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**Introduction**

This assignment seeks to address the critical concepts of employee behaviors in the workplace by examining the roles and responsibilities of managers as it relates to management. It identifies and explains the managerial functions and roles performed by managers and supervisors daily and the application of each in performing or executing their assigned duties.

The course also addresses how management affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and processes of systems and subsystems within the organization. And how each interrelates and interacts with the change processes and the resistance to change.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can add value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing scientific and human relations aspects within the organizational systems of management.

Finally, this course will critically assess organizational change and its implications for management. This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

**Theoretical Review**

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Marketing. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

The study also provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field. This study also draws attention to the strengths or weaknesses in the earlier studies done and will offer evidence that either proves or disproves our research questions.

 **FINAL VIEWS**

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This course assignment was useful as it assists the researcher in drawing sound conclusions and recommendations for different stakeholders and further research.

**STRATEGIC MANAGEMENT**

1. Scorecards and dashboards
2. The balanced scorecard ( Kaplan and Norton, 1995 onwards)
3. Driving strategy via the model
4. KPIs AND SLAs
5. Dimensions ( objectives, measure, target, initiative)
6. Limitations- causality, choice of dimensions, complexity, risk, being static, etc.

The balanced scorecard assists management with an overview of the entire organization, giving a more balanced view of performance. It looks at the organization from the four perspectives listed above. These include customer, internal business, learning and growth, and finance. It links the vision and strategy between perspectives and performance measures. Kaplan and Norton (1992)

In further evaluating the key concepts of strategic management in a local, regional, national, and international context. I will explore and evaluate my current organization's strategic plan for 2017/2022. The Turks and Caicos Islands National Insurance Board have been providing social security services to the people of Turks and Caicos for the past twenty-seven years. In the past five years, the funding ratio which was an indication of how long the fund can last given current obligations and the new intake of funds has been hovering around ten, indicating that the fund can meet its obligations for 10 years with no new intake of funds. The TCINIB, ever conscious that it is the largest provider of pension in the Turks and Caicos Islands and for many the sole pension provider, is constantly focused on improving efficiency and effectiveness and optimizing the investments returns.

**Organizational Core Values**

The core values that the Turks and Caicos Islands National Insurance Board will hold dear while striving to be the most Caring, trusted, and financially sound social security services provider has the acronym: CULPRIT

* C – Caring
* U – Unity of Purpose
* P – Professional
* I – Integrity
* R – Reliable
* T – Transparent

**Organizational strategy map**

This outlines 8 key goals under the four pillars. It shows the relationship between the strategic objectives of the organization and the interrelationships between each perspective. This tool is used as a communication channel across the entire organization. It provides an overview of the organization, its strategy, vision, mission, values, and goals.

1. Finance
2. Customers
3. Internal Processes
4. Learning and Growth

Below is a list of initiatives that were not achieved:

1. Provision of annual accounts for the audit by the first week in July each year – the accounts were ready however the audit was delayed.
2. Investments in compliance with the investment policy cash were often out of compliance for several reasons, including limited investments opportunities domestically
3. Benefits paid within stipulated deadlines targets reached only 50% for processing of short-term benefits. The long-term benefits deadline target was close to attainment.
4. Court – files for delinquent customers over 180 days filed in the courts or repayment agreements established - Target was not achieved
5. Training of staff and training the trainer – not achieved
6. Staff achieved at least 75% on quarterly exams only 21% achieved the target and Registration clerks filed the exams on the registration policy and procedures.
7. Public Relations messages to target group not achieved. One of the reasons was the absence of the Marketing Manager on study leave
8. Rating of leadership as strong, open, and informed – fell below the target.

**STRATEGIC OBJECTIVES**

1. To be prudent fiscal management
2. To improve the funding ratio
3. To satisfy and enlighten the customer
4. Comprehensive governance framework
5. Legislative reform
6. To be efficient and effective internal policies and procedures
7. Robust IT System
8. Highly engaged motivated and inspired staff
9. Competent professional staff committed to excellence

The strategic objectives, key performance indicators, area of responsibility, activity, and timeline are presented below. This strategic plan was formulated and implemented on the premise that the Board is responsible for approving the strategic direction of and oversight of the organization. The Director has overall responsibility for the implementation of the entire plan and the responsibility assigned to the attainment of the strategic objectives is delegated responsibility from the Director. This, therefore, means that a monitoring, evaluation, and reporting mechanism must be put in place to ensure the attainment of the goals and to facilitate the taking of any corrective action.

The responsible positions must report at least monthly to the Director on the progress concerning the attainment of the strategic objectives and the Director will report at least quarterly to the board concerning the progress of the implementation of the strategic plan.

