

Pearson BTEC Level 2 Award for Working as a Door Supervisor within the Private Security Industry

Unit 3 Revision notes

Conflict Management within the Private Security Industry

LO1 Understand the principles of conflict management appropriate to their role

Conflict can be triggered by differences of opinion, differences in values, differences in interpreting a situation and differences in understanding: when people don't agree, conflict can arise. Clear and effective communication can help defuse conflict before it becomes a problem.

1.1 Importance of positive and constructive communication

Often the root of conflict is a simple misunderstanding, so it is important that your communication with colleagues, managers and the public is clear and constructive.

Constructive communication:

- be positive
- listen
- appropriate to the situation
- calm
- clear and polite.



Importance:

- defuse and avoid conflict
- maintain a secure environment
- avoid risks to staff and customers.

1.2 Importance of policies, guidance, procedures relating to workplace violence

Your workplace policies should clearly state what your role and responsibilities are in preventing and resolving conflict so you are aware of what you are required to do.

- Health and safety
- Set behavioural expectations
- Staff aware of their responsibilities and procedures
- Reporting procedures
- Reduce litigation and harm

1.3 Factors than can trigger an angry response

Anger has some common triggers that you need to keep in mind – to be effective, you will have to prevent your own anger making a conflict situation worse, and help to reduce anger in others.

- Embarrassment
- Feeling insulted
- Feeling threatened
- Fear of losing of face
- Being ignored
- Being patronised
- Peer pressure
- Fear of not been taken seriously
- Alcohol / drugs and medical conditions

1.4 Factors that can inhibit an angry response

As a door supervisor, you are likely to have to deal with situations and environments that trigger angry responses, so you need to be familiar with the factors that can help calm situations down. These can be useful tools when dealing with conflict in your workplace.

- Self-control
- Fear of confrontation and/or retaliation
- Personal values
- Potential social or legal consequences

1.5 Identify human responses to emotional and threatening situations

As a door supervisor, you need to be able to understand and identify human responses to emotional and threatening situations, in order to deal with conflict.

- Threatening situations
- Emotional situations
- Positive responses
- Negative responses

LO2 Understand how to recognise, assess and reduce risk in conflict situations

Customers have a right to expect a certain standard of service when they visit commercial or business premises. If those standards are not met, it can provoke an angry response and potentially lead to conflict.

2.1 Reduce the risk of conflict by ...

As a door supervisor, you need to be aware of how to manage customer expectations and how this can help to reduce the risk of conflict.

Managing customer expectations:

- understand expectations
- show understanding
- explain what support can be offered
- explain procedures.

Reducing the risk of conflict:

- acknowledge customer anger
- communicate clearly
- demonstrate care and consideration
- explain decision making and involve customers
- give timescales and outcomes
- address customer concerns
- make customers feel valued.



2.2 Stages of escalation in conflict management situations

Assessing the risks of conflict is a key part of your job in the security industry. A poorly judged response or action from you can lead to an escalation of conflict and potentially lead to violence.

- Attitude and behaviour cycle
- Escalation of threat levels
- How own action can escalate a situation

2.3 Dynamic risk assessment and how it can reduce conflict

A dynamic risk assessment is a continuous assessment of risk in rapidly changing circumstances. It is a skill all good security operatives should have and practise on a daily basis.

- Definition
- Identify hazards
- Assess risks
- Take action
- Monitor and review
- Identify potential threat
- Adapt to situation
- Remove hazard or threat
- Maintain control

2.4 Importance of positioning and exit routes

Your aim in each conflict situation is to resolve, de-escalate or defuse the conflict. How you position yourself in a conflict situation is important for your own safety and the safety of others.

Positioning:

- maintain personal space
- maintain a non-aggressive stance
- avoid blocking
- avoid being hemmed in
- reduce the likelihood of feeling intimidated
- reduce the likelihood of a fight.

Exit routes:

- ensure exit routes are visible to all parties
- exit strategy for getting out
- discuss approaches
- ensure aggressors have exit route
- ensure you have an exit route.

LO3 Understand how to communicate in emotive situations to de-escalate conflict

There are many ways that you can de-escalate potential conflict situations, through everything from how you talk to where you stand. If you are not fully aware of these factors, you could make a situation worse without even realising it.

3.1 Non-verbal communication in emotive situations

The vast majority of our communication is done through non-verbal means – only around 7 per cent of what we communicate is the actual verbal message. There is clearly scope for communication to be misunderstood and cause conflict.

Non-verbal communication:

- body language (stance, positioning, personal space, movements, hand gestures, eye contact)
- voice (pitch, inflection, volume).

