

## **Summary**

The one-day programme aims to develop an awareness of the key knowledge and techniques which enable learners to consider the different approaches to conflict handling within their own and other organisations.

## **Learning Outcomes**

To be successful in this qualification a learner must have the knowledge to be able to:

- Understand the meaning of conflict, what causes it and how it builds.
- Identify the links between internal and external customer conflict.
- Appreciate the cost implications of conflict to the organisation.
- Examine the alternative approaches to resolving conflict.
- Recognise how to communicate effectively in conflict situations.
- Consider how to avoid conflict through verbal and non-verbal communications.
- Understand how to avoid conflict across a wide range of industry sectors.

## **Content**

1. Understand the Theories of Conflict.
2. Resolution of Conflict.
3. Effective Communication skills for Conflict Situations.
4. How to Prevent Conflict.

### **Expectation of Successful candidates**

The qualification is a knowledge-based qualification. Successful candidates will have knowledge of the basic principles of handling conflict situations. The qualification does not develop or assess actual competence in handling conflict.

Successful learners will need to practise real-life situations in context under close supervision in the workplace. There should be no assumption of actual competence on completion of this qualification.

A statement from City & Guilds has been added into the learner pack (page 7) for the qualification to ensure that it is clear what the learners can expect from the qualification.

## Content

### Section One - Understand the Theories of Conflict

#### Aims

**At the end of this section learners should be able to:**

- Understand the nature and scope of conflict.
- Gain an insight into the sources of conflict.
- Describe the differences between internal and external conflict.
- Identify the costs and implications of conflict to the organisation.

#### Indicative Content

- 1.1 Define conflict and understand the difference between conflict, indecision, disagreement and stress.
- 1.2 Consider the different ways in which conflict shows itself with internal customers ie breakdown of relationships, poor decision-making, poor performance, poor quality of working life.
- 1.3 Recognise the different ways in which conflict shows itself with external customers ie increased number of complaints, loss of business, loss of income, behavioural issues.
- 1.4 Examine the effects of conflict – costs, legal implications, lost time, poor morale, low motivation, recruitment, health and safety.

## Section Two – How to Prevent Conflict

### Aims

**At the end of this section candidates should be able to:**

- Appreciate the importance of good customer service to avoid conflict.
- Understand the importance of the selling message meeting customer expectations.
- Identify various communication methods appropriate to preventing conflict situations.
- Understand the importance of creating the appropriate physical environment for customers.
- Ensure health and safety requirements are met in order to avoid external conflict.

### Indicative Content:

- 2.1 Use verbal and non-verbal communications and language to create a positive customer relationship. Do not walk away. Do not play games. Do not exploit others.
- 2.2 Ensure the selling message meets expectations, ie does the selling message realistically reflect the products or services on sale – appreciating the customer's focus.
- 2.3 Examine the importance of good customer service, ie treating the customer well, understand their needs, deliver on their expectations, add-value, create a sense of 'customer delight'.
- 2.4 Understand health and safety requirements to avoid conflict, ie creating a safe customer and working environment in line with local and national legislation.

### **Section Three - Effective Communication Skills for Conflict Situations**

#### **Aims**

**At the end of this section learners should be able to:**

- Understand the importance of using conflict handling skills to handle or prevent conflict.
- Describe how to use verbal/face-to-face communications in conflict situations.
- Explain how to use listening skills in conflict situations.
- Appreciate how to use the written word to handle and resolve conflict.
- Describe the use of non-verbal communications in conflict situations.

#### **Indicative Content**

- 3.1 Understand how to use a variety of conflict handling skills – self-confidence, patience, persistence, flexibility, empathy, humour, assertiveness and conciliatory behaviour.
- 3.2 Demonstrate how to show that you are listening effectively in conflict situations, including nodding, making notes, verbal and non-verbal gestures.
- 3.3 Describe how to use questioning to understand the basis of conflict – open questions, closed questions and hard and soft question.
- 3.4 Understand how to use non-verbal behaviour effectively in conflict situations and what you should avoid doing.
- 3.5 Describe the importance of record keeping and informing your manager of conflict situations.

## **Section Four – Resolution of Conflict**

### **Aims**

**At the end of this section candidates should be able to:**

- Identify possible approaches to dealing with conflict.
- Describe ways of handling conflict effectively.
- Describe different models for overcoming conflict.
- Understand how to overcome obstacles within conflict.

### **Indicative Content**

- 4.1 Consider alternative approaches to resolving conflict – accommodation and compromise, mediation and conciliation.
- 4.2 Overcome obstacles that cause conflict – culture, limited time, denial, competitiveness.
- 4.3 Recognise the possible outcomes conflict – win-lose, lose-lose and win-win.
- 4.4 Demonstrate how to use methods of resolving conflict – conciliation and mediation.

## **Assessment**

Assessment will determine whether learners have achieved the standard required to obtain a City & Guilds International Introductory Award in Conflict Handling.

Candidates will undertake a one-hour test that has 40 True/False style questions. The candidate will need to select the correct answers and the pass mark is 80%. The test will be marked by City & Guilds.

## **Particular Assessment Requirements**

It is important that particular assessment requirements of learners are recognised and provision made for these. Information on the assessment of learners with particular assessment requirements has been provided by City & Guilds and can be accessed on the City & Guilds website in the document:

- Access to Assessment - candidates with particular requirements.

## **Delivery Advice**

The total guided learning hours for this qualification are 7 and it is expected that learners will spend this time in a classroom based learning environment.