The Performance Indicators / Measures are translated into the Balanced Scorecard Framework

**Finance:** This is the area responsibility: Financial controller with support of line managers.

* Accurate, timely relevant information to guide decision making
* Fiscally prudent in the management of the organization's resources
* Optimize return within the risk profile of the organization
* Safeguard the organization’s assets
* To improve the funding ratio

**Customer:** Area of responsibility, branch managers, marketing managers with the support of line managers.

* Satisfied & delighted customers/ stakeholders
* Accurate , timely \* relevant information
* Relevant benefits in the right amount to the right people at the right time
* Enlightened customers/stakeholders

**Internal Processes:** Area of responsibility: Branch Managers, IT Managers, Legal counsel, and line managers.

* To be efficient and effective internal policies and procedures
* Robust IT System
* Legislation reform
* Comprehensive governance framework
* Risk management

**Employee/ Learning & Growth:** Area of responsibility: HR, Branch managers with the support of line managers.

* Highly engaged, motivated enthusiastic and inspired staff
* Well trained, competent professional staff committed to excellence
* Staff aligned to the values and goals of the organization
* Effective succession plan

**SWOT ANALYSIS**

The Turks and Caicos Islands National Insurance Board “ Strengths, Weakness, Opportunities, and threats are identified so that the company can identify and build on its strengths and seize its opportunities while putting measures in place to overcome weaknesses and mitigate the threats it faces.

 The environmental scan has identified a few areas of focus for the TCINIB, some with short and others with long-term implications. Some of the critical issues include a disengaged workforce yet one willing to re-commit and re-engage, a forecast for gradual and continued economic recovery, a growing migrant population, and an upcoming general election shortly.

**The SWOT Analysis is explained below:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| * Only social security provider on the island
 | * The small local technical labor pool
 | * TCINIB is seen as a good corporate organization by the people of the TCI, and this provides the opportunity to take a leadership role in governance
 | * Aging population
 |
| * A skilled workforce
 | * Lack of effective monitoring and evaluation mechanism for implementing the strategy
 | * A recovering economy
 | * Rising unemployment
 |
| * A workforce that is willing to be engaged
 | * Inconsistent application of the balanced scorecard
 | * Ret to home rule in 2012
 | * The uncertainty surrounding the election of Joe Bidden as President of the US
 |
| * Company with a broad social conscience on the island and garners respect from citizens
 | * Breaks in the chain of command
 |  | * Political interference
 |
| * Management0 team of qualified, trained, and committed individuals
 | * Poor morale among a high percentage of employees
 |  | * The slow response by the political directorate to the actuarial recommendation
 |
| * An engaged Board
 | * Weakness in the chains of communication
 |  | * Susceptible to the economic downturn and natural disasters
 |
| * Good internal control system
 | * Too bound by legislation
 |  | * Evasion and collusion by employers and employees.
 |
| * Strong reserves
 | * Lack of transparency and poor internal communication
 |  |  |

**The Pestle Analysis**

This is another way of viewing SWOT Analysis**.**

 This is the most common approach for considering the eternal business environment this framework examines the Marco-environmental factors as a scanning component in the strategic management process. It analyses how the organization reacts to changes in its external environment. It gives the idea of evaluating the strategy between the organization's capabilities and the external environment and the necessary elements for the change response.

 According Gupta (pp.34 -43, 2013), His study explores the importance of environmental management, environmental planning, and business management as it relates to the PEST Analysis in the strategic management process. It is used as a measurement tool for economic development at a national and regional level. It also has been recognized in the planning stages of project management for industrial development with the means of achieving strategic goals and objectives.

This tool has added value to the strategic planning of businesses, from operational to executive levels of management within a unified system of management and leadership. The system is the Human Resource Management system that plays an integral role in managing human resources in any organizational sector.

Human resource planning is ensuring that the organization attained qualitative and quantitative balance to achieve its strategic goals and objectives. It’s the main activity in this process. And lastly, it is an analytical technique and method that adds value to the Turks and Caicos Islands National Insurance Board Strategic Plan 2017/2022. The table below highlights some of the main elements used by the organization in evaluating its capabilities, opportunities, and threats that can negatively the organization's effectiveness in executing the key objectives of its strategic plan.

|  |  |
| --- | --- |
|  **POLITICAL** | The political directorate views TCINIB more as a financial rather than a social institution. |
| **ECONOMIC** | Increase in income expected due to economic recovery |
|  **SOCIAL** | Greater Public expectation to render social assistance |
| **TECHNOLOGICAL** | The greater expectation for further technological advances |
|  **LEGAL** | More legal challenges for NIB Decisions & benefits and contributions  |
| **ENVIRONMENTAL**  | * Unforeseen events
* Data protection
* External threats/ public , election
* State lawlessness
* Loss of contributions income
* Distress recovery
* Disaster preparedness planning
 |

The strategic plan is a living, breathing element at the Turks and Caicos Islands National Insurance Board has become part of the fabric of the organization. At all levels of the organization, whenever a decision must be made or action is taken, a key question that should be asked is how does this fit concerning the strategic plan? The Director as mentioned earlier must meet and discuss with his/her management team at least monthly the progress made towards the attainment of the plan and in turn, he /she must report at least quarterly to the Board. Managers should on at least a fortnightly basis meet to discuss with their supervisors and supervisors on at least a weekly basis to meet with their team to discuss the progress of the initiatives geared towards the attainment of the plan. This way, the entire organization will be tuned and working towards the attainment of the goals outlined in the plan. The plan then would be more than a document; TCINIB would be living its strategy which would then result in its fulfillment of its mission and attainment of its vision.

