

## Overview

This standard is about managing conflicts in the broader work environment. The conflicts can be between different stakeholders, colleagues working at different levels, employees in different departments or other organisations. You communicate conflict management and resolution processes to the broader work environment, identifying differences in expectations to promote ways to manage situations. You take preventative action to avoid the negative impacts of conflicts and resolve conflicts when they emerge. You also act as a mediator and access support from specialists when required.

This standard is for all managers and leaders.

## Performance criteria

### *You must be able to:*

1. communicate the different types of conflict management and dispute resolution processes available to your organisation
2. identify differences in expectations and working methods of employees from different backgrounds
3. promote ways of managing differences that take account of different expectations
4. create a climate of trust and mutual respect
5. compare difficult situations from different employees' perspectives to understand the conflicts
6. identify any issues with organisational structures, systems or procedures that are likely to give rise to conflict
7. resolve any issues with organisational structures, systems or procedures creating conflict
8. identify potential conflicts across the wider organisation or with other organisations and take preventative action to avoid these
9. encourage the employees concerned to resolve their own problems and conflicts amongst themselves
10. take action to act as a third-party mediator to deal with conflicts when the employees concerned are not able to resolve the conflicts themselves
11. demonstrate respect for employees' emotions regarding the conflict
12. manage any negative emotions in yourself and the parties involved
13. investigate the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict
14. agree how to resolve the conflict with all parties, without apportioning blame
15. accept help from colleagues or specialists, where necessary
16. comply with organisational and legal requirements when resolving conflicts
17. maintain complete, accurate and confidential records of conflicts and their outcomes, in line with organisational policy
18. follow the legal, organisational, codes of practice and policies relevant to managing conflict in the broader working environment

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

1. the principles of communication, conflict management and dispute resolution and how to apply them
2. how to identify and address any issues with organisational structures, systems or procedures that may create conflict
3. how employees' backgrounds may create differences in expectations and how to manage these differences
4. the importance of identifying potential conflicts across the organisation to take preventative action to avoid these, and how to do so
5. the ways of dealing with conflicts when they arise, including what types of action should be taken and when
6. the process and principles of mediation to resolve work conflicts
7. the different conflict resolution techniques and how to apply them in different situations
8. the importance of acknowledging and showing respect for employees' emotions regarding the conflict and how to manage any negative emotions in yourself and employees
9. how to identify the causes of the conflict, remain impartial, and give all parties opportunities to present the facts and their perceptions about the conflict
10. the importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so
11. when and how to seek help from colleagues or specialists
12. how and why conflict happens in the broader work environment, between different

stakeholders, different levels, different departments or organisations

### **Industry and sector specific knowledge and understanding**

13. the industry and sector requirements and systems for managing conflicts
14. the legal, organisational, codes of practice and policies relevant to managing conflict in the broader working environment

### **Context specific knowledge and understanding**

15. your organisation's culture, rank and role hierarchies, and how work roles interface, complement and support each other
16. the organisational structures, systems and procedures that are likely to create conflict
17. the sources of specialist or third-party support available to you to manage conflicts
18. the organisational and legal requirements for resolving conflicts and maintaining records and their outcomes

## Skills

1. Communicating
2. Empathising
3. Evaluating
4. Information management
5. Managing conflict
6. Monitoring
7. Obtaining feedback
8. Problem solving
9. Providing feedback
10. Questioning
11. Reviewing
12. Risk management
13. Stress management
14. Valuing and supporting members of staff

Manage conflicts in work environment

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