamics
- Poor organizational communication
- Reduced innovation and creativity
- Negative impact on customer relations
- Legal consequences
- Damage to organizational reputation
- Loss of opportunities

## addressing and communicating conflicts clearly, respectfully, assertively and Honestly

- Choose the right time and place
- Remain calm and collected
- Use “I” statements
- Be specific and concrete
- Listen actively
- Seek clarification
- Avoid blame and accusations
- Be empathetic
- Use assertive communication
- Propose solutions
- Maintain respect
- Use non-verbal cues
- Take breaks when needed
- Follow-up
- Involve a third party if necessary
- Use “we” language for team conflicts

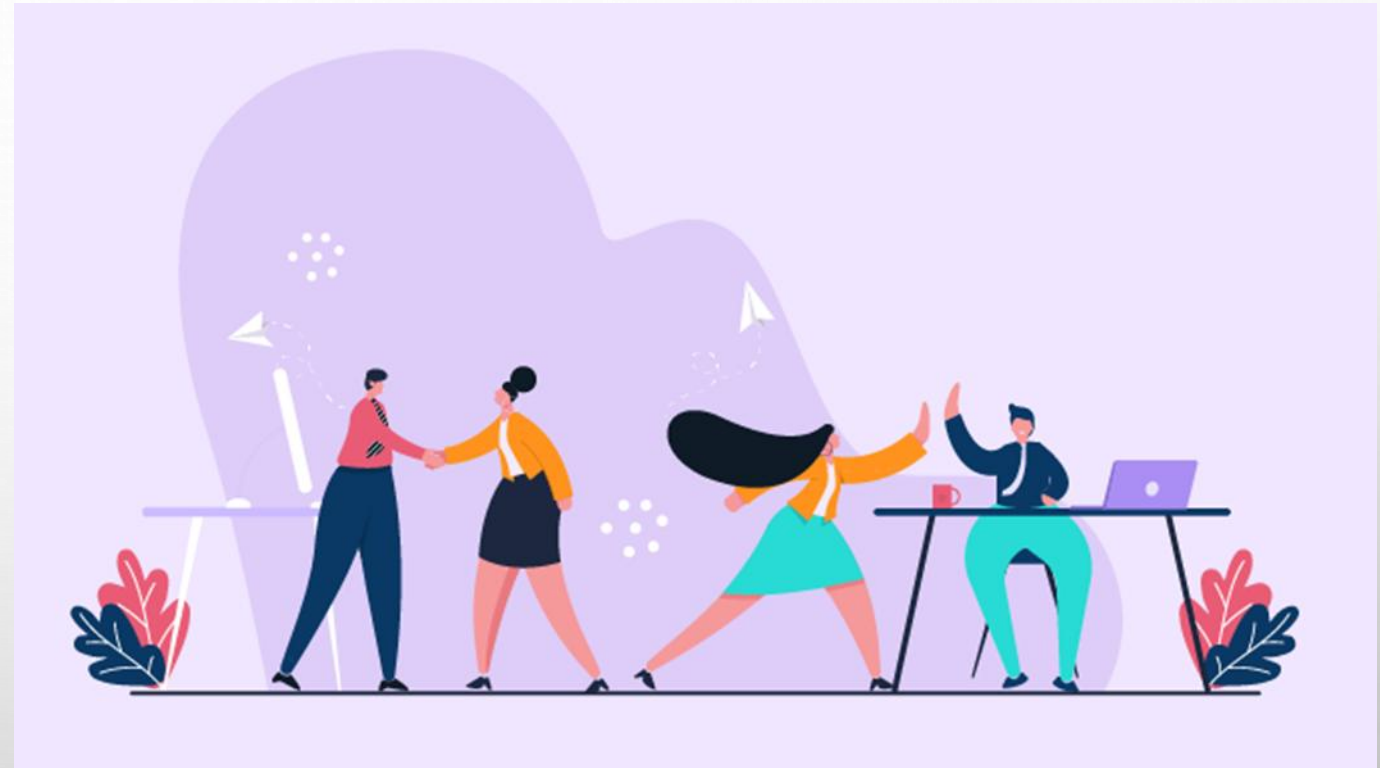
# conflict resolution USING NEGOTIATION

## ➤ **Negotiation:**

Is a process in which parties with conflicting interests engage in dialogue to reach a mutually acceptable agreement (Carnevalle & Pruitt, 1992)

## ➤ **Steps for conducting a negotiation:**

- ❖ Prepare and plan
- ❖ Establish communication
- ❖ Build rapport
- ❖ Generate options
- ❖ Evaluate and select solutions
- ❖ Formalize the agreement
- ❖ Implement and follow-up





# conflict resolution USING mediation



## ➤ **Mediation:**

Involves a neutral third party, the mediator, facilitating communication and negotiation between conflicting parties to help them reach a voluntary agreement (Carnevale & Pruitt, 1992).

