



SIT50416

Diploma of Hospitality Management

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Core Unit

SITXCOM005

Manage conflict

International Program SAU, South Korea

Units:

SITXCOM005 Manage Conflict

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SITXCOM005 Manage conflict



Element 1 identify conflict situations

갈등 상황 인지



직장내 갈등 인지

- 동료들이 서로 다투거나 무시하는 것을 볼 수 있음
- 직원들이 관리직에 있는 임직원들에 대해 분개함
- 생산성 감소
- 직원들이 공개된 곳에서 말을 적게 하거나 서로 뒤에서 말을 함



직장 내 갈등 인지 #2

- 작업을 완료하는 데 시간이 더 오래 걸림
- 직원들이 평소보다 더 많은 병가를 요청함
- 직원들은 동기부여가 되지 않거나 관여하지 않음
- 업무에 자발적으로 자원하거나 추가 교대 근무에 대해 꺼림
- 실수 및 일반적인 비효율성으로 인한 고객 불만의 증가
- 고객 또는 다른 직원에 대한 악의적인 코멘트 발생
- 불만과 사소한 우려들이 더 정기적으로 제기됨

직장 내 갈등을 보여주는 다른 징후 :

- 부정적인 바디랭귀지 사용
- 파벌평성
- 눈에 띄는 행동 변화
- 어울리지 않는 언어를 사용하는 직원들
- 감정적인 언어 사용
- 가능한 한 빨리 퇴근하려고 하는 직원들
- 다른 직원들에게 과민하게 반응



Identification of workplace conflict

- You might notice colleagues arguing or ignoring each other
- Workers might be resentful of staff members in positions of authority
- Productivity decreases
- The employees may talk less in communal areas or speak behind each other's backs



Identification of workplace conflict #2

- Tasks take longer to complete
- Staff take more sick days than usual.
- Employees may not be as motivated or engaged.
- Reluctance to volunteer for tasks or to take on extra shifts.
- Customers complaints due to errors and general inefficiency may increase.
- Derogatory comments are made towards customers or other employees
- Grievances and minor concerns will be raised more regularly.

Other signs of workplace conflict include:

- Use of negative body language
- Development of cliques
- Noticeable changes in behaviour
- Workers speaking out of character
- Use of emotive language
- Eagerness to leave the workplace at the earliest opportunity
- Intolerance of other workers



갈등의 긍정적인 요인은 ?

- 건설적인 갈등은 직원들간의 협력과 문제에 대한 공동책임을 수반한다.
- 존경과 이해심의 증가한다.
- 직원들은 긍정적인 관계에 더 큰 가치를 두게 된다.
- 타협, 존중, 가치관 및 조직에 대한 헌신과 같은 긍정적인 행동을 유도할 수 있다.
- 팀의 사기 및 생산성이 향상된다.



(갈등의) 단계적 확대를 방지하는 방법 :

- 직원들에게 걱정과 불만을 말할 수 있는 기회 주기
- 갈등을 겪고 있는 직원이 참여하는 위한 회의 준비 및 행동 변화의 이점 강조
- 직원의 사적 및 전문적 요구 충족
- 직원이 공격, 괴롭힘 및 기타 형태의 직장 갈등에 관한 법률을 알고 있는지 확인

위험요소의 식별

직원의 안전이 회사 재산보다 우선시되는 예는 ?

- 은행이나 다른 사업체에서 직원들은 강도들이 원하는 돈을 주고, 절대 싸우지 않도록 한다.
- Dan Murphy의 직원들은 들치기들을 잡지 않도록 한다.

How can conflict be positive?

- Constructive conflict involves co-operation between employees and shared commitment to the resolution of problems.
- Respect and understanding will increase.
- Employees will place greater value on positive relationships.
- May lead to positive behaviours such as compromise, respect, sense of value and commitment to the organisation.
- Improved team morale and productivity.



Consider the following ways of preventing escalation:

- Give employees regular opportunities to voice their concerns and grievances
- Arrange meetings involving workers who are in conflict and highlight the benefits of behavioural change
- Satisfy the personal and professional needs of employees
- Ensure that workers are aware of laws regarding harassment, bullying and other forms of workplace conflict

Identifying threats

What is an example of employee safety taking precedence over business property?

