

## SFJPH4.1

### Reduce and manage conflict in your team



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#### Overview

This standard 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 standard is recommended particularly for first line and middle managers.

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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 organizational 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

*You need to know and understand:*

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

#### Context specific knowledge and understanding

*You need to know and understand:*

- 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

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K19 organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes

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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

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

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