## ➤ **Steps for conducting a mediation:**

- ❖ Initiate the mediation process
- ❖ Make introductory statements
- ❖ Gather information
- ❖ Solve the problem and negotiate
- ❖ Reach an agreement
- ❖ Close the process

➤ Let us watch this video: [Conflict Video 2](#)

# conflict resolution USING arbitration

## 3. Arbitration:

Is a process in which a neutral third party, the arbitrator, reviews evidence and makes a binding decision to resolve the dispute (Paulsson, 2013).

### ➤ Steps for conducting an arbitration:

- ❖ Conflicting parties agree to arbitration
- ❖ They select an arbitrator
- ❖ Conflicting parties present their evidence and arguments
- ❖ The arbitrator makes a binding decision
- ❖ Conflicting parties enforce the decision
- ❖ Confidentiality is maintained.



## Strategies FOR preventing conflicts and disputes

- Communicate clearly
- Promote a positive work environment
- Conflict resolution training
- Promote diversity and inclusion
- Establish a feedback culture
- Promote work-life balance
- Encourage empathy and active listening
- Promote a growth mindset
- Be proactive in problem-solving

## GROUP ACTIVITY 2: MIME GUESSING



- Let us form a circle
- I will ask one of you to enter into the circle and begin miming an action (for example: brushing your hair).
- This person (the first person) will continue miming that action until I call another person (the second person) to enter into the circle and ask the person that is miming: “what are you doing?”
- The person who is miming must respond by saying any action other than the one s/he is doing. For example, if s/he is pretending to brush hair, s/he might say, “I’m playing my guitar” or “I’m dancing”.
- Then the second person must begin to mime playing his or her guitar or dancing. S/he will then call out a name of another participant and whoever is called will enter into the circle and ask: “what are you doing?”
- You will continue the game by repeating the same steps until all of you have had a chance to enter into the circle or be in the middle.
- Please be creative with your actions and only call on participants who have not been called.



A close-up photograph of a sandwich served on a piece of crumpled brown paper. The sandwich is made with a golden-brown bun, filled with a slice of melted cheese, a slice of meat, and a pickle. The background is a rustic, dark wooden surface with a white, distressed paint finish. The text "LUNCH BREAK" is overlaid in large, black, sans-serif capital letters across the center of the image.

LUNCH  
BREAK



| Day V agenda: AFTERNOON |                                                                              |
|-------------------------|------------------------------------------------------------------------------|
| Time                    | Activity                                                                     |
| 13:30-13:50             | ACTIVITY II: Mime Guessing                                                   |
| 13:50-13:55             | PART III: Decision Making - Module Overview                                  |
| 13:55-14:10             | Understanding Decision Making                                                |
| 14:10-14:15             | Identifying and Collecting Relevant Information and Data to Inform Decisions |
| 14:15-14:20             | Diverse Perspectives in the Decision-Making Process                          |
| 14:20-14:25             | Guide to Assessing Potential Risks and Uncertainties                         |
| 14:25-14:40             | ACTIVITY I: Stranded on an Island                                            |
| 14:40-14:45             | Communicating Decisions Clearly and Effectively                              |
| 14:45-14:50             | PART IV: Collaboration - Module Overview                                     |
| 14:50-14:55             | Understanding Collaboration                                                  |
| 14:55-15:00             | ACTIVITY I: Bouncing Ball                                                    |
| 15:00-15:10             | Communicating Ideas, Information and Feedback Clearly, and Respectfully      |
| 15:10-15:15             | Potential Sources of Conflict and Addressing Conflict                        |
| 15:15-15:20             | Mechanism to Prevent Conflict                                                |
| 15:20-15:30             | COFFEE BREAK                                                                 |
| 15:30-15:45             | ACTIVITY II: Hut Hut Hike!                                                   |
| 15:45-15:50             | PART V: Teamwork - Module Overview                                           |
| 15:50-16:10             | Understanding Teamwork and Its Importance                                    |
| 16:10-16:25             | Characteristics of Effective Teams                                           |
|                         |                                                                              |

# PART III:

## MODULE 8: DECISION-MAKING



# Module 8 Overview:

1. Identify Decision-Making Opportunities;
2. Gather Information and Data;
3. Apply Critical Thinking and Analysis;
4. Evaluate Alternatives;
5. Make Decision and Make Selection;
6. Assess and Mitigate Risks;
7. Implement Decision;
8. Evaluate Decision Outcomes



# decision-making

- Is the process of selecting a choice or a course of action from multiple alternatives (Fülöp, 2005).
- It is a cognitive process that involves evaluating options, considering relevant information and choosing the most appropriate course of action basing on preferences, goals and constraints.
- It occurs in various contexts, ranging from everyday situations to complex business strategies and critical life choices.





