## A close up of a logo Description automatically generatedPhoto tired chefs

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**Structure of the workbook**

***Unit of Competency: SITXCOM010 Manage conflict.***

***Part 1*** *- The workbook is structured to provide knowledge component in the first part including the introduction to the theoretical aspects of the unit and detailed description of the unit of competency knowledge development.*

***Part 2****-The development of your skills and knowledge which are sectioned to cover the unit elements and performance criteria to apply your skills and knowledge to gain competency for effective vocational outcomes.*

**How to use the workbook**

***First develop your knowledge***

1. *Read the workbook starting with the introduction to the subject of unit of competency and the details to develop your knowledge application.*
2. *Once reading is complete, attempt the review questions to ensure you develop your knowledge related to knowledge evidence required.*

***Then develop your skills and apply skills and knowledge for vocational outcome.***

1. *Actively read the workbook sections which are sectioned in line with unit elements and performance criteria to confirm the application of skills and knowledge related to achieve effective and efficient vocational outcome.*
2. *Attempt and complete all the learning activities in the workbook in relevant sections to develop your competency including use of foundation skills.*

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# Unit Overview

**Unit of Competency**

SITXCOM010 Manage conflict.

**Application of the unit**

This unit describes the performance outcomes, skills and knowledge required to resolve complex or escalated complaints and disputes with internal and external customers and colleagues. It requires the ability to use effective conflict resolution techniques and communication skills to manage conflict and develop solutions. It does not cover formal negotiation, counselling, or mediation.

The unit applies to all tourism, travel, hospitality, and event sectors.

The unit applies mainly to senior operational personnel, supervisors and managers who operate with some level of independence and use discretion and judgement to resolve conflicts.

The skills in this unit must be applied in accordance with Commonwealth and State/Territory legislation, Australian/New Zealand standards and industry codes of practice.

**Unit Elements**

1. Identify conflict situations.
2. Resolve conflict.
3. Evaluate conflict resolution.

**Learning Activities**

This learner workbook is designed with learning activities. At the end of each training session, learners must do learning activities to confirm the application of skills and knowledge that are developed to ensure learning objectives are achieved. Activities are indicated with following icons:

|  |  |  |  |
| --- | --- | --- | --- |
| **Icon** | **Activity/Description** | **Icon** | **Activity/Description** |
| Shape  Description automatically generated with low confidence | **Group Activity**   * Group discussions * Teamwork | Icon  Description automatically generated | **Written task.**   * Written questioning. * Written activities. * Report writing |
| Icon  Description automatically generated | **Verbal Questioning**  Trainer directs verbal questioning at learner/s | Icon  Description automatically generated | **Presentation**  Learner makes presentations. |
| A picture containing text  Description automatically generated | **Individual verbal presentation**  Learner present learning | Shape  Description automatically generated with low confidence | **Project work/Research**   * Learner undertakes project work. * Learner undertakes research work |
| Co-designing, role, role play, service design, tool, user icon - Download  on Iconfinder | **Role-play**  Learner plays an assigned role | Case Study Svg Png Icon Free Download (#543478) - OnlineWebFonts.COM | **Case study**  Lerner undertake a case study |

# 

# Introduction

# Manage conflict.

Conflict

A conflict is a struggle and a clash of interest, opinion, or even principles. There will always be conflict in society, as its causes can be personal, racial, class, caste, political, or international. If a conflict is emotional, intellectual, or theoretical, academic recognition may or may not be a significant motivation. Intellectual conflict is a subclass of cultural conflict, which is a type of conflict that tends to intensify over time due to divergent cultural values and beliefs.

Conflict in a group typically follows a predictable pattern. Typically, internal differences of opinion, disagreements between group members, or a lack of resources are the source of an initial conflict within the group that disrupts routine group interaction. At this point, the group is no longer unified, and coalitions are possible. In some cases, this period of conflict escalation is followed by a phase of conflict resolution, after which the group can either return to routine group interaction or disband.

Types of conflict

There is a conflict between the overall goals of the group and the goals of at least one individual within the group when intragroup conflict occurs. The disagreements may also be instances of interpersonal conflict, a dispute between two or more individuals. Conflicts that are more specific include the following.

* **Content conflict** arises when individuals disagree on how to approach a particular issue. This has the potential to stimulate discussion and boost motivation.
* **Relationship conflict** arises when individuals hold divergent opinions of one another. This relational conflict reduces performance, loyalty, satisfaction, and commitment, and makes people irritable, negative, and suspicious. This is due to interpersonal differences. It is an awareness of frictions caused by annoyance, irritation, and frustration.
* **Process conflict** refers to disagreement over the group's task approach, methods, and group process. They note that while relationship conflict and process conflict are detrimental, task conflict is beneficial because it promotes diversity of opinion; however, care must be taken to prevent it from escalating into a process or relationship conflict.
* **Task conflict**. In group settings, disagreements in perspectives and opinions regarding a specific task can lead to task conflict. It is associated with two beneficial effects that are interrelated. The first is the quality of group decisions. Task conflict promotes a deeper cognitive understanding of the topic at hand. This results in improved decision making for groups employing task conflict. The second factor is the psychological acceptance of group decisions. Task conflict can increase group decision satisfaction and the desire to remain in the group.
* **Affective conflict** is an emotional conflict that arises from interpersonal incompatibilities and conflicts. It frequently generates distrust, hostility, and suspicion. Therefore, dysfunctional conflict is viewed as a negative type of conflict and an obstacle for those who experience it.
* **Cognitive conflict** occurs during tasks and is caused by contrasting perspectives and values. It enhances decision-making and facilitates a more open exchange of information among group members. Cognitive conflict is viewed as a tension that promotes effective group work.

Conflicts in the professional kitchen

Professional kitchens are not typical workplaces. It is hazardous; chefs must work rapidly with fire and knives. Not to mention the frequent employee fatigue, stress, and personality conflicts. It is a heightened environment for common workplace issues, but the drama adds a bit of intrigue. Working in a commercial kitchen is arduous. Cooks work in close quarters and are subjected to intense time demands and highly variable management practises.

