

Nicely Niche Holidays

Scenario 3: Conflict in the workplace

Core: People and business behaviours
OS: PO3 and PO5

Connect activity

- Using the emoji cards, describe the feelings that each emoji expresses.
- Use professional language that can be used in an office environment, e.g. disgruntled instead of annoyed.

Lesson intentions

- Discuss the importance and impact of employee wellbeing and resilience in organisations.
- Analyse different approaches to the way people are managed.
- Consider different methods for enhancing staff wellbeing at Nicely Niche.

Task 1

Employee wellbeing

Scenario 3

The current situation at Nicely Niche

There is tension in the Nicely Niche team. Ben and Jeni work late most evenings and feel that they are not paid fairly for the work that they do. Ben is resentful towards Tamara. Mikael wants to retire, but Tamara is not able to commit to working the hours needed. Esther wants to reduce her hours, but there is too much to do. The team feel that since Mikael cut back his hours, he has not been providing the leadership they need. Jeni is keen to take on more responsibility, but no one ever has the time to train her properly, so she makes mistakes which have resulted in complaints and team conflicts. Tamara is starting to doubt that she can move the team forward while there is so much tension and resentment.



Employee wellbeing

Working in groups of three or four

- You will be given Nicely Niche employee profile cards.
- Allocate to each employee the emoji cards that best describe how they feel in their current situation.
- Use the information from the case study along with Scenario 3.
- Write sticky notes and attach them to the profile cards.



Task 2

Business impact

Business impact

Discuss in pairs and make notes

- If employees are unhappy, how could this be identified?
- Why is employee wellbeing and resilience important in business?
- **Focus specifically** on the impact on the business.



Business impact

- If employees are unhappy, how could this be identified?
- Increased absence, increased employee turnover, demotivated employees, disputes and bullying
- Why is employee wellbeing and resilience important in business?
- Recruitment and training costs, time and productivity, mistakes, waste and reputation

Business impact

- What is employee retention?
- Why is employee retention important?
- What is the impact of high employee turnover?
- Does employee turnover always have a negative impact on the business? Why? Why not?
- How is employee turnover measured?

Business Impact

Employee retention rate =

The number of employees that **stayed** with the company throughout the entire time period /

The number of employees you started with on day one

X 100

Business Impact

Employee turnover rate =

The number of employees that **left** the company throughout the entire time period /

The number of employees you started with on day one

X 100

Task 3

Leadership

Leadership

Using the information in the case study, Scenario 3 and the employee profile cards, consider the following:

What different approaches to managing people are currently being used?

- Directive
- Authoritative
- Participative
- Pacesetting
- Delegative



Are they effective
or ineffective?
Explain why.

Leadership

Which leadership style does each manager have?

- Autocratic
- Authoritative
- Democratic
- Coaching
- Affiliative
- *Laissez-faire*



Do they need an alternative approach? What is most appropriate in this scenario?
Justify your answer. Consider the impact on the business.

Leadership

What actions could be taken to change or develop leaders?

Think broader than just training.



Task 4

Wellbeing initiatives

Wellbeing initiatives

To bring the team together and create a happier atmosphere, Tamara would like to offer the Nicely Niche team an employee wellbeing day.

Using the wellbeing materials provided, you must create a programme of events for the day.

You have a budget of £2,500 to spend.

Pitch your programme to Tamara. Explain the benefits of your programme and how it will help Nicely Niche.

Produced by



Charlotte Condon and Manjola Blini at South Essex College have produced this resource on behalf of the Education and Training Foundation.



Michael Anderson from Young Enterprise designed resources to support this programme.

Funded by



This programme is funded by the Department for Education.

Thank you to Tamara Tahhan at Special Pilgrimages for her time and inspiration for the case study.

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