## Key STEPs for decision-making

- Establish the need for a decision
- Gather relevant information
- Identify alternatives
- Evaluate the alternatives
- Make a decision
- Implement the decision
- Follow-up and evaluate

The illustration features a central black silhouette of a person's head facing left. Inside the head are several interlocking gears in red, yellow, blue, and grey. A network of thick green lines radiates from the head, connecting it to numerous circular and rectangular icons scattered around. These icons include a Euro symbol (€), a shopping cart, a percentage sign (%), a location pin, a thumbs up, a dollar sign (\$), a money bag, a document, a group of people, a speech bubble, a bar chart, a pie chart, a magnifying glass, a lightbulb, and a gear itself. The background is a solid tan color.

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- Establish the need for a decision
- Gather relevant information
- Identify alternatives
- Evaluate the alternatives
- Make a decision
- Implement the decision
- Follow-up and evaluate



## SITUATIONS/contexts FOR decision-making



- Existence of a problem or challenge
- Opportunities for improvement
- Changes in the environment
- Goal setting and planning
- Feedback and evaluation
- Conflicting information or options
- Uncertainty and risk
- Time sensitivity
- Emotional signals
- Stakeholders' involvement

# identifying and collecting relevant information and data to inform decisions

- Define the decision
- Identify key factors
- Determine information needs
- Use a variety of sources
- Conduct research
- Consider the time frame



- Evaluate the reliability of sources
- Balance quantity and quality
- Involve stakeholders
- Use technology and tools
- Update information as needed
- Consider multiple perspectives

## Considering DIVERSE PERSPECTIVES in the decision-making process

- Identify stakeholders
- Ensure a diverse representation
- Encourage open communication
- Listen actively
- Use surveys and feedback to get diverse inputs
- Consult experts
- Provide diversity training
- Conduct scenario planning
- Apply conflict resolution techniques
- Organise decision-making workshops
- Provide for anonymous input
- Use decision support tools
- Evaluate cultural differences
- Engage in deliberative dialogue
- Iterate decision-making



# GUIDE TO assessing potential risks and uncertainties associated with decisions

## 1. Identify potential risks:

- Identify the risk
- Organise brainstorming sessions
- Use risks categories

## 2. Evaluate risk impact:

- Assess impact
- Conduct a probability assessment
- Prioritize risks

## 3. Implement risk mitigation strategies:

- Develop risk mitigation strategies
- Create contingency plans
- Consider transferring or sharing the risk

## 4. Monitor and update:

- Conduct continuous monitoring
- Create adaptive response
- Use risks categories

## 5. Conduct scenario planning:

- Analyse scenarios

## 6. Communicate risks:

- Engage in transparent communication
- Communicate your risk tolerance level

## 7. Conduct post-implementation review:

- Conduct post-implementation assessments
- Learn from experience

## 8. Utilize risk management tools:

- Embrace risk management software
- Conduct data analytics

## Group activity: stranded On an island

- Let us form a group of five people.
- Get together and sit in a circle.
- I am giving you a scenario: Your airplane just crashed on an uninhabited island and the airplane will explode in 10 minutes.
- You have fifteen objects on that plane, but you can only take 3 objects out of the plane.
- I will give you the names of the objects and you will have to decide unanimously the 3 objects to take, within 10 minutes.
- Remember, your mutual goal is to get home.
- You need to make decision quickly and get the 3 objects out of the airplane because it will explode in 10 minutes and you will have nothing at all.



## Group activity: stranded On an island CONT'D

- You made a good choice and you will be living safely on the island for a few weeks.
- Luckily; you have been spotted by an airplane, which will land and take all of you.
- But when you are in the airplane on your way home, it turns out that the airplane is almost out of fuel, and that next to the pilot, only one participant can stay on the airplane, otherwise no one will survive.
- So, four people have to sacrifice themselves by jumping out of the airplane.
- You have to decide unanimously who of you can stay on the airplane.
- Each person can plead to stay on the airplane or they can plead for someone else.
- Make that decision in ten minutes, otherwise the airplane will crash and no one will survive.
- ❖ You have 3 minutes left. You have one minute left.
- ❖ I hope you have now made your decision.



### ▪ Questions:

- **Was it easy to come to a unanimous decision together?**
- **What worked and what did not? Who took the lead?**
- **And who preferred to be led? How could you have made the decision even faster, without losing its quality?**

## communicating decisions clearly and effectively

### 1. **Prepare a clear message:**

- Develop a key message
- Communicate the key objectives and rationale

### 2. **Understand your audience:**

- Segment your stakeholders
- Choose appropriate communication channels

### 3. **Timing is key:**

- Time your communication
- Consider the time zones of your audience

### 4. **Craft a comprehensive message:**

- Provide sufficient details of the decision
- Anticipate questions

### 5. **Maintain clarity and simplicity:**

- Use clear language
- Use visual aids

### 6. **Emphasize the positives:**

- Highlight positive aspects
- Show the benefits to stakeholders

### 7. **Seek feedback:**

- Be open to questions
- Establish feedback mechanisms

### 8. **Follow-up the communication:**

- Share an implementation plan
- Provide progress updates



## communicating decisions clearly and effectively CONT'D

### 9. Address emotions:

- Use an empathetic tone
- Emphasize an open door policy

### 10. Document decisions:

- Provide written documentation
- Make information accessible

### 11. Offer training and support:

- Offer training programs
- Establish support channels

### 12. Celebrate success:

- Recognize achievements

### 13. Learn from feedback:

- Analyse feedback
- Communicate Iteratively

### Key takeaways:

- ❖ Be transparent about the decision-making process
- ❖ Make information accessible
- ❖ Foster two-way communication
- ❖ Be adaptable in your communication approach.

