

UNIT 4

TEAMWORK AND CONFLICT RESOLUTION

1

TEAMWORK AND GROUP

"Individually we are one drop, together we are an ocean".

Teamwork is a joint action by a group of people with complementary skills, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group. This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments.

The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

Teams are one of the major forces behind revolutionary changes in contemporary organizations.

Nowadays companies ask for workers with teamwork skills. In many industries complex activities are carried out and it is important to know how to work as a member of a team.

One of the first things that we must recognise is the difference between an individual working as part of a group and an individual working as part of a team.

Below is a list of the differences that exist between these categories. After reading through the list, it should be clear what the difference is and which one would be ideal in the workplace.

GROUPS	TEAMS
Members work independently and they often are not working towards the same goal.	Members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.
Members focus mostly on themselves because they are not involved in the planning of their group's objectives and goals.	Members feel a sense of ownership towards their role in the group because they committed themselves to goals they helped create.
Members are given their tasks or told what their duty/job is, and suggestions are rarely welcomed.	Members collaborate together and use their talent and experience to contribute to the success of the team's objectives.
Members are very cautious about what they say and are afraid to ask questions. They may not fully understand what is taking place in their group.	Members base their success on trust and encourage all members to express their opinions , varying views, and questions.
Members do not trust each other's motives because they do not fully understand the role each member plays in their group.	Members make a conscious effort to be honest, respectful, and listen to every person's point of view .

GROUPS	TEAMS
Members may have a lot to contribute but are held back because of a closed relationship with each member.	Members are encouraged to offer their skills and knowledge , and in turn each member is able to contribute to the group's success.
Members are bothered by differing opinions or disagreements because they consider it a threat. There is no group support to help resolve problems.	Members see conflict as a part of human nature and they react to it by treating it as an opportunity to hear about new ideas and opinions. Everybody wants to resolve problems constructively.
Members may or may not participate in group decision-making, and conformity is valued more than positive results.	Members participate equally in decision-making, but each member understands that the leader might need to make the final decision if the team cannot come to a consensus agreement.

Synergy comes from the Greek word synergia, meaning joint work and cooperative action.

Synergy is the interaction of multiple elements in a team to produce an effect different from or greater than the sum of individual effects.

EXAMPLE

Which of the following is a group or a team?

1. Your class at school
2. The passengers in a flight.
3. Members of a basketball team.
4. Workers in a restaurant.
5. Technicians in a computer engineering department.
6. Members of the council of ministers.



2

TEAM ADVANTAGES AND DISADVANTAGES

The advantages and disadvantages of teams also need to be considered before deciding to transition into teams.

TEAM ADVANTAGES	TEAM DISADVANTAGES
Team members have the opportunity to learn from each other. Improves people's skills.	Some individuals are not compatible with team work.
Opportunity provided for synergistic combinations of ideas and abilities.	Teams may be time-consuming due to needs for coordination and consensus.
A team is likely to get a job done quicker.	Conflict may develop between team members or other teams.
Communication and information exchange may be facilitated and increased	Teams can stymie creativity and inhibit good decision-making if "group think" becomes prevalent.
Teams' membership can provide social facilitation and support for difficult tasks and situations.	"Free-riding" within the team may occur.
Team members feel more confident.	
Better results are achieved.	
Team members' motivation increases.	

3

CHARACTERISTICS AND STAGES OF TEAM GROWTH OR TEAM DEVELOPMENT

STAGES OF TEAM GROWTH OR TEAM DEVELOPMENT.

It is important to know that teams do not just form and immediately start working together to accomplish great things. There are actually stages of team growth and teams must be given time to work through the stages and become effective.

Five stages
of team
develop-
ment:

- 1. Forming:** team members get to know each other. They search for their position within the group and test the leader's guidance. Objectives are established.
- 2. Storming:** interpersonal conflicts begin to surface. Members often become impatient about the lack of progress, but are still inexperienced with working as a team. Members may argue about the actions they should take because they are faced with ideas that are unfamiliar to them and they put them outside their comfort zones. Much of their energy is focused on each other instead of achieving the goal.

