

## UNIT SUMMARY

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### What is the unit about?

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.

### Who is the unit for?

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

### Links to other units

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** and **D9. Build and manage teams** in the overall suite of National Occupational Standards for Management and Leadership.

### 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

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Communicate clearly to team members the standards of work and behaviour expected of them.
2. Help team members understand how the roles of different team members interface, complement and support each other.
3. Identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
4. Identify potential conflicts between team members and take pre-emptive action to avoid these.

5. Encourage team members to resolve their own problems and conflicts amongst themselves.
6. Take prompt action to deal with conflicts when the team members concerned are not able to resolve the conflicts themselves.
7. Acknowledge and show respect for team members' emotions regarding the conflict and seek to manage any negative emotions.
8. Investigate impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
9. Identify and agree with team members how to resolve the conflict, without apportioning blame.
10. Seek help from colleagues or specialists, where necessary.
11. Comply with organisational and legal requirements when resolving conflicts.
12. Maintain complete, accurate and confidential records of conflicts and their outcomes.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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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.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### General knowledge and understanding

1. The principles of effective communication and how to apply them.
2. How to help team members understand how the roles of different team members interface, complement and support each other.

3. How to identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
4. The importance of identifying potential conflicts between team members and taking pre-emptive action to avoid these, and how to do so.
5. 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.
6. 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.
7. Ways of dealing with conflicts when they arise and what types of action should be taken and when.
8. The importance of acknowledging and showing respect for team members' emotions regarding the conflict and how to seek to manage any negative emotions.
9. How to identify impartially the causes of the conflict, giving 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 to seek help from colleagues or specialists.
12. The importance of complying with organisational and legal requirements when resolving conflicts.
13. 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**

1. Industry/sector requirements for managing conflict in your team.

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

1. The standards of work and behaviour expected of team members.
2. How the roles of different team members interface, complement and support each other.
3. The organisational structures, systems and procedures that are likely to give rise to conflict.
4. The range of specialists inside and outside of the organisation and colleagues.
5. Organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes.