Unit 3:

Application of Conflict Management in the Private Security Industry

Level: 2

Unit type: Mandatory

Guided learning hours: 11

Unit introduction

It is better if potential conflict can be avoided altogether, so in this unit you will be taught techniques to prevent potential conflict situations arising. You will learn about how to manage conflict that does occur, particularly ways of assessing risk to yourself and about how to behave in a way that will defuse the situation.

Once a situation has been defused, the next stage is about solving problems and you will be taught about the strategies that you can use to do this. You will also learn how to communicate to de-escalate conflict including dealing with communication barriers and unacceptable behaviour.

Learning outcomes, assessment criteria and indicative content

To pass this unit, learners need to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit. The indicative content sets out the required teaching content of the unit and specifies the knowledge, skills and understanding required for achievement of the unit.

Learning outcomes	Assessment criteria	Indicative content

1 Understand the principles of conflict management appropriate to the role	1.1 Identify situations that can lead to conflict	• Common situations leading to conflict:
		
		   ○ misunderstandings
		
		   ○ poor communication
		
		   ○ lack of planning
		
		   ○ unrealistic/unfair expectations
		
		   ○ attitudes
		
		   ○ frustration and stress
		
		   ○ substance and alcohol use.

	1.2 State how positive and constructive communication can be used to manage conflict	• Importance of positive and constructive communication. • Being positive, professional, calm, clear and polite. • Using effective communication skills (vital to defuse and avoid conflict).
	1.3 Recognise why it is important to be familiar with policies and procedures relating to workplace violence	• Employer policies, guidance and procedures relating to workplace violence. • Meeting Health and Safety at Work legislation. • Setting an expectation for both staff and customers as to what behaviour is and is not acceptable.

				• Making staff aware of their responsibilities in regard to workplace violence. • Ensuring staff are aware of the procedures to follow in the event of a violent situation. • Detailed reporting procedures. • Helps reduce risk of litigation and harm to self and others

			1.4 Identify the stages of escalation in conflict situations	• Stages of conflict escalation:
				
				   o frustration leads to
				
				   o anger leads to
				
				   o aggression leads to
				
				   o violence.

			1.5 Recognise the stages of the attitude and behaviour cycle	• Attitude and behaviour cycle:
				
				   o importance of adopting an appropriate initial response to conflict situations
				
				   o link between attitude and behaviour
				
				   o positive attitude constructs positive behaviour
				
				   o negative attitude constructs negative behaviour
				
				   o effective behaviour and communication influencing attitude and behaviour of others.

	Learning outcomes		Assessment criteria	Indicative content

2	Understand how to recognise, assess and reduce risk in conflict situations	2.1	Recognise the potential risk posed in a conflict situation	• Risks in potential conflict situations:
				
				  ○ Identifying potential risk to self and others (staff, customers, bystanders).
				
				  ○ Dynamic risk assessment (definition; identifying and assessing risk, taking action to eliminate or reduce risk, monitoring and reviewing, recognise escalation in risk and reacting appropriately).
				
				  ○ Possible measures to reduce risk (ensuring staff are trained, effective communication, identifying and assessing potential threats, adapting conflict response to situation).
				
				  ○ Minimising risk of violence and aggression towards self and others by using communication skills and de-escalation techniques.

		2.2	Identify factors that can trigger or inhibit a range of responses in self and others	• Factors:
				
				  ○ actions
				
				  ○ behaviours (self and others)
				
				  ○ situations
				
				  ○ emotions.
				
				• Triggers:
				
				  ○ perceptions

				○ conflicting goals
				○ different personal values
				○ misunderstandings
				○ poor communication.
				• Inhibitors:
				○ self-control.
				○ personal values.
				○ fear of retaliation
				○ social or legal consequences
				○ Body Worn Cameras and any other technology.
		2.3	Identify a range of responses to conflict situations	• Range of responses:
				○ feeling insulted
				○ feeling threatened
				○ anger
				○ loss of face
				○ being ignored
				○ peer pressure
				○ feeling patronised
				○ the feeling of not being taken seriously
				○ alcohol, drugs and medical conditions.
				○ Angry response.

				• Fight or flight response:
				    o fear
				    o adrenaline
				    o shock.
				• Fear of being "blocked in".