Professional kitchens resemble the real world. There are consistently labour issues. People are absent from their shifts. People yell. It's intense. Since the kitchen is a major point of entry for immigrants, there are many different cultures represented there. Not to mention that each table is important, so there is little room for error. All of these factors combined can cause chefs and other kitchen staff severe stress and undeniable amounts of pressure.



Emotional ability or emotional intelligence is defined as the capacity to monitor one's own and others' emotions in order to strategically regulate one's emotional display and use emotions to guide behaviour. In addition to interpersonal skills and work ethic, kitchen leaders must also possess emotional management skills. Emotional ability of your staff may correlate with the quality of your staff, as well as the staff turnover rate in your kitchen, which is a significant human resource issue. Despite the importance of this topic to the food industry, few studies have examined the role of emotional intelligence in the management of professional kitchens.

From internal conflicts between employees to external conflicts between employees and customers, suppliers, and other parties, restaurants can experience a variety of problems, ranging from internal to external conflicts. The secret to arriving at mutually acceptable solutions? Recognizing the source of the tension. Whether there is an ongoing personality issue or an acute problem, the best solution can be found by identifying and addressing the root cause. However, promptly addressing an issue can prevent it from escalating, so do not delay if your participation is required. To reach a fair and mutually agreeable resolution, it is essential to understand both sides of the argument. However, keep in mind that neutrality is also crucial, especially for managers. If team members perceive you to be "taking sides," the situation can quickly deteriorate. The presence of a second manager can enhance objectivity.



Whether customers observe an altercation between employees or are involved in the altercation themselves, immediate action must be taken to rectify the situation. Offer your restaurant's apologies, explain how the situation is being handled, and then move on. One of the fastest ways to divert diners' attention away from a conflict in your restaurant? Provide complimentary items, such as an appetiser or round of drinks. Even if you find a solution in the moment, it does not mean that the problem is resolved permanently. Maintaining vigilance over the situation and following up with the involved parties not only ensures that the issue is completely resolved but can also prevent future complications. Some conflicts, such as racial discrimination and sexual harassment, are of a more severe nature than others. Providing clear guidelines regarding unacceptable and intolerable conduct is an effective management technique.

## Commonly occurring conflict situations in the tourism, travel, hospitality and event industries and their typical causes

Conflict situations can arise in the tourism, travel, hospitality, and event industries for a variety of reasons. It is important for businesses in these industries to be aware of these common causes of conflict and take steps to address them proactively. This may include providing staff training on effective communication, setting clear expectations and policies for service delivery, and having clear procedures in place for resolving payment or scheduling disputes. By being proactive in addressing potential conflict situations, businesses can maintain positive relationships with customers and staff, and minimize the impact of conflicts on their operations. Some of the most commonly occurring conflict situations and their typical causes include:

* **Miscommunication**

This is one of the most common causes of conflict in these industries. Misunderstandings can arise due to language barriers, cultural differences, or poor communication between staff and customers.

* **Service delivery issues**

Customers may become dissatisfied with the quality or level of service they receive from a tourism, travel, hospitality, or event business. This may be due to factors such as long wait times, poor hygiene, or subpar accommodation or food.

* **Payment disputes**

Disagreements may arise over payment for services, such as overcharging or undercharging, or misunderstandings about payment terms.

* **Resource allocation issues**

Conflicts may arise over the allocation of resources, such as staffing levels, budget allocations, or room allocations.

* **Schedule conflicts**

Customers may become unhappy if their travel or event schedule is disrupted, for example, due to cancellations or delays.

* **Personal conflicts**

Conflicts may arise due to personal issues between staff members or between staff and customers, such as personality clashes or disrespectful behaviour.

|  |  |
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| **Learning Activity 1**  Commonly occurring conflict situations in the tourism, travel, hospitality and event industries and their typical causes | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 20 minutes |
| **Activity description**  Shape  Description automatically generated with low confidence | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  With reference to each team member’s workplace, discuss commonly occurring conflict situations in the tourism, travel, hospitality and event industries and their typical causes.  Note down the discussion points.  Explain discussion points to the trainer when trainer asks your group. |

## Conflict theory

Conflict and competition are normal in the workplace. Conflict theory views society as a contest for scarce resources. This is a macro-level perspective most associated with the writings of German philosopher and sociologist Karl Marx (1818–1883), who viewed society as composed of two classes, the bourgeoisie (capitalist) and the proletariat (workers), who must compete for social, material, and political resources such as food and housing, employment, education, and leisure time. This competition is reflected in the inherent inequalities of social institutions such as government, education, and religion, which contribute to the maintenance of the unequal social structure.

Marx focused on the "mode of production" (e.g., the industrial factory) and "relations of production" in the realm of economics (e.g., unequal power between workers and factory owners). Due to the profit motive, the bourgeoisie owns and controls the means of production, which leads to exploitation. In this system, proletarians can only sell their labour, as they neither own nor control capital. Marx coined the term false consciousness to describe the proletarian's inability to recognise her true position within the class system. This misrecognition is exacerbated by the bourgeoisie's control over the media outlets that disseminate and normalise information. These are just a few of the structural barriers that prevent workers from forming what Marx termed class consciousness, or a shared identity as exploited proletarians and potential revolutionaries.

Sociologists use conflict theory to explain conflict and inequality between groups, including:

* Social classes
* Genders
* Races
* Professions
* Religions
* Political groups
* Cultures

Four fundamental tenets underpin conflict theory:

1. Competitiveness

People are perpetually competing for scarce resources — money, goods, and property — to satisfy their wants and needs. They also compete for intangibles such as power and success. This competition is the basis of all our social interactions and connections. Conflict ensues, leading to the formation of social classes, groups, and hierarchies.

1. structural discrimination

When individuals and groups compete for resources, inequalities are unavoidable. These disparities could involve profession, rights, or opportunities.