- In a bank, or any other business, employees are told to never fight robbers: to give them the money they demand
- At Dan Murphy's staff are told to not stop shop lifters

위협적인 행동의 징후

- 상기된 얼굴 또는 창백한 얼굴
- 식은땀
- 부산함 (꿈지락거리고 서성거림)
- 떨림 / 흔들림
- 주먹을 불끈 쥐
- 격양된 목소리의 대화
- 얇은 호흡 / 빠른 호흡
- 껴려보거나 시선을 회피
- 사적인 공간에 대한 배려를 무시
- 공격적인 자세를 취함
- 욕하는 자세를 보임



어느 직원이 직장 폭력에 대한 위협이 증가했나요 ?

- 일반인을 대하는 고객담당 직원
- 돈을 다루는 직원
- 밤 늦게 또는 이른 아침에 근무하는 직원
- 관리직에 있는 관리자 및 다른 임원

다음과 같은 상황에 관련된 위험:

- 마약이나 술을 마신 경우
- 총과 다른 무기를 소지하고 있을 때, 해를 입힐 가능성이 있음
- 이미 신체적인 피해가 있었고, 가해자들이 아직 직장 안에 있을 때
- 고객이 우려되는 행동을 할 때

Signs of threatening behaviour

- Flushed or pale face
- Sweating
- Fidgeting and pacing
- Trembling / Shaking
- Clenched fists
- Speaking at increased volumes
- Shallow / Rapid breathing
- Giving 'dirty looks' or avoiding eye contact
- Showing a lack of regard for personal space
- Adopting aggressive postures
- Making abusive gestures



Which employees are considered to have a raised threat of workplace violence?

- Front of house staff who have contact with the public.
- Staff who handle money
- Staff who work late night / early morning shifts
- Managers and others in positions of authority

There is risk associated with the following situations:

- When people have consumed drugs or alcohol
- When people are carrying guns and other weapons with potential intent to harm
- When there has already been some physical harm and the perpetrators are still in the workplace
- When customers act in concerning ways

다음과 같은 상황에 관련된 위험 #2 :

- 사람들이 :
 - 연성을 높여 욕할 때
 - 체력을 발휘하려고 할 때
 - 사업체에 손상을 입힐 때

관광/환대업계 근로자에게 노출될 수 있는 위험의 유형은 :

- 대립/괴롭힘
- 도둑
- 침입
- 내부보안위반
- 폭탄위험



호텔에서의 특정 위험:

- 객실 예약에 대한 증빙을 할 수 없는
고객들을 상대
- 호텔이 만실인 상황에서 고객들을 응대

There is risk associated with the following situations: #2

- When people:
 - raise their voices and make verbal insults
 - attempt to exert their physical presence
 - damage business property

The types of threats hospitality workers might be exposed to include:

- Confrontation/harassment
- Theft
- Break-ins
- Internal security breaches
- Bomb threats



Specific threats in a hotel:

- You might have to deal with customers who are unable to provide proof of a room booking.
- The hotel may be full and you have to “bump” some guests.

호텔에서의 특정 위협 #2

- 어떤 호텔 투숙객들은 과도한 소음을 내고 다른 손님들을 방해한다. 이러한 고객이 지속적으로 혼란을 야기할 경우 경고를 주고 해당 고객들을 구내에서 나가도록 한다.
- 고객들은 숙소의 질에 대해 불평할 수 있다. 그들은 숙소가 광고에 제공된 설명과 일치하지 않는다고 말할지도 모른다.
- 어떤 손님들은 더러워서 호텔 재산을 손상시킨다.

술집이나 식당에서의 특정 위협

- 술에 취하거나, 거만하거나, 시끄러운 고객 응대
- 식사 질이나 대기 시간에 불만족스러운 고객
- 돈을 지불하지 않고 도망가려고 하는 고객

갈등 관리를 돕는 자원

- 카운셀러
- 내부 보안 직원
- 중재자
- 기타 다른 직원
- 경찰



Specific threats in a hotel: #2

- Some hotel guests create excessive noise and disrupt other guests. It might be necessary to issue warnings and remove such customers from the premises if they continue to cause disruption.
- Customers might complain about the quality of their accommodation. They might say that it doesn't match up with the descriptions provided in your advertising.
- Some guests are dirty, and damage hotel property.

