

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

Unit 3 workbook

Conflict Management within the Private Security Industry

About this workbook

You are likely to be taking this qualification because you want to work in the security industry, or because you want to take on a new role within it. This qualification is all about you working as a door supervisor within this industry, and aims to give you the knowledge and understanding you need to do this to a high standard.

You don't have to be working in security to do the qualification. Some of the activities might ask you about your workplace, but you can give general answers that show you know what to do wherever you are working.

The workbook is designed for you to complete as you learn, and to keep for reference later. The evidence you gather in your workbook will help you to revise and prepare for the final assessment – a multiple-choice test.

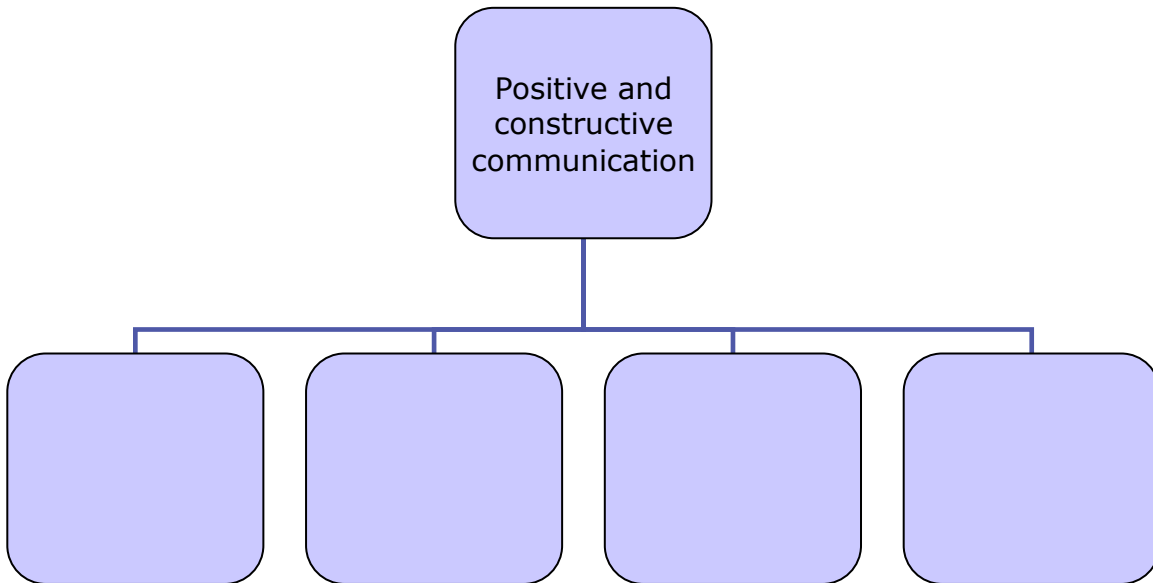
You will see some terms highlighted in **bold** throughout the workbook. These are key terms, and you will find their definitions in a glossary at the end of the workbook.

Positive and constructive communication (1.1)

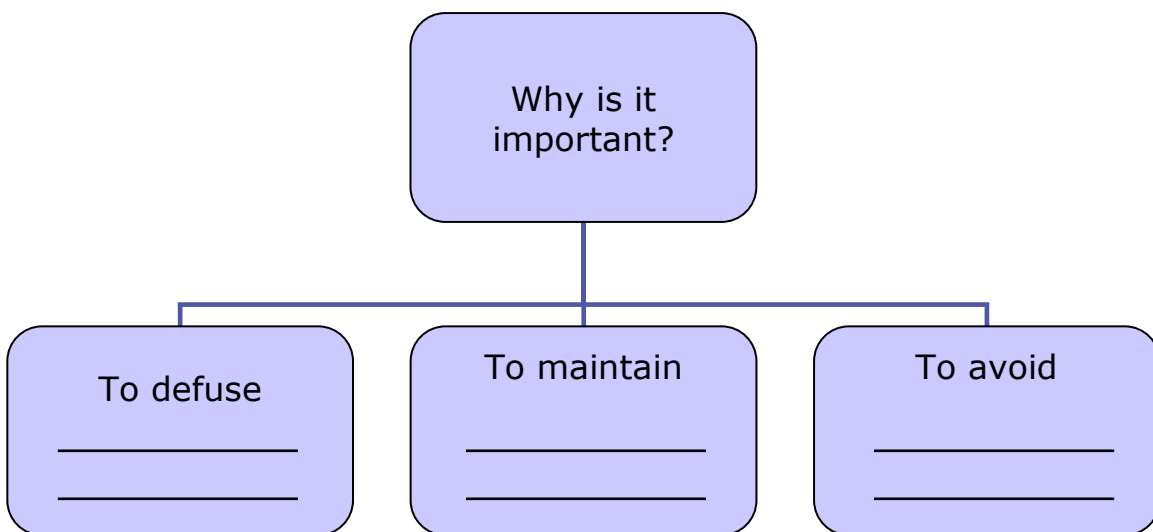
Positive and **constructive** communication is an important way to avoid **conflict**. Fill in the diagrams below to show