1. Revolution

Because social classes are perpetually at odds, revolution is a common occurrence. Instead of gradual adaptation and evolution, social change and shifts in the power structure are the result of sudden, major conflicts. Revolution is how a society evolves and improves.

1. War

When competition between groups reaches a certain level, entire governments or nations may come into conflict. Major conflicts can either unite societies or provide opportunities for the formation of new social hierarchies and groups.

Conflict theory is a sociological perspective that views society as a collection of groups competing for power and resources. It posits that conflict and tension between social groups are inevitable, and that these conflicts are the driving force behind social change.

The signs, stages, levels, factors involved, and results of conflict theory:

Signs:

* Inequality and power imbalances between social groups
* Competition for resources, such as wealth, power, and status
* Differences in values, beliefs, and ideologies
* Oppression, exploitation, and discrimination

Stages:

* Latent conflict: The tension and potential for conflict exist but have not yet surfaced.
* Manifest conflict: The conflict becomes visible and is acted out through various means, such as protests, strikes, and violence.
* Conflict resolution: The conflict is resolved, either through negotiation or coercion.

Levels:

* Macro-level: Conflicts between large-scale social groups, such as nations, ethnic groups, or social classes.
* Meso-level: Conflicts between organizations, institutions, or communities.
* Micro-level: Conflicts between individuals or small groups within larger social units.

Factors involved:

* Power: The ability to control resources and influence others.
* Status: The relative social standing of individuals or groups.
* Ideology: Shared beliefs, values, and worldviews that guide behaviour.
* Socialization: The process of learning cultural norms and values.
* Structural factors: Social and economic systems that create and maintain inequality.

Results:

* Social change: Conflict can lead to changes in social norms, institutions, and power structures.
* Inequality: Conflict can perpetuate or exacerbate existing inequalities.
* Violence: Conflict can lead to violence and destruction.
* Cohesion: Conflict can create a sense of group solidarity among members of the same group.

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| **Learning Activity 2**  Conflict theory | |
| **Activity type** | Research work (observed by trainer) |
| **Activity timing** | 45 minutes |
| **Activity description**  Shape  Description automatically generated with low confidence | Using computer and Internet, conduct research of the following:  Conflict theory including:   * signs * stages * levels * factors involved. * results   Note down the findings.  Explain the research findings to the trainer when trainer asks you. |



## Conflict-resolution techniques

Conflict-resolution techniques are essential for the tourism, travel, hospitality, and event industries to ensure smooth operations and customer satisfaction. Some common techniques are:

**Assertiveness**

This involves standing up for oneself and expressing one's needs and opinions clearly and respectfully. This technique can be useful in resolving conflicts when one party is being treated unfairly or is not being listened to.

**Negotiation**

This involves finding a mutually acceptable solution that meets the needs of all parties involved. This technique requires good communication skills and the ability to listen to others' perspectives.

**Use of appropriate communication**

Communication plays a crucial role in conflict resolution. It is important to use appropriate language, tone, and body language to avoid misunderstandings and misinterpretations.

**Acknowledging the views of all involved parties and providing them with opportunities to express them.**

It is important to listen to the views of all parties involved in a conflict and provide them with opportunities to express themselves. This can help to find a mutually acceptable solution that addresses everyone's needs.

**Responding to all involved parties in a sensitive, courteous, respectful, and discreet manner**

It is important to respond to all parties involved in a conflict in a sensitive, courteous, respectful, **and discreet manner. This can help to defuse the situation and prevent it from escalating further.**

**Minimising the impact of conflict on other colleagues and customers**

It is important to minimize the impact of conflict on other colleagues and customers. This can be done by dealing with conflicts in a timely and discreet manner, without disrupting the operations or experience of other customers or colleagues.

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| **Learning Activity 3**  Conflict-resolution techniques | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 30 minutes |
| **Activity description**  Shape  Description automatically generated with low confidence | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  With reference to each team member’s workplace, discuss:   1. Types of conflicts 2. Conflict-resolution techniques used by managers. 3. Note down the discussion points. 4. Explain discussion points to the trainer when trainer asks your group. |

## Resources to assist in managing conflict.

In the tourism, travel, hospitality, and event industries, there are various resources available to assist in managing conflicts. It is important for businesses in these industries to have a clear understanding of the resources available to them for managing conflicts and to have clear procedures in place for accessing them when needed. By having the right resources and procedures in place, businesses can effectively manage conflicts and ensure the safety and satisfaction of their customers and staff. Some of the resources are:

* **Counsellors**

Employing or consulting with counsellors can be beneficial in resolving conflicts related to personal issues, such as stress or mental health problems. Counsellors can provide support and guidance to individuals and help them manage their emotions and behaviours in a conflict situation.

* **Internal security staff**

Internal security staff can play an important role in managing conflicts related to safety and security. They can intervene in a conflict situation, ensure the safety of all parties involved, and prevent the situation from escalating further.

* **Mediators**

Mediators are trained professionals who can help parties in a conflict to find a mutually acceptable solution. They can facilitate communication and negotiation between parties and help them to reach a resolution that meets everyone's needs.

* **Other staff members**

Other staff members can also be a resource in managing conflicts. They may be able to provide support and advice to colleagues involved in a conflict or help to de-escalate a situation by providing a different perspective.

* **Police**

In extreme cases where the safety of individuals is at risk, involving the police may be necessary. They can intervene in a conflict situation, ensure the safety of all parties involved, and take appropriate action if necessary.

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| **Learning Activity 4**  Resources to assist in managing conflict | |
| **Activity type** | Individual verbal presentation |
| **Activity timing** | 3-5 minutes per learner |
| **Activity description**  A picture containing text  Description automatically generated | For this activity, your trainer will randomly pick up few of trainees for a verbal presentation of the following. This will be an opportunity for others to learn and contribute by participating in the discussion.  When the trainer directed to you, verbally present the following:   * Resources required to assist in managing conflict in a workplace. |

## Communication techniques

Effective communication techniques are essential in the tourism, travel, hospitality, and event industries, where interactions with customers and colleagues are frequent. Use effective communication techniques, businesses in the tourism, travel, hospitality, and event industries to improve customer and colleague interactions and enhance their reputation for providing excellent service. Some common communication techniques are:

* **Active listening**

This involves fully focusing on the person speaking, understanding their perspective, and responding appropriately. This technique can help to build trust and rapport with customers and colleagues.