		2.4	Recognise the stages in de-escalating conflict	• Stages in de-escalating conflict
				    o Assess emotional state.
				    o Identify trigger factors.
				    o Reassure to reduce anxiety.
				    o Speak calmly and actively listen.
				    o Empathise and check understanding.
				    o Problem solving - resolve the issue.
				    o Explain what, when, how.
				    o Keep informed.

		2.5	State the importance of positioning and exit routes	• Positioning and exit routes
				    o Maintaining personal space.
				    o Demonstrating non-aggressive stance.
				    o Ensuring an escape route is visible for all parties.
				    o Awareness of exit routes.

Learning outcomes	Assessment criteria	Indicative content

3 Understand the use of problem-solving techniques when resolving conflict	3.1 Recognise how to use empathy to resolve conflict	• Empathy:
		  ○ ability to share someone else's feelings or experiences
		  ○ imagining being in that person's situation.
		• Customer perspective/resolving conflict:
		  ○ what the customer thinks and feels; sees; says; does
		  ○ customer pain (fears, frustrations, obstacles)
		  ○ potential gain (goals, wants, needs)
		  ○ understanding the customer's point of view.

	3.2 Identify the benefits of using problem-solving techniques	• Problem-solving techniques:
		  ○ identify issues
		  ○ understand everyone's interests
		  ○ identify possible solutions/options
		  ○ evaluate options
		  ○ select option or options
		  ○ document agreement(s)
		  ○ agree on contingencies, monitoring, and evaluation.
		• Benefits:
		  ○ managing customer expectations
		  ○ building rapport
		  ○ building trust

Learning outcomes	Assessment criteria	Indicative content
		○ finding mutual understanding ○ demonstrating empathy ○ explaining reasons.

	3.3 Recognise how win-win approaches work to resolve conflict situations	• Win-win situation:
		  ○ outcome where everyone is satisfied.
		• Win-win approaches:
		  ○ active listening
		  ○ empathy
		  ○ problem solving.
		  ○ negotiation.

Learning outcomes		Assessment criteria		Indicative content

4	Be able to communicate to de-escalate conflict	4.1	Recognise verbal and non-verbal communication techniques	• Range of communication techniques
				  ○ Verbal communication:
				    - speaking – pitch, tone, clarity, language
				    - listening.
				  ○ Non-verbal communication:
				    - stance
				    - body language
				    - eye contact

| | | | 4.2 | Explain how to deal with communication barriers in conflict situations | • Barriers:

  ○ heat, pain, fear, noise, shock, language, mental illness, culture, fear of authority, attitude, belief, substance and/or alcohol use.

• Overcoming communication barriers:

  ○ speak clearly, adopt non-aggressive stance, maintain space, move to quieter/lighter space, make sure you are non-threatening, explain what you are doing. |
| | | | 4.3 | Identify different behaviour types | • Aggressive behaviour:

  ○ threatening tone

  ○ threatening positioning

  ○ angry gestures

  ○ angry words

  ○ concerns of violence

  ○ staring/uncomfortable eye contact.

• Assertive behaviour:

  ○ firm but fair

  ○ calm |

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-   gestures
-   signalling non-aggression through non-verbal communication
-   personal space awareness.

			o normal positioning
			o relaxed body language.
			o polite/rational speech
			o listening
			o acknowledging.
			• Passive behaviour:
			o hesitant, apologetic speech patterns
			o overly seeking approval.
			o always agreeing with others
			o broken speech pattern
			o self-deprecation or self-criticism
			o overly quiet speech
			o discomfort in groups
			o lack of eye contact.
		4.4 Demonstrate approaches to take when addressing unacceptable behaviour	• Approaches:
			o non-aggressive body language.
			o empathy.
			o be positive and assertive.
			o actively listen.
			o problem solving.

			o follow appropriate organisational policies and procedures

		4.5 Demonstrate ways to de-escalate conflict situations	• Conflict de-escalation:
			
			   o managing communication barriers.
			
			   o using positive communication.
			
			   o active listening.
			
			  o non-verbal communication.
			
			   o verbal communication.
			
			   o non-aggressive.
			
			   o empathy.
			
			   o building rapport/trust.
			
			   o problem solving.
			
			  o providing assistance, e.g. calling a taxi.
			
			  o including management in discussions.

		4.6 Demonstrate working with colleagues to de-escalate conflict situations	• Positioning. • Switching to or from a colleague.