- a) what positive and constructive communication is and
- b) why it is important.

a)

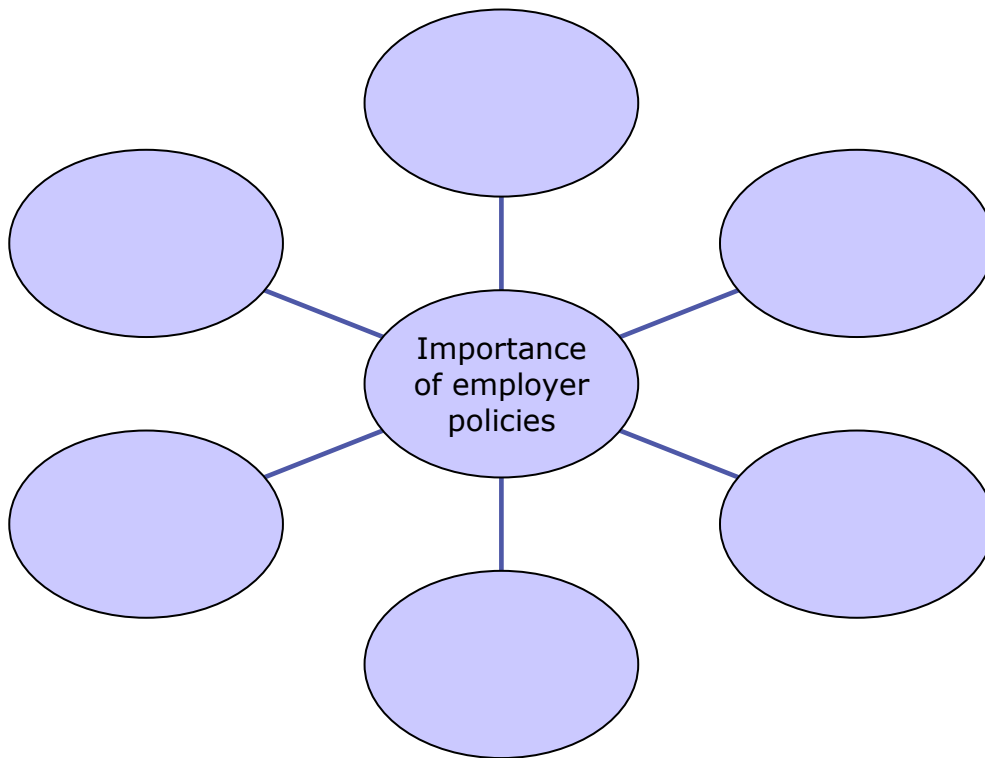


b)



Employer policies, guidance and procedures (1.2)

In the diagram, write as many reasons as you can why employer policies, guidance and procedures are important when it comes to workplace violence.



Factors triggering an angry response (1.3)

Complete the wordsearch below to find factors that can **trigger** an angry response in other people.

W Q Q E U L G E N E R A L F E A R N Y L
 T E C A F F O S S O L F O R A E F R L O
 Q J F D E S I N O R T A P G N I E B R H
 M E D I C A L C O N D I T I O N S V P O
 F E E L I N G E M B A R R A S S E D G C
 B E I N G I G N O R E D E T L U S N I L
 E R U S S E R P R E E P D R U G S N M A

ALCOHOL
 DRUGS
 GENERAL FEAR
 PEER PRESSURE

BEING IGNORED
 FEAR OF LOSS OF FACE
 INSULTED

BEING **PATRONISED**
 FEELING EMBARRASSED
 MEDICAL CONDITIONS

ACTIVITY

Here are some drugs you may come across if you work in the security industry in a club, pub or bar setting.

- Amphetamines
- Magic mushrooms
- Ketamine
- LSD

What effects do these drugs have on someone's body and behaviour? Do some research and then answer these questions.

1. How could each of these drugs make conflict more likely to happen?
2. What impact could each drug have on how you deal with someone who has taken it?

Inhibiting an angry response (1.4)

Give three factors below that can **inhibit** an angry response in others.

1. _____
2. _____
3. _____

SCENARIO

Ali is a door supervisor at an exclusive combined restaurant and club in Manchester. 'It's normally reasonably quiet during the week; you get very little trouble as the **clientele** are normally a little bit older and we have some corporate functions. On Friday and Saturday it becomes much more of a challenge, and we have much larger teams working those nights. One Friday we had a large group of Premier League footballers in with their girlfriends and mates. Footballers are normally really well behaved because their club would fine them if there was trouble, and there are always press outside waiting to take pictures of any incidents for the Sunday papers. The trouble normally comes from the drunken lads who see these footballers with the money, the champagne and the girls and think they'd like to be the one to take them down a peg or two. On this particular night a group of lads had insulted a footballer's girlfriend on her way back from a trip to the toilets and it escalated really quickly into a drunken brawl. A couple of colleagues and I got to the scene pretty fast as we had been notified on our earpieces by the in-club **CCTV** operator. When we intervened in the conflict the footballers backed off immediately, but the group of drunken lads were completely up for a fight. We couldn't defuse the situation, so in the end we escorted them off the premises and called the police.'

1. What are the benefits of Ali knowing the conflict pattern at his club on particular days of the week and with particular clientele?

2. In this situation, why were the footballers a possible target for conflict?

3. When Ali and his colleagues intervened, what factors made the footballers back off?

4. What factors might have increased the possibility of an angry response in this situation?

Human responses (1.5)

Identifying human response to emotional and threatening situations is an important part of working as a door supervisor. You must know which trigger links to which emotion. Draw lines to link the triggers with the sets of emotions below.

Positive responses	<ul style="list-style-type: none">• Upset• Anger• Frustration
Negative responses	<ul style="list-style-type: none">• Distraction• Deflection• Empathy• Staying calm
Emotional situations	<ul style="list-style-type: none">• Freeze• Flight / Fight• Faint response
Threatening situations	<ul style="list-style-type: none">• Avoidance• Distancing• Rumination• Worrying

SCENARIO: The freeze response

Jackson is the head of security for a live music venue.

'I was sitting in the staff room having a five-minute break and a coffee when a radio call came in from a member of my team. A couple who had been refused entry to the venue earlier in the evening had returned and the bloke was waving a nail-studded cricket bat around and threatening the door staff and the public. I put my coffee down and reached for the radio to tell them I was on my way and start to coordinate the response. Something happened to me that never happened before and has never happened since – my hand just froze on the radio. I couldn't move at all.

I couldn't believe it. I'm 6 feet 5 inches tall and I've been working in security for 15 years and I've dealt with situations which have been life-threatening, but I just couldn't move. My heart was racing like I'd run a marathon, my eyes were watering and I kept thinking what would I say if someone came in and saw me sitting there. I was just in a state of pure terror. About five minutes later, the call came through that the bloke had been restrained and the police were on their way. I was shocked and embarrassed by my response, and my team still don't know the real reason I didn't respond – I've never spoken about it to anyone.'

1. Why did Jackson freeze?

2. How could Jackson have overcome the freeze response?

3. What other responses could Jackson's sympathetic nervous system have triggered? Think of the four 'F's.

4. What are the risks associated with a freeze response?

Managing customer expectations (2.1)

Take notes below about unrealistic customer expectations.

There are several ways to reduce the risk of conflict. Which do you think are the most important? Write down four ways below and explain why you think each is important.

1.

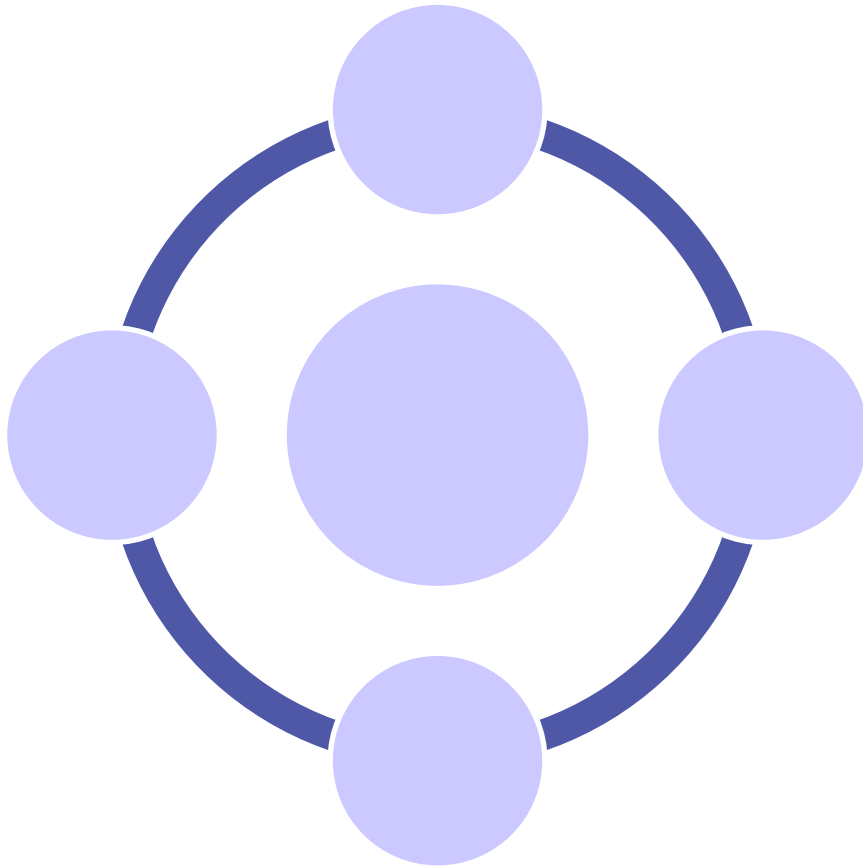
2.

3.

4.

Stages of escalation in (2.2)

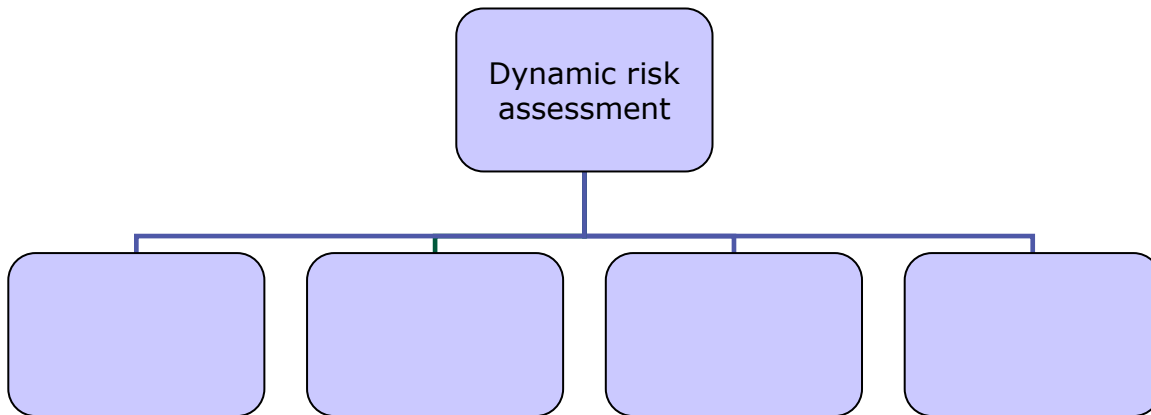
It is important that door supervisors understand the attitude and behaviour cycle. Fill in the diagram below to show the elements of this cycle.



Make notes below on threat **escalation**.

Dynamic risk assessment (2.3)

Using dynamic risk assessment to reduce conflict is very important. Fill in the diagrams below to identify what is involved in dynamic risk assessment.



What does TACT stand for? Write down what each letter stands for below. Use this to remember what dynamic risk assessment means.

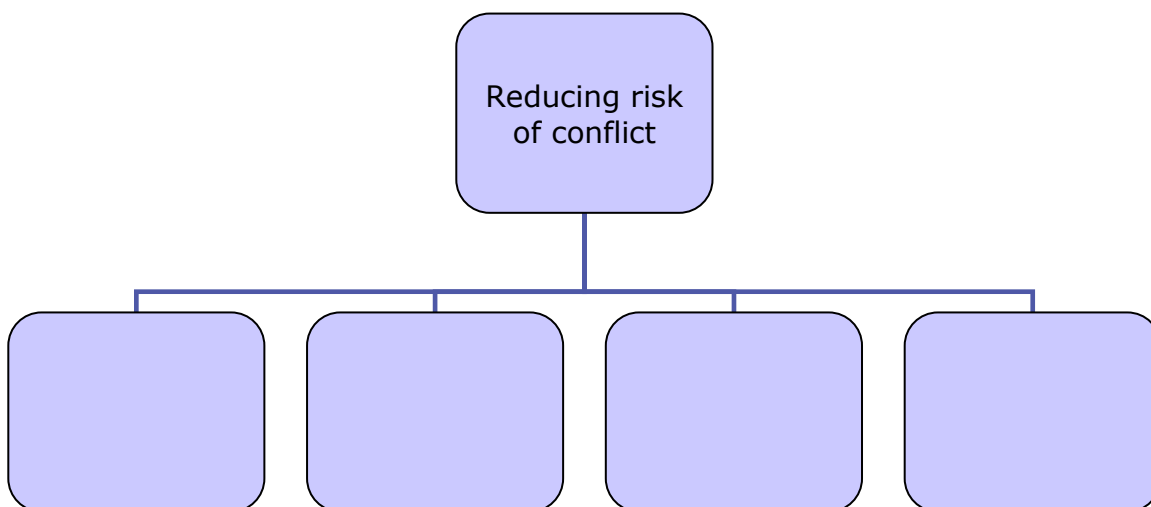
T _____

A _____

C _____

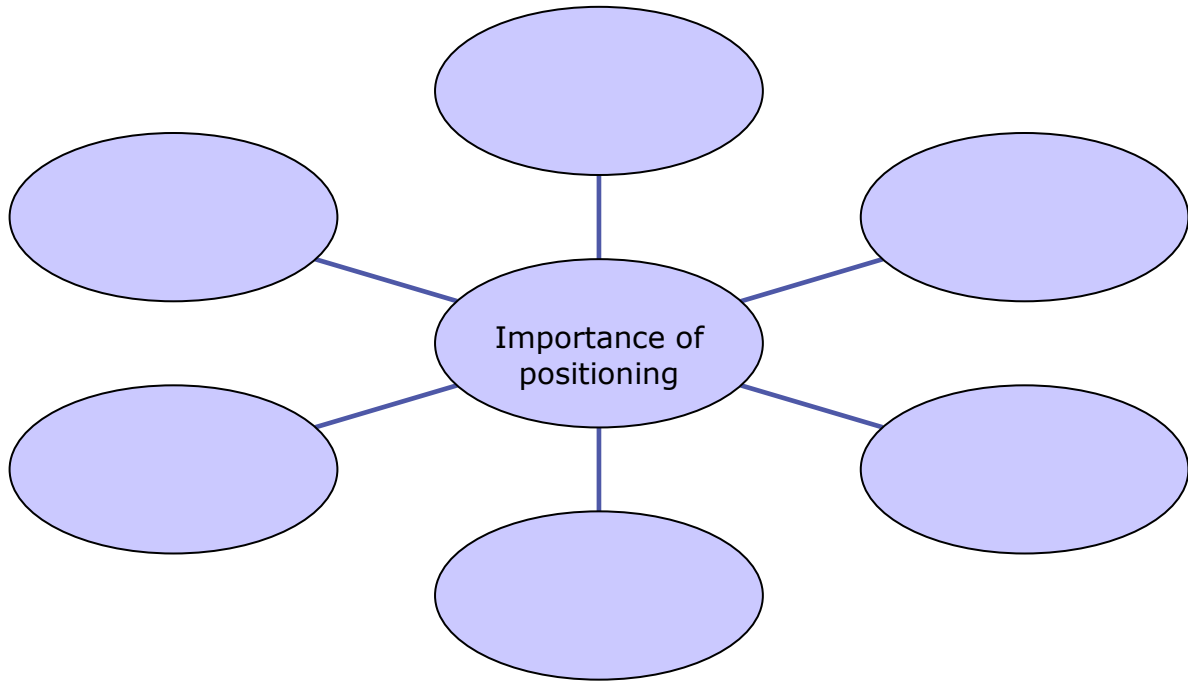
T _____

There are a number of ways to reduce the risk of conflict happening in the first place. Fill in the diagrams below to identify what these are.



Positioning and exit routes (2.4)

The importance of positioning cannot be overstated. On the diagram, fill in as many reasons as you can why positioning is important.



Exit routes should always be known to door supervisors, for themselves and their customers. What things are important about exit routes?

1. _____
2. _____
3. _____
4. _____
5. _____

Non-verbal communication (NVC) (3.1)

Explain what each of these **NVCs** mean:

Stance _____

Positioning _____

Personal space _____

Movements _____

Hand gesture _____

Eye contact _____

Voice (pitch, inflection, volume) _____

Barriers to communication (3.2)

Things that stop you communicating can be **physical** or **psychological** barriers. Give three examples of each and explain how to overcome them in the table below.

Barrier	Examples and how to overcome them
Physical	1. 2. 3.
Psychological	1. 2. 3.

Assertive or aggressive? (3.3)

A door supervisor must be able to identify the differences between **assertive** and **aggressive** behaviour. Put a tick in the circles next to the correct answers.

Which of these is not an example of aggressive behaviour?

- threatening tone
- gestures intending to **humiliate**
- smiling
- threatening positioning

Which of these is not an example of assertive behaviour?

- firm but fair
- polite
- normal body language
- quiet voice

Defusing emotive conflicts (3.4)

Emotive conflict situations can be difficult to defuse, but there are ways to do so. In the table below, give examples of how each method could help defuse a conflict.

Method	How this method could work
Empathy	
Maintaining self-control	
Being positive and assertive	
Active listening	

Dealing with unacceptable behaviour (3.5)

Detail below the steps that you should take when dealing with unacceptable behaviour.

Diagram illustrating the steps to deal with unacceptable behaviour:

Step 1: [Empty box]

↓

Step 2: [Empty box]

↓

Step 3: [Empty box]

↓

Step 4: [Empty box]

↓

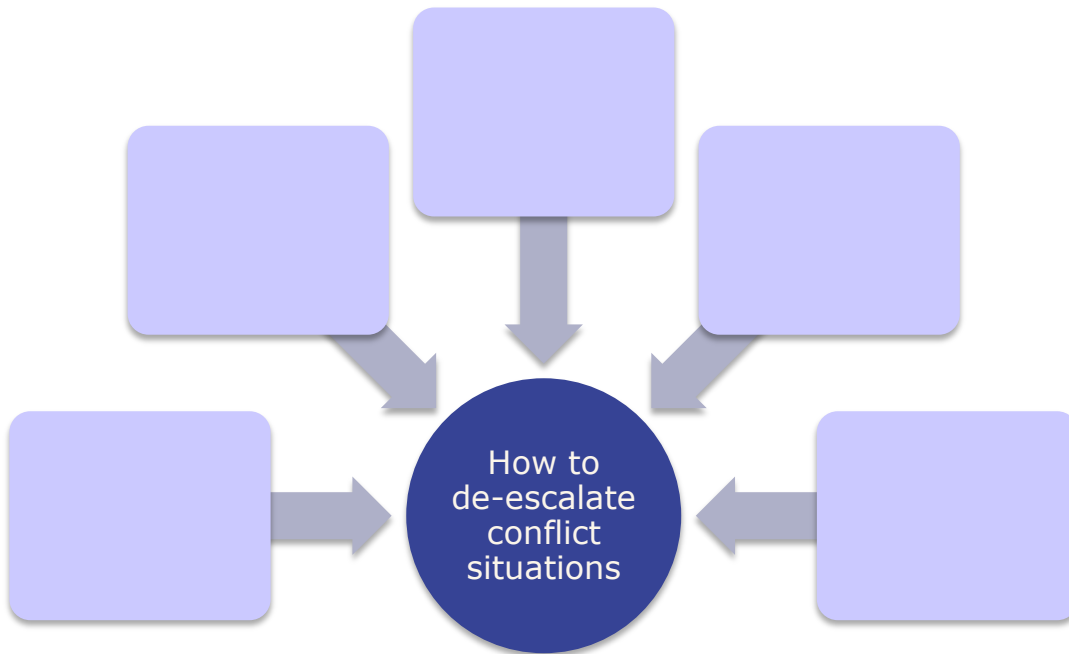
Step 5: [Empty box]

What does REACT stand for? Write down what each letter stands for below. Use this to remember how to challenge unacceptable behaviour.

- R _____
- E _____
- A _____
- C _____
- T _____

De-escalating conflict situations (3.6)

On the diagram below, fill in the steps you should follow when you work with colleagues to de-escalate conflict situations.



The customer's perspective (4.1)

When you want to resolve a conflict, it is very important that you understand the customer's perspective. Give three reasons why this is important.

1. _____
2. _____
3. _____

Strategies for problem solving (4.2)

Fill in the gaps in the text below about identifying strategies as a door supervisor.

In order to _____ appropriate strategies for solving problems, a door _____ must follow these four steps:

1. _____ the problem with the customer.
2. Provide information to the customer and suggest _____ solutions.
3. Identify _____ ways that the issue can move forward.
4. Seek an appropriate _____ that is acceptable to both parties.

appropriate

diagnose

different

supervisor

resolution

identify

Win-win approaches (4.3)

SCENARIO

You are the security manager for a large entertainment venue. During a gig, you are notified of a conflict situation developing, and you head over to find out what the issue is. Around 10 people are shouting at the event stewards, and around 50 more are gathered behind them. You calm the situation down and ask what the problem is. The issue is that the event stewards have placed people behind large pillars in an area of the venue where it is hard to see the stage. You know that those seats aren't normally sold for small gigs like this one, and you know the people are not getting their money's worth.

Consider these four options.

- A** You ignore the reasons why they are angry and tell the people to sit down or they will be removed from the venue.
- B** You empathise with the crowd but tell them there is nothing you can do about it, and ask them to retake their seats.
- C** You publicly discipline the stewards and have a fresh row of seating set up in front of the stage for the people to move to – it's crowded, but you just hope they will fit.
- D** You listen to the concerns so that you understand the situation, and then liaise with the entertainment manager to negotiate a choice of three options for the crowd: a refund, free tickets for the next time the band play the venue, or they can slot into the free seats elsewhere in the venue with an unrestricted view.

1. Explain the advantages and disadvantages of each approach.

2. Are any of these options a win-win solution? Explain why.

Getting support after an incident (5.1)

Getting help and support after a conflict situation is very important. Link the type of support with the explanation below.

Why

<ul style="list-style-type: none">• Depression• Anxiety• Fear• Post-traumatic stress

Things it can reduce

<ul style="list-style-type: none">• Colleagues• Management• Counsellors

Sources of support

<ul style="list-style-type: none">• Support• Reassure• Deal with shock
--

Learning from conflicts (5.2)

Complete the wordsearch to find phrases about the importance of reflecting on and learning from conflict situations.

R F X V S H A R E E X P E R T I S E C I
Y T E F A S E S A E R C N I J C H F T Y
A C K N O W L E D G E T R E N D S C W T
K Q V E S T N E M E V O R P M I E K A M
R E D U C E C O N F L I C T L Y X F A W
C E C I T C A R P D O O G F P G I Q W X
H P O O R P R A C T I C E H O A K S L N

ACKNOWLEDGE TRENDS GOOD PRACTICE INCREASE SAFETY SHARE EXPERTISE
MAKE IMPROVEMENTS POOR PRACTICE REDUCE CONFLICT

Sharing good practice (5.3)

Give five benefits of sharing good practice with others.

1. _____
2. _____
3. _____
4. _____
5. _____

Key terms

Term	Explanation
Aggressive	Forceful and violent
Assertive	Confident and direct
CCTV	Closed-circuit television
Clientele	Customers
Conflict	Serious disagreement, clash
Constructive	Of benefit, moving things forward
Emotive	Expressing intense feelings
Empathy	Understanding of someone's situation
Escalation	Rapid increase or rise
Inhibit	Prevent something, stop something happening
NVC	Non-verbal communication
Patronised	Looked down on
Physical	To do with the body, real
Psychological	To do with people's minds and behaviours
Rumination	Thinking about things over and over
Trigger	Start something