

Speaker notes (Masuk Ali 2021839)

Slide 31

My name is Masuk, and my student number is 2021389. I will be covering the two areas contemporary challenges faced by HSBC and how they overcome them and the topic positive conflict handling.

Slide 32

Employee Engagement

HSBC's employee engagement levels in the IT department were of a concern as monitoring the engagement level is pivotal in daily operations.

HSBC have enlisted a specialist training and programming organisation called TWI who provide innovative solutions to clients.

Challenges faced by HSBC are poor communication and fear of change resulting of staff engagement.

TWI have helped HSBC by offering a training programme. Having the online framework allowed employees and managers to have conversations on issues faced and work harmoniously in resolving them. All individuals possessed a personal confidential web space to check on progresses made and input action goals. The portal allowed colleagues to take ownership of work tasks and relationships. Employees could now raise issues with managers and in turn felt like a member in decision making and less isolated. A dialogue in working together has been created between management and the workforce.

Teams that can learn the language of Belbin Team Roles, will aid in harmonious working and is essential for developing skills that make good teamwork. Absence of conflicting factors will result in rapid acceptance within a team. The essence of a team is of players who are dynamically engaged with one another.

Slide 33

The Forming stage of the Tuckman's model is where team members focus on the leader for guidance and authority. TWI has implemented the leadership role in providing information and readiness in emphasising expectations from team members.

The Storming stage are where team members are concerned more about making an impression than the project in hand, the need for respect and

wondering of who will support you and who will undermine you can leave members feeling isolated. TWI online framework allows employees to be involved in decision making, resolving issues through communication resulting in not feeling alone.

Slide 34

Another contemporary challenge faced by HSBC are adopting a more inclusive workforce which are gender and ethnic background representation. The organisation is targeting to represent diversity by 2025 consisting of:

- 35% senior leadership positions filled by women
- Double the number of black employees in leadership roles

It is problematic to see a lack of women in senior roles within the bank. When women are not seen in senior positions other female colleagues tend to feel lost and have no figure to aspire to and then question if there is enough support available to get there.

The HSBC'S Accelerating Females Leadership programme benefits from:

- Networking opportunities
- Interactive regional webinar sessions
- An assigned sponsor for regular one to one support
- Drive to help cultural change

Slide 35

HSBC have invested in upskilling, learning and development to ensure all employees have the access to the right support. To facilitate the initiative HSBC are ensuring the hiring process is fair and transparent across the recruitment lifecycle. All hiring managers are to complete mandatory training to ensure the strongest candidates from diverse backgrounds are hired while addressing bias.

Slide 36

Positive Conflict Handling

For positive conflict handling to occur mediation can be appropriate when employee views are mixed on the issue. The informal means on managing conflict needs openness in fostering employee relations culture based on problem solving effectively as solving issues at the earliest opportunity is

better for all parties involved. Mediation benefits include less formality and can address several disputes.

Slide 37

The Thomas- Kilmann model consists of five styles for effectively managing conflict which are:

1. Forcing- utilising formal authority and power to address own needs without the regards of the other parties' issues
2. Accommodating- fulfilling the needs of the other party while neglecting own needs
3. Avoiding- no attention to the conflict and no action taken to resolve it
4. Compromising- identification of a partial satisfactory solution to resolve the conflict for both parties but not completely satisfactory
5. Collaborating- cooperation with the other party to understand the concerns and making effort to come to a mutual solution.

Forbes state that there are four conflict categories in principle which are:

- Task Conflict
- Process Conflict
- Relationship Conflict
- Status Conflict

Reference List

Belbin, M. R. (2003) *Team Roles at Work*. Oxford: Butterworth- Heinemann.

Belbin, M. R. (2009) *The Belbin Guide To Succeeding at Work*. London: A & C Black Publishers Ltd.

CIPD (2020) *Managing Conflict in the Workplace* [pdf]. Available at: [managing-conflict-in-the-workplace-1_tcm18-70655.pdf \(cipd.co.uk\)](https://www.cipd.co.uk/media/1870655/managing-conflict-in-the-workplace-1_tcm18-70655.pdf). (Accessed 21st October 2021).

Forbes (2019) *Conflicted About Conflict? Four Steps for Reaching Resolutions at Work*. Available at: [Conflicted About Conflict? Four Steps For Reaching Resolutions At Work \(forbes.com\)](https://www.forbes.com/sites/forbes/2019/04/11/conflicted-about-conflict-four-steps-for-reaching-resolutions-at-work/). (Accessed 21st October 2021).

Harvard Business Review (2007) *How to Manage Conflict*. Available at: [How to Manage Conflict \(hbr.org\)](https://hbr.org/2007/01/how-to-manage-conflict/). (Accessed 25th October 2021).

HSBC (2021) *Accelerating Female Leaders* [video]. Available at: [Our commitments and actions | HSBC Holdings plc.](#) (Accessed 20th October 2021).

HSBC (2021) *Our Commitments and Actions*. Available at: [Our commitments and actions | HSBC Holdings plc.](#) (Accessed 20th October 2021).

TWI (2020) *About Us*. Available at: [About us | Teamworking International \(team-working.com\).](#) (Accessed 18th October 2021).

TWI (2020) *Case Study HSBC*. Available at: [HSBC | Teamworking International \(team-working.com\).](#) (Accessed 18th October 2021).

Wilson, C. (2010) *BRUCE TUCKMAN'S FORMING, STORMING, NORMING & PERFORMING TEAM DEVELOPMENT MODE* [pdf]. Available at: [BruceTuckman Team Development Model reading for week 2.pdf \(uwtsd.ac.uk\).](#) (Accessed 22nd October 2021).