



## Answer Sheet

Conflict	Scenario
<b>Lack of clarity around team roles</b>	Staff nurse Ali is concerned that patient records are often out of date on the computer system. Paper records should be transferred onto the system by a nurse or an administrator, but about one out of every three records is overlooked.
<b>Unfair distribution of work</b>	Expedition leader Keziah has been volunteering in the Amazon for two months. She has already trained three teams, and is responsible for first aid, organizing tree frog monitoring, and humus fertility testing. She's upset that Rob, the other leader, only has to input data.
<b>Lack of clear vision or goals</b>	Alix has been working to expand the business into new markets, but Jamal has been researching new products to offer existing customers. In a recent meeting, senior managers were talking about takeovers – casting doubt on the future direction of the company.
<b>Inadequacy of resources</b>	Marketing trainees Megan and Aaron have come up with great ideas for a new poster campaign. The Head of Communications has already spent most of the budget, so only has the cash for one of the ideas. Megan and Aaron are in direct competition with one another.
<b>Conflicting aims of different functions</b>	The focus for Sales Executive Aliyah is to deliver the products she has promised to customers quickly. Aliyah gets frustrated by how long it takes the production department to deliver the products. The production department is unwilling to rush the products at the expense of quality.
<b>Unclear lines of authority</b>	Laboratory Technician Jess is a team member on a six-month cancer research project. Her project manager and line manager both instruct her on research techniques and use of equipment. As these instructions differ, Jess often feels unsure of the best course of action.



Conflict	Scenario
<b>Lack of reliability from others</b>	Secondary School Teacher Mehmet is establishing enterprise in education projects for pupils to prepare them for the world of work. He has established a project team, but Elise is constantly late for meetings and Kamal failed to turn up to do an introductory lecture on creativity.
<b>Personality factors</b>	River is new to the double-glazing sales industry. She is intrinsically honest, so is constantly disappointed by her team-mate Elliot. At the end of the month, Elliot will take her calls and finish off deals that she has been working on for weeks, crediting the sale as his own.
<b>Poor communication</b>	Zoo Keeper Calvin has planned his day so he can check the animals in the morning and repair the damage to the rhino enclosure in the afternoon. But he doesn't know that the team are introducing Nomusa, a new female rhino, to the pen today, leaving him unable to do his work.
<b>Poor decision-making skills</b>	Case Worker Malik is concerned that contentious issues are put on hold in the Social Work Department. He likes to push forward with initiatives, but others in his team seem to want to collect endless amounts of data and schedule infinite meetings before they even consider making a plan.

Other sources of conflict: