
Overview

This standard is about managing conflicts across the broader work environment, between different stakeholders, working at different levels and in different departments or organisations. It covers taking preventative action to avoid the negative impacts of conflicts and resolving conflicts when they emerge.

It covers both situations where you are directly in conflict with other people and situations where you help to prevent or resolve conflicts between other people, where you are not directly involved in the conflict.

It is relevant to managers and leaders who may have to resolve conflicts in the broader work environment.

This standard links closely with all the other standards in key area *DD Build and sustain relationships* and also to *CFAM&LDB8 Manage conflicts in teams*.

**Performance
criteria**

- You must be able to:*
- P1 Communicate clearly across the wider organisation the different types of conflict management and dispute resolution processes available.
 - P2 Identify differences in expectations and working methods of people from different backgrounds and promote ways of managing differences that take account of their expectations.
 - P3 Seek to create a climate of trust and mutual respect, and understand difficult situations from other people's perspectives.
 - P4 Identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
 - P5 Identify potential conflicts across the wider organisation or with other organisations and take preventative action to avoid these.
 - P6 Encourage the people concerned to resolve their own problems and conflicts amongst themselves.
 - P7 Take prompt action and act as a third-party mediator to deal with conflicts when the people concerned are not able to resolve the conflicts themselves.
 - P8 Acknowledge and show respect for people's emotions regarding the conflict and seek to manage any negative emotions.
 - P9 Investigate impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
 - P10 Identify and agree with parties to the conflict how to resolve the conflict, without apportioning blame.
 - P11 Seek help from colleagues or specialists, where necessary.
 - P12 Comply with organisational and legal requirements when resolving conflicts.
 - P13 Maintain complete, accurate and confidential records of conflicts and their outcomes, in line with organisational policy.

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 The principles of effective conflict management and dispute resolution and how to apply them.
- K3 How to identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
- K4 How people's diverse backgrounds may create differences in their expectations and how to manage these differences.
- K5 The importance of identifying potential conflicts across the organisation and taking preventative action to avoid these, and how to do so.
- K6 Ways of dealing with conflicts when they arise and what types of action should be taken and when.
- K7 The process and principles of mediation.
- K8 Different conflict resolution techniques and how to apply them appropriately in different situations.
- K9 The importance of acknowledging and showing respect for people's emotions regarding the conflict and how to seek to manage any negative emotions.
- K10 How to identify impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
- K11 The importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so.
- K12 When to seek help from colleagues or specialists.
- K13 An understanding of how and why conflict happens.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K14 Industry/sector requirements and systems for managing conflicts.

Context specific knowledge and understanding

You need to know and understand:

- K15 How work roles interface, complement and support each other.
- K16 Organisational structures, systems and procedures that are likely to give rise to conflict.

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- K17 Sources of specialist or third party support.
- K18 Organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes.
- K19 Organisational culture, rank and/or role hierarchies.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 3 Make time available to support others
- 4 Show respect for the views and actions of others
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Act within the limits of your authority
- 7 Refer issues outside the limits of your authority to appropriate people
- 8 Show integrity, fairness and consistency in decision making
- 9 State your own position and views clearly and confidently in conflict situations
- 10 Address difficult issues and resolve them directly with the people involved
- 11 Accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
- 12 Protect the confidentiality and security of information
- 13 Seek to understand people's needs and motivations
- 14 Work towards win-win solutions
- 15 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 16 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

Skills

When performing to this standard, you are likely to demonstrate the following skills:

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

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Developed by	CFA Business skills @ work
Version number	2.0
Date approved	March 2012
Indicative review date	March 2015
Validity	Current
Status	Original
Originating organisation	CFA Business skills @ work
Original URN	CFAM&LDD5
Relevant occupations	Managers and Senior Officials; Operations Manager
Suite	Management & Leadership; Animal Technology
Key words	Management & leadership; manage conflict; broader work environment