

Conflict Management

Classroom Delivery Slides

NQF Level: 5

Total Credits: 8

Agenda

What we will cover

- 1. Knowledge component
- 2. Application component

Programme Overview

Purpose

To identify and manage the resolution of conflict between persons or parties in the workplace.

Exit Level Outcomes

Knowledge Module: Knowledge component

Module code: KM-01

This module covers:

- Sources of conflict.
- Types of conflicts
- Strategies for conflict management.
- Techniques in conflict management.
- Conflict consequences analysis
- Emotional intelligence in conflict resolution
- Components of Conflict Resolution Report

Topic 1.1: Identifying Primary Sources of Conflict in the Workplace

Module: KM-01

- Scarcity of organizational resources creates intense competition among different departmental teams.
- Differing personal values and cultural backgrounds often lead to interpersonal misunderstandings and friction.
- Ambiguous job roles and overlapping responsibilities generate confusion and territorial disputes.
- Poor communication channels within operational structures frequently result in rumors and distrust.
- Competing departmental priorities undermine collaborative efforts and strategic organizational alignment.

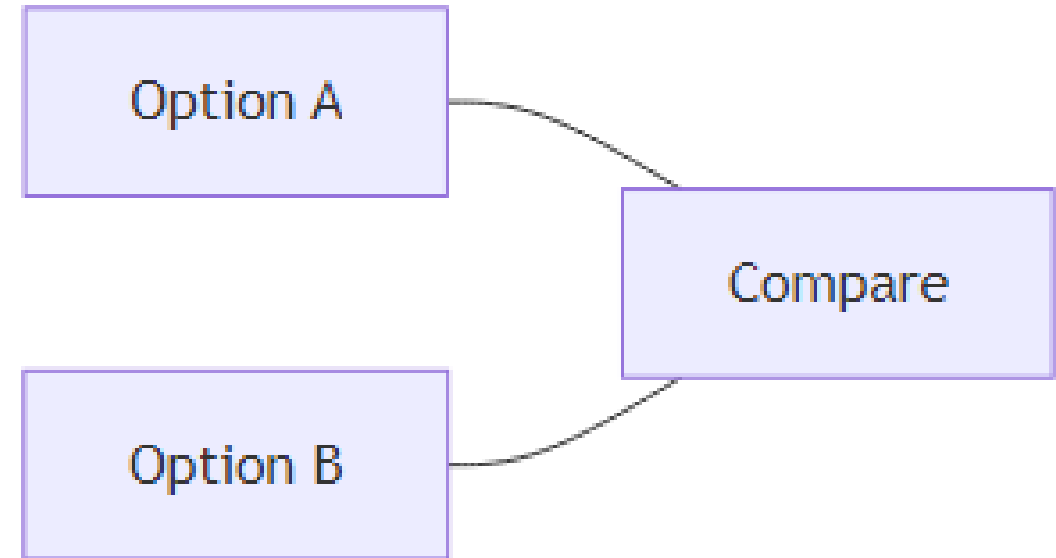


Workplace example: At a Johannesburg logistics firm, conflict arose between warehouse staff and dispatch coordinators because of unclear handover protocols during shift changes.

Topic 1.2: Categorising Types of Workplace Conflict in South Africa

Module: KM-01

- Interpersonal conflict arises between colleagues due to differing personalities, communication styles, or personal values.
- Intragroup conflict occurs within a specific team, often caused by role ambiguity or unequal distribution of project workloads.
- Intergroup conflict happens between different departments, typically stemming from competing departmental objectives and resource scarcity.
- Structural conflict is caused by external organisational factors such as rigid hierarchies, poor policies, and inadequate reward systems.
- Task conflict involves disagreements over the content and goals of the work, which can be constructive when managed properly.

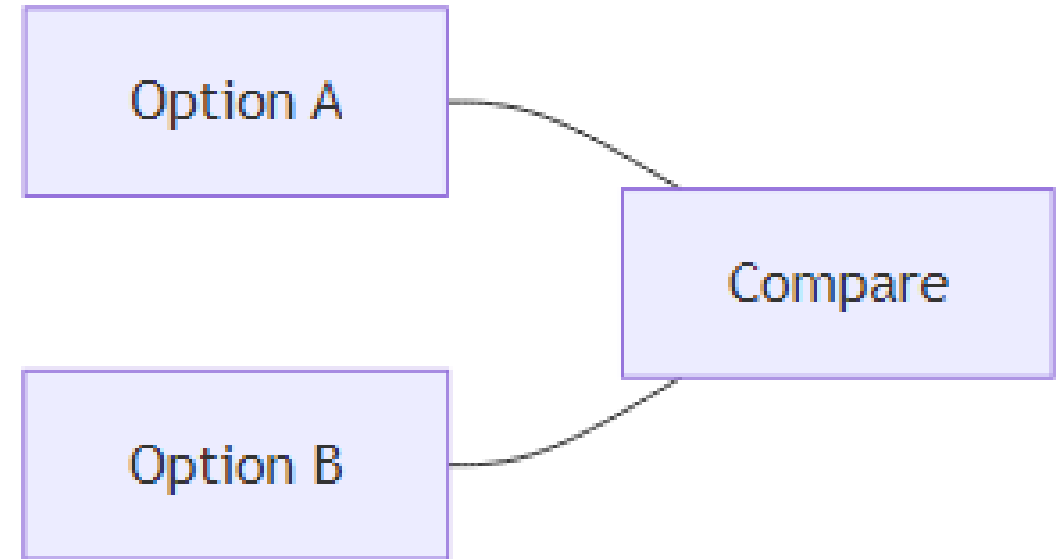


Workplace example: At a Johannesburg logistics firm, intergroup conflict erupted when the sales department promised unrealistic delivery deadlines without consulting the warehouse operations team.

Topic 1.3: Applying Effective Conflict Management Strategies in the Workplace

Module: KM-01

- Collaborative problem solving encourages parties to openly discuss core issues and find mutually beneficial solutions.
- Compromise involves each party making concessions to reach a practical and timely middle-ground agreement.
- Accommodating strategies prioritize maintaining positive relationships by yielding to the other person's primary needs.
- Avoiding strategies allow parties time to cool down before addressing highly emotionally charged workplace disputes.
- Competitive approaches are strictly reserved for urgent safety compliance issues where decisive authority is required.



Workplace example: At a Johannesburg logistics depot, a manager used a collaborative strategy to resolve a scheduling dispute between warehouse pickers and shift supervisors, resulting in a revised roster that satisfied operational targets and staff wellness.

Topic 1.4: Techniques in Conflict Management at NQF Level 5

Module: KM-01

- Apply collaborative negotiation strategies to achieve mutually beneficial outcomes for all workplace parties.
- Utilize active listening techniques to uncover underlying interests rather than taking rigid surface positions.
- Facilitate structured mediation sessions that allow disputing employees to voice their grievances constructively.
- Implement emotional intelligence principles to de-escalate tension and maintain professional composure during disputes.
- Establish clear boundary-setting protocols to prevent recurring interpersonal conflicts within diverse project teams.



Workplace example: A team leader at a Durban logistics hub uses structured mediation to resolve a scheduling dispute between two warehouse operators, ensuring fair shift rotations.

Topic 1.5: Analyzing Conflict Consequences in the Workplace

Module: KM-01

- Evaluate direct impacts on daily team productivity and operational efficiency across organizational departments.
- Identify hidden psychological costs such as decreased employee morale, stress, and diminished motivation.
- Assess potential financial losses resulting from absenteeism, staff turnover, and reduced service quality.
- Examine long-term relational damage that hinders effective collaboration on future South African projects.
- Recognize legal and compliance risks under the Labour Relations Act when workplace disputes escalate.

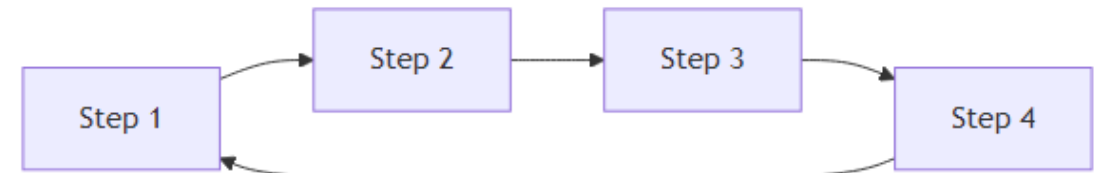


Workplace example: At a Johannesburg logistics firm, an unresolved interpersonal conflict between dispatch supervisors led to delayed truck departures, missed client deadlines, and a formal grievance that required expensive external arbitration.

Topic 1.6: Applying Emotional Intelligence to Resolve Workplace Conflict

Module: KM-01

- Recognising personal emotional triggers prevents escalation during high-stakes operational disputes.
- Empathy enables leaders to understand underlying grievances without immediate defensive reactions.
- Self-regulation ensures professional composure when addressing difficult staff performance issues.
- Social awareness helps identify unspoken tensions before they disrupt team productivity.
- Managing relationships effectively fosters collaborative problem-solving across diverse organizational teams.



Workplace example: A Gauteng logistics supervisor used emotional intelligence to remain calm during a heated wage dispute, actively listening to drivers' safety concerns before proposing a workable shift rotation schedule.