# PART IV:

## MODULE 9: COLLABORATION



## Module 9 Overview:

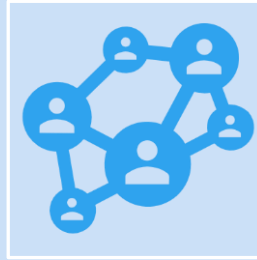
1. Understanding the Principles of Collaboration;
2. Foster a Collaborative Mindset;
3. Effective Communication in Collaborative Environments;
4. Conflict Resolution in Collaborative Settings;
5. Set and Achieve Collaborative Goals;
6. Contribute Actively to Collaborative Initiatives;
7. Reflect on Collaborative Performance;



# UNDERSTANDING COLLABORATION



Collaboration is the process of getting individuals or groups to work together to achieve a common goal, solve a problem or create something new (Patel et al., 2012).



It involves the sharing ideas, resources, skills and responsibilities among team members to achieve a collective outcome that benefits all parties involved.



Collaboration can occur in various settings such as the workplace, academic projects, research, community initiatives, etc.



## KEY ELEMENTS OF COLLABORATION

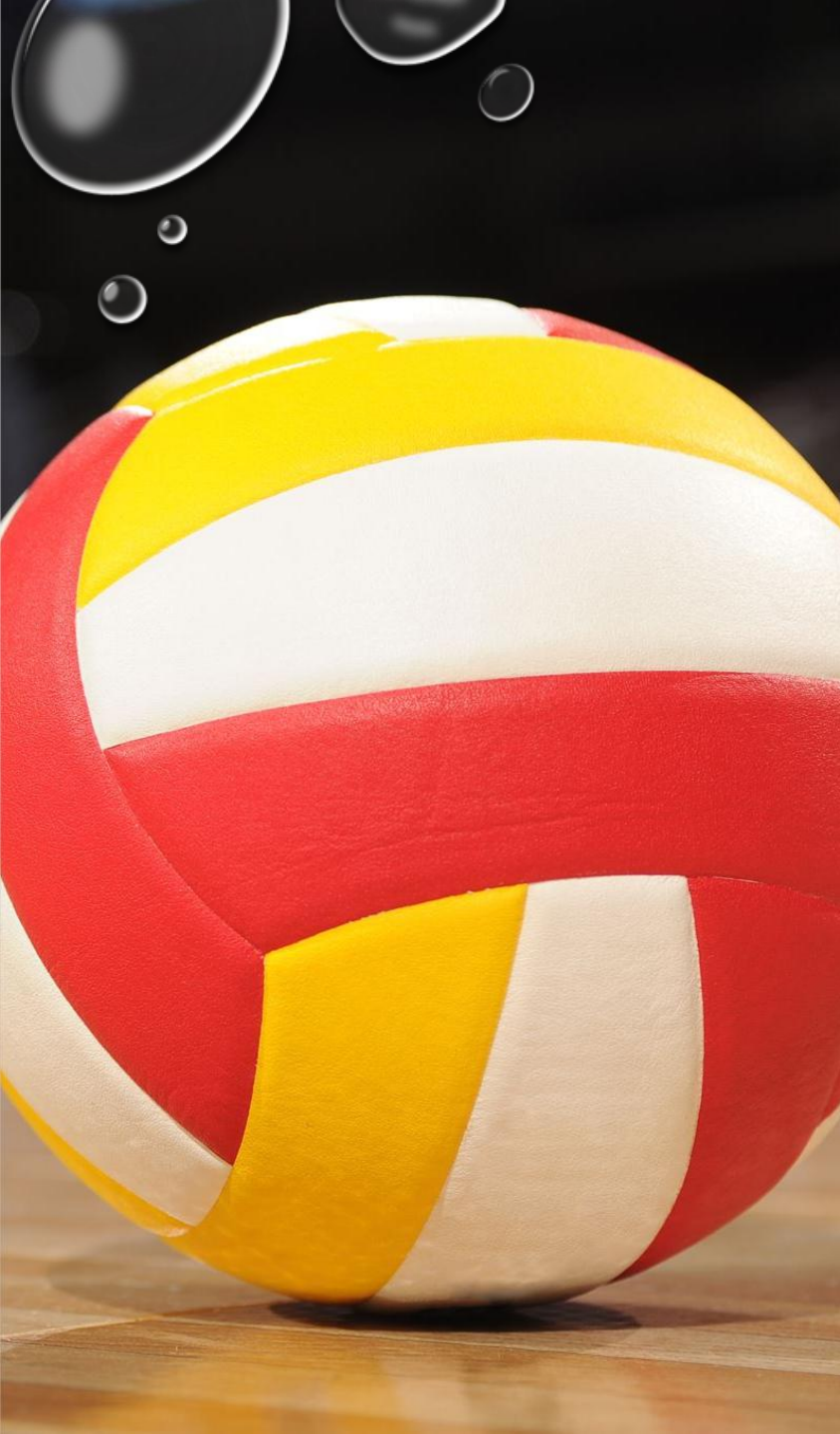
- Effective communication
- Shared goals
- Mutual respect
- Interdependence
- Flexibility
- Diversity
- Technology