Specific threats in a bar or restaurant:

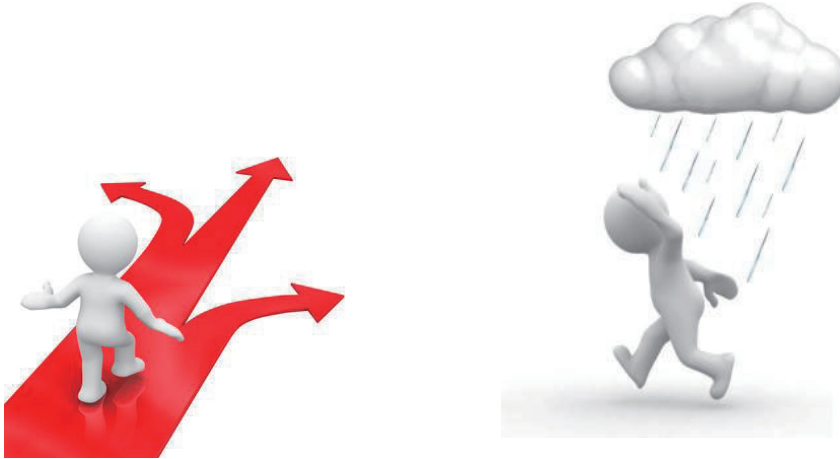
- Deal with drunk, arrogant or loud customers
- People may be unhappy with their meal quality, or waiting times
- Some customers may try to “skip”: leave without paying

Resources to assist in managing conflict

- Counsellors
- Internal security staff
- Mediators
- Other staff members
- Police



Element 2 갈등해결



갈등의 종류

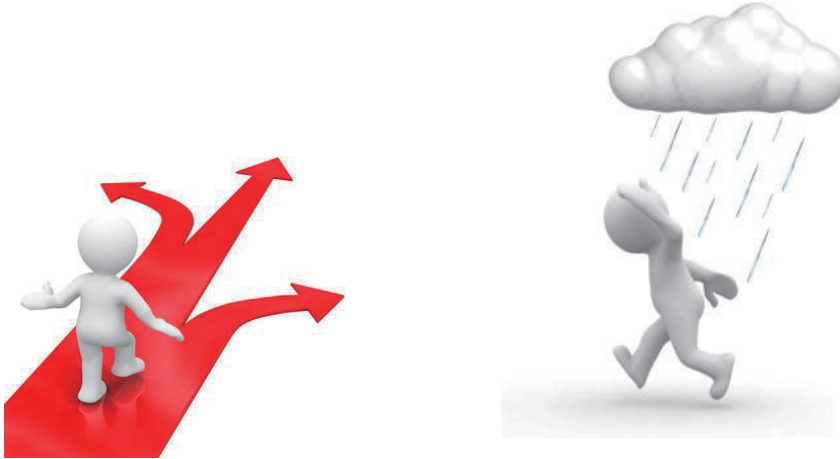
1. 개인적, 관계적 갈등은 사람들의 감정과 다른 사람들과의 연관성과 관련이 있다. 불신, 존경의 부족 등을 다뤄야한다.
2. 계기적 갈등은 직원과 조직 전체에 적용되는 목표, 조직구조 및 절차와 관련있다.

갈등의 종류 #2

3. 이해충돌은 사람들이 특히 관심을 갖는 목적과 연관되어 있다



Element 2 Resolve conflict



Types of conflict

1. Personal and relational conflicts relate to people's feelings and their associations with others. Issues that might have to be dealt with include breach of confidence and lack of respect.
2. Instrumental conflicts relate to the goals, structures, and procedures which apply to personnel and the organisation as a whole.

Types of conflict #2

3. Conflicts of interest are associated with the aims and objectives that people are particularly interested in.



갈등 상황은 다음과 관련이 있다 :

- 직장 동료들 간의 갈등
 - 분쟁 또는 논쟁
 - 직무 또는 명부
 - 능력의 부족
 - 직원의 실수
 - 문화적 오해
- 직원과 관리자
 - 지시/지침을 따르는 것을 거부



갈등 상황은 다음과 관련이 있다 #2

- 고객 불만/불평
 - 제품 또는 서비스의 잘못된 가격
 - 제품 또는 서비스 제공의 지연 또는 오류
 - 고객 요청 오해 또는 통신 장벽
 - 제품 또는 서비스의 문제 또는 결함
 - 구내 진입 또는 퇴거 거부.