* **Empathising with the person’s situation while upholding organisational policy**

This involves understanding and acknowledging the customer or colleague's situation and feelings, while also upholding organisational policy and procedures. This can help to build positive relationships and customer loyalty.

* **Non-verbal communication and recognition of non-verbal signs**

Non-verbal communication, such as facial expressions and body language, can convey a lot of information. It is important to be aware of these signs and respond appropriately to them.

* **Language style**

Language style can affect how customers and colleagues perceive a message. Using clear and concise language, appropriate tone, and avoiding technical jargon can help to improve communication and avoid misunderstandings.

* **Questioning techniques**

Asking open-ended questions can encourage customers and colleagues to share their perspectives and feelings. It is important to avoid leading or closed-ended questions, which can limit the information obtained.

* **Those appropriate to different social and cultural groups**

Different social and cultural groups may have different communication preferences and styles. It is important to be aware of these differences and adjust communication techniques accordingly to avoid misunderstandings and promote respect.

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| **Learning Activity 5**  Communication techniques | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 30 minutes |
| **Activity description**  Shape  Description automatically generated with low confidence | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  With reference to each team member’s workplace, discuss:   1. How conflicts are resolved. 2. What communication techniques are used. 3. Note down the discussion points. 4. Explain discussion points to the trainer when trainer asks your group. |

## Organisational policies and procedures for complaint, conflict, and dispute resolution.

Organisational policies and procedures for complaint, conflict, and dispute resolution are essential in the tourism, travel, hospitality, and event industries to ensure effective management of customer and staff grievances.

Complaint resolution policies and procedures for complaint resolution should outline the steps that customers should follow when making a complaint, including who they should contact, what information they should provide, and how the complaint will be handled. These policies and procedures should also include a timeframe for resolution and a process for follow-up and feedback.

Conflict resolution policies and procedures for conflict resolution should outline the steps that staff should follow when resolving conflicts between themselves or with customers, including communication techniques, problem-solving methods, and escalation procedures. These policies and procedures should also include a process for follow-up and feedback.

Dispute resolution policies and procedures for dispute resolution should outline the steps that staff should follow when resolving disputes between themselves or with customers that cannot be resolved through complaint or conflict resolution. These policies and procedures should include a process for mediation, arbitration, or legal action if necessary.

In all cases, policies and procedures for complaint, conflict, and dispute resolution should be clear, accessible, and regularly reviewed to ensure their effectiveness. They should also be communicated to all staff and customers to ensure everyone is aware of the organisation's expectations and procedures. By having clear policies and procedures in place, businesses in these industries can effectively manage complaints, conflicts, and disputes, and maintain positive relationships with customers and staff.

|  |  |
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| **Learning Activity 6**  Organisational policies and procedures for complaint, conflict, and dispute resolution. | |
| **Activity type** | Individual verbal presentation |
| **Activity timing** | 3-5 minutes per learner |
| **Activity description**  A picture containing text  Description automatically generated | For this activity, your trainer will randomly pick up few of trainees for a verbal presentation of the following. This will be an opportunity for others to learn and contribute by participating in the discussion.   1. When the trainer directed to you, verbally present the following: 2. With reference to your workplace practice, describe what policies and procedures are used for complaint, conflict, and dispute resolution. |

# Skills development and application guidelines

**Learning outcome description**

The following sections of this workbook describe the required application of skills and knowledge required to resolve complex or escalated complaints and disputes with internal and external customers and colleagues. It requires the ability to use effective conflict resolution techniques and communication skills to manage conflict and develop solutions. It does not cover formal negotiation, counselling, or mediation.

The unit applies to all tourism, travel, hospitality, and event sectors.

The unit applies mainly to senior operational personnel, supervisors and managers who operate with some level of independence and use discretion and judgement to resolve conflicts.

The skills in this unit must be applied in accordance with Commonwealth and State/Territory legislation, Australian/New Zealand standards and industry codes of practice.

**Required performance outcome.**

Upon completion of the following sections, you must be able to complete tasks described in the sections of this unit in the context of the job role, and:

* take action to resolve escalated complaints or disputes with customers in relation to at least three of the following matters:
* cultural misunderstanding
* incorrect pricing of product or service
* delays or errors in providing product or service.
* misunderstanding of customer request or communication barrier
* person who appears to be violent or threatening
* problem or fault with product or service
* refused entry or ejection from premises.
* situation where someone has been or may be hurt.
* take action to resolve team member disputes in relation to at least two of the following matters:
* dispute or argument among work colleagues
* drug or alcohol-affected person
* job duties or rosters
* lack of competence
* use conflict-resolution and communication techniques when seeking to resolve above situations.
* organisational procedures for evaluating conflict resolution.

**Skills application**

## Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

|  |  |
| --- | --- |
| SKILLS | DESCRIPTION |
| Reading skills to: | research sources of internal and external assistance to resolve the conflict. |
| Writing skills to: | prepare reports, noting comprehensive details of the conflict, the parties involved, discussions with all parties and the resolution. |
| Initiative and enterprise skills to: | consider and suggest changes to workplace practices to avoid future conflict. |
| Teamwork skills to: | discuss and resolve conflicts between team members. |

# Section 1

# Identify conflict situations.

## Identify potential for conflict and take swift and tactful action to prevent escalation.

In the tourism, travel, hospitality, and event industries, it is important to be proactive in identifying potential conflicts and taking swift and tactful action to prevent escalation. By being proactive in identifying potential conflicts and taking swift and tactful action to prevent escalation, businesses in these industries can maintain positive relationships with customers and colleagues and ensure the delivery of high-quality service.

Here are some steps that can be taken to identify potential conflicts and prevent escalation:

**Be aware of common triggers.**

Common triggers of conflict can include differences in expectations, misunderstandings, delays, and personal or cultural differences. By being aware of these triggers, you can be proactive in addressing them before they escalate into conflicts.

**Encourage open communication.**

Encourage customers and colleagues to communicate openly and provide feedback on their experiences. This can help to identify potential conflicts early and prevent misunderstandings.

**Be empathetic.**

Being empathetic to the concerns of customers and colleagues can help to prevent conflicts from escalating. By acknowledging their perspective and demonstrating understanding, you can diffuse tension and build trust.

**Use active listening techniques.**

Active listening involves fully focusing on the person speaking, understanding their perspective, and responding appropriately. This technique can help to identify potential conflicts and address them before they escalate.

**Address conflicts early**

Addressing conflicts early can prevent them from escalating. By identifying potential conflicts and addressing them in a timely manner, you can prevent them from becoming more difficult to resolve.

**Provide conflict resolution training.**

Providing conflict resolution training to staff can equip them with the skills and knowledge to identify potential conflicts and address them effectively.

## Identify situations where personal safety of customers or colleagues may be threatened and organise appropriate assistance.

In the tourism, travel, hospitality, and event industries, situations may arise where the personal safety of customers or colleagues may be threatened. It is important to be able to identify these situations and organise appropriate assistance. Here are some steps that can be taken:

* **Be aware of common safety risks.**

Common safety risks can include theft, assault, harassment, and natural disasters. By being aware of these risks, you can identify potential safety threats and take appropriate action.

* **Monitor customer and colleague behaviour.**

Monitoring customer and colleague behaviour can help to identify potential safety threats. If someone is behaving aggressively or erratically, it may be a sign that they pose a safety risk.

* **Establish communication protocols.**

Establishing clear communication protocols for emergencies can help to ensure that assistance can be organised quickly and efficiently. These protocols should include clear procedures for contacting emergency services, security personnel, or other relevant parties.

* **Provide training to staff.**

Providing training to staff on how to identify and respond to safety threats can help to ensure that appropriate action is taken. This training should cover topics such as identifying potential safety risks, responding to emergencies, and helping customers and colleagues.

* **Have a safety plan in place.**

Having a safety plan in place can help to ensure that appropriate action is taken in the event of an emergency. This plan should include procedures for evacuating the premises, contacting emergency services, and providing assistance to customers and colleagues.

Be proactive in identifying potential safety threats and organising appropriate assistance to ensure the safety and well-being of their customers and colleagues.

## Identify and use resources to assist in managing conflict.

In the tourism, travel, hospitality, and event industries, there are various resources that can be used to assist in managing conflict. Here are some steps that can be taken to identify and use these resources:

* Identify internal resources - Internal resources may include policies and procedures for conflict resolution, as well as staff members who have received training in conflict resolution. These resources can be used to manage conflicts and prevent them from escalating.
* Seek external assistance - External assistance may include counsellors, mediators, or other professionals who can provide support in managing conflicts. These resources can be particularly useful in situations where conflicts are complex or difficult to manage.
* Involve security personnel - Security personnel can help in managing conflicts that involve threats to personal safety or property. They can help to de-escalate tense situations and prevent them from becoming more serious.
* Use technology - Technology such as CCTV cameras and panic buttons can be used to identify potential conflicts and help when needed. This technology can be particularly useful in high-risk areas such as hotels and airports.
* Provide training to staff - Providing training to staff in conflict resolution techniques can help to ensure that they are equipped to manage conflicts effectively. This training can include communication skills, problem-solving techniques, and de-escalation strategies.

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| **Learning Activity 7**  Element 1 - Performance criteria | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 45 Minutes for project work and 5-7 minutes for verbal report per learner group. |
| **Activity description**  Shape  Description automatically generated with low confidence  A picture containing text  Description automatically generated | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  With reference to each team member’s workplace, discuss:   1. Procedure used to identify potential for conflict and take swift and tactful action to prevent escalation. 2. Procedure used to identify situations where personal safety of customers or colleagues may be threatened and organise appropriate assistance. 3. Procedure used to identify and use resources to assist in managing conflict. 4. Note down the discussion points. 5. Explain discussion points to the trainer when trainer asks your group. |

**Self-Directed Learning Task 1**

**Managing Conflict**

**Objective:** Develop conflict management skills, including identifying conflict situations and taking appropriate actions to prevent escalation.

**Duration:** Allocate 4-10 hours for self-directed learning.

**Task Overview:** In this self-directed learning task, you will focus on managing conflict in a hospitality or customer service context. This involves identifying potential conflict situations and taking swift and tactful action to prevent them from escalating.

**Task Activities:**

1. **Identify Conflict Scenarios:** Research and list common conflict scenarios that can arise in a hospitality or customer service setting. These could include customer complaints, disputes between colleagues, or disagreements over service issues.
2. **Preventive Measures:** For each identified conflict scenario, develop a set of preventive measures and strategies. These should outline actions you can take to defuse tension and prevent conflicts from escalating.
3. **Resource Utilization:** Identify and compile a list of resources that can assist in managing conflicts. These resources could include training materials, conflict resolution techniques, or relevant personnel who can provide guidance.

**Reflection:** Reflect on the importance of identifying conflict situations early and the impact of preventive measures on maintaining a positive customer service environment.

**Evidence:** Provide a list of common conflict scenarios, along with preventive measures and strategies for each scenario. Include a list of identified resources for conflict management. Explain the rationale behind your preventive measures.