3.2 How to overcome communication barriers

Communication is complex and there can be many barriers to getting your message across to your customers, clients and the public.

Physical barriers:

- speak clearly
- adopt non-aggressive stance
- use of gestures and signs
- maintain space
- move to quieter/lighter space.

Psychological barriers:

- active listening
- empathise
- speak clearly
- make sure actions are non-threatening
- explain what actions are being taken
- move to a quieter/lighter space



3.3 Assertiveness and aggression

Assertiveness is about recognising that your needs and wants are as important as those of others. Aggression can stem from thinking yours are more important.

Aggressive behaviour:

- threatening tone and positioning
- gestures and words intended to hurt or intimidate.

Assertive behaviour:

- firm but fair
- calm
- appearing confident
- normal positioning and body language

- polite
- managing expectations
- finding common ground.

3.4 Defusing emotive conflict situations

However much stress and pressure you come under, you must remain respectful and polite at all time, never take conflict personally and never lose your temper. Keep your cool and you can stop potentially dangerous situations from developing.

- Empathy
- Maintaining self-control
- Building rapport
- Positive communication
- Active listening
- Working for win-win outcome (negotiation and compromise)

3.5 Approaches to take when addressing unacceptable behaviour

You will have to deal with unacceptable behaviour while working in the security industry. How you respond to the behaviour can often dictate the outcome.

- Non-aggressive body language
- Empathy
- Being positive and assertive
- Actively listening
- Verbal warning
- Follow appropriate organisational policies and procedures (refuse admittance, ask to leave, call police if necessary, ejection)

3.6 De-esclating conflict situations

For door supervisors, dealing with angry and aggressive behaviour can be a daily occurrence. You need to overlook the outward signs of anger and upset in order to see what the real issues are.

- Positioning of staff
- Be ready to react
- Support colleagues
- Look beyond the outward signs



L04 Understand how to develop and use problem-solving strategies for resolving conflict

A venue's procedures set out rules and procedures, and you will be well trained in following them – but the customer won't know anything about this. Seeing things from a customer's perspective is vital if you are to solve problems and resolve conflicts.

4.1 Viewing customer perspective

Remember it is better to spend ten minutes showing a customer empathy than three hours filling in the paperwork and dealing with the police after a physical intervention.

- Establish needs and wants
- Anticipate customer reaction
- Explain conflict
- Show understanding
- Suggest solutions
- Move forward
- Seek a resolution

4.2 Strategies for solving problems

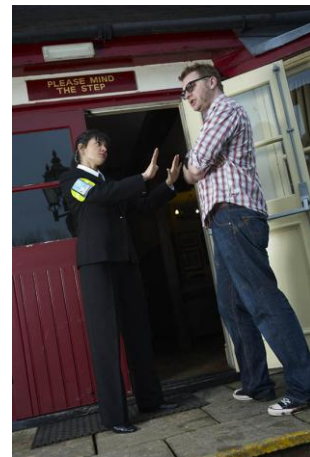
Once you have defused the anger in a situation you still have to solve the underlying problem that caused the situation in the first place.

- Diagnose
- Provide information
- Suggest solutions
- Seek resolution

4.3 Win-win approaches

A win-win approach is a negotiated agreement where both parties are satisfied with the outcome of the conflict situation. In a conflict situation, is there a way you could both come out of the situation with what you want?

- Problem solve
- Negotiation
- Work together
- Stay focused
- Consider options
- Accept the result



LO5 Understand good practice to follow after conflict situations

It is important to know how to seek support, reflect on your reactions and share good practice so that you are better able to deal with a similar situation if it arises again.

5.1 Support following an incident

The human body has a range of responses to conflict situations, such as acute stress responses, shock and even post-traumatic stress disorder (PTSD). It is crucial to know who to seek support from if you need it, and how to support colleagues.

- Colleagues
- Management
- Counsellors
- Reassurance
- Dealing with shock
- Depression
- Anxiety
- Fear

5.2 Reflecting on conflict situations

Reflecting on how you acted in a particular situation allows you to think objectively about what happened and consider what you might do differently next time.

- Trends
- Poor practice
- Make improvements
- Share good practice
- Increase safety
- Reduce potential conflict

5.3 Benefits of sharing good practice

Sharing good practice enables those who are more experienced in the security sector to pass on their considerable skills and knowledge to new operatives and allows new members of the team to bring a fresh and up-to-date approach to security matters.

- Prevent repeats
- Improve procedures
- Support colleagues
- Improve customer experience