갈등 상황은 다음과 관련이 있다 #3

- 대중과의 불일치
 - 방관자 태도
- 약물 또는 알코올 중독자
- 정신적 고통을 겪고 있는 사람들

Conflict situations may relate to:

- **Conflicts among work colleagues**
 - disputes or arguments
 - job duties or rosters
 - lack of competence
 - worker mistakes
 - cultural misunderstandings
- **Employees and supervisors**
 - Refusals to follow directions/guidance



Conflict situations: #2

- **Customer complaints/dissatisfaction**
 - Incorrect pricing of product or service
 - Delays or errors in providing the product or service
 - Misunderstanding of customer requests or communication barriers
 - Problems or faults with product or service
 - Refused entry or ejection from premises.

Conflict situations: #3

- **Disagreements with members of the public**
 - Bystander behaviour
- **Drug or alcohol affected persons**
- **Persons suffering emotional distress**

다음과 같은 방법으로 고객과의 갈등 처리:

- 특정 고객에 대한 서비스 거부
- 개인들에게 해당 구역내을 떠나도록 요구
- 내부 보안 직원 연락
- 긴급 구호를 위해 경찰에 전화
- 금지 명령 도입



고객불만 응대 전략

- 조직적 문제에 대한 인식을 제고시켜 준 고객에게 감사하기
- 불만에 대한 개인의 의견과 상관없이 무조건 사과하기
- 고객의 관점에서 문제를 보려고 시도하기 (공감 표시)
- 모든 관련 세부사항을 설정하기

고객불만 응대 전략 #2

- 고객에게 어떻게 문제가 해결되길 원하는지 문의
- 침착하게 평정심 유지
- 변명을 하거나 다른 사람 탓하지 않기
- 필요한 조치를 수행하기
- 고객과의 연락을 유지하기

You might deal with customer conflicts in the following ways:

- Refusing to serve certain customers
- Demanding that individuals leave your premises
- Contacting internal security staff
- Phoning the police for emergency assistance
- Imposing barring orders



Strategies when dealing with customer complaints:

- Thanking the customers for raising awareness of organisational problems
- Apologising, no matter how you feel about the complaint
- Attempting to see problems from the customer's perspective (show empathy)
- Establishing all of the relevant details

Strategies when dealing with customer complaints: #2

- Asking customers how they'd like problems to be resolved
- Remaining calm and in control
- Not making excuses or blaming others for mistakes
- Taking necessary action
- Maintaining contact with the customers

관리자는 15%의 시간을 갈등을 해결하는데 소비

- 노동력이 점점 다양해지면서 직장 동료들 사이에 상충되는 믿음이 생기기 마련이다. 이 갈등이 문제의 직원들 사이에서 평화적으로 해결될 수 있다면 가장 좋다.
- 불행히도, 대부분의 경우 관리자들은 관여해야 한다. 오늘날의 간부들은 직원들 사이의 평화 협상으로 그 시간이 비즈니스 거래에 더 많은 시간을 할애하지 못하고 곁길로 새고 있다..
- CFO는 평균적으로 직원의 충돌을 관리하는 데 소요되는 시간의 15%(주 6시간)를 소비한다.

관리자는 15%의 시간을 갈등을 해결하는데 소비

- "관리자들이 동료들 간의 마찰을 줄이는 데 더 많은 시간을 소비할수록, 비즈니스 우선 순위를 다루는 데 더 적은 시간이 소요된다."
- "기업 지도자들은 문제를 발생하기 전에 이를 억제하기 위해 동료들 간의 관계를 형성할 수 있는 방법을 적극적으로 찾아야 한다."
- "직원들이 늘 사이 좋게 지내기를 기대하는 것은 비현실적이다. 그러나 모든 문제가 경영진에게까지 확대되어야 할 필요는 없다. 전술과 외교로 갈등을 적절하게 처리할 수 있는 직원들은 앞으로 지도적 역할을 맡을 수 있는 더 좋은 위치에 있다고 말했다."

평균적으로 관광/환대업 매니저들은 갈등을 처리하는데 얼마나 많은 시간을 소비하는가 ?

- 모든 직원은 주당 약 2.8시간을 소비한다 : 약 하루에 35분이다.
- 관리자는 주당 약 12시간에서 15시간인 근무 시간의 30%를 소비할 수 있다.
- 일부 식당 매니저들은 이것보다 훨씬 더 많은 시간을 쓴다: 불만있는 고객들을 처리하고 직원들 분쟁 해결 등

Managers spend 15% of their time resolving conflict

<http://www.humanresourcesonline.net/managers-spend-15-of-their-time-resolving-conflict/>

- With the workforce becoming increasingly diverse, there are bound to be conflicting beliefs among co-workers. All is well if these conflicts can be peacefully resolved between the employees in question.
- Unfortunately, most of the time, managers have to get involved. Executives today are being sidetracked by peace negotiations among staff when that time could be better spent negotiating business deals.
- CFOs spend, on average, 15% of their time — or six hours a week — managing staff conflicts.

