# 9533 FORMATIVE ASSESSMENT WORKBOOK

Formative assessment 1: SO1, AC1, 2

#### Group discussion

Discuss the above situations and how they can cause conflict in the workplace.

Can you think of any more examples?

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Formative assessment 2: SO1, AC3, 4; SO2, AC1:

#### Group case study

**Think about the following scenario:**

Thandi and her colleague Sam are working together on a very important project. The project is practically on schedule but Thandi suggests staying an hour after work to ensure that they meet the stipulated deadline to be ‘on the safe side’. Sam is horrified at her suggestion. He works a full day and sees no reason why he should sacrifice his personal time when the project is practically on schedule.

* Identify the role players in the conflict

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* Identify the potential conflict in the scenario depicted above.

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* What is Thandi’s work value regarding the project?

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* What is Sam’s work value regarding the project?

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Formative assessment 3

#### Individual self-assessment

**What is your style?** Describe how you typically deal with conflict.

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Formative assessment 4: SO2, AC2, 3

#### How do you deal with Conflict? individual self-assessment

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

Below are 30 pairs of statements describing possible behavioural responses. For each pair, circle the ‘A’ or ‘ B’ statement that is most characteristic of your own behaviour. In many cases, neither the ‘A’ nor the ‘B’ statement may be very typical of your behaviour; but select the response which you would be more likely to use.

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| 1. | A | | There are times when I let others take responsibility for solving the problem. | |
| B | | Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree. | |
| 2. | A | | I try to find a compromise solution. | |
| B | | I attempt to deal with all of their and my concerns. | |
| 3. | A | | I am usually firm in pursuing my goals. | |
| B | | I might try to sooth the other’s feelings and preserve our relationship. | |
| 4. | A | | I try to find a compromise solution. | |
| B | | I sometimes sacrifice my own wishes for the wishes of the other person. | |
| 5. | A | | I consistently seek the other’s help in working out a solution. | |
| B | | I try to do what is necessary to avoid useless tensions. | |
| 6. | A | | I try to avoid creating unpleasantness for myself. | |
| B | | I try to win my position. | |
| 7. | | A | | I try to postpone the issue until I have had some time to think it over. |
| B | | I give up some points in exchange for others. |
| 8. | | A | | I am usually firm in pursuing my goals. |
| B | | I attempt to get all concerns and issues immediately out in the open. |
| 9. | | A | | I feel that differences are not always worth worrying about. |
| B | | I make some effort to get my way. |
| 10. | | A | | I am firm in pursuing my goals. |
| B | | I try to find a compromise solution. |
| 11. | | A | | I attempt to get all concerns and issues immediately out in the open. |
| B | | I might try to soothe the other’s feelings and preserve our relationship. |
| 12. | | A | | I sometimes avoid taking positions that would create controversy. |
| B | | I will let the other person have some of their positions if they let me have some of mine. |
| 13. | | A | | I propose a middle ground. |
| B | | I press to get my points made. |
| 14. | | A | | I tell the other person my ideas and ask for theirs. |
| B | | I try to show the other person the logic and benefits of my position. |
| 15. | | A | | I might try to soothe the other’s feelings and preserve our relationship. |
| B | | I try to do what is necessary to avoid tensions. |
| 16. | | A | | I try not to hurt the other’s feelings. |
| B | | I try to convince the other person of the merits of my position. |
| 17. | | A | | I am usually firm in pursuing my goals. |
| B | | I try to do what is necessary to avoid useless tensions. |
| 18. | | A | | If it makes other people happy, I might let them maintain their views. |
| B | | I will let other people have some of their positions if they let me have some of mine. |
| 19. | | A | | I attempt to get all concerns and issues immediately out in the open. |
| B | | I try to postpone the issue until I have had some time to think it over. |
| 20. | | A | | I attempt to immediately work through our differences. |
| B | | I try to find a fair combination of gains and losses for both of us. |
| 21. | | A | | In approaching negotiations, I try to be considerate of the other person’s wishes. |
| B | | I always lean towards a direct discussion of the problem. |
| 22. | | A | | I try to find a position that is intermediate between theirs and mine. |
| B | | I assert my wishes. |
| 23. | | A | | I am very often concerned with satisfying all our wishes. |
| B | | There are times when I let others take responsibility for solving the problem. |
| 24. | | A | | If the other’s position seems very important to them I would try to meet their wishes. |
| B | | I try to get the other person to settle for a compromise. |
| 25. | | A | | I try to show the other person the logic and benefits of my position. | |
| B | | In approaching negotiations, I try to be considerate of the other person’s wishes. | |
| 26. | | A | | I propose a middle ground. | |
| B | | I am nearly always concerned with satisfying all our wishes. | |
| 27. | | A | | I sometimes avoid taking positions that would create controversy. | |
| B | | If it makes other people happy, I might let them maintain their views. | |
| 28. | | A | | I am usually firm in pursuing my goals. | |
| B | | I usually seek the other’s help in working out a solution. | |
| 29. | | A | | I propose a middle ground. | |
| B | | I feel that differences are not always worth worrying about. | |
| 30. | | A | | I try not to hurt the other’s feelings. | |
| B | | I always share the problem with the other person so that we can work it out. | |