# Section 2

# Resolve conflict.

## Establish and agree on the nature and details of conflict with all parties and assess impact.

When a conflict arises in the tourism, travel, hospitality, or event industries, it is important to establish and agree on the nature and details of the conflict with all parties involved. Here are some steps that can be taken to achieve this:

* **Listen actively** - Listen carefully to all parties involved and encourage them to express their concerns and feelings. This will help to establish the nature and details of the conflict.
* **Seek clarification** - If there are any unclear details or misunderstandings, seek clarification from all parties involved to ensure that everyone has a clear understanding of the situation.
* **Identify the impact** - Assess the impact of the conflict on all parties involved, including customers, colleagues, and the business. This will help to determine the level of urgency and the appropriate course of action.
* **Establish common ground** - Look for areas of agreement and common ground to help build a foundation for resolving the conflict.
* **Agree on the details -** Once the nature and details of the conflict have been established, work with all parties involved to agree on the details of how the conflict will be addressed and resolved.

Take these steps to establish a clear understanding of the conflict and its impact, and work towards a resolution that is satisfactory to all parties involved.

## Manage conflict within scope of own role and responsibilities, and according to organisational procedures.

Managing conflict within the scope of your own role and responsibilities, and according to organisational procedures, can help to ensure that conflicts are resolved in a timely and effective manner. Here are some steps that can be taken:

* **Understand your role and responsibilities** - It is important to understand your role and responsibilities within the organisation, and to ensure that you are working within the scope of these responsibilities when managing conflicts.
* **Familiarise yourself with organisational procedures** - Become familiar with the policies and procedures that have been established by your organisation for managing conflicts. This will ensure that you are following the appropriate protocols and procedures when managing conflicts.
* **Communicate clearly and effectively** - Use clear and effective communication when managing conflicts and ensure that all parties involved understand what is expected of them. This will help to prevent misunderstandings and confusion.
* **Use conflict resolution techniques** - Use conflict resolution techniques such as active listening, negotiation, and empathy to help manage conflicts effectively. This will help to create a supportive and respectful environment for all parties involved.
* **Seek assistance when needed** - If a conflict is beyond the scope of your role and responsibilities, or if it is particularly complex or difficult to manage, seek assistance from other colleagues, supervisors, or external resources as needed.

## Take responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required.

Taking responsibility for seeking a solution to conflict within the scope of your own role and responsibilities is an important step in managing conflicts effectively. Here are some steps that can be taken:

* **Identify the conflict** - Identify the nature and details of the conflict and assess the impact of the conflict on all parties involved.
* Determine your role and responsibilities - Determine what your role and responsibilities are in managing the conflict, and what actions you can take to help resolve the conflict.
* **Develop a plan** - Develop a plan for managing the conflict, and seek assistance from other colleagues, supervisors, or external resources as needed.
* **Communicate with all parties involved** - Communicate with all parties involved in the conflict in a sensitive, courteous, respectful, and discreet manner, and ensure that all parties understand what is expected of them.
* **Take action** - Take action to implement the plan and monitor progress to ensure that the conflict is being managed effectively.
* **Seek assistance when required** - If the conflict is beyond the scope of your role and responsibilities, or if it is particularly complex or difficult to manage, seek assistance from other colleagues, supervisors, or external resources as needed.

## Identify and evaluate impact of conflict on business reputation and legal liability.

Conflicts within a business can have significant impacts on its reputation and legal liability. When conflicts arise and are not effectively addressed, it can negatively affect the perception of the business by customers, employees, and stakeholders. Negative experiences resulting from unresolved conflicts can lead to customer dissatisfaction, poor online reviews, and a damaged reputation. In terms of legal liability, unresolved conflicts can potentially escalate into legal disputes. This can result in legal costs, damage to the business's financial standing, and potential legal penalties or settlements. Failure to address conflicts promptly and appropriately can also lead to claims of workplace discrimination, harassment, or other violations of employment laws. To mitigate these risks, businesses must proactively manage conflicts, promptly address issues, and follow appropriate conflict resolution procedures. By doing so, they can protect their reputation, maintain positive relationships with customers and employees, and minimize the potential for legal liability.

When conflicts arise in the tourism, travel, hospitality, and event industries, it is important to identify and evaluate the impact of the conflict on business reputation and legal liability. Here are some steps that can be taken:

* **Identify the conflict** - Identify the nature and details of the conflict and assess the impact of the conflict on all parties involved.
* **Assess the impact on business reputation** - Determine how the conflict may impact the business's reputation and assess the potential consequences of negative publicity or social media attention.
* **Assess the impact on legal liability** - Determine how the conflict may impact the business's legal liability and assess the potential consequences of legal action.
* **Evaluate options for resolution** - Evaluate options for resolving the conflict that will minimise the impact on business reputation and legal liability.
* **Take action** - Implement the chosen option for resolving the conflict and monitor progress to ensure that the conflict is being managed effectively.

## Evaluate options to resolve the conflict, taking into account organisational policies and constraints.

**Organisational policies and constraints**

Organisational policies and constraints play an important role in the resolution of conflicts in the tourism, travel, hospitality, and event industries. These policies and constraints can include legal and regulatory requirements, such as workplace health and safety laws, as well as internal policies related to conflict resolution, customer service, and professional conduct. When evaluating options to resolve conflicts, it is important to take into account these policies and constraints, as they may limit the range of available solutions or require certain actions to be taken. By adhering to organisational policies and constraints, businesses can ensure that conflicts are managed effectively, in a way that supports positive relationships with customers and colleagues, while also maintaining compliance with legal and regulatory requirements.

When evaluating options to resolve conflicts in the tourism, travel, hospitality, and event industries, it is important to take into account organisational policies and constraints. Here are some steps that can be taken:

* **Review organisational policies** - Review the organisation's policies related to conflict resolution to identify any requirements or constraints that must be considered.
* **Consider the nature of the conflict** - Consider the nature of the conflict, including the parties involved, the cause of the conflict, and the potential consequences of different solutions.
* **Identify potential solutions** - Identify potential solutions for resolving the conflict, taking into account organisational policies and constraints.
* **Evaluate the pros and cons of each solution** - Evaluate the advantages and disadvantages of each potential solution, including the potential impact on all parties involved, the costs associated with each solution, and any potential legal or reputational consequences.
* **Choose the best solution** - Choose the best solution for resolving the conflict, taking into account organisational policies and constraints, as well as the potential impact on all parties involved.
* **Implement the chosen solution** - Implement the chosen solution for resolving the conflict and monitor progress to ensure that the conflict is being managed effectively.