The effectiveness of the vision, mission, and values statements has the potential to gather employees around a common theme that reflects their pride in working for a company that adds value to them, the customers, and shareholders. The leadership at the TCINIB needs to be strengthened and focused on transforming the organization into a beacon of hope and life for its employees, beneficiaries, and the wider stakeholders in the TCI.

Finally, its success in achieving the strategic goals and the metrics outlined for driving customer satisfaction, developing motivated and trained employees, fostering excellence in service delivery, and improving financials would ensure TCINIB continued recognition as a benchmark in leadership and organizational success in the Turks and Caicos Islands.

From what I have studied this course, has added value to me personally and professionally. It has put me in an environment where I can know apply the learned concepts and principles that are connected to marketing in a global environment. With this knowledge gain, my exponential growth can be further explored, by applying my formal and informal learning as is discussed in the next paragraphs below on how this assignment can be applied to my daily and professional routine work life. Simply putting into practice what I have learned.

**Formal and Informal Learning**

The formal and informal learning gained had allow me to make several changes to how I manage and lead my staff under my leadership and management. Armstrong and Taylor (2014) state that learning is a process by which a person acquires new knowledge, skills, and capabilities. Planned and systematic training applications are used to instruct, develop, and promote learning. With the learning gained, I will use it to (a) Improve individual, team, and corporate performance in terms of output, quality, speed, and overall productivity of organizational performance. (b) Attract high-quality employees by offering those learning and development opportunities, increasing their levels of competence, and enhancing their skills thus enabling them to obtain more job satisfaction, gain higher rewards, and progress within the organization. (c) To improve operational flexibility by extending the range of skills possessed by employees in multiskilling. (d) Increase the commitment of employees by encouraging them to identify with the strategic objectives of the Organization. (e) Help to manage change by increasing understanding of the reasons for change and providing people with the knowledge and skills they need to adjust to new situations. (f) Help to develop a positive culture in the organization for example one that is oriented towards performance improvement. (g) Providing a higher level of service to our customers and minimized learning costs etc. Armstrong and Taylor (2014). With the learning gained, assisted me in my development growth and allow me to meet all performance and development objectives. For the learning to be effective, the conditions must be conducive. I will ensure that all participants are motivated for learning. This makes each participant aware that their present level of knowledge, skills, and Abilities need improvement. I will also ensure that a standard of performance is set for all employees. They must have clearly defined targets and standards which is acceptable and can be used to judge their progress. They must be guided; they will need a sense of direction and feedback on how they are doing. I will ensure that each employee is satisfied with the level of learning provided, in addition to establishing the platform to determine whether they can learn under difficult circumstances and whether their development needs are being met.

**Importance of Management**

Management is the process of getting things completed effectively and efficiently with and through other people**.**

**Planning:** Th business manager is responsible for looking down the road and preparing the organization for what lies ahead. This involves budgeting projections, market research, and strategic planning.

**Organizing:** The purpose of organizing it is to create the optimal environment for workflow efficiency and results. Goals must be defined first before organizing. The business administrator then identifies responsibilities to be performed, analyzes the human resources and tools needed, and delegates the responsibilities. This may involve reorganizing or developing new departments or creating new roles.

**Staffing**: This role is a large part of any business administrator’s job. This involves determining staffing needs, preparing job descriptions, interviewing, training an effective manager or supervisor to understand issues such as:

1. Diversity management
2. Ethics
3. Politics

**Directing:** The sweet spot of directing is finding the balance between staff needs and economic production. This involves allocating resources, providing a support system that responds to problems quickly, motivating employees, and leading staff towards a common goal with strong interpersonal skills.

**Controlling**- Controlling involves evaluating quality at all levels of the organization. By tracking work and comparing it to the strategic plan, a business manager can minimize deviations from the plan. Controlling tasks include analysis of:

1. Business expenses
2. Information management
3. Performance measurement

 **Managerial Roles of a manager/primary roles**

* Interpersonal
1. Figurehead- attend the employee retirement ceremony
2. Leader – encourages employees to increase performance and productivity
3. Liaison – coordinate activities of two committees
* Informational
1. Monitor - scanning business work for information about competition strategies
2. Disseminator – send out memos outlining new policies
3. Spokesperson – Hold presses conferences to announce new plants and press releases
* Decisional Making
1. Disturbance handlers – resolve disputes
2. Entrepreneur – develop ideas for new products and convince others of their merits.
3. Resource allocator – allocate budges requests
4. Negotiator - settle new labor contracts

**Critical managerial skills**

* Conceptual - skills used in abstract thinking
* Technical – having the skills to accomplish specific tasks within the organization
* Human – knowing to do the job
* Interpersonal – skills used to communicate with understanding and motivating employees within the groups or teams.