Five stages
of team develop-
ment:

- 3. Norming:** team members settle differences with establishment of order and cohesion. Members feel closer together and the conflicts are settled, or at least forgotten. The team is able to concentrate more on their work and start to make significant progress.
- 4. Performing:** team members work well together. Members are open and trusting and many good ideas are produced because they are not afraid to offer ideas and suggestions. They are comfortable using decision making tools to evaluate the ideas, prioritize tasks and solve problems. Much is accomplished and team satisfaction and loyalty is highly regarded.
- 5. Adjourning / Ending:** team disbands following completion of its task.

4) TYPES OF TEAMWORK

CRITERION	TYPES OF TEAMWORK	CHARACTERISTICS	EXAMPLE
Duration	Permanent	For achieving goals in the organisation regularly.	A team of physiotherapists in a medical centre.
	Temporary	For certain specific works. The team will disband when the work is finished.	A team for choosing the Spanish films to take part in the Academy Awards.
Organisational structure	Formal	This is part of the company's organisational structure.	The teamwork in a quality control department.
	Informal	Spontaneous relationships among workmates.	Company's sports teams.
Hierarchy level	Vertical	Formed by workers from different hierarchical levels in the organisation.	Middle managements and production personnel.
	Horizontal	Formed by workers of the same hierarchical level.	The teachers of the Vocational Training and Guidance department.

CRITERION	TYPES OF TEAMWORK	CHARACTERISTICS	EXAMPLE
Function to fulfil	Decision making and dispute resolution	For solving problems and making decisions.	The teamwork of the Human Resources department.
	Production	For producing a component or product.	Members of a team for creating new software.
External openness	Opened	New members can be part of the team.	Professional cyclists in a team.
	Closed	Team members are difficult to change.	Teachers during the school year.

5

CONDITIONS FOR TEAMWORK EFFICIENCY

The characteristics of effective teams are the following:

- 1** The team must have a **clear goal**. **SMART** is the acronym used for defining the characteristics of goals for a teamwork to be effective: **S** (specific), **M** (measurable), **A** (achievable), **R** (realistic), **T** (time-bound). Avoid fuzzy statements. Team goals should call for a specific performance objective, expressed so concisely that everyone knows when the objective has been met.
- 2** The team must have a **results-driven structure**. The team should be allowed to operate in a manner that produces results. It is often best to allow the team to develop the structure.
- 3** The team must have **competent team members**. The problem given to the team should be one that the members can tackle given their level of knowledge.
- 4** The team must have **unified commitment**. This doesn't mean that team members must agree on everything. It means that all individuals must be directing their efforts towards the goal. If an individual's efforts are going purely towards personal goals, then the team will confront this and resolve the problem.
- 5** The team must have a **collaborative climate**. It is a climate of trust produced by **honest, open, consistent and respectful behaviour**. With this climate teams perform well... without it, they fail.

- 6** The team must have **high standards that are understood by all**. Team members must know what is expected of them individually and collectively. Vague statements such as "positive attitude" and "demonstrated effort" are not good enough.
- 7** The team must receive **external support and encouragement**. Encouragement and praise works just as well in motivating teams as it does with individuals.
- 8** The team must have **principled leadership**. Teams usually need someone to lead the effort. Team members must know that the team leader has the position because they have good leadership skills and are working for the good of the team. The team members will be less supportive if they feel that the team leader is putting him/herself above the team, achieving personal recognition or otherwise benefiting from the position.

HOW DOES TEAM BUILDING IMPROVE TEAM PERFORMANCE?

Cohesiveness is the degree to which members are attached and motivated to remain part of the team.

