

**SKILLS FRAMEWORK FOR RETAIL
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Personal Management and Development					
TSC	Conflict Management					
TSC Description	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		RET-PMD-2001-1.1	RET-PMD-3001-1.1	RET-PMD-4001-1.1	RET-PMD-5001-1.1	RET-PMD-6001-1.1
Knowledge		<p>Address questions, understand what drives the behaviours of others in a conflict situation and assess own behaviour to minimise conflict occurrences</p> <ul style="list-style-type: none"> • Signs, stages and causes of conflicts • Legal and ethical considerations relating to conflict resolutions • Organisational policies and procedures which provide clarification or assistance in conflict resolution • Methods to resolve conflicts • Individual roles and accountabilities for resolving conflicts within the team • Team member roles and accountabilities for resolving conflicts within the team 	<p>Facilitate conflict situations through appropriate balance of logic and emotions and oversee behaviours within teams to minimise conflict occurrences</p> <ul style="list-style-type: none"> • Signs, stages and causes of conflicts • Conflict resolution techniques • Legal and ethical considerations relating to conflict management • Organisational policies and procedures which provide clarification or assistance in relation to the management of conflicts • Facilitation, communication and negotiation methods for managing conflicts • Individual roles and accountabilities for managing conflicts • Team leader roles and accountabilities for managing conflicts 	<p>Manage and diffuse conflicts between groups or individuals</p> <ul style="list-style-type: none"> • Signs, stages and causes of conflicts • Conflict resolution techniques • Legal and ethical considerations relating to conflict management • Organisational policies and procedures which provide clarification or assistance in relation to the management of conflicts • Facilitation, communication and negotiation methods for managing conflicts • Scope of responsibilities as the manager of a department or cross functional team, in leading and managing several work teams or projects 	<p>Devise multiple strategies of conflict management, coordinate all parties to resolve the conflicts and assess conflict situations in arriving at compromised solutions</p> <ul style="list-style-type: none"> • Signs, stages and causes of conflicts • Conflict resolution techniques • Legal and ethical considerations relating to conflict management • Organisational policies and procedures which provide clarification or assistance in relation to the management of conflicts • Facilitation, communication and negotiation methods for managing conflicts • Manager roles and accountabilities for managing conflicts 	<p>Synergise divergent internal and external interests, encourage all parties to resolve conflicts collaboratively and act in the interest of the organisation as the highest priority</p> <ul style="list-style-type: none"> • Signs, stages and causes of conflicts • Conflict resolution techniques • Legal and ethical considerations relating to conflict management • Organisational policies and procedures which provide clarification or assistance in relation to the management of conflicts • Facilitation, communication and negotiation methods for managing conflicts • Manager roles and accountabilities for managing conflicts
Abilities		<ul style="list-style-type: none"> • Identify signs, stages and causes of conflicts with individuals or groups of people • Define the conflicts and highlight points of differences and/or contention objectively, taking into consideration social and cultural differences of parties 	<ul style="list-style-type: none"> • Identify roles and responsibilities of team members to minimise sources of conflicts that may affect team performance • Work with affected team members to resolve conflicts • Monitor and review agreed actions to resolve 	<ul style="list-style-type: none"> • Identify and resolve conflicts and minimise impact on other colleagues and customers • Review the effectiveness of the conflict resolution strategies • Take action to prevent the recurrence of conflicts • Deal with conflicts 	<ul style="list-style-type: none"> • Identify and assess potential conflict situations in accordance with organisational policies and procedures • Select and evaluate conflict resolution approaches in accordance with organisational policies and procedures 	<ul style="list-style-type: none"> • Evaluate potential conflict situations in accordance with organisational policies and procedures • Guide conflict resolution approaches in accordance with organisational policies and procedures to manage conflicts and reach mutually agreed

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		<p>involved</p> <ul style="list-style-type: none"> Identify potential areas of conflicts with team members and methods to overcome the issues at hand Respect individual viewpoints in managing conflicts within the team Identify key issues within a conflict situation 	<p>conflicts</p> <ul style="list-style-type: none"> Research sources of internal and external assistance to resolve the conflicts Write reports, including comprehensive details of the conflicts, the parties involved, discussions with all parties and the resolution 	<p>sensitively, courteously and discreetly through use of conflict resolution techniques</p> <ul style="list-style-type: none"> Take responsibility for conflict outcomes Recognise early indicators of conflicts Discuss and resolve conflicts between team members Analyse and decide on the best resolutions for conflict initiative and enterprise skills to consider and suggest changes to workplace practices to avoid future conflicts Coach team members to resolve conflicts and assess conflict situations to enable selection of the most appropriate resolution approach 	<ul style="list-style-type: none"> Implement conflict resolution approaches to reach mutually agreed outcomes Evaluate outcomes to determine learning points for future conflict situations Evaluate potential trade-offs to minimise conflicts across teams 	<p>outcomes</p> <ul style="list-style-type: none"> Lead team in decision making that lead outcomes which are aligned to business objectives and act in the interest of the organisation
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