

Learning Assessment Guide

Unit Standard 8498 – Version 3

Explain and apply principles for managing conflict in workplaces

Level 5 – 5 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

Before you begin...

- As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).
- Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.
- Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

This Learning Assessment Guide is made up of:

- Task sheets for you to complete
- Questions for you to complete
- A Supervisor Verification Form
- Assessment Results Form.

The tasks in this assessment are designed to show your assessor that you can:

- Demonstrate knowledge of the principles of conflict management.
- Diagnose and monitor actual or potential conflict situations.
- Develop and apply action strategies to resolve conflicts.

Assessment Tasks One, Two and Three – Elements 1, 2 and 3

This assessment task is designed to assess your ability to:

- Demonstrate knowledge of the principles of conflict management.
- Diagnose and monitor actual or potential conflict situations.
- Develop and apply action strategies to resolve conflicts.

Task Instructions

Answer the written questions for tasks one, two and three.

Questions may be answered orally or in writing. Contact your assessor if you wish to complete this assessment orally.

If you are answering the questions in writing, please use separate sheets of paper for this. Make sure your name is clearly marked on each sheet.

Your assessor may question you further to clarify your understanding.

Task One Questions

- 1 Describe four principles common to contemporary models of conflict theory.

- 2 Identify and explain two possible causes of conflict between individuals drawn from an actual or typical work situations.

- 3 Identify and explain two possible causes of conflict between groups drawn from an actual or typical work situation.

- 4 Conflict can be constructive or destructive. Each has consequences for an organisation.
 - a For each of the following, provide an example of how conflict can have this consequence in an organisation.

Constructive Conflict	
foster innovation	
diversity of opinion	
creative tension	
intellectual growth	
opportunity for change	
catharsis	

- b For each of the following, provide an example of how conflict can have this consequence in an organisation

Destructive conflict	
damaged relationships	
diminished productivity	
low morale	
failure of purpose	

- 5 Different management styles have different impacts when handling conflict in the workplace. For each of the following management styles, explain the likely impact.

Management Style	Impact on conflict management
integrating (collaborative)	
obliging (accommodative)	
dominating (competitive)	
avoidance	
compromising	

Task Two Questions

Monitoring for Conflict

- 1 How do you go about monitoring your working environment for actual or potential conflict?
- 2 What early warning signals or circumstances of potential conflict can occur in your workplace? Provide examples of this from within teams and between individuals.

Diagnosing Conflict

- 3 Describe two different conflict situations that you have identified. They could be between individuals or within teams. For each situation:
 - a Identify the nature of the particular conflict situation.
 - b Identify and explain the differences between the parties to the conflict. The differences may be interpersonal differences, differences as to task, differences as to facts, goals, methods and/or values.
 - c Describe the factors that may underlie the differences. The factors may be informational, perceptual or role based. Identify all that are relevant to the situation.
 - d Identify any applicable legislation in relation to the circumstances.
 - e Identify any organisational rules relevant to the circumstances.
 - f Describe the actions you took or recommended to deal with the conflict at the earliest possible time to avoid escalation.
 - g How did the processes you used or recommended afford individuals and/or groups the opportunity to raise and discuss problems, handle disagreement and participate in the conflict resolution.

Task Three Questions

- 1 Identify three different action strategies you have developed and used or recommended to resolve three different conflicts. These may include the same conflicts you used in Task Two, or different ones. For each strategy, provide a brief outline of the conflict situation, and fully describe the strategy you used. You should include any supporting documentation from your workplace.

Action strategies may include but are not limited to:

- active listening
- neutral questioning
- 'conflict cooling'
- win-win negotiating
- option generation
- mutual problems definition
- role reversal
- collaborative problem solving
- joint solution design

Your answer should include consideration of all of the following:

- a. How the strategy dealt with differences of opinion, values, perceptions and/or directions without giving offence and by maintaining respect.
- b. How actions taken were timely, in order to minimise or resolve the conflict, promote or restore effective working relationships, and prevent disciplinary or grievance procedures becoming necessary.
- c. How procedures to help individuals and/or groups resolve problems that indirectly or directly affected their work performance were implemented, documented and reviewed for effectiveness. Documentation would include any data relating to instances of conflict, their reasons and solutions.
- d. A description of how the action strategies you adopted or recommended focused on resolving the conflict in ways appropriate to the situation and the underlying causes.
- e. List the conflict management techniques that were employed to handle the different types of conflict that reduced stress and anger levels, objectified the issues and minimized destructive outcomes and consequences and describe how they were implemented.
- f. Explanation of how the action strategies you recommended provided for a positive and open conflict resolution environment able to deal with current and future differences and preserved or enhanced workplace relationships.

Assessment Task Four – Elements 1, 2 and 3

Task Instructions

This task requires you to obtain supervisor verification of your actions that you described in Tasks Two and Three. That is:

- you diagnosed and monitored actual or potential conflict situations and
- you developed and applied action strategies to resolve conflicts

Ask your supervisor to complete the attached Supervisor Verification Form.

You will need to provide your supervisor with your responses to Tasks Two and Three, so that they know what is being verified.

Supervisor Verification Form – unit standard 8498 version 3

_____ (name of learner) is currently being assessed toward unit standard 8498: Explain and apply principles for managing conflict in workplaces. You have been asked to verify the learner’s knowledge and experience against the following standards.

Please complete this form and arrange for it to be passed on to the learner’s assessor.

The learner has provided copies of their responses as part of this assessment outlining their diagnosis and monitoring of actual and/or potential conflict situations and how they developed and applied action strategies to resolve these conflicts.	Yes	No
The learners supplied evidence is to a standard that meets the needs and requirements of the organisation.	Yes	No
The supplied tasks and activities written up by the learner and listed in Task One, Two, Three and Four reflect actual work undertaken by the learner.	Yes	No
The learners supplied strategies were successful in minimizing and/or eliminating the negative outcomes of conflict.	Yes	No

Comments:

Name:		Phone:	
Position:		Date:	
Email:			

Assessment Results

These are the judgements that your assessor will use to assess you.

The learner's oral or written answers for all assessment tasks conform to the model answers and address issues of sufficiency of evidence.	Yes	No
The learners has supplied the Supervisor Verification Form and it confirms the learner has diagnosed and monitored conflict situations in an organisation and has developed and applied strategies to deal with this conflict.	Yes	No
The learner has demonstrated knowledge of the principles of conflict management.	Yes	No
The learner has diagnosed and monitored actual or potential conflict situations.	Yes	No
The learner has developed and applied action strategies to resolve conflicts.	Yes	No