Conflict Management within the Private Security Industry

Unit Number: Y/506/7125
Level: 2
GLH: 8
Credit: 1
Contact time: 8 Hours
Assessment: 20 MCQ paper
Assessment time: 30 minutes
Pass mark: 14/20 (70%)

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of conflict management appropriate to their role	1.1	State the importance of positive and constructive communication to avoid conflict
		1.2	State the importance of employer policies, guidance and procedures relating to workplace violence
		1.3	Identify factors that can trigger an angry response in others
		1.4	Identify factors that can inhibit an angry response in others
		1.5	Identify human responses to emotional and threatening situations
2	Understand how to recognise, assess and reduce risk in conflict situations	2.1	State how managing customer expectations can reduce the risk of conflict
		2.2	Identify the stages of escalation in conflict situations
		2.3	State how the application of dynamic risk assessment can reduce the risk of conflict
		2.4	State the importance of positioning and exit routes
3	Understand how to communicate in emotive	3.1	State how to use non-verbal communication in emotive situations
		3.2	State how to overcome communication barriers

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
	situations to de-escalate conflict	3.3	Identify the differences between assertiveness and aggression
		3.4	Identify ways of defusing emotive conflict situations
		3.5	Identify approaches to take when addressing unacceptable behaviour
		3.6	State how to work with colleagues to de-escalate conflict situations
4	Understand how to develop and use problem solving strategies for resolving conflict	4.1	State the importance of viewing the situation from the customer's perspective
		4.2	Identify strategies for solving problems
		4.3	Identify win-win approaches to conflict situations
5	Understand good practice to follow after conflict situations	5.1	State the importance of accessing help and support following an incident
		5.2	State the importance of reflecting on and learning from conflict situations
		5.3	State the benefits of sharing good practice
		5.4	State why security operatives should contribute to solutions to recurring problems

Indicative Content

LO 1 Understand the principles of conflict management appropriate to their role

1.1 State the importance of positive and constructive communication to avoid conflict
- Importance of positive and constructive communication
- Be positive, professional, calm, clear and polite
- Good communication skills are vital to defuse and avoid conflict

1.2 State the importance of employer policies, guidance and procedures relating to workplace violence
- Meeting Health and Safety at Work legislation
- Sets an expectation for both staff and customers as to what behaviour is and is not acceptable
- Makes staff aware of their responsibilities in regards to workplace violence
- Ensures staff are aware of the procedures to follow in the event of a violent situation
- Details reporting procedures

1.3 Identify factors that can trigger an angry response in others
- Feeling embarrassed
- Feeling insulted
- Feeling threatened
- Loss of face
- Being ignored
- Peer pressure
- Feeling patronised
- The feeling of not being taken seriously
- Alcohol, drugs and medical conditions will increase the chances of triggering an angry response

1.4 Identify factors that can inhibit an angry response in others
- Self-control
- Personal values
- Fear of retaliation
- Social or legal consequences

1.5 Identify human responses to emotional and threatening situations
- Fight or flight response
  - Fear
  - Adrenaline
  - Shock
  - fear of being "blocked in"

LO 2. Understand how to recognise, assess and reduce risk in conflict situations

2.1 State how managing customer expectations can reduce the risk of conflict
- Understand customer expectations
- Listen carefully
- Apologise
- Empathise
- Keep calm
- Provide options
- Acknowledge the customers frustrations/anger
- Take action and explain procedures

2.2 Identify the stages of escalation in conflict situations
- Frustration
- Anger
- Aggression
- Violence

2.3 State how the application of dynamic risk assessment can reduce the risk of conflict
- Recognise potential threats
- Assess a situation
- Adjust the response required to meet the risk present
- Step back, assess threat, find help, evaluate options and respond

2.4 State the importance of positioning and exit routes
- Maintain personal space
- Ensure an escape route is visible for all parties
- Non-aggressive stance

LO 3 Understand how to communicate in emotive situations to de-escalate conflict

3.1 State how to use non-verbal communication in emotive situations
- Signalling non-aggression through non-verbal communication (stance, gestures, body language, eye contact, open handed gestures)
- Personal space awareness

3.2 State how to overcome communication barriers

What is a barrier:
- Physical barriers (heat, pain, fear, noise, shock, language, mental illness)
- Psychological barriers (culture, fear of authority, attitude, belief)

How to overcome communication barriers:
- Physical barriers (speak clearly, adopt non-aggressive stance, maintain space, move to quieter/lighter space)
- Psychological barriers must take extra care (speak clearly, make sure you are non-threatening, explain what you are doing, move to a quieter/lighter space)

3.3 Identify the differences between assertiveness and aggression
- Aggressive behaviour (threatening tone and positioning, gestures and words)
- Assertive behaviour (firm but fair, calm, normal positioning and body language, polite)

3.4 Identify ways of defusing emotive conflict situations
- Empathy
- Building rapport
- Win-win
- Positive communication
- Active listening
- Providing assistance e.g. calling a taxi, including management in discussions

3.5 Identify approaches to take when addressing unacceptable behaviour
- Non-aggressive body language
- Empathy
- Be positive and assertive
- Actively listen

3.6 State how to work with colleagues to de-escalate conflict situations
- Positioning
- Switching to or from a colleague
- Dynamic risk assessment

LO 4 Understand how to develop and use problem solving strategies for resolving conflict

4.1 State the importance of viewing the situation from the customer's perspective
- Builds rapport
- Enables empathy
- Helps to diffuse conflict situations
- Understand conflict situations

4.2 Identify strategies for solving problems
- Managing customer expectations
- Building rapport
- Find a mutual understanding
- Empathy
- Explanation of reasons

4.3 Identify win-win approaches to conflict situations
- Both sides come out of encounter satisfied
- Problem solving and negotiation
- Ways to achieve a win-win situation

5. Understand good practice to follow after conflict situations

5.1 State the importance of accessing help and support following an incident
- Sources of support through colleagues, management and counsellors
- Reduces the chances of long-term problems such as depression, anxiety, fear, post-traumatic stress

5.2 State the importance of reflecting on and learning from conflict situations
- Sharing good practice
- Make improvements
- Recognise trends and poor practice

5.3 State the benefits of sharing good practice
- prevent reoccurrence of the same problem
- Improve procedures for conflict situations
- Common response to situations

5.4 State why security operatives should contribute to solutions to recurring problems
- To increase safety for staff and customers
- Identify procedures or methods to deal with situations effectively