High team cohesiveness occurs when:

- Members are similar in age, attitudes, needs, and backgrounds.
- Group size is small.
- Members respect each other's competencies.
- Members agree on common goals.
- Members work on interdependent tasks.
- Groups are physically isolated from others.
- Groups experience performance success or crisis.

Companies ask for workers with flexibility and the readiness to adapt to changing conditions.

6

TEAMWORK COMMUNICATION

Being able to communicate effectively is the most important of all life skills.

Communication is simply the act of transferring information from one place to another.

We may, at times, try not to communicate; but not communicating is not an option. In fact the harder we try not to communicate, the more we do! By not communicating we are communicating something: perhaps that we are shy, perhaps that we are angry or sulking, perhaps that we are too busy. Ignoring somebody is communicating with them, we may not tell them we are ignoring them but through non-verbal communication we hope to make that apparent.

The different categories of communication are:

- **Spoken or verbal communication:** face-to-face, telephone, radio or television and other media.
- **Non-verbal communication:** facial expressions, the tone and pitch of the voice, gestures displayed through body language or body movements (kinesics) and the physical distance between the communicators (proxemics). These non-verbal signs can give clues and additional information and meaning over and above spoken (verbal) communication.
- **Written Communication:** letters, e-mails, books, magazines, the Internet or via other media.
- **Visualizations:** graphs, charts, maps, logos and other visualizations can communicate messages.

There are many reasons why interpersonal communications may fail. In many communications, the **message** (what is said) may not be received by the **receiver** exactly the way the **sender** intended. It is, therefore, important that the communicator seeks **feedback** to check that their message is clearly understood.

BARRIERS TO EFFECTIVE COMMUNICATION

- The use of jargon. Over-complicated, unfamiliar and/or technical terms.
- Emotional barriers and taboos. Some people may find it difficult to express their emotions and some topics may be completely 'off-limits' or taboo.
- Lack of attention, interest, distractions, or irrelevance to the receiver.
- Differences in perception and viewpoint.
- Physical disabilities such as hearing problems or speech difficulties.
- Physical barriers to non-verbal communication. Not being able to see the non-verbal cues, gestures, posture and general body language can make communication less effective.
- Language differences and the difficulty in understanding unfamiliar accents.
- Expectations and prejudices which may lead to false assumptions or stereotyping. People often hear what they expect to hear rather than what is actually said and jump to incorrect conclusions.
- Cultural differences. The norms of social interaction vary greatly in different cultures, as do the way in which emotions are expressed. For example, the concept of personal space varies between cultures and between different social settings.

A skilled communicator must be aware of these barriers and try to reduce their impact by continually checking understanding and by offering appropriate feedback.



ASSERTIVENESS - TIPS & TECHNIQUES



Assertiveness means standing up for your personal rights - expressing thoughts, feelings and beliefs in direct, honest and appropriate ways.

It is important to note also that:

By being assertive we should always respect the thoughts, feelings and beliefs of other people.

Non-assertiveness may be seen as the use of inefficient communication skills, whereas assertiveness is considered a balanced response, being neither passive nor aggressive.

Being assertive can help us to feel better about ourselves - improving self-esteem and personal confidence.

Sometimes the way we react and respond to others can make us feel inadequate, guilty or regretful. These may be signs of **passive behaviour**. We may also feel angry and critical of others during conversations - this may be a sign of more **aggressive behaviour**.

General techniques of assertiveness

Two key techniques that can aid assertiveness are known as "Fogging" and the "Stuck Record" technique. There are other techniques, like "Positive and negative enquiry".

