

Unit CFAM&LDB8 (H68G 04) Manage Conflict in Teams

I confirm that the evidence detailed in this unit is my own work.

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| **Candidate’s name** |  | **Candidate’s signature** |  | **Date** |
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I confirm that the candidate has achieved all the requirements of this unit.

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| **Assessor’s name** |  | **Assessor’s signature** |  | **Date** |
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| **Countersigning — Assessor’s name**  **(if applicable)** |  | **Countersigning — Assessor’s signature**  **(if applicable)** |  | **Date** |
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I confirm that the candidate’s sampled work meets the standards specified for this unit and may be presented for external verification.

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| **Internal verifier’s name** |  | **Internal verifier’s signature** |  | **Date** |
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| **Countersigning — Internal verifier’s name**  **(if applicable)** |  | **Countersigning — Internal verifier’s signature**  **(if applicable)** |  | **Date** |
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| **External Verifier’s initials and date (if sampled)** |  |

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| **Unit 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. |

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| **Sufficiency of evidence** |
| There must be sufficient evidence to ensure that the candidate can consistently achieve the required standard over a period of time in the workplace or approved realistic working environment. |

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| **Performance criteria** |
| **What you must do:** |
| There must be evidence for **all** Performance Criteria (PC). |
| 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 preventative 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, in line with organisational policy. |

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| **Evidence reference** | **Evidence description** | **Date** | **Performance criteria** | | | | | | | | | | | |
| **What you must do** | | | | | | | | | | | |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |
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| **Knowledge and understanding** | | **Evidence reference**  **and date** |
| **What you must know and understand** | |
| For those knowledge statements that relate to **how** the candidate should do something, the assessor may be able to infer that the candidate has the necessary knowledge from observing their performance or checking products of their work. In **all** other cases, evidence of the candidate’s knowledge and understanding must be gathered by alternative methods of assessment (eg oral or written questioning). | |
|  | **General knowledge and understanding** |  |
|  | The principles of effective communication and how to apply them. |  |
|  | How to help team members understand how the roles of different team members interface, complement and support each other. |  |
|  | How to identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict. |  |
|  | The importance of identifying potential conflicts between team members and taking preventative action to avoid these, and how to do so. |  |
|  | 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. |  |
|  | 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. |  |
|  | Ways of dealing with conflicts when they arise and what types of action should be taken and when. |  |
|  | The importance of acknowledging and showing respect for team members’ emotions regarding the conflict and how to seek to manage any negative emotions. |  |
|  | How to identify impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict. |  |
|  | The importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so. |  |
|  | When to seek help from colleagues or specialists. |  |
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|  | **Industry/sector specific knowledge and understanding** |  |
|  | Industry/sector requirements for managing conflict in teams. |  |

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| **Knowledge and understanding** | | **Evidence reference**  **and date** |
| **What you must know and understand** | |
| For those knowledge statements that relate to **how** the candidate should do something, the assessor may be able to infer that the candidate has the necessary knowledge from observing their performance or checking products of their work. In **all** other cases, evidence of the candidate’s knowledge and understanding must be gathered by alternative methods of assessment (eg oral or written questioning). | |
|  | **Context specific knowledge and understanding** |  |
|  | The standards of work and behaviour expected of team members. |  |
|  | How the roles of different team members interface, complement and support each other. |  |
|  | The organisational structures, systems and procedures that are likely to give rise to conflict. |  |
|  | The range of specialists inside and outside of the organisation and colleagues. |  |
|  | Organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes. |  |

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# Supplementary evidence

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| **Evidence** | | **Date** |
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| **Assessor feedback on completion of the unit** |
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