

GOOD TEAM ATMOSPHERE AS A KEY TO SUCCESSFUL CONFLICT MANAGEMENT

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The main aim of this thesis is to provide as insights on the newly developed theory about successful conflict resolution through building good team atmosphere and developing of employees' emotional intelligence that is currently being widely practiced by the world leading corporations.

No one would dispute that in any economic system entrepreneurs produce goods and provide services following the demand and supply patterns of society. It is well-known as well that the main aim of the entrepreneurial activity is profit and workers are creating that profit by producing goods and services.

How well and how much do employees produce depends not only on their knowledge, skills, creativity, technology used, but also on commitment, attitude, personal relations among each other, quality of those who manage them and etc. Thus, during the past several years, the trend towards collaborative teamwork was developing significantly. Moreover, it was followed by developing various numbers of approaches aimed to deal with conflicts based on the idea that they are unavoidable.

Nowadays teams can be found everywhere in the public and private sectors and depending on work and tasks that are to be performed, they can be presented in a wide range of forms – executive teams, management teams, teams created around functional areas, special-purpose teams, cross-functional teams and etc

Team is a work culture where collaboration is being fostered and appreciated. Team workers generally understand and believe that cooperatively done thinking and planning as well as decisions and actions made are much more efficient and productive comparing to those which would have been made by one worker.

However, the task of managerial staff today is to be aware that all people are different and that they feel, think, respond according to their individuality; that there is a strong probability that they are not able to consider the effectiveness, importance and benefits from cooperating with others in achieving a common goal and that when the influence of co-workers and working environment is positive, the person tends to be more productive and vice versa.

Managing people involves dealing with different types of conflicts on a daily basis. Not only dealing with tasks. Conflicts are a key dimension, they will always be there, and managers need to have a strategy to prevent them from emerging and to learn how to deal with conflictual situations or even how to turn a conflictual situation to the benefit of a team and a company.

Good team atmosphere can be a basement that can help to create the environment where conflicts will be related exclusively to the job duties and will be easy to solve.

According to the survey made by Great Place to Work Company based on data representing opinions of more than 10 million employees in 50 countries from about 6,000 organizations of varying sizes, industries, maturity and structures, people prefer to work in companies where following features are present and guaranteed (Great Place to Work Company, 2014): trust the people they work for; have pride in what they do; enjoy the people they work with.

Gained results are not unique or unexpected because we can see that they actually linked strictly with the hierarchy of needs proposed in 1943 by Abraham Maslow and represent the three upper layers of needs – Love and Belonging, Esteem, Self-actualization.

Workers indicated that in the presence of the mentioned above conditions they tend to feel themselves more satisfied. Following is crucial for managers if they are trying to provide employees with favourable working conditions in the effort to minimize conflicts. Additionally, comfortable physical environment for workers supported with the good communication environment will help to create emotional intelligence in a team.

Term “emotional intelligence” means “the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour” and is crucial for employees as well as for those who manages them.

Basically, the emotional intelligence concept states that it is crucially significant to care, understand the needs of the team members, appreciate their differences and help colleagues to feel their significance.

Surely, an organisation that efficiently communicates throughout the workplace is more likely to avoid complications in the daily procedures processing and less likely to have complications with inaccuracies appearance and will develop a stronger morale and a more positive attitude to work.

Wide range of tips and recommendations on how to create an emotional intelligence within a team and thus to create a good team atmosphere were developed. Among them we can underline followings as the most essential:

- Schedule regular team meeting, where employees will be able to discuss and clarify with co-workers their concerns, goals and tasks, how do they related to the common goal and what is actually the common goal they all are trying to reach. When you are creating a team, all members of

it should be interconnected and depend upon one another. In order for team to perform peacefully and well they should understand their own tasks and responsibilities as well as the tasks of co-workers.

- Make the communication open, honest and respectful, eliminate conflicts and appreciate diversity that can be essential in improving the productivity of the team due to the possibility of the emergence of different and unique opinions and propositions on how to solve the existent problems.

- Evaluate the results of a team in a process and afterwards, appreciate their work creativity and innovativeness. With active feedback managers can demonstrate their acknowledgment of the workers efforts. It is essential because all people appreciate respect. This will demonstrate manager as a fair and honest person, who deserves respect, thus providing forces to resolve conflicts.

- Reward the team; celebrate its success after the task is done, what can help to build friendly environment within a team. In today's rapidly changing world, employees do not dedicate enough time to figure out and understand how and why they were successful and how their success and the results achieved influence those around them.

- Delegate and assign roles; let the individual take the full responsibility for the performing of the task.

It was distinguished as well that conflicts are not always negative and companies with zero level of conflicts do not exist. Conflicts help to develop a sense of self-evaluation. Good conflicts clarify situations, show what is needed to be done and improved in terms of collaboration. When manager wants positive conflicts to emerge, he should make his best creating a good environment surrounding employees and assure that they are satisfied with each other, so that personal ("bad") conflicts will be eliminated.

Teams are expected to produce results, but performance is weak when team members do not work well together. Thus, we can make a suggestion that in order to have a productive, friendly and collaborative team, managers and company leaders should provide workers with comfortable working conditions (satisfy their basic needs) and create a sense of emotional intelligence in the organisation. Having satisfied employees and well established communication can ease significantly the work of manager, help him to lead workers to the high results and help to prevent personal conflicts.

Satisfying the basic, individual needs of every worker will help to create a comfortable physical environment where nothing will interrupt them from doing their job and conflictual situation will arise only within the scope of job duties and job-related issues, what is highly favoured if the company wants to have further development.

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