TECHNIQUE	DEFINITION	EXAMPLE
The stuck record technique	<p>The stuck record technique employs the key assertive skill of 'calm persistence'. It involves repeating what you want, time and time again, without raising the tone of your voice, becoming angry, irritated, or involved in side issues. Continually repeating a request will ensure the discussion does not become side-tracked and involved in irrelevant arguments. The key is to stay calm, be very clear in what you want, stick to the point and not give up. Accept a compromise only if you are happy with the outcome.</p>	<p>Imagine that you are returning something that is faulty to a store. The conversation may go as follows.</p> <p><i>"I bought these shoes last week and the heels have fallen off. I would like a refund please."</i></p> <p><i>"It looks like they've been worn a lot and these shoes were only designed for occasional wear."</i></p> <p>Stuck Record technique response:</p> <p><i>"I have only had them a week and they are faulty. I would like a refund please."</i></p> <p><i>"You cannot expect me to give you your money back after you've worn them out."</i></p> <p>Stuck Record technique response:</p> <p><i>"The heels have fallen off after only a week and I would like a refund please."</i></p>

TECHNIQUE	DEFINITION	EXAMPLE
Fogging	<p>Fogging is a useful technique if people are behaving in a manipulative or aggressive way.</p> <p>Rather than arguing back, fogging aims to give a minimal, calm response using terms that are placating but not defensive, while at the same time not agreeing to meet demands.</p>	<p><i>"What time do you call this? You're nearly half an hour late, I'm fed up with you letting me down all the time."</i></p> <p>Fogging response:</p> <p><i>"Yes, I am later than I hoped to be and I can see this has annoyed you."</i></p> <p><i>"Annoyed? Of course I'm annoyed, this has left me waiting for ages. You really should try to think about other people a bit more."</i></p> <p>Fogging response:</p> <p><i>"Yes, I was concerned that you would be left waiting for almost half an hour."</i></p> <p><i>"Well... why were you late?"</i></p>
Positive Enquiry	<p>Positive enquiry is a simple technique for handling positive comments such as praise and compliments.</p> <p>People often struggle with responding to praise and compliments, especially those with lower self-esteem as they may feel inadequate or that the positive comments are not justified.</p> <p>It is important to give positive feedback to others when appropriate but also to react appropriately to positive feedback that you receive.</p> <p>Positive enquiry is used to find out more details about the enquiry or praise given, and agree with it.</p>	<p>Sender:</p> <p><i>"You made an excellent meal tonight, it was delicious!"</i></p> <p>Receiver:</p> <p><i>"Thanks. Yes, it was good. What did you like about it in particular?"</i></p> <p>This is different from a passive response that may have been:</p> <p><i>"It was no effort" or "It was just a standard recipe"</i></p>

TECHNIQUE	DEFINITION	EXAMPLE
Negative Enquiry	<p>The opposite of positive enquiry is negative enquiry. Negative enquiry is a way to respond to more negative exchanges such as receiving criticism.</p> <p>Dealing with criticism can be difficult. Remember that any criticism received is just somebody's opinion.</p> <p>Negative enquiry is used to find out more about critical comments and is a good alternative to more aggressive or angry responses to criticism.</p>	<p>Sender: <i>"That meal was practically inedible, I can't remember the last time I ate something so awful"</i></p> <p>Receiver: <i>"It wasn't the best, exactly what didn't you like about it?"</i></p> <p>This is different from an aggressive response that may have been: <i>"How dare you, I spent all afternoon preparing that meal" or "Well that's the last time I cook for you"</i></p>

Learn to think about your responses and how you behave when you communicate with others.

By using techniques designed to make you more assertive you will find that your communication and other interpersonal interactions are generally more positive.

7

GROUP DYNAMICS

Group dynamics is a psychological term referring to the study of groups.

Group dynamics is the term used to refer to the interactions that influence the attitudes and behaviour of people when they are grouped with others.