# IMPORTANCE OF COLLABORATION IN THE WORKPLACE

- Enhanced problem-solving
- Increased innovation
- Improved communication
- Employee engagement
- Efficient use of resources
- Adaptability and flexibility
- Employee development
- Increased employee satisfaction
- Faster decision-making
- Building a strong organizational culture



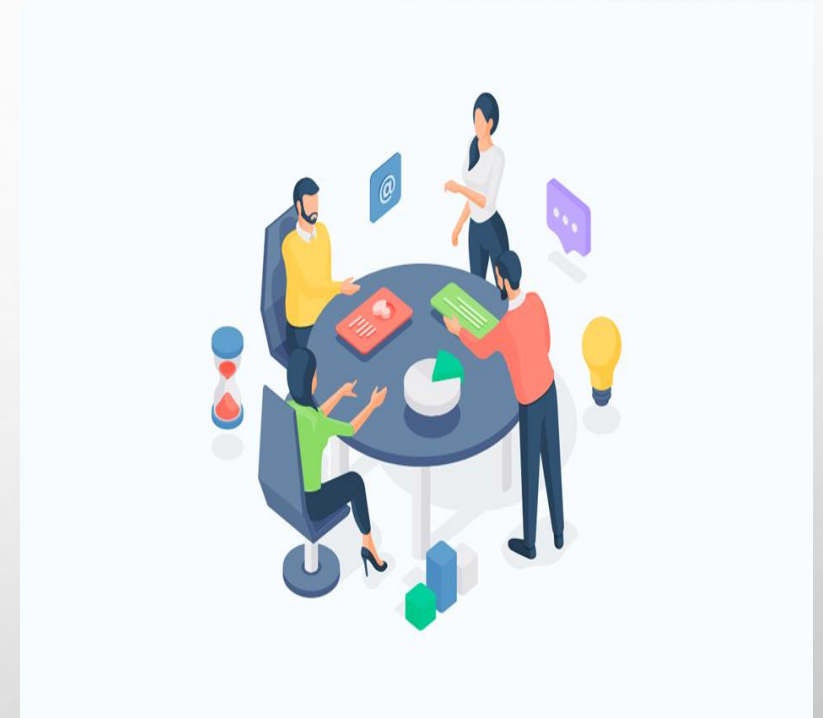


## GROUP ACTIVITY 1: Bouncing Ball



# COMMUNICATING IDEAS, INFORMATION AND FEEDBACK CLEARLY AND RESPECTFULLY WITHIN THE COLLABORATIVE GROUP

- Be clear and concise
- Choose the right medium
- Organize your thoughts
- Listen actively
- Use constructive language
- Encourage open dialogue
- Clarify expectations
- Use visual aids
- Be mindful of cultural differences
- Provide timely feedback
- Address conflict professionally
- Ask for clarification
- Follow up in writing
- Adapt communication style
- Express gratitude