## Implement the best solution and complete required reports.

Once the best solution for resolving a conflict in the tourism, travel, hospitality, and event industries has been chosen, it is important to implement the solution effectively and efficiently. Here are some steps that can be taken:

* **Communicate the solution** - Communicate the chosen solution to all parties involved, ensuring that everyone understands their role in implementing the solution.
* **Provide training or support** - Provide training or support to colleagues or staff members to ensure that they have the skills and knowledge required to implement the chosen solution effectively.
* **Monitor progress** - Monitor progress to ensure that the chosen solution is being implemented effectively and that any issues or challenges are identified and addressed promptly.
* **Complete required reports** - Complete any required reports or documentation related to the conflict resolution process, ensuring that all relevant information is recorded accurately and in a timely manner.

**Required reports.**

The following reports are typically required for conflict resolutions:

Incident Report: This report documents the details of the conflict, including the parties involved, date and time of the incident, description of the conflict, and any actions taken to address it. It serves as a record of the initial incident and provides a basis for further investigation and resolution.

1. **Resolution Summary Report**: This report outlines the steps taken to resolve the conflict and the outcome achieved. It includes a summary of the conflict resolution techniques applied, communication methods used, and any agreements or decisions reached. This report provides a comprehensive overview of the resolution process and its effectiveness.
2. **Impact Assessment Report**: This report evaluates the impact of the conflict on the individuals involved, the team, and the overall organization. It assesses the emotional, operational, and financial impact of the conflict and identifies any necessary actions to mitigate the negative consequences.
3. **Lessons Learned Report**: This report reflects on the conflict resolution process and highlights the lessons learned. It identifies areas of improvement, best practices, and recommendations for preventing similar conflicts in the future. This report helps the organization enhance its conflict resolution strategies and create a more harmonious work environment.
4. **Follow-Up Report**: In some cases, a follow-up report may be required to monitor the progress and effectiveness of the conflict resolution. This report documents any ongoing actions, additional support provided, or changes implemented based on the resolution outcome.

It's important to note that the specific reporting requirements may vary depending on the organization's policies and procedures. These reports serve as important documentation for record-keeping, analysis, and continuous improvement in managing conflicts within the organization.

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| **Learning Activity 8**  Element 2 - Performance criteria | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 45 Minutes for project work and 5-7 minutes for verbal report per learner group. |
| **Activity description**  Shape  Description automatically generated with low confidence  A picture containing text  Description automatically generated | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  Discuss the following and note down the discussion points:   1. How to establish and agree on the nature and details of conflict with all parties and assess impact. 2. How to manage conflict within scope of own role and responsibilities, and according to organisational procedures. 3. How to take responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. 4. How to identify and evaluate impact of conflict on business reputation and legal liability. 5. valuate options to resolve the conflict, taking into account organisational policies and constraints. 6. Strategies to implement the best solution and complete required reports. 7. Note down the discussion points. 8. Explain discussion points to the trainer when trainer asks your group. |

**Self-Directed Learning Task 2**

**Conflict Resolution Strategies**

**Objective:** Develop conflict resolution skills, including the ability to establish, manage, and resolve conflicts within your role and responsibilities.

**Duration:** Allocate 4-10 hours for self-directed learning.

**Task Overview:** In this self-directed learning task, you will focus on conflict resolution strategies in a workplace context. You will learn how to establish, manage, and resolve conflicts effectively while considering the impact on business reputation and legal liability.

**Task Activities:**

1. **Understand Conflict Types:** Research and identify different types of conflicts that can occur in a workplace. These could include conflicts with customers, colleagues, or superiors.
2. **Conflict Assessment:** For each conflict type identified, develop a hypothetical conflict scenario. Describe the nature and details of the conflict, including its potential impact on the workplace.
3. **Resolution Strategies:** Explore various conflict resolution strategies, such as negotiation, mediation, and problem-solving techniques. Match these strategies to the hypothetical conflict scenarios you created.
4. **Implementation Plan:** Create a step-by-step implementation plan for resolving conflicts within your role and responsibilities. Include details on when to seek assistance and how to evaluate the impact of conflicts on business reputation and legal liability.

**Reflection:** Reflect on the importance of effective conflict resolution in maintaining a positive work environment and ensuring business continuity.

**Evidence:** Provide a list of different conflict types and corresponding hypothetical conflict scenarios. Include your conflict resolution implementation plan and explain the rationale behind your chosen strategies for each scenario.

# Section 3

# Evaluate conflict resolution.

After a conflict has been resolved in the tourism, travel, hospitality, and event industries, it is important to evaluate the conflict resolution process to identify any areas for improvement. Here are some steps that can be taken:

* **Review the conflict resolution process** - Review the process that was used to resolve the conflict, including the strategies that were employed, the effectiveness of communication, and the roles and responsibilities of all parties involved.
* **Seek feedback** - Seek feedback from all parties involved to gain their perspectives on the conflict resolution process and identify any areas for improvement.
* **Identify areas for improvement** - Identify areas for improvement in the conflict resolution process, taking into account feedback received and any issues or challenges that were encountered during the process.
* **Develop an action plan** - Develop an action plan to address any areas for improvement identified, outlining specific steps to be taken and timelines for implementation.
* **Implement the action plan** - Implement the action plan, ensuring that all steps are taken effectively and in a timely manner.
* **Monitor progress** - Monitor progress to ensure that the action plan is being implemented effectively and that any issues or challenges are identified and addressed promptly.