TECHNIQUE	GROUP SIZE	CHARACTERISTICS	OBJECTIVE
Role play	Small	People are presented with a real or an artificial environment. They are exposed with some kind of case or situation and they need to perform their roles given to them.	<p>To understand how to handle a particular situation.</p> <p>To understand issues better and to make decisions.</p> <p>To anticipate the reaction of the other party.</p>

TECHNIQUE	GROUP SIZE	CHARACTERISTICS	OBJECTIVE
Philips 66	Medium and large	A large group is divided into subgroups of 6 people for 6 minutes to discuss an issue and come to a conclusion. All subgroups make a report and then the overall conclusion is drawn.	To develop and exchange information through effective time management.
Brainstorming	Small	Participants are encouraged to provide wild and unexpected answers. Ideas receive no criticism or discussion. The group simply provides ideas that might lead to a solution and apply no analytical judgement.	For generating ideas.
Case study	Small	A descriptive, exploratory or explanatory analysis of a situation by the participants.	For seeking solutions to an event or real situation.

EXAMPLE 1

The management of a company decides to train commercial agents to deal with customers especially with regards to claims and complaints. What group dynamics technique do you think is appropriate to achieve this goal?

Solution:

The most appropriate technique is role play because it allows the participants to simulate situations that may occur in their working lives, so that they can assume the role they may have to deal with and learn from it.



1

CONFLICT

Conflict is part of human nature. It can be defined as a sharp disagreement or opposition of interests or ideas.

Conflict is normal and natural in any workplace, and conflicts can arise between co-workers, supervisors and subordinates or between employees and external stakeholders, customers, suppliers....

SYMPOMTS OF CONFLICT

Before conflict develops people may simply feel unhappy about colleagues or issues that are troubling them. You might notice the following symptoms:

- **motivation drops:** fewer people volunteer to take on new tasks and there is little employee input at team meetings or briefings.
- **behaviour changes:** people start to make derogatory remarks towards each other and there are fewer social events organised.
- **productivity falls:** there are likely to be more queries and complaints if people are not cooperating with each other.
- **sickness absence increases:** unhappiness may lead to depression or stress.
- responses to staff attitude surveys or questionnaires indicate underlying **dissatisfaction**.

It has been estimated that managers spend at least 25 percent of their time resolving workplace conflicts.

However unpleasant work-related conflicts can be, no person or company should ignore them.

Not all work-related conflicts have a bad ending; some in fact have led to positive outcomes and improvements in the workplace. In order to turn around a conflict into something good for the worker and organisation, **conflicts must be worked out, discussed, and settled in a timely manner.**

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face. By learning to constructively resolve a conflict, we can turn a potentially destructive situation into an opportunity for creativity and enhanced performance.

2

SOURCES OF CONFLICT

There are many causes or reasons for conflict in any work setting. **Some** of the primary causes are:

- **Poor Communication:** different communication styles can lead to misunderstandings between employees or between employee and manager. Lack of communication drives conflict 'underground'.

- **Different Values:** any workplace is made up of individuals who see the world differently. Conflict occurs when there is a lack of acceptance and understanding of these differences.
- **Differing Interests:** conflict occurs when individual workers 'fight' for their personal goals, ignoring organisational goals and organisational well-being.
- **Scarce Resources:** too often, employees feel they have to compete for available resources in order to do their job. In a resource scarce environment, this causes conflicts despite awareness of how scarce resources may be.
- **Personality Clashes:** all work environments are made up of differing personalities. Unless colleagues understand and accept each other's approach to work and problem-solving, conflict will occur.
- **Poor Performance:** when one or more individuals within a work unit are not performing - not working up to potential – and this is not addressed, conflict is inevitable.
- **Disagreement about procedures, policies or operating rules.**

EXERCISE 1



Classify the different causes of the following conflicts:

- An employee thinks he is doing a lot of work and his workmate does not.

Poor performance

- The company's management decides to extend working hours because of the economic crisis and workers, as a compensation, ask for an increase of salary.

Differing interests

- A member of a group does not share their skills and knowledge with the others. Cooperation value differs between the members of the working group.

Different values

- To work in a department with scarce resources and lack of personnel.

Scarce resources

- Two mechanics have a different opinion about the way a machine should be repaired.

Disagreement about procedures, policies or operating rules.

