

**Online** Professional Development / Knowledge Sharing Session on



## **EFFECTIVE MANAGEMENT OF CONFLICT WITHIN THE WORKPLACE**



**SEPTEMBER  
8<sup>th</sup>, 2022**

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**10:00am – 10:30am**

# WELCOME

مرحباً

## TOPICS:

- Common risk behaviours and conflict flashpoints and their causes
- Key organisational considerations, including proactive and reactive strategies
- Anticipating and preventing conflict between guests and employees - before it happens
- The key ingredients for effective training in this area of risk and in supporting behaviour change
- Important management considerations following a violent incident



**Bill Fox**

*Chairman & Founder*

**Maybo Limited**

# First things first.....defining the problem

*What do we mean by the terms 'Workplace Conflict' and 'Workplace Violence'?*

*Who is at risk?*

*What is the nature of the risks in leisure, entertainment and hospitality?*


# Defining the problem and who is at risk?

## Defining Work-related Violence

Abused

Threatened

Assaulted



Work-related violence happens when you are abused, threatened or assaulted in circumstances related to your work. Click on each of the buttons on the left to learn more.

**Click next once you've viewed all three options.**

Who is at risk:

- Risks to employees
- Risks to customers/guests
- Risks to our organisations

*& our reputation as a safe place to enjoy with family and friends*



# Nature of the risks in our industry

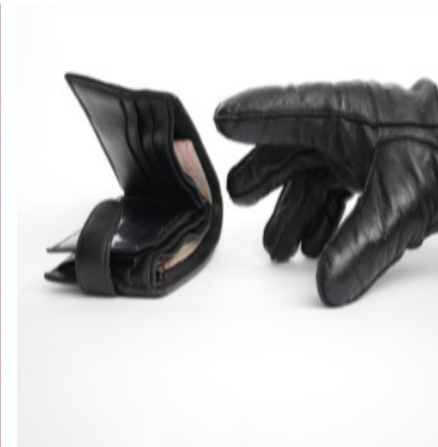
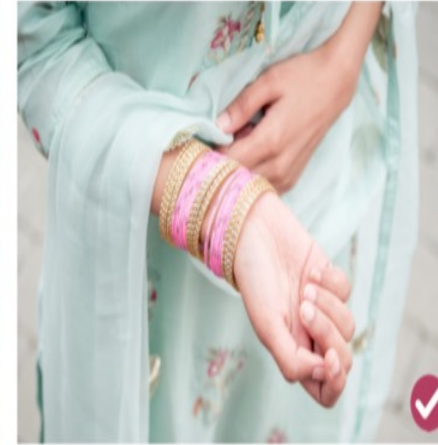


Conflicts our customer/guest facing colleagues can experience include:

- Angry customers
- Abusive & aggressive individuals and groups
- Disputes between customers
- Rule breaking & disruptive behavior

# Examples of conflict flashpoints and risk scenarios

- Frustration over service or waiting
- Safety restrictions e.g. height requirements on rides
- Inconsiderate & disruptive guests
- Arguments between guests
- Rule breaking such as bringing own food, smoking etc.
- Hot spots e.g. certain attractions, queues, bars/restaurants, reception



Human behavior can be unpredictable

Complex risks require a multi-element approach

I.e. combining **Proactive** and **Reactive** Strategies





# Violence Reduction Strategy = Multi-element approach





# Identifying Training Needs

- What do all customer facing employees need to know?
- What else do managers need?
- What do 'hot-spots' need?
- How best to deliver learning?



A RISK AND NEEDS BASED APPROACH



# Training Content: *Examples of areas covered in training*



# Training Content: *Focus on common flashpoints and scenarios*

## Proactive and reactive ways to reduce risk

Every employee has a responsibility to help reduce the risks. There are a number of things that can be done and it is useful to think about 'Proactive' and 'Reactive' measures.

Click on the buttons below, starting with Proactive.