# POTENTIAL SOURCES OF CONFLICT WITHIN COLLABORATIVE TEAMS



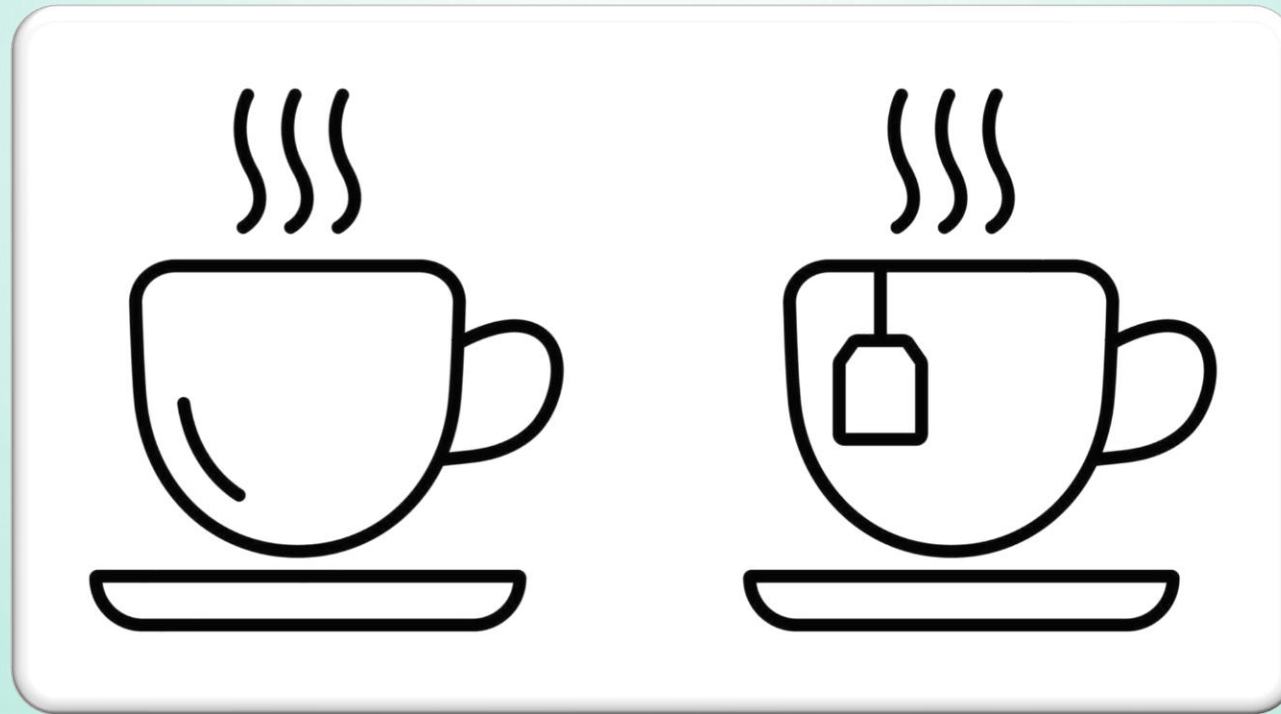
- Differences in goals and objectives
- Unclear roles and responsibilities
- Communication breakdowns
- Resource allocation issues
- Diverse perspectives and backgrounds
- Lack of trust
- Competing priorities
- Differences in personalities and working styles
- Resistance to change
- Inadequate conflict resolution skills
- Poorly managed team dynamics
- Unclear decision-making processes
- External pressures
- Perceived inequities
- Mismatched expectations

# **ADDRESSING CONFLICTS CONSTRUCTIVELY, CONSIDERING THE BEST INTERESTS OF THE COLLABORATION**

- Stay calm and objective
- Privately initiate communication
- Listen actively
- Define the issue clearly
- Encourage empathy
- Focus on interests, not positions
- Establish common ground
- Facilitate constructive dialogue
- Generate solutions together
- Generate solutions together
- Document agreements
- Involve a neutral third party
- Promote team building activities
- Provide conflict resolution training
- Establish a conflict resolution protocol
- Seek feedback
- Learn from conflicts
- Celebrate resolutions

# MECHANISMS TO PREVENT AND MANAGE CONFLICT

- Establish clear communication channels and guidelines
- Define roles and responsibilities
- Conduct regular checks-ins
- Conduct team building initiatives
- Avail conflict resolution training
- Establish guidelines for conflict resolution
- Promote a positive team culture
- Address issues promptly
- Provide mediation services
- Implement anonymous feedback mechanisms
- Provide leadership training
- Encourage collaboration
- Promote emotional intelligence
- Foster continuous improvement
- Lead by example
- Provide cultural sensitivity training
- Embrace flexible work arrangements
- Acknowledge and celebrate achievements



**Coffee/tea break**





## **GROUP ACTIVITY 2: Hut Hut Hike!**

# PART V:

## MODULE 9: TEAMWORK





## Module 9 Overview:

1. Understanding the Principles of Teamwork;
2. Effective Communication within a Team;
3. Collaborative Problem-Solving;
4. Conflict Resolution within a Team;
5. Goal-Setting and Achievement;
6. Contribute Effectively to a Team;
7. Reflect on Team Performance



# UNDERSTANDING TEAMWORK

- It involves Teamwork is the collaborative effort of a group of individuals who work together to achieve a common goal or objective (Xyrichis & Ream, 2008).
- the coordination and cooperation of team members, each contributing their unique skills, knowledge and perspectives to accomplish tasks or solve problems.
- Effective teamwork is characterized by open communication, shared responsibilities and a commitment to the collective success of the team.