- The members of the team decide to share the workload, however one of the members does not commit to the work.

Poor performance

- Two workers quarrel because they both want to go for the supervisors' position.

Differing interests

- There are rumours within the company because there is no structural communication.

Poor communication

3

PROCESS OF CONFLICT RESOLUTIONS

- 1 **To identify the conflict.** To become aware of the problem.
Is there a problem? What is the problem?

- 2** What are the **reasons** for the problem? What are the **objectives** of the parties that are involved in the conflict?
- 3** To **look for solutions** to resolve the conflict, different alternatives and see the pros and cons of each of them.
- 4** To **choose the best solution** and follow the procedure(s). To make an assessment of the decision and the procedure. Changes may be needed.

4

FIVE APPROACHES TO CONFLICT RESOLUTION

There are five major responsive approaches to managing conflicts. There is no right or wrong conflict resolution style, and each participant is capable of choosing the approach she/he deems most appropriate in any given conflict situation. In the workplace, a manager should understand each of these approaches to help parties resolve conflicts that arise on the job.

ACCOMMODATING

The accommodating approach emphasises cooperation instead of assertiveness. A person places their interests last and allows the other party to further their interests. The accommodating approach often occurs when a party is not significantly invested in securing a victory, because this does not perceive the alternative option as a significant threat.

AVOIDING

'Hiding our head in the sand'. Avoiding conflict involves one of the conflicted parties avoiding communication or confronting the problem, hoping it will go away. By not participating in the problem-solving process, the party is effectively removing itself from it. When employing this approach, the conflict might go away if the other party does not press for a resolution. The underlying differences between the parties are never resolved.

Conflict Resolution Intervention Strategies

COLLABORATING

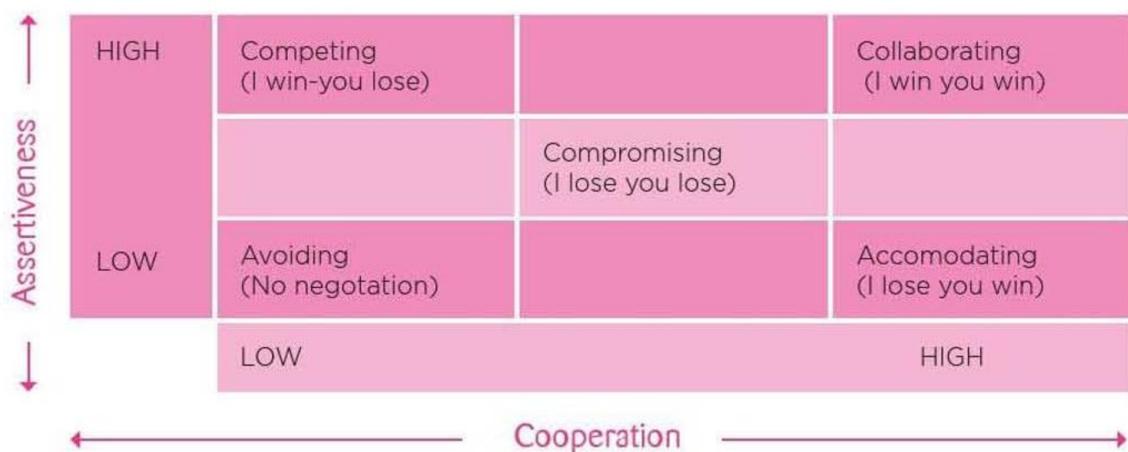
The collaboration style involves parties working together to resolve issues, and both sides come to the table with win-win attitudes.

COMPROMISING

Bargaining is the hallmark of the compromise approach to conflict resolution. The conflicting parties can identify some interests they are willing to compromise on to bring about a resolution. While the emotional level might still be high, the compromise style sometimes results in interim solutions when a full resolution is not immediately possible. Parties might reach a settlement to prevent further escalation of the conflict.