Diagnostic – skills to understand cause-effect relationships and recognize optimal solutions to the problems

**Challenges and Opportunities for Management**

Improving Quality and Productivity

* + Quality management (QM)
	+ Process reengineering

Responding to the Labor Shortage

* + Changing workforce demographics
	+ Fewer skilled laborers
	+ Early retirements and older workers

Improving Customer Service

* + Increased expectation of service quality
	+ Customer-responsive cultures

What Is Quality Management

* Intense focus on the customer.
* Concern for continuous improvement.
* Improvement in the quality of everything the organization does.
* Accurate measurement.
* Empowerment of employees.

Employment engagement involves creating and maintaining a work environment that motivates and supports employees’ performance and the achievement of organizational goals and objectives. Communication is key to the success of any organization's strategy and strategic performance objectives.

This is done through systems, strategic plans, and performance management system-based systems. The organization conducts induction programs to benefit both the employee and the employer. Accordingly, a formal welcoming process is designed to make new employees feel comfortable, informed about the organization, and prepare for their position. New employee induction is coordinated by the Human Resource Department on behalf of the receiving department. Generally, it includes among other things an overview of the organization’s history, an explanation of its core values, vision and mission statement, and the goals and objectives. In addition, the new employees will be given an overview of the benefits and legal issues and complete any necessary paperwork.

There are presented with all codes, keys, and procedures needed to out of their job functions within the organization. The supervisor introduces them to the staff throughout the organization, reviews their job description and scope of the position, explains the performance management and appraisal system, and helps them get started on their specific functions. At all times assistance would be provided by the Human Resource Department.

The organization also operates a performance-based management system, which focuses on organizational efficiency and effectiveness and communicates with all staff on a quarterly and annually basis.

The organizational structure is hierarchical structure employees are not allowed to bypass the chain of command. Authority is centralized, top-down approach and decision making is limited. Some managers don’t solicit feedback and many employees are intimidated by managers and the process results in resentment. Unfortunately, the level of employee involvement, participation, and voice is very low. The organization can propose a hard human resource strategy that is based on quantitative analysis to ensure that the right number and the right sort of talent are available when needed.

In December 2020, the organization agreed to pay staff bonuses as a form of contribution to their performance. Although management suggested a financial reward, the psychological contract was violated because management failed to deliver. For an engaged workforce to be productive and successful, it requires a high level of trust, without trust engagement could not exist. This has caused substantial levels of employee dissatisfaction and low morale. Employees are demotivated and must drag themselves to work every morning and others are considering resigning from the organization.

To re-engage the workforce, I proposed two fundamental principles, a Pluralistic Perspective, and Human Resourcing Planning process, and the job analysis procedure. The Job analysis procedure determines the duties of the positions, and it can assist the organization during, the recruitment and selection process, performance appraisal, training and development, job evaluation, career planning, work design, and human resource planning. The human resource planning process determines and addresses human resource needs, in the organization, quantitative and qualitative terms, how many people are needed, and what sort of talent is required. In essence, it is a decision-making process that combines three important activities, identifying and acquiring the right number of people with the proper skills, motivating them to achieve high performance, and creating interactive links between business objectives and people planning activities. This will allow employees to exercise their decision-making authority on matters at work. This is what makes the employment relationship valuable and constitutes collective bargaining being viewed as the most effective process to control employment relations.

Consequently, employers need to provide a clear path for great talents since they stand the risk of losing talented employees. Employee empowerment and delegation are two key elements that can be explored by management in creating and maintaining a vibrant workforce. Employees can make decisions relating to work-related issues that are affecting them and allow them to make their contribution to the overall strategic plan of the organization. What this means, it increases employee motivation and performance that enable them to contribute to the goals and objectives of the organization. In my opinion, employee engagement has been proven to decrease the staff turnover rate in many organizations. it also contributed to improvement in productivity and efficiency, it helps to increase your consumer base at a high level and causes the company to increase its profits margin. Employees who are engaged at work, make a significant contribution towards the achievement of organizational goals and objectives, to this end both parties are benefited.

**Employee voice at HLBTCI Ltd**

1. All authority is centralized all decisions are made by top management (Top-down approach)
2. Downward communication process
3. Employees' voices are limited
4. Forms of voice are ignored
5. No benefits

**Employee Voice in TCINIB**

1. Authority is centralized but employees are involved in the decision-making process
2. Forms of voice are adopted
3. Open lines communication
4. Produces benefits
5. strong psychological employment contract

**ORGANIZATIONAL STRUCTURE**

Core Departments

* Marketing
* Compliance
* Data Entry
* Benefits
* Accounts
* IT -Department

Support Departments

* Legal
* Compliance
* Task Force
* Human Resources
* Customer Care
* Registrations
* Data Entry

What is Management?