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| Scoring  Circle the letters below which you circled on each item of the questionnaire | | | | | | | | | | | | | | | | |
|  | Dominating | | | Integrating | | | | Compromising | | | Avoiding | | | Obliging | | |
| 1 |  | | |  | | | |  | | | A | | | B | | |
| 2 |  | | | B | | | | A | | |  | | |  | | |
| 3 | A | | |  | | | |  | | |  | | | B | | |
| 4 |  | | |  | | | | A | | |  | | | B | | |
| 5 |  | | | A | | | |  | | | B | | |  | | |
| 6 | B | | |  | | | |  | | | A | | |  | | |
| 7 |  | | |  | | | | B | | | A | | |  | | |
| 8 | A | | | B | | | |  | | |  | | |  | | |
| 9 | B | | |  | | | |  | | | A | | |  | | |
| 10 | A | | |  | | | | B | | |  | | |  | | |
| 11 |  | | | A | | | |  | | |  | | | B | | |
| 12 |  | | |  | | | | B | | | A | | |  | | |
| 13 | B | | |  | | | | A | | |  | | |  | | |
| 14 | B | | | A | | | |  | | |  | | |  | | |
| 15 |  | | |  | | | |  | | | B | | | A | | |
| 16 | B | | |  | | | |  | | |  | | | A | | |
| 17 | A | | |  | | | |  | | | B | | |  | | |
| 18 |  | | |  | | | | B | | |  | | | A | | |
| 19 |  | | | A | | | |  | | | B | | |  | | |
| 20 |  | | | A | | | | B | | |  | | |  | | |
| 21 |  | | | B | | | |  | | |  | | | A | | |
| 22 | B | | |  | | | | A | | |  | | |  | | |
| 23 |  | | | A | | | |  | | | B | | |  | | |
| 24 |  | | |  | | | | B | | |  | | | A | | |
| 25 | A | | |  | | | |  | | |  | | | B | | |
| 26 |  | | | B | | | | A | | |  | | |  | | |
| 27 |  | | |  | | | |  | | | A | | | B | | |
| 28 | A | | | B | | | |  | | |  | | |  | | |
| 29 |  | | |  | | | | A | | | B | | |  | | |
| 30 |  | | | B | | | |  | | |  | | | A | | |
| Total number of items circled in each column | | | | | | | | | | | | | | | | |
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|  | Dominating | | | | Integrating | | | Compromising | | | Avoiding | | | Obliging | | |

Formative assessment 5: SO2, AC4

#### Group discussion conflict situations

Which of the five styles would be most appropriate in each situation?

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|  |  | Your Answer | Team  Answer | You vs Team |
| 1. | A stranger attacks you in the street |  |  |  |
| 2. | Overcoming staff resistance to introducing a flexitime system |  |  |  |
| 3. | You have to force through a sound but unpopular decision |  |  |  |
| 4. | A driver cuts in front of you in the traffic |  |  |  |
| 5. | Your subordinate goes over your head to discuss an important issue with your own boss |  |  |  |
| 6. | You are wrongly accused of causing a deadline delay |  |  |  |
| 7. | A manager from another department gives your team a hard time |  |  |  |
| 8. | A contractor tells you to get the h\*ll of a site because you are not wearing the correct safety clothing (hardhat) |  |  |  |
| 9. | A sit-in turns ugly and workers demand that you come outside to talk to them |  |  |  |
| 10. | You are waiting in a queue and someone who arrives after you is served first |  |  |  |
| 11. | A colleague continually interrupts you in meetings |  |  |  |
| 12. | Your partner explodes when you tell him/her that you have been offered a position in Mozambique, and you want to accept |  |  |  |
| 13. | A border control officer is rude and obstructionist when you are crossing into Zimbabwe on a business trip |  |  |  |
| 14. | You want to watch rugby and your partner wants to watch a movie on a different channel |  |  |  |
| 15. | Your boss is over delegating |  |  |  |

#### case study

Think back on all the reasons that have been stated about why conflict occurs and then identify the sources of conflict in the Thandi/Sam scenario.