# KEY ELEMENTS OF TEAMWORK

- Communication
- Collaboration
- Trust
- Shared goals
- Respect
- Responsibility
- Adaptability
- Conflict resolution





## importance OF teamwork in THE WORKPLACE

- Increased productivity
- Diverse perspectives
- Improved decision-making
- Enhanced employee morale
- Skill development
- Efficient problem-solving
- Flexibility and adaptability
- Efficient resource utilization
- Effective communication
- Employee engagement
- Building a positive company culture

# CHARACTERISTICS OF EFFECTIVE TEAMS



- Clear goals
- Open communication
- Mutual trust
- Defined roles and responsibilities
- Collaboration
- Accountability
- Respect for diversity
- Adaptability
- Constructive conflict resolution
- Shared leadership
- Recognition of individual contribution
- Regular reflection and improvement
- Positive team culture
- Effective decision-making
- Celebration of achievements



# CHARACTERISTICS OF A GOOD TEAM LEADER

➤ **Team leader:** Is a team member who oversees the functionality of a team by providing guidance and direction to achieve a goal (Herrity, 2023).

➤ **A good team leader:**

- Communicates clearly and listens actively
- Has a clear vision and is goal-oriented
- Is a good decision-maker
- Has empathy
- Is flexible
- Is accountable
- Can delegate work
- Resolves conflicts effectively;
- Motivates others to achieve team goals
- Can set priorities
- Has integrity
- Promotes inclusiveness
- Encourages continuous learning
- Has the technical competence for accomplishing the team tasks.





# characteristics OF a good team member

**A good team member is:**

- An effective communicator
- Cooperative
- Reliable
- Flexible/adaptable
- Proactive (takes initiative)
- Respectful
- Able to deal with conflict
- Committed to the team's goals and objectives
- A problem solver
- Empathetic



# **COMMUNICATING IDEAS, INFORMATION AND FEEDBACK clearly and respectfully WITHIN THE TEAM**

- Choose the right medium
- Be clear and concise
- Listen actively
- Organize your thoughts
- Provide context
- Be open to questions
- Use positive language
- Avoid assumptions
- Be mindful of tone
- Seek feedback on your communication
- Use “I” statements
- Balance positive and constructive feedback
- Be timely
- Respect different communication styles
- Use visuals when necessary
- Consider cultural sensitivity

# FOSTERING AN OPEN AND COLLABORATIVE ENVIRONMENT WITHIN THE TEAM

- Lead by example
- Establish clear communication norms
- Encourage openness
- Foster a positive team culture
- Provide opportunities for team building
- Establish regular team meetings
- Use collaborative tools
- Create an open-door policy
- Promote active listening
- Establish feedback mechanisms
- Celebrate diverse perspectives
- Address conflict constructively
- Encourage peer recognition
- Clarify team goals and objectives
- Provide training on effective communication
- Regularly assess and adjust

# IDENTIFYING SOURCES OF CONFLICT WITHIN THE TEAM

- Observe interactions
- Monitor team communication
- Conduct regular check-ins
- Review team performance
- Analyse team dynamics
- Seek feedback
- Monitor changes in behaviour
- Check for misunderstandings
- Examine team decision-making
- Review past conflicts
- Assess workload distribution
- Evaluate interpersonal relationships
- Consider cultural differences
- Review organizational changes
- Examine resource allocation
- Evaluate role ambiguity



## Group activity 1: Making A paper chain – part I

- Get into groups of four people each
- You have been provided with one pair of scissors, colored papers and a tape.
- Make a paper chain with the goal of having the longest one.
- Use 2 minutes to complete this task.
- Do you any questions?
- Start now.