 Quite simply, management is the act of achieving the goals and objectives of the organization with and through other people. Whether your title is team leader, group leader, supervisor, manager, etc. you are in the management business.

Functions of Management

In most management courses and seminars, the five areas listed below are what business leaders will discuss when teaching the functions of management. At times different verbiage will be used but the intent of each topic will be the same:

1. Planning
2. Organizing
3. Staffing
4. Leading
5. Controlling

In addition, there are specific disciplines that have their special management structures. Some of those disciplines are:

1. Decision Making and Problem Solving
2. Quality Management
3. Project Management

Managers within the TCINIB:

* Director
* Deputy Director
* Legal Counsel
* Marketing Manager
* IT Manager
* Financial Controller
* Branch Managers

This study explains the in & out of each and will greatly assist in any organization.

People Management: is made up of the following:

1. Line Managers
2. Middle Managers
3. Human Resource Manager
4. Lower-Level Managers ( Supervisors)

Managing your current staff involves these five items :

1. Coaching
2. Training
3. Performance reviews
4. Holding staff accountable
5. Bringing a new employee onboard.

Team Dynamics:

 A team is a group of people put together to achieve a common goal. Some professionals believe that the best results are only obtained after groups or departments become TEAMS.

In the business world, a common phase structure has been observed with teams. This model of team development was first proposed by Bruce Tuckman in 1965 the phases are:

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning and Transforming

A team that lasts may transcend to a transforming phase of achievement. Transformational management can produce major changes in performance through synergy and is more far-reaching than transactional management.

**Quality Management**

This is a method for ensuring that all the activities necessary to design, develop and implement a product or service are effective and efficient concerning the system and its performance. To be a champion in this arena … you will study six sigma and /or total quality management.

Project Management is a temporary and one-time endeavor undertaken to create a unique product or service, which brings about beneficial change or added value. Some of the basic steps involve, Initiating, Planning, Executing, Controlling, and Monitoring Closing.

What is conflict?

According to Cliff Goodwin and Daniel B Griffith (The Conflict Survival Kit) Conflict involves competition between two or more individuals or groups who have incompatible interests and who are interdependent. It exists when two or more parties are in a state of opposition due to differences in ideas, goals attitudes, interests, and values. The differences can be true or perceived.

Manifestation of Conflict

Conflict is unavoidable in any organization that has human beings. We all have our own set of values and behavioral rules that are developed through our life experiences, and from these values and rules, we build our agreement about what is wrong and what is right. However, it is not exactly about right and wrong because conflicts are different. Once people begin to look at it that way, they will begin to realize that conflicts are inevitable because in a world of interpersonal relationships there will always be disagreement.

One of the major factors which influence the arousal of a conflict is the fact that the parties involved in the conflict are dependent on each other to achieve their differing goals and the incompatibility of their interests is making the satisfaction of both parties difficult. Also in many cases, there is a lot of competition, that is there and something that two people want, and they are both trying to get as much of it as possible, whether it is a particular resource or satisfaction.

Anytime one person has gained any satisfaction it can be viewed as a loss for the other party. For this reason, when persons hear the word “conflict” some of the words that come to mind are defense, disapproval, and disagreement. The ideas are quite true because in conflicts; people will defend their point of view they will have a reason for disapproving of their opposition and course the conflict is existing because of the disagreement. However, people also think of things such as anger, offense, and even physical fights. In truth, these words can be associated with conflict, but they should not be the common belief that is perceived in conflicts because the outcome of a conflict depends on the management of existing conflicts. An organization that has productivity, profitability, and employee well-being at the top of its agenda will have a conflict resolution process. The nature of conflict varies but at its core conflict remains unchanged. Management must be sensitive to any suggestions that conflict may occur in the work environment and proactively address any incidents or situations that may potentially lead to a greater conflict. For example, in terms of transparency, whenever a change in policy and procedures must be implemented communicate it openly and be ready to respond to any reactions or concerns employees may have or express. Be sensitive to individuals who are experiencing difficulties in their personal lives or working relationships, offered help immediately do not delay or procrastinate. Knowing the day-to-day operations within the organization, avoiding, or not interacting with your staff can create issues that will negatively impact productivity and performance. To prevent any rifts or incite damage, meet with your employees regularly and keep written records of each meeting. Consistent monitoring of these minor issues or disagreements will not eliminate the conflict but will assist in maintaining an environment of minimal conflict. Conflict is categorized into three forms according to, The Conflict Survival Kit, Cliff Goodwin, and Daniel Griffiths; they are referred to as Bumps, Bruises, and Headbangers. For example, bumps, are Minor or Disagreements where employees are experiencing incompatible issues relating to work assignments. They are engaged in lively discussions and are challenging each other to come to amicable and mutual solutions that will be beneficial to both parties. Bruises are referred to as the intervening stage of conflict; these are existing bumps that were never addressed, erupted, or escalated, or have evolved so quickly that the bump was unnoticeable or never occurred. Bruises are conflicts that have not fully erupted and therefore, present you with the opportunity to proactively address or eliminate conflict or at least prevent it from escalating. One example of this is before an issue gets out of control, an employee not performing his or her work, tardiness, being away regularly and sick leave, etc. this sort of behavior or practice requires preventative action. Provide the best measures to eliminate the conflict or prevent it from escalating. And finally Head Bangers this is the true conflict stage, these are conflicts that have erupted and not been avoided through a proactive approach, requiring immediate attention. At this level the conflict is at an extreme crisis, this is the cross mode where meaningful communication and hope that the parties can reconcile without help has broken down. Failure to resolve this level of conflict can result in destructive conflict, which will have negative consequences on the employee and the organization. Some of the disadvantages or negative outcomes include, (increase financial budget cost, hiring, and training, loss of productivity, low morale, dysfunctional relationships, team disunity, general employee turmoil, discontentment, and other common ills).