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Formative assessment 6: SO3, AC1

#### Self-assessment

Do you have a win-win philosophy?

In the list circle the number that best reflects where you fall on the scale. 10 is high and describes you well. 1 is low and does not describe you at all.

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| 1 | I always have a win-win attitude | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 2 | I am sensitive to the needs of others | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 3 | I will compromise to solve problems when necessary | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 4 | I am co-operative | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 5 | I understand the importance of the give / get principle in resolving some conflict | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 6 | I understand and accept that conflict can be positive | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 7 | I am willing to research and analyse issues fully | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 8 | Patience is one of my strengths | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 9 | My tolerance for stress is high | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 10 | I am a good active listener | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 11 | Personal attack and ridicule do not unduly bother me | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 12 | I always include the other parties in reaching solutions | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| Total | |  |  |  |  |  |  |  |  |  |  |

If you scored 100 or above you have a strong win-win philosophy when it comes to resolving conflict. You recognise what conflict resolution requires and seem willing to be flexible and apply yourself accordingly.

If you scored between 70 – 99, you should do well when resolving conflict situations. There are some characteristics that you need to focus on and develop.

If you scored below 70, go over the items again carefully. Identify those where you scored low and highlight them for personal development areas.

Formative assessment 7 SO2, AC2-4; SO3, AC1

#### Group discussion

* Describe what active listening is
* Why is it important to listen actively in a conflict situation?
* How can you show the other person that you are listening actively?

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Formative assessment 8: SO1, AC304; SO2 AC1-4; SO3 AC1:

#### Case study activities

#### Case Study One:

**MANAGING CONFLICT WITH BOSSES**

Thabo Khumalo manages a department of twenty professional staff members. You have worked in this department for three years. Thabo has a reputation for being loud, rude, and obnoxious with all of his employees. In past conflicts, you have tried to put your point across, but to no avail. Your relationship has deteriorated because of these disagreements. You want to remedy the situation, but you are not the non-assertive type. A further problem is that Thabo enjoys giving orders without giving reasons.

* What is Thabo’s probable behavioural style when in conflict?

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* What is his probable method of handling conflict?

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* What might he value in this situation?

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* What would a low-risk approach be? What would the probable results be?

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* What would a high-risk approach be? What might this result in?

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#### Individual Activity

**Answer the following questions.**

1. Who are you currently experiencing differences with at work? (Consider upper management, peers and/or employees)

2. What conflicts have you handled well recently? What was the outcome?

3. What conflict could you have dealt with more effectively? How would this have affected the outcome?

#### Group Activity

**Case study two:**

**MANAGING CONFLICT WITH PEERS**

Cynthia is a newly hired colleague in your department. Both of you have been assigned to an interdepartmental team. Two of the team members have approached you indicating Cynthia’s concern about some negative comments she said you made regarding the team’s direction. The fact of the matter is that you never uttered any negative comments and/or criticism and have absolutely no problem with the direction of the team. When you approached Cynthia about this matter she appeared to be offended that you could even think such a thing and denied speaking to anyone about this subject. Your boss has now called you in as he has apparently heard from a confidential source that the team is concerned about your behaviour.

* What is Cynthia’s probable behavioural style?

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* What is her probable method of handling conflict?

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* What might she value in this situation?

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* What would a low-risk approach be? What would the probable results be?

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* What would a high-risk approach be? What would the probable result be?

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* Consider the following questions when attempting to work with peers:
* Do you both respect and understand each other’s roles?
* Do you understand each other’s tasks?
* Are there agreed to time frames you are both meeting?
* Are each of you willing to confront and deal with differences?
* How well do both of you handle compromise?

#### Role play activities

Group A: Sam from administration is making about 500 photo copies for a meeting tomorrow. Sarah from finances urgently has to make copies of the financial statements for the managing director for a presentation later today.

Group B: Thandi, the team leader, wants the team to work an extra 30 minutes at the end of the day in order to prepare for a head office inspection tomorrow. Thabo does not see the need for this and, anyway, he does not like taking orders from a woman.

Group C: Your team has to arrange the year-end function. Employees were given the choice of a lunch and theatre show for employees only or an outing to gold reef city for the employees and their families. The employees are divided about which is the best option and each side has selected a spokesperson. You have called a meeting with the spokespeople to try to resolve the situation.

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