

Leadership: conflict resolution and essex police assignment

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By utilizing this model managers should seek to identify and resolve the conflict in a positive manner. The ultimate goal should be to seek a resolution based on mutual gain. 1. Confront the situation 2. Understand each party's situation 3. Define the problem's 4. Search for and evaluate solutions 5. Agree upon and implement the best solution ' We all experience conflict in our lives. There's always been a lot of interest in how to manage conflict once it appears in the open, and that's important.

What's not so common is a concern for preventing unnecessary conflict, so it doesn't start in the first place. " SEAPORTS. , B. E. SCUDS process allows managers to find a common, shared, or joint goal and develop a process to achieve it. It is a process in which both parties exchange information openly, defines their common problems, and creates options to solve these problems. And while the SCUDS process cannot guarantee that agreement will always be reached, more often than not, the analysis of parties' interests, needs, and desires helps the resolution process and ultimate agreement.

SCUDS provides 5 easy steps to follow:- Successful resolution requires that you follow all the steps of SCUDS and keep accurate records of all incidents and meetings. If a step is missed, you risk sending the other party mixed signals that will; propel that party toward a defensive, competitive mode. The last step of Agreeing, mutually benefits everyone, as they have all been involved in each stage of the process, thereby eliminating resentment.

In order to minimize conflict within my team, I ensure that all team members have open and honest lines of communication, as a manager I have regular

team meetings, actively promoting each team member to have an input into the discussion. It is imperative that all team members are aware of workload and share responsibility for deadlines, this will go towards minimizing any work related conflict. MONTGOMERY, J. & COOK, E. L. States ' The first step in addressing conflict is awareness, too often situations that breed conflict go unnoticed for long periods of time until issues are truly intractable'.

I find that by following the steps below helps to accurately assess : Reflect on the effects of the conflict - including how it feels for the situations rest of the team Recognize the impact of the conflict: plan for recovery Talk it through - collaboratively where possible, exploring perceptions and feelings Recognize that some conflict becomes self-perpetuating: talking it through with others who are not involved can sometimes help Recognize that some conflict can be internally resolved: it is necessary to develop strategies for intervention Within Essex Police utilizing the Personal Development Records and Personnel Records systems gives manager's the ability to keep accurate records of any conflict which warrants record keeping. It is important to keep accurate records at all times but most especially when dealing with employees, whether within their own personal development or when dealing with a conflict. With the keeping of accurate records there can be no misconception on outcomes of any discussion. It is extremely important that confidentiality is maintained at all times in order not to breach Data Protection, Human Rights or Freedom of Information Legislation, as well as to ensure confidence from all staff. Describe how to effectively listen to customers and incorporate their views/requirements in the planning process.

Include how to monitor and evaluate any actions you have put in place.

Essex Police is committed to taking a lead in making Essex safer by providing a quality policing service in close co-operation and partnership with the community. Good communication is at the heart of this process. As a transformational manager within this organization, it is only by using good existing skills, with an open mind with your customers can you hope to not only incorporate their views but help to increase the partnership working. “ Focusing on the public – providing leadership for their officers and a more “ customer focused” service including improved call handling and victim care”.

The Home Secretary During the planning stages of the Community Safety Accreditation Scheme (SACS), designed a simple survey questionnaire asking if and how our partners would like us to commit to a CSS Scheme. Within Essex Police our partners, consist of Local and County Authorities, Fire and Rescue, Standee Airport and major private sector organizations located within Essex. The overwhelming decision from partners was to undergo a CSS Scheme, with that in mind we duly under went a pilot scheme. The overall aim of a planning process is to understand the activity and its operating environment and, through this understanding, to be able to see threats and opportunities more clearly. Without consulting our customers, we would be unable to complete this process effectively.

Once we had consulted with our partners and had successfully launched our pilot scheme, we needed to evaluate the CSS Scheme. We undertook to consult with the ‘ pilot’ organizations, asking simple questions as set out below:- Has the CSS Scheme met their expectations? How did they find the

application process? Could they suggest improvements? In order to properly monitor the CSS Scheme, careful questions needed to be asked and answered, both internally and externally, this was to ensure that all parties were happy with the service both my team and I were delivering. By using the SMART (Specific, Measure, Achieve, Realistic, Target) process all parties involved were able to give meaningful feedback.

Once a problem/process has been achieved SMART should be extended to include evaluation and reviewing. Both of these steps were built into the process, with clear timeshares and adhered to. In order to better assess what my customers expect from my team, I follow a few simple rules:- Listen for Answers to Intelligent, Probing Questions A good manager needs to know how to phrase and ask questions in a manner that helps the customer define how Essex Police can help them. I ensure that use structured questions to listen more effectively. Never Interrupt the Customer may miss vital information if I continually interrupt the customer. The customer may lose his train of thought or be offended at being interrupted.

If something the customer says needs further clarification, you should jot it down until the customer has finished speaking. Record What the Customer Is Saying always record or write down the customer's responses to any questions. A record of the customer's response will prove helpful in the planning process, and it also shows the customer how serious Essex Police are about identifying needs and solving problems. Ask for Clarification If I do not fully understand the customer's question or concerns, I always ask the

customer to explain further. This will avoid the question from being answered incorrectly, which could make me look foolish in the long run.

Offer Feedback Offering feedback is vitally important, it lets the customer know that you have listened and have taken steps to deal with his problem/concern. Above all a good manager should be sure that the feedback is useful to the current customer. **Conclusion** It is imperative that any organization incorporate their customer's viewpoint on the service they are trying to deliver. In order for you to understand your customers views you must first understand any problems they may have. You can't solve a problem if you don't know what it is, and you can't find out what it is if the customer is ranting and raving. Begin by listening attentively, as if it were your best friend having the problem. Let the customer vent his or her feelings.

It's important that you let the customer explain fully what has happened and why they are upset. As you gain an understanding of why the customer is upset, apologize for the inconvenience and summarize the problem so that both you and the customer can agree on what needs to be solved. This is a key step in the process. You need agreement on the problem so that you don't inadvertently try to solve the "wrong" problem. Listening is a very important aspect of communication that is not used enough. Any person can boost his relationship with his customers if he learns to listen more carefully. Effective listening takes lots of effort, but it pays off in the end.

Therefore to incorporate any change in direction/process within a project, listening to customers and users alike, monitoring outcomes and being open

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for improvement suggestions should become second nature. MACKEREL, D (2004 p. 53) maintains ' knowledge, skills and values learned in one cycle are recycled and revised through subsequent cycles. In these five phases, the learner:- Participates in experiences and activities resulting in the intake of coded and encoded information from internal and external sources as in put to learning. Make sense of experience by giving it meaning and value, or affect, through using pattern-recognition and meaning-making cognitive and affecting process. Uses meaning and values in problem-solving and decision-making processes to make choices and develop plans for acting to achieve those choices Implements actions plans; Receives feedback from the responses of others and from observing one's own behavior. Feedback becomes new information in the new cycle..... ' As a manager using the Experiential Learning Cycle should become second nature in promoting your teams and your project's effectiveness. By monitoring and evaluating, the ability to improve effectiveness should become apparent to all concerned. This can be achieved with four simple steps:- 1. Experience the event 2. Think about the event and its affect 3.

Interpret – understand what happened and how it can be changed 4. Action plan – decided on future approaches If the desired result is not achieved, you should use the same four steps. By using this simple method time and time again, not only will it become second nature but you will continue to grow into an effective, proactive and transformational project manager. Adhere to the Essex Police Communications Strategy, which has been formulated on the following principles: 1. Communication processes must be clear and known to all team members; 2. Communication must be purposeful and

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timely, particularly in relation to consultation and decision making; 3.

Communication must be open, honest and frank; 4.

Information will be made available on an open basis; 5. Closed mailing lists or password protected web pages will only be used when there is a good reason for restricting or limiting access, and the reason will be recorded; 6. Effective communication often depends on information systems which must therefore be easy to use, accessible, robust and reliable; 7. Decision making and organizational structures should support effective communication by ensuring clear accountability for outcomes; The key strategic aims are to: 1. Promote Essex Police and my team's project and its activities in a coherent manner, 2. Improve communication between all team members and those with whom they have contact, 3.

Make it easy for people to find out about the projects services and events, 4. Consult regularly with team members, 5. Establish links with customers also with governmental bodies and other organizations, if necessary 6. Make effective use of any and all communication. The following objectives identify the means of achieving each aim: 1. Various different channels of communication are used, such as organizing conferences, seminars and workshops; promoting and supporting collaboration between efferent team members; holding regular team meetings with team supervisors, publishing papers and articles; maintaining a website of useful information; conducting surveys 2. Regular feedback will be facilitated 3.

Regular discussions will be held with all team member and customers alike

Keeping the above in mind, have developed my own way in which to

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communicate effectively with all team members and customers alike and have found they are less time consuming as follows:- Newsletter A newsletter that informs all team members on any changes that have been implemented or any 'news' stories. I also ensure that it gives interesting information on project development and other team members, I have found it is a very effective communication tool. I also use newsletters to relay information to customers, which keeps them informed on progress. At present my team produce a newsletter which the customers have an input into and this has proved extremely effective in gaining other customers. Phone and personal contact Today's highly technical marketplace can make communication less personal, i. E. Email.

By picking up the phone or going to the teams' office you can engage all team members. I do feel that personal contact is an important tool when dealing with people. In order to make time to do this I ensure that I plan my scheduler for calling people, attending team meetings, as well as using it to attend business events and meetings. I action plan how many people I want to talk with on each occasion, however, I do find that must be disciplined and follow the plan. E-mail Another method is e-mail messages, these can be sent on a regular basis and provide a snapshot of the projects progress, however, I ensure that they are professional and timely.

Emails are reaching an all time high and I realism that people can be sensitive about e-mail, therefore I do keep these to a minimum to ensure that they do not interrupt them in a negative manner. Visibility and team meetings An open door policy goes a long way to ensure team spirit is kept

high. Insist that regular team meetings are a must, especially as my ' team' is spread throughout Essex. It is important to me that my team know I am approachable. A good manager will know that if your team are comfortable with you then they will seek you out if needed urgently.