Managers spend 15% of their time resolving conflict #2

- “The more time managers spend reducing friction between coworkers, the less time they have for tackling business priorities”.
- “Company leaders should proactively look for ways to build rapport among colleagues to help curb issues before they arise.”
- “It’s unrealistic to expect workers to get along all the time. But not every issue needs to be escalated to management. Employees who can properly handle conflict with tact and diplomacy are in a better position to assume leadership roles in the future.”

How much time does an “average” hospitality manager spend dealing with conflict?

- **All employees spend about 2.8 hours per week:** this is around 35 minutes per day
- **Managers may spend 30% of their working time, which is about 12 to 15 hours per week**
- **Some restaurant managers spend much more than this: addressing and assisting unhappy customers, resolving employee disputes etc**

**이러한 불만은 고객으로부터 오는 것인가
아니면 직원으로부터 오는 것인가 ?**

- 둘 다
- 둘 다 모두 중요하다
- 직원 불만 응대도 고객 서비스에 직접적인 영향을 미친다.
- 매니저가 고객을 행복하게 하는 방법과 직원들을 행복하게 하기 위해 무엇을 해야 하는지 생각해 보십시오. 아마도 그 답은 매우 다를 겁니다.

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효과적인 갈등 관리를 위해 따라야 할 규칙 :

- 갈등이 고조되지 않도록 신속한 조취 취하기
- 긍정적인 태도 유지
- 각 당사자의 요구를 파악하여 타협점을 준비
- 경청하고 질문하기
- 험담과 뒷담화 삼가하기



Would these complaints be from customers or from employees?

- Both
- Both are very important.
- Dealing with employee complaints also has a direct impact on customer service.
- Think about what a manager has to do to make customers happy, and to make employees happy: they are probably very different.

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These rules should be followed for effective conflict management:

- Taking swift action to avoid the escalation of conflict
- Remaining positive
- Identifying the respective needs of each party and being prepared to compromise
- Questioning and listening to people
- Refusing to engage in gossip and talk behind people's backs



다음과 같은 방법으로 책임 질 수 있다:

- 갈등을 야기하는 직원이나 고객에게 다가가기
- 상대방의 행동이나 행동이 불합리하다고 간주되는 이유를 제시하고, 그들에게 변화를 요구하기
- 도움 주기
- 상황을 통제한다고 생각하기



다음과 같은 방법으로 책임 질 수 있다 #2

- 그들의 관심, 필요와 동기를 고려하기
- 해결책 수립 전에 제기되는 문제 고려하기
- 주의 깊게 듣고 주어진 진술서 요약해보기
- 이해하기 쉬운 용어로 여러 가지 가능한 해결책을 서술하기

갈등 해결책 모색 다음과 같은 질문을 해보기:

- 이 문제에 대한 이상적인 해결책은 무엇인가?
- 가장 중요하게 고려할 개인적인 요구는 무엇인가?
- 개선된 결과를 위해 어떻게 상황이 바뀔 수 있을까?

You may take responsibility in the following ways:

- Approaching the staff members or customers who are causing conflict
- Giving reasons why their behaviour or actions are considered unreasonable and asking them to make changes
- Offering your assistance
- Assuming control of the situation



You may take responsibility in the following ways: #2

- Consider their concerns, needs and motivations
- Considering issues that are raised before attempting to establish resolutions
- Listen carefully and give a summary of any statements that are made
- Outline a variety of possible solutions in easily understandable terms

Seeking solutions to conflict

Pose questions such as:

- What would you see as the ideal resolution to this problem?
- Which personal needs do you consider most important?
- How could the situation change for an improved outcome?

개인 요구 사항

- 선입견 없이 경청하기
- 타인의 견해와 관점 존중하기
- 필요할 때 사과 하기
- 긍정적인 변화의 가능성 인식하기

갈등 해결 전략

- 1 경쟁 또는 투쟁
- 2 협력
- 3 타협 또는 협상



중요 역량

- 적절하게 의사소통하고, 자기주장을 하고, 자신의 신념을 옹호할 준비를 한다.
- 자신의 관점을 자신있고 절제된 방식으로 설명한다.
- 타인의 견해를 고려하고 협상할 준비를 한다.
- 제기된 논쟁에 귀를 기울이고, 지지를 보여주기 위해 긍정적인 반응을 보여라.
- 타인의 감정에 대한 자제와 이해를 보여줘라.
공감은 공유된 합의의 영역을 확립할 때 매우 중요하다.

