

Conflict Management

1. Avoiding conflict is better than managing conflict

Put measures in place that will decrease the likelihood of conflict. For example; ensure there is signage reminding people to wash their hands and distance. Make sure that in any queues, the floor is correctly marked out for social distancing. It is easier to put these considerations in place than to deal with conflict down the line.

2. Stop escalation

Understand that a guest will become increasingly more irritable through different trigger points. Triggers can be; embarrassment, rudeness, confusion, dismissiveness, ridicule, patronised etc.

For example, if a guest is in the queue but is not socially distancing say "Can we all make sure we are using the markers on the floor to distance please?". In this instance, you would be avoiding the guest to be confused as you have stated the markers on the floor, but you have not singled them out in front of the other guests.

An example of a bad approach would be "Can you not see the markers on the floor? You need to distance yourself from everyone as you could be putting people's health at risk." In this case, you would be embarrassing the guest, patronising the guest and overall leaving a rude impression and entering a conflict situation.



3. Manage through the SAFER Approach

This SAFER model helps you evaluate a potentially difficult situation, stay in control and choose the best response.

Scenario:

Two guests have started to argue as one of them did not wash their hands when leaving the toilets. They become increasingly aggressive and start to physically fight.

Step Back:

- Physically stepback to see the situation in full.
- Mentally step back to coherently decide what your response should be.

Assess the Threat:

Identify dangers such as people, objects, place. In this case team members, guests and the public would be at risk.

Find Help:

Consider what you require; Emergency services, Colleagues, By-standers. Seeking help can assist us to cope and deal with an incident rationally

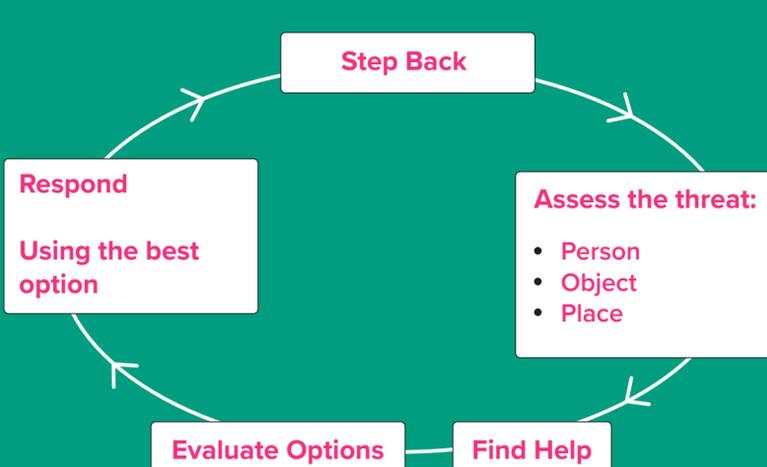
Evaluate Options:

Three options:

- Exit - to safe place
- Pass control to another person
- Deal with the person yourself

Respond:

Respond appropriately by continually assessing the threat, your ability to think and behave and the effectiveness of the strategy.



4. Communicate Effectively



The Dominant Communication Model by Professor Albert Mehrabian, shows that tone and non-verbal cues are more dominant in communication than words spoken.

The Palms Model

Signal non-aggression by using the open PALMS Model. This model can be used to show another person that you do not want conflict with them by signals of non-aggression.

Open palms are a powerful gesture to signal non-aggression.

- **Position** – Ensure the person does not feel physically trapped by allowing them access to exit points.
- **Attitude** – Remain calm and show a positive and helpful attitude. Avoid language that may trigger the person to escalate.
- **Look and listen** – Demonstrate active listening by maintaining good eye contact. Nod along and relay phrases to show you are listening.
- **Make space** – Ensure you are not in their personal space. Maintain distance so they cannot touch you.
- **Stance** – Do not stand directly in front of the person instead, stand slightly to the side of them allowing space for an exit route.

5. Review the incident and learn

- **Record** - Document the incident.
- **Learn** - Learn from the incident to ensure it does not happen again.
- **Share** - Share the incident and your resolutions with your colleagues.