COMPETING

The competing style to conflict resolution entails the party placing his desires above those of all others involved in the conflict. Assertiveness is the hallmark of this approach, and those employing this style of negotiation aim to address the conflict head-on. It might involve high levels of emotions as the parties establish positions in what can sometimes evolve into hostile communications.



It is generally believed that either **collaborating** or **compromising** are the most productive forms of addressing conflict because there is not a winner or loser but rather a working together for the best possible solution.

5**STEPS IN NEGOTIATION PROCESS**

The **negotiation** process is a complex series of actions that seeks to provide a mutually agreeable outcome to two dissenting parties. **Its aim is to reach a mutual agreement.** Formal negotiations may take place with the assistance of a trained mediator who serves as an impartial third party in navigating the issues at hand. For a professional negotiator, the process may follow a series of definitive steps.

1 1st STEP

The first step in any negotiation process involves **understanding the issue at hand**. This step often takes place before the two parties enter into formal talks. Each side must come into the negotiations with a clear idea of what the conflict is and what they want to gain from the proceedings.

2 2nd STEP

Once in negotiations, the next step is for each side to **present their case**. This involves explaining what the individual's goal is, what each party wants to gain, and what is willing to offer up in return. Both sides must listen to each other for the negotiations to proceed successfully. If a mediator is present, he will take careful note of these proceedings in order to offer up creative solutions that may work for both parties.

3 3rd STEP

The bulk of the negotiation process is a **continuous back and forth of ideas, options, and even arguments between the two sides**. The first solution offered up is rarely the final choice. This part of the process varies greatly depending on the type of negotiations taking place. If a negotiator is involved, he/she will direct this stage of the process by offering various solutions and continuously working with both parties to find a mutually acceptable agreement.

This step of the negotiation process, where the dissenting parties take time to explore various solutions, may take place over several sessions.

4 4th STEP

Once the process of finding a **solution** is completed, negotiations enter into the final steps of the process. The **agreement is clearly laid out for both parties**, often with a written contract. This document is reviewed thoroughly and amended as needed until it meets the satisfaction of all involved. Once the contract has been accepted and signed by both parties, the steps laid out within must be completed.

6

CONFLICT RESOLUTION TIPS

Arriving at a positive resolution of conflict is always the ultimate goal. In resolving conflict, it is important to make sure you do the following:

- **Clearly articulate the causes of the conflict** by openly acknowledging there will be differing perceptions of the problem(s).
- Make a clear statement of **why you want the conflict resolved and reasons to work on conflict**.
- **Communication** of how you want the conflict resolved.

- **Address the issues face-to-face** (notes, email correspondence, memos are not a productive way to resolve differences).
- **Stick to the issues.** In trying to resolve conflict, it is tempting to resort to name calling or bring up issues from the past. It is important to address specific behaviors and situations if change is to take place.
- **Take time out if necessary.** In the resolution of a conflict, our emotions may interfere with arriving at a productive resolution. If this transpires, take a time-out and resume resolving the conflict at another designated time.

7

ALTERNATIVE CONFLICT RESOLUTION METHODS

CONCILIATION

Conciliation involves an independent, impartial person **helping two or more people in a dispute to resolve the difference between them**. Conciliation can save time, money and stress and promote a quick solution which suits the employer and employee and may help them avoid a permanent breakdown in their relationship.

MEDIATION

Mediation is the most common form of conflict resolution. It involves an independent, impartial person **helping two individuals or groups reach a solution** that is acceptable to everyone. Mediation is not prescriptive. It helps the parties involved to make progress in resolving their differences. It does not make judgments or determine outcomes.

ARBITRATION

You could agree for your dispute to be **settled by an independent person** who examines everyone's point of view and issues in a **binding decision**. This is known as arbitration.

If an employee believes they have been unfairly dismissed, or that they have a complaint about the flexible working regulations, the complaint can be heard by an independent arbitrator, if that is what both sides want.