## Communicate with parties involved to seek and provide feedback on conflict and its resolution.

Effective communication is critical when seeking and providing feedback on a conflict and its resolution in the tourism, travel, hospitality, and event industries. Here are some steps that can be taken to facilitate communication:

* **Set up a meeting** - Arrange a meeting with all parties involved in the conflict to discuss their perspectives and experiences, and to seek feedback on the resolution process.
* **Use active listening** - Practice active listening techniques to ensure that all parties feel heard and understood. This includes paraphrasing and clarifying to ensure that you have correctly understood their point of view.
* **Provide clear and concise information** - Provide clear and concise information about the resolution process, including the strategies that were used and the outcomes achieved.
* **Ask for feedback** - Ask for feedback from all parties involved, including their perspectives on what worked well and what could be improved.
* **Provide feedback** - Provide feedback on the conflict resolution process to all parties involved, highlighting any areas for improvement, and discussing how these can be addressed.
* **Maintain confidentiality** - Maintain confidentiality throughout the feedback process, ensuring that any sensitive or personal information is handled appropriately.

## Evaluate and reflect on the conflict and effectiveness of the solution.

Evaluating and reflecting on the conflict and the effectiveness of the solution is an important step in managing conflict in the tourism, travel, hospitality, and event industries. Here are some steps that can be taken to evaluate and reflect on the conflict and its resolution:

Review the resolution process - Review the resolution process, including the strategies that were employed, the effectiveness of communication, and the roles and responsibilities of all parties involved.

* **Assess the outcome** - Assess the outcome of the conflict resolution process, taking into account the impact on all parties involved and the wider organisation.
* **Reflect on the process** - Reflect on the process that was used to manage the conflict and the effectiveness of the solution, considering any challenges or issues that were encountered and any opportunities for improvement.
* **Seek feedback** - Seek feedback from all parties involved in the conflict to gain their perspectives on the resolution process and to identify any areas for improvement.
* **Identify areas for improvement** - Identify areas for improvement in the conflict resolution process, taking into account feedback received and any issues or challenges that were encountered during the process.
* **Develop an action plan** - Develop an action plan to address any areas for improvement identified, outlining specific steps to be taken and timelines for implementation.
* **Implement the action plan** - Implement the action plan, ensuring that all steps are taken effectively and in a timely manner.
* **Monitor progress** - Monitor progress to ensure that the action plan is being implemented effectively and that any issues or challenges are identified and addressed promptly.

## Determine possible causes of workplace conflict and provide input for workplace enhancement and improvements.

To determine possible causes of workplace conflict and provide input for workplace enhancement and improvements, consider the following steps:

* **Identify potential causes** - Begin by identifying potential causes of workplace conflict, such as poor communication, conflicting goals or objectives, lack of resources, or personality clashes.
* **Gather information** - Collect information about the causes of workplace conflict by speaking with colleagues, managers, and other stakeholders. This could involve conducting surveys, focus groups, or interviews.
* **Analyse the information** - Analyse the information collected to identify patterns and themes that may be contributing to workplace conflict. Look for commonalities and connections between different issues.
* **Provide input** - Use the information collected to provide input and recommendations for workplace enhancements and improvements. This may involve suggesting changes to policies, procedures, or organizational culture.
* **Work collaboratively** - Work collaboratively with colleagues, managers, and other stakeholders to implement the recommendations and improvements. This may involve developing action plans, establishing timelines, and monitoring progress.
* **Evaluate the impact** - Evaluate the impact of the enhancements and improvements over time. This may involve collecting feedback from colleagues and other stakeholders, analysing performance metrics, and adjusting as needed.

Follow these steps to identify the root causes of workplace conflict and provide input for workplace enhancements and improvements that can help to reduce conflict, increase collaboration, and improve overall organizational performance.

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| **Learning Activity 9**  Element 2 - Performance criteria | |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 45 Minutes for project work and 5-7 minutes for verbal report per learner group. |
| **Activity description**  Shape  Description automatically generated with low confidence  A picture containing text  Description automatically generated | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.  Discuss the following and note down the discussion points:   1. How to communicate with parties involved to seek and provide feedback on conflict and its resolution. 2. How to evaluate and reflect on the conflict and effectiveness of the solution. 3. How you determine possible causes of workplace conflict and provide input for workplace enhancement and improvements. 4. Note down the discussion points. 5. Explain discussion points to the trainer when trainer asks your group. |

**Self-Directed Learning Task 3**

**Conflict Resolution Evaluation**

**Objective:** Develop skills in evaluating conflict resolution processes and outcomes and providing input for workplace enhancement and improvements.

**Duration:** Allocate 4-10 hours for self-directed learning.

**Task Overview:** In this self-directed learning task, you will focus on evaluating conflict resolution processes and outcomes. You will also explore how to determine possible causes of workplace conflict and provide input for workplace enhancement and improvements.

**Task Activities:**

1. **Evaluate Conflict Resolution:** Review real or hypothetical conflict resolution scenarios from your workplace or industry. Analyse the effectiveness of the conflict resolution strategies employed. Consider aspects such as communication, collaboration, and overall satisfaction of parties involved.
2. **Feedback Gathering:** Reach out to parties involved in the conflict resolution processes and gather their feedback. Encourage them to share their perspectives on what went well and what could have been improved.
3. **Reflect and Analyse:** Reflect on the feedback received and analyse the causes of workplace conflict in the scenarios you evaluated. Try to identify common themes or recurring issues.
4. **Input for Improvement:** Develop a report or document that outlines your findings regarding the causes of workplace conflict and suggestions for improvements. Include specific recommendations that address these issues and enhance conflict resolution processes.

**Reflection:** Reflect on the importance of continuous improvement in conflict resolution strategies and the role of feedback in refining these processes.

**Evidence:** Provide a summary of the conflict resolution scenarios you evaluated, including your analysis of their effectiveness. Share the feedback you gathered from parties involved and your report on possible causes of workplace conflict and improvement recommendations.

# References

Schuler, D. (2016) Research examines conflicts within professional kitchens, Pennsylvania State University, https://phys.org/news/2016-04-conflicts-professional-kitchens.html

Six tips for managing conflict with restaurant employees (n.d.) https://www.vulcanequipment.com/blog/six-tips-managing-conflict-restaurant-employees.