As an organization strives to achieve its strategic goals and objectives, they are often met with challenges it must overcome as a team. These challenges leave room for opportunity and growth, as conflict is inevitable and are existing. In some organizations, communities, and other parties involved in the organization's strategic planning, there is often a negative connotation. The effects of conflict within the organization can be positive and negative. Failure to proactively engage in the early stages of conflict results in negative consequences. For example, Decrease in Productivity: organizations invest a lot of time in dealing with organizational conflict, and other critical success factors and objectives are neglected or delayed. It is time-consuming and costly for organizations. Managers and supervisors devote most of their time to resolving conflicts. It contributes to half of the resignations, the high turnover resulting from conflicts that were never proactively dealt with, and has negatively affected the cost budget. There is also additional cost, which contributes to the recruitment, hiring, and training of new employees. In addition, there is a wealth of knowledge, experience, and skills lost due to the resignations submitted by employees who have part with the organization. In some organizations, the cost for a replacement for one single employee exceeds the annual salary to fill a vacant position.

**Conflict Types Conflict can be classified into the following four types.**

 Interpersonal conflict refers to a conflict between two individuals. This occurs typically due to how people are different from one another.

Intrapersonal conflict occurs within an individual. The experience takes place in the person’s mind. Hence, it is a type of conflict that is psychological and involves the individual’s thoughts, values, principles, and emotions.

Intragroup conflict is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict.

Intergroup conflict takes place when a misunderstanding arises among different teams within an organization.

Managing Conflict in the workplace

Styles of managing conflict include:

1. Avoiding style: this style reflects cooperativeness or ascertained. This style is appropriate when an issue is critical or when there is no chance of wining
2. Compromising: this style reflects a moderate amount of both assertiveness and cooperativeness
3. Accommodating: This reflects a high degree of cooperativeness which works best when people realized that they are wrong or when an issue is more important to others than oneself. ( Peace and harmony)
4. Collaborating: This reflects the high degree of assertiveness and cooperativeness. This style enables both parties to win although t may require substantial bargaining and negotiation

Using these conflict styles helped to manage conflict.

**How to handle Team Conflict within the workplace**

1. Bargaining/Negotiation: This means that the parties engaged one another in an attempt to systematically reach a solution
2. Mediation: This involves using a third party to settle a dispute. A mediator could be a supervisor or manager. Try to work with each party and sometimes an agreement might be reached
3. Facilitating communication: This involves providing opportunities for the parties, to get together and exchange information. This can be helped to reduce conflict.
4. Providing well-defined tasks: clarifying responsibilities, activities, and tasks to reduce conflict limits of authority.

**Organizational Change**

The Nature of change

Organizational change can be initiated deliberately by managers. It can evolve slowly within a department. Specific policies or procedures can impose it, or they can arise through external roles or processes.

Factors that forced a change in organizations are as follows:

1. Uncertain economic conditions
2. Globalization and increased competition, communication, shifting of industries to different locations
3. The level of government intervention
4. Scared cities of natural resources
5. Rapid development in new technology initiate change
6. Increased demand for quality and high levels of customers satisfaction and services
7. Greater flexibility in the structure of work, organization, and patterns of management
8. Changing the Nature of the composition of the workforce
9. Conflict from within the organization

**Contemporary Research**

1. How do leaders use emotional Intelligence in a changing context?
2. What kind of leadership is required for successful change management?
3. How should power be distributed across the organization during organizational change and in the context of goals?

**Learning to be Emotionally Effective**

There is an Argument that what a Leader does, and thinks can be determined by the brain, and conversely, the leader has the potential to tell their brain what to do.

