

## **A proposal for a program that promotes high level performance in heterogeneous teams**

Team members may differ in the way they interpret problems and use their abilities to solve them and acknowledge the effects of diversity on team performance. Diversity in skills and abilities allows teams to draw on different sources of information and enables creative problem solving. On the one hand, different types of diversity are a blessing and a threat. Here are some of the critical issues that was found in the ChargePoint Company of the Electric vehicle industry that could have a negative effect on the performance of the employees;

### **Conflict of interest**

If some members of the diverse team have conflict of interest this can lead to underperformance because the members will be working towards achieving their own interest which may on the other hand demotivate other staff to work perfect.

### **Poor planning and coordination:**

Poor planning in terms of work division, task allocation and poor coordination of the different activities may lead to poor performance due to unclear direction of activities.

### **Self-centeredness:**

The other critical issue that may cause poor performance is self-centered attitude, not feeling a part of team success and failures and not acting as part of the team and superiority tendency may break the team spirit and the motivation among the employees to work hard in ChargePoint Company.

### **Leadership conflicts**

Due to the multinational operation of the ChargePoint Company and the fact that each branch is led by a leader who may have a different leadership style may course conflicts and under performance because of the differences in leadership styles in the electric vehicle industry. Everyone has their own way of leading their teams. Some leaders are directive, while others are more open, inclusive and encourage collaboration with their team.

### **Personality clashes**

Personality clashes are some of the most common types of team conflicts. These types of conflicts are caused by differences in personality among team members. You're not always going to get along with or like every person you meet, whether they're your coworker, supervisor or peer. It can be challenging to work with someone whose personality disagrees with your own.

### **Poor Communication**

Expressing ideas clearly in a heterogeneous team and making sure employees understand what you're asking of them if not communicated well may cause misunderstanding and consequently result in poor performance. This is one of the critical issues in the ChargePoint Company due to the diversity of the team and the geographical operation that may lead to underperformance and conflict among the team members.

### **Mistrust**

Failure to give the team members the correct tools and guidance to support them and believe that they will do a great job will consequently force them to make mistakes and fail to be as transparent as they would be.

### **Lack of appreciation**

Failure by the supervisor to say 'thank you' will by far make the particular member of the team feel unrecognized and demoralized. As such they will not exert their full potential to achieve high results of their work.

## **Best practices to develop the team members to boost their performance.**

### **Build trust in the staff**

Give your team members the correct tools and guidance to support them and believe that they will do a great job. Allow them to make mistakes; making mistakes is an inherent part of the creative process. Be as transparent as you can with all of your team members and communicate their progress.

### **Show appreciation**

Each and every team member will bring a different set of skills, knowledge and experiences to the group. Appreciating the wide variety of differences will go a long way to creating an effective and high performing team. Lower turnover, higher performance and employee engagement come directly from showing employees gratitude and appreciation.

### **Communicate and listen**

Be able to understand the other persons' point of view, and speaking their language. You can create volatility in dialogue that is built off a shared respect for various perspectives. People think and behave differently even in intact teams from the same industry, there is almost assuredly a large variance in

thinking styles and levels of behavior. It's important to find an efficient method to communicate your thoughts, Create a conversation-friendly environment, be patient and allocate sufficient time to people to express their opinions.

### **Patience**

One needs to be very patient to avoid conflicts in a diverse team. There would be some team members at the workplace who would try to provoke others to fight. Never ever get influenced. Encourage other team members to always follow moral instincts and support what is right. Be very sensible and patient. Learn to keep a control on their emotions and do not ever lose temper as it would only make the situation worse.

### **Impartial**

A leader in a heterogeneous team of a company, has to learn to be impartial to avoid conflicts. Do not always support friends or close colleagues. Stand by what is correct and never support what is wrong. Any individual, even if he is a friend must be corrected if you feel he is wrong. Listen to everyone and never ignore anyone

### **Never Criticize**

Make the other person understand if he is wrong. Don't criticize him as it would definitely hurt his sentiments. The other person might not be as intelligent as you are, but you have no right to make fun of him. Others will look up to you if you guide the other person well and make him realize his mistakes.

### **Positive Attitude**

Positive attitude is essential to avoid fights and conflicts in a team. In a heterogamous team, never ever play the blame game. No one is perfect and if you have done anything wrong, have the courage to accept it. Human Beings are bound to make mistakes but never try to put the blame on anyone else's shoulders. Avoid backbiting as it only spoils the relationships. If you don't agree with anyone's views, discuss with him on his face, he will like it. Don't always find faults in others and be a little more adjusting as life is all about adjustments.

### **Leadership styles**

Participative leadership is one of the most effective leadership styles for team building. Everyone is given a role within the department. For example, a vice president may form a team of managers from various departments to oversee the roll-out of a new product

## **References**

[Conflict Management Skills \(managementstudyguide.com\)](http://managementstudyguide.com)

[\(PDF\) Causes, Effects, and Remedies in Conflict Management \(researchgate.net\)](https://www.researchgate.net)