# USING CRITICAL THINKING AND CREATIVITY TO GENERATE SOLUTIONS AS A TEAM

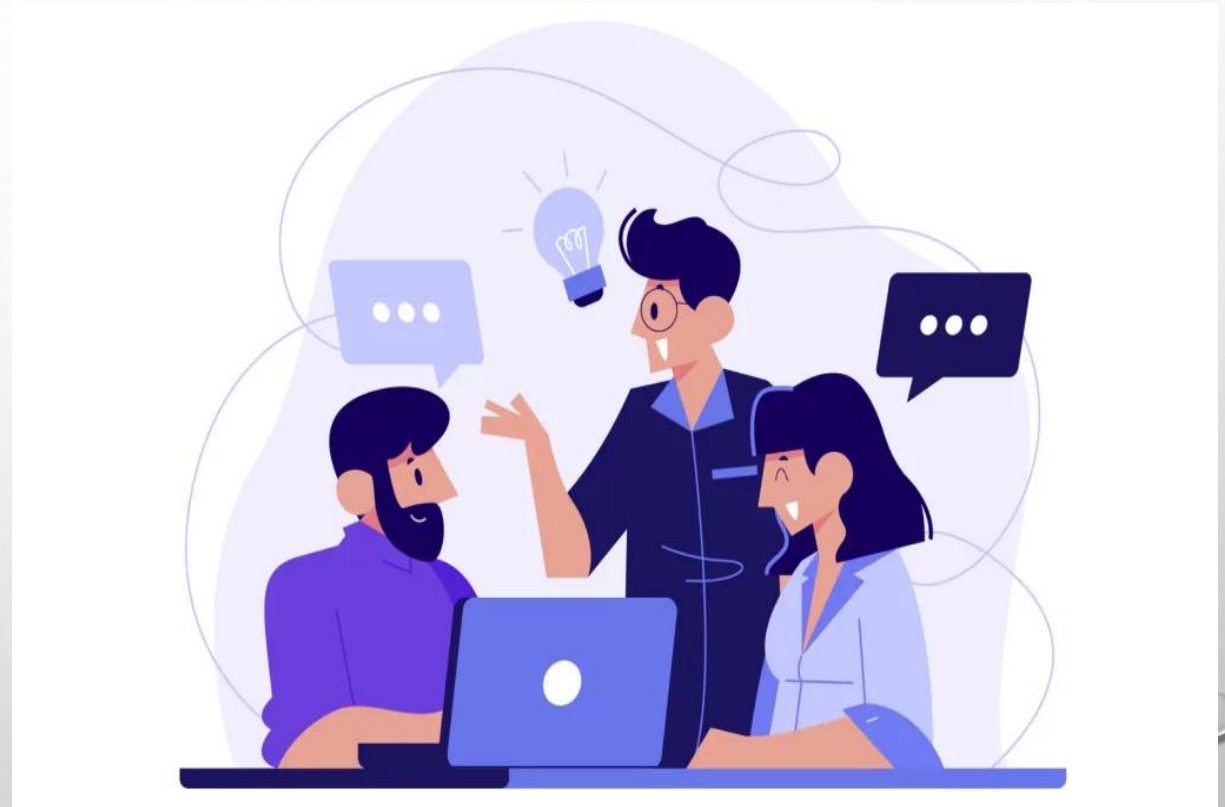
- Define the problem clearly
- Conduct a critical analysis
- Encourage diverse perspectives
- Conduct a brainstorming session
- Use creative thinking techniques
- Combine ideas
- Prioritize ideas
- Develop hypotheses or prototypes
- Engage in scenario planning
- Seek external perspectives
- Encourage constructive criticism
- Iterate process
- Test and experiment
- Reflect on results
- Celebrate creativity
- Foster continuous improvement

# ADDRESSING CONFLICTS WITHIN THE TEAM CONSTRUCTIVELY AND PROACTIVELY

- Address the issue promptly
- Choose the right setting
- Encourage open communication
- Listen actively
- Use “I” statements
- Clarify perceptions
- Seek common ground
- Focus on the issue, not personalities
- Generate solutions together
- Use a mediator, if necessary
- Establish ground rules for conflict resolution
- Document agreements
- Follow up
- Provide conflict resolution training
- Encourage reflective practices
- Promote a positive team culture

# PREVENTING CONFLICTS THAT MAY ARISE DURING TEAMWORK

- Establish clear expectations
- Encourage open communication
- Build a positive team culture
- Define team goals and objectives
- Establish team norms
- Encourage team bonding
- Clarify decision-making processes
- Promote inclusivity
- Provide conflict resolution training
- Regularly assess team dynamics





# CELEBRATING TEAM SUCCESSES AND ACCOMPLISHMENTS

- Publicly acknowledge success
- Create a positive culture
- Celebrate milestones
- Make customized recognitions
- Conduct team-building activities
- Express gratitude
- Use various communication channels
- Provide learning and development opportunities
- Provide feedback and reflection
- Have flexible work arrangements
- Provide financial recognition
- Conduct team appreciation events
- Showcase achievements
- Encourage peer recognition
- Reflect on the journey
- Implement sustainable recognition programs

# DEMONSTRATING RELIABILITY AND ACCOUNTABILITY IN TEAM TASKS AND PROJECTS

- Set clear expectations
- Meet deadlines consistently
- Provide quality work output
- Communicate effectively
- Own up to mistakes
- Regularly attend and participate in teamwork
- Solve problems proactively
- Collaborate and support team efforts
- Adhere to commitment
- Seek feedback and improvement
- Be flexible and adaptable



# SEEKING FEEDBACK FROM TEAM MEMBERS ON INDIVIDUAL AND TEAM PERFORMANCE

- Create a feedback-friendly culture (encourage peer-to-peer feedback, acknowledge & appreciate feedback)
- Educate on constructive feedback (and establish a feedback loop)
- Use multiple feedback channels, tools & platforms, and create anonymous feedback channels
- Be specific in your requests
- Foster a continuous improvement mindset (focus on both strengths and areas for improvement)
- Document and track progress
- Celebrate achievements





## Group activity 2: Making A paper chain – part II

- Let us do the Paper chain exercise II with the same group you had earlier.
- Choose the team leader of your group;
- You are provided with one pair of scissors, colored papers and a tape.
- Again, you are assigned to make a paper chain and the goal is to make the longest paper chain;
- But this time with rules.
- You have 30 seconds to talk to your team leader.
- You have 2 minutes to complete this task.
- Do you any questions?
- Let's start.



*Thank  
you!*

ANY  
Questions?