**PLANNING ORGANIZATIONAL CHANGE**

Most planned change is triggered by the need to respond to new challenges and opportunities presented by the external environment or anticipate the need to cope with the potential future problems. The planned change represents an intentional to improve in some significant way the operational effectiveness of the organization

Objectives of planned change:

1. Modified the behavioral patterns of employees in the organization
2. Enhancing the organization's ability to cope with changes from within its environment.

Issues that provide a window for change:

1. Improved organizational flexibility, quality or to develop new customers concerned
2. A general sense that the organization can perform better
3. A sense that skills and ability of people are underutilized or concerns about a lack of commitment among employees
4. The need to introduce technology or working practices
5. Concerns about ineffective communications or poor performance indicators
6. Job is seen as being boring

Behavioral modifications within the organization

This is a planned change and improved performance and involves management of faces processed.

1. Unfreezing involves reducing those forces that maintain the behavior in its present form.
2. Movement – this consists of the development of new attitudes or behaviors
3. Refreezing – this involves stabilizing changes at the new level and reinforcement through supporting mechanisms, e.g., policies, structures, or norms

**RESISTANCE TO CHANGE**

Common reasons for individual resistance to change

1. Selective perception – people's interpretation of events presents a unique image or picture of the natural world can result. this can lead to a biased view of a particular situation which fits most comfortability into a person’s perception of reality and can cause resistance to change
2. Habits- people tend to respond to a situation established and customary. Patterns may serve as a means of comfort and security and guide easy decision-making. Proposed changes to practices, especially if they are well-established, require little effort and maybe resisted.
3. Inconvenience or loss of freedom If the change is seen as likely to approve inconvenience and increased control, there may be resistance.
4. Economic implications people are likely to resist change which is perceived as either directly or indirectly or other rewards
5. Security in the past – there is a tendency for some people to find a sense of security.
6. Fear of people with the unknown tends to cause anxiety.

**FORCE FIELD ANALYSIS**

This falls into two categories:

1. Forces associated with the individual involved
2. Forces of an unpersonal nature exist in the environment.

|  |  |  |
| --- | --- | --- |
| **Unfreezing** | **Movement** | **Refreezing** |

The diagram above shows the effects of force field analysis: Restraining forces – Equilibrium - Driving forces.

 According to Plotnick, Forces Field Analysis- helps diagnose the problems or the forces that operate in a specific situation.

For the change to be successful, according to Plovnick, the balance of the force field in favor of the driving forces must be changed by the following.

1. Decreasing the strength of the restraining forces
2. Plotnick identifies two points to weaken the restraining forces:
3. Generate a list of obstacles to changing the restraining and resisting forces
4. Decide on the most appropriate measures or strategies to alter the problem

 Plotnick's four-point criteria to help identify the obstacles to change: involves

1. Readiness for change; unfrozen and prepared for change
2. The capability of changing – identifying those people or factors that hinder the changing process
3. Accessibility of the obstacle
4. Leverage the challenges on other obstacles

On the other hand, Kotter's Change model identifies (8) factors that lead to the failure of change efforts in organizations. These includes

1. Allowing to create too much complacency
2. Failing to create a sufficiently powerful guiding coalition
3. Understanding the power of vision
4. Under communicating the vision by a factor of 10 or 100 or 1000
5. Permitting obstacles to block the new vision
6. Failing to create short term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the corporate

Kotter’s eight-stage change process:

1. Establishing a sense of emergency
2. Creating a guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Generating short term wins
6. Consolidating gains and producing more change
7. Anchoring new approaches in the cultures
8. Empowering broad-based action

Kotter's Model for change does not see the problem as managing one but as one leading: management and leadership situations.

Management for Kotter is a set of processes that can keep a complicated system of people and technology running smoothly. The most critical aspects of management include planning to budget, organizing, staffing, controlling, and problem-solving

On the other hand, leadership is a set of processes that creates organizations in the first place or adapts them in significantly changing circumstances.

Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite obstacles. 70 percent to ninety percent leadership 10 % - 30% management.

Below are four management strategies that can be adopted by management in addressing conflicts within the organization.