**Proactive**

**Reactive**



# Training Content: *Focus on prevention of conflict*

## Proactive Measures

Proactive measures are things that can be done to help prevent something from happening. These include steps taken by Majid Al Futtaim such as providing training, developing safe systems of work, policies, procedures and guidance. **Click on the buttons below for some examples of things you can do individually and as a team.**



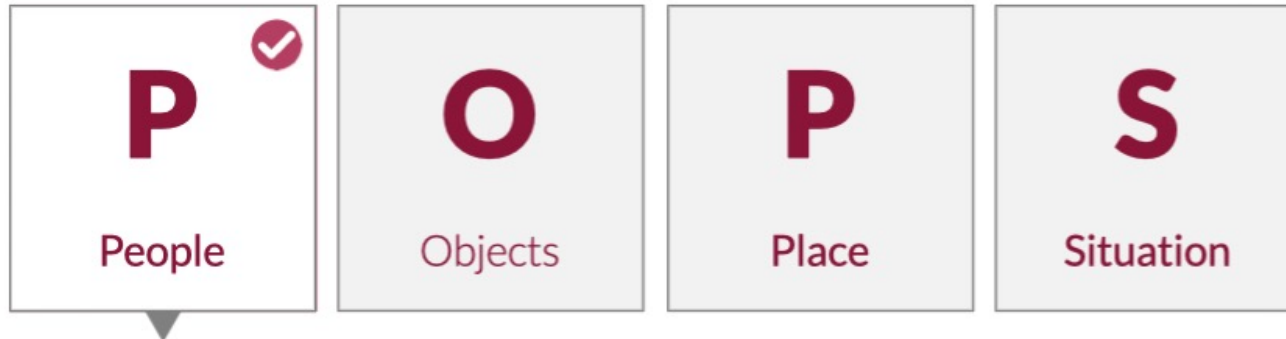
	Being familiar with and following policies and procedures.
	Delivering an excellent customer experience.
	Treating everyone with respect and dignity.
	Being observant and informing a supervisor about concerns.
	Talking through potential conflict situations as a team and looking at ways to be proactive in preventing them.



# Training Content: *How to assess situations and risks*

## Dynamic Risk Assessment

It is important to consider the risks before rushing into a situation. The POPS model provides a simple approach to help identify risks in varied situations. Click on each letter below.



What do we know about the person or other people present?

Could they be angry, confused, intoxicated or behaving suspiciously?

Could they be vulnerable?



# Training Content: *Skills for calming emotionally charged situations*

## De-escalation

**Defuse**

**Calm**

**Resolve**



The Defuse, Calm and Resolve model can help.

**Click next once you've viewed all three options.**

# Training Content: *Skills for addressing behaviors of concern*

## Addressing Rule Breaking and Disruptive behavior

It is important to take care if approaching people about their behavior, for example, if they are breaking rules or being disruptive. You must behave in a calm and professional way and contact your duty manager and security guard (and police if necessary) if the situation appears risky, or is deteriorating. Here are some considerations if dealing with a situation yourself:



# Training Content: *How to approach a situation*

## A Positive and Safer Approach



How we approach a situation, including our positioning and body language can influence how a person will respond to us and our safety.

Be aware of your exits and route to safety. Also ensure the other person has a clear exit path or they may feel trapped and push you out of the way.

**Click on each of the numbered circles.**



# Training Content: *Safety in 'heightened risk' situations*

## Exit strategies

How to recognise the signs  
of a situation escalating

.....and knowing when and  
how to leave and get  
assistance

**A prepared  
reason for  
leaving a  
difficult  
situation**



# Training Content: *Post incident management*

## Actions Following an Incident

Select each of the buttons below.

Immediate needs

Follow up



# Step Change is in Training Delivery = A blended approach



Classroom



Train the Trainer



eLearning



Virtual Classroom



# Effective Training: 5 key ingredients.....

1. **Rigorous:** Take a risks & needs based approach
2. **Responsive:** Adopt a flexible strategy and 'hot-spot' response
3. **Scenario Based:** Relevant real-world scenarios as vehicles for learning
4. **Respectful:** Focuses on behaviors of concern – not 'judging'
5. **Supported:** Promotes transfer to the workplace



# Thank you!

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positive and safer outcomes