Overview

This standard is about managing conflicts between members of your team. This standard is relevant to all managers and leaders who may need to manage conflict in their teams.

This standard links closely to *CFAM&LBA3 Lead teams*, all the standards in key area *DB Manage teams* and also to *CFAM&LDD5 Manage conflict in the broader work environment*.

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 preventative 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, in line with organisational policy.

Manage conflict in teams

Knowledge and understanding

General knowledge and understanding

You need to know and understand:

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 preventative 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.

Industry/sector specific knowledge and understanding

You need to know and understand:

K12   Industry/sector requirements for managing conflict in teams.

Context specific knowledge and understanding

You need to know and understand:

K13   The standards of work and behaviour expected of team members.

K14   How the roles of different team members interface, complement and support each other.

K15   The organisational structures, systems and procedures that are likely to give rise to conflict.

K16   The range of specialists inside and outside of the organisation and colleagues.

K17   Organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes.

Behaviours

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

1   Respond promptly to crises and problems with a proposed course of action
2   Find practical ways to overcome obstacles
3   Present information clearly, concisely, accurately and in ways that promote mutual understanding
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   Address performance issues promptly and resolve them directly with the people involved
7   Clearly agree what is expected of others and hold them to account
8   Protect your own and others' work against negative impacts
9   Protect the confidentiality and security of information
10 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:

- Acting assertively

- Balancing competing needs and interests

- Building consensus

- Communicating

- Decision-making

- Empathising

- Information management

- Involving others

- Leadership

- Leading by example

- Managing conflict

- Monitoring

- Obtaining feedback

- Presenting information

- Problem solving

- Questioning

- Reporting

- Reviewing

- Risk management

- Stress management

- Team building

- Valuing and supporting others

CFAM&LDB8 - SQA Unit Code H68G 04
Manage conflict in teams

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&LDB8
Relevant occupations	Managers and Senior Officials; Team Leader; Animal Facility Manager
Suite	Management & Leadership; Animal Technology
Key words	Management & leadership; manage; conflict; in teams