1. **Creating and Maintaining an Environment of Minimal Conflict:** Conflicts occur when not poorly managed, be sensitive to any suggestions that conflict may occur in your work environment and proactively address any incidents or situations that may potentially lead to a greater conflict. Remove the environmental conditions that make people feel they have no alternatives but to react negatively and you will remove the need to react.
2. **Meeting or ensuring that employees’ basic needs are satisfied**: provides a safe work environment that meets the relevant standards, provides pay and benefits that a competitive, support employees” create comforts while at work, appropriate facilities, provide employees with a clear understanding of their job duties and expectation. Provides employees with appropriate training and professional development opportunities. Employed the Herzberg Motivating factors, Recognition, Promotion, rewarding employees intrinsic for their performance and contributions, provide employees with consistent and timely feedback, recognition, and praise, and has systems in place for recognizing and rewarding accomplishments.
3. **Providing Meaningful Work**: Provide employees intrinsically valuable and meaningful work, the appropriate work conditions and environment keep employees from becoming dissatisfied in their jobs, true motivation comes from work factors relating to the work itself. Motivation is increased when employees find intrinsic value in their work. These are Herzberg's Motivators: Achievement, Recognition for accomplishment, challenging work, increased responsibility, and growth development. Maslow's Hierarchy of Needs, satisfying employees with meaningful work, these esteem needs employee’s needs for challenging assignments, variety of professional development, career growth, autonomy, and recognition. Self-actualization is the opportunity for growth and development to fill fulfills one’s potential. Note an employee's need for self-actualization transcends needs for extrinsic rewards or compensation incentives for performance. They desire to foster to seek personal and professional challenges inside and outside the organization. Valuing an employee's personal development and professional growth will motivate the workforce, increase productivity, and reduce conflict.
4. **Paying Attention to Evolving Conflicts:** creating and maintaining such an environment will not ensure against all conflict, conflict is inevitable even in the most progressive environment. If it cannot be eliminated, it can be contained. Undertake two considerations, look for triggers to evolving conflicts, and respond appropriately before conflict escalates. Examples: Triggers over roles, policies, and procedures, Triggers over information, Triggers over relationships, Triggers overvalues and Triggers over Structure. Continuous assessment of potential triggers of conflict and addressing them by making the necessary changes proactively.
5. **Responding Appropriately:** Be sensitive to any suggestions that conflict may occur in the environment and proactively address any incidents or situations that may potentially lead to a greater conflict. Consistent and continuous assessments of conflict trigger and address them by making necessary changes proactively. Know the day-to-day happenings in your organization. Make a point of connection with all employees regularly about what is happening. When changes must be implemented, openly communicate it and stand ready to respond to any reactions and concerns individuals may express. Be sensitive to employees who are experiencing difficulties in their personal lives or working relationships and offer to help. Bumps: this is the Monitor level of conflict, individuals who are experiencing bumps are often engaged in lively discussions and are challenging one another to achieve more creative solutions.

**Conclusion**

This course has provided me with an environment to perform professionally and rewarded me with a substantial level of experience and knowledge in the field of managing performance strategically. It also equips me at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure, and review the performance of the organization in terms of indicators and targets for efficiency, effectiveness, and impact.

As a member of the (management team) leadership of the National Insurance Board, how important is it to you in fulfilling your role, to have an organization that is aligned with strategy, structure, systems, and employees.

In my view, it is very important to the objective of the employment relationship in optimizing my output in terms of quality and quantity, thereby improving the company’s overall performance and service delivery. I proposed that the organization adopts coaching, mentoring, and counseling strategies, to help gain employees' attention to the key issues affecting performance. Focusing on the detail and relevance of the conversation to those key issues and creating a positive feedback loop. In addition, focusing on what is working as well as what is not working. Finally, this course added substantial value to my personal and professional development, on local, national, and international levels ensuring that all leaders, managers, and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

**Recommendations**

This chapter gives an overview of recommendations given for others to consider for future situations and for implementing the plan of this assignment. New initiatives should be delivered through local management. The assignment recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. The assignment also suggests the management should try as much as possible to build a work environment that attracts, retains, and motivates its employees to increase performance and work productivity. Finally, management should provide a mechanism for managing employee expectations of both parties involved in this relationship. Ensure alignment of individual goals and objectives with that organization and coordinate efforts to achieve the goals. Understand what is expected from the incumbents, when it is expected, and what standard is expected. Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently. Nevertheless, it can be concluded that management should equip leaders, managers, employees, and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure, and review employee performance of the organization in terms of indicators and targets for efficiency, effectiveness, and impact.

**Specific objectives to be implemented include:**

1. The establishment of a performance and learning culture.
2. Encourage upward communication and the adaptation of a participative and democratic leadership style in alignment with the organization's strategic direction.
3. Ensure that all jobholders know and understand what is expected of them.
4. Promote interaction on performance between jobholders and their supervisors.
5. Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (**Job Description and Job Specification**)
6. Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

**Limitations of the assignment**

This research was limited to desk research only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data. The researcher considered a few alternative ways of obtaining data. In the wake of health challenges worldwide, research techniques such as face-to-face interviews or Focus Group discussions are no longer optional; the researcher had to consider alternative ways in more excellent qualitative research; innovative measures also had to be considered.

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

**COURSE NAME:** Doctorate Degree in Human Resource Management

**SCHOOL:** Business and Economics

Assignment Title**: (ADMINISTRATION & MANAGEMENT SKILLS)**

**Student ID number**: UD7228BHUB1442

This Assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

Student Signature Date: April 22nd 2022

Dexter Parker