

03

People Competencies

Conflict Management (Connect, Collaborate)

Ability to effectively manage conflict within their own team and across the organisation. Understands the benefit of not allowing conflicts to fester and escalate into significant business challenges. Seeks to foster a culture of mutual respect and trust and ensures that business discussion and debate does not turn into personal conflict. Recognises the benefits of having an open and honest organisation culture, which avoids personal conflict.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Effective team player, whose preferred style is to be collaborative. Sees the benefit of the collective, in developing a shared sense of purpose and in ensuring that personal objectives are aligned to team goals. Contributes to an open and honest communication style within the team and views constructive challenge and questioning as a means of ensuring team success. Works as a part of the marketing team in resolving interpersonal conflict within the team and with individuals in other functional areas. 	1 2
2 Developing	<ul style="list-style-type: none"> Ability to resolve conflicts by identifying the root cause of the problem and in seeking to find a clear course of action, to which both parties will commit. Coach individuals within the marketing team, to anticipate and resolve interpersonal conflicts within the team and with other stakeholders. Encourages team members to speak to others, when initial tension or conflict emerges, as a way to prevent the matter festering or escalating out of control. 	3
3 Solid	<ul style="list-style-type: none"> Works to ensure that team members, interact constructively with internal and external stakeholders. Emphasises the need for the marketing team to invest time and energy in nurturing and managing key business relationships. Encourages the marketing team to seek support and advice from peers and other colleagues, in order to best manage challenging or contentious business relationships. Following an agreed resolution to a conflict, will monitor subsequent behaviour to ensure that all parties adhere to the agreed course of action. 	4
4 Strong	<ul style="list-style-type: none"> Works with the executive team to provide conflict resolution guidance across the organisation, to resolve disputes with key stakeholders and strategic partners. Represents the organisation in negotiating a sustainable resolution to resolve major business disputes or conflicts. Promotes the value of avoiding litigation where possible and recognises the benefits of exploring alternative dispute resolution mechanisms. 	5
5 Exceptional	<ul style="list-style-type: none"> Fosters a culture that promotes speedy identification and resolution of potential conflicts. Works with senior managers to anticipate, diffuse and mitigate potential conflicts, without stifling the constructive challenge and openness, required for business success. Builds the organisation's conflict resolution capability by ensuring that there are appropriate policies and clear expectations of behaviour, in place. 	6 7