

CFAMLD10

Reduce and manage conflict in your team



Overview

This unit is about managing conflicts between members of your team. It covers taking pre-emptive action to avoid conflicts occurring and working with team members to resolve problems when they emerge.

The unit is recommended particularly for first line and middle managers.

This unit is linked to units:

B8 Ensure compliance with legal, regulatory, ethical and social requirements

D1 Develop productive working relationships with colleagues

D8 Help team members address problems affecting their performance

D9 Build and manage teams

in the overall suite of National Occupational Standards for Management and Leadership.

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Performance criteria

- You must be able to:*
- P1 communicate clearly to team members the standards of work and behaviour expected of them
 - P2 help team members understand how the roles of different team members interface, complement and support each other
 - P3 identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict
 - P4 identify potential conflicts between team members and take pre-emptive action to avoid these
 - P5 encourage team members to resolve their own problems and conflicts amongst themselves
 - P6 take prompt action to deal with conflicts when the team members concerned are not able to resolve the conflicts themselves
 - P7 acknowledge and show respect for team members' emotions regarding the conflict and seek to manage any negative emotions
 - P8 investigate impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict
 - P9 identify and agree with team members how to resolve the conflict, without apportioning blame
 - P10 seek help from colleagues or specialists, where necessary
 - P11 Comply with organisational and legal requirements when resolving conflicts
 - P12 maintain complete, accurate and confidential records of conflicts and their outcomes.

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the principles of effective communication and how to apply them
- K2 how to help team members understand how the roles of different team members interface, complement and support each other
- K3 how to identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict
- K4 the importance of identifying potential conflicts between team members and taking pre-emptive action to avoid these, and how to do so
- K5 the importance of giving team members opportunities to discuss with you serious problems that directly or indirectly affect their work, and how to encourage team members to do so
- K6 the importance of taking prompt action to bring up and deal with conflicts when they arise and when the team members concerned are not able to resolve the conflicts themselves
- K7 ways of dealing with conflicts when they arise and what types of action should be taken and when
- K8 the importance of acknowledging and showing respect for team members' emotions regarding the conflict and how to seek to manage any negative emotions
- K9 how to identify impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict
- K10 the importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so
- K11 when to seek help from colleagues or specialists
- K12 the importance of complying with organisational and legal requirements when resolving conflicts
- K13 the importance of maintaining complete, accurate and confidential records of conflicts and their outcomes, and how to do so

Industry/sector specific knowledge and understanding

- K14 industry/sector requirements for managing conflict in your team

Context specific knowledge and understanding

- K15 the standards of work and behaviour expected of team members
- K16 how the roles of different team members interface, complement and support each other
- K17 the organisational structures, systems and procedures that are likely to give rise to conflict
- K18 the range of specialists inside and outside of the organisation and colleagues
- K19 organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes

You need to know and understand:

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Additional Information

Behaviours

1. You respond quickly to crises and problems with a proposed course of action.
2. You find practical ways to overcome barriers.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You show respect for the views and actions of others.
5. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
6. You confront performance issues and resolve them directly with the people involved.
7. You clearly agree what is expected of others and hold them to account.
8. You protect your own and others' work against negative impacts.
9. You keep confidential information secure.
10. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.

Skills

Listed below are the main generic 'skills' that need to be applied in managing conflict in your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Communicating
Empathising
Evaluating
Information management
Managing conflict
Monitoring
Obtaining feedback
Problem-solving
Providing feedback
Questioning
Reviewing
Valuing and supporting others

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Developed by CFA Business Skills @ Work

Version number 1

Date approved March 2009

Indicative review date March 2011

Validity Current

Status Original

Originating organisation Management Standards Centre

Original URN D10

Relevant occupations Managers and Senior Officials; Business management

Suite Management and Leadership National Occupational Standards 2008

Key words management, leadership, conflict, information, team