Personal requirements

- Listening without casting judgement
- Respecting the views and perspectives of others
- Apologising when necessary
- Realising the potential for positive change

Conflict resolution strategies

- 1 Competing or fighting
- 2 Collaboration
- 3 Compromise or negotiation



Key Skills

- Communicate appropriately, be assertive and prepared to stand up for your beliefs.
- State your perspectives in a controlled and confident manner.
- Be prepared to negotiate and consider other people's views.
- Listen attentively to any arguments that are raised and give positive affirmations to show your support.
- Demonstrate self-restraint and understanding of other people's emotions. A sense of **empathy** is important when attempting to establish areas of shared agreement.

법적 요건 :

- 술에 취한 고객에 대한 주류 판매 거부
- 미성년자가 허가된 구내에 접근하지 못하도록 방지
- 미성년자 주류 판매 거부
- 미성년자 담배 판매 거부
- 미성년자 도박장 접근 금지
- 업무 계약 조건 충족



갈등에 대한 반응 옵션:

- 투쟁 – 개인은 공격적인 태도를 취할 수 있으며 대안적 관점을 수용하기를 꺼릴 수 있다.
- 도피 – 개인은 성공적인 해결의 가능성이 있어도 분쟁을 완전히 무시하거나 피할 수 있다.



갈등에 대한 반응 옵션: #2

- 경직 – 개인은 허용 가능한 결과를 달성할 수 있을지 염려하기 때문에 아무런 조치를 취하지 않을 수 있다.
- 대면 – **최선의 접근방법**으로 계획적인 접근으로 차분하게 상황을 해결하는 것을 포함한다.



Legal requirements:

- Refusing the sale of alcohol to intoxicated customers
- Preventing minors from accessing licensed premises
- Refusing the sale of alcohol to minors
- Refusing the sale of tobacco and cigarettes to minors
- Preventing minors from accessing gambling areas
- Meeting the terms of business contracts



Options for responding to conflict include:

- Fight – Individuals may adopt an aggressive attitude and be unwilling to accept alternative viewpoints
- Flight – Individuals may completely ignore or avoid disputes, despite the potential for successful resolution



Options for responding to conflict include: #2

- Freeze – Individuals may choose not to take action because they are concerned about their ability to achieve acceptable outcomes
- Face – This is **the best approach** and involves addressing the situation calmly and with a planned approach.



갈등 해결의 공동 책임의 이점:

- 관련 당사자의 협력
- 성능 및 생산성 향상
- 더 나은 업무 관계
- 직장 내 스트레스와 압박감 감소
- 사기 향상

고려할 수 있는 해결책 유형 :

- 근본 원인 다루기
- 타인의 차이점 인식
- 상호 유익한 해결책 합의
- 개인보다 문제점에 집중
- 인내심을 갖고 문제를 공정하게 해결하는 데 시간을 갖기
- 갈등을 최소화하기

최상의 해결책 구현

당신이 선택한 해결책은:

- 공정 – 각 당사자의 요구와 선호도 고려
- 균형 – 모든 당사자에게 유사한 혜택 제공
- 현실적 – 성공적인 구현을 위해 직원들이 필요한 기술, 지식 및 리소스 확보
- 구체적인 – 갈등을 직접 해결하는 순차적 단계
- 미래 지향적 - 미래에 발생할 수 있는 모든 변화와 문제 고려

Shared responsibility for conflict resolution offers the following benefits:

- Cooperation from parties involved
- Improved performance and productivity
- Better working relationships
- Less stress and pressures at work
- Improved morale.

Types of solutions that may be considered:

- Addressing the **root cause**
- Appreciating other people's differences
- Agreeing mutually beneficial solutions
- Focussing on the problem rather than the individuals
- Being patient and taking time to resolve issues fairly
- Working to minimise conflict.

Implementing the best solution

Your chosen solution should be:

- **Fair** – accounting for the needs and preferences of each party
- **Balanced** - offering similar benefits to all parties
- **Realistic** – ensuring that employees should have the necessary skills, knowledge and resources for successful implementation
- **Specific** – following steps that directly address the conflict
- **Future-oriented** - accounting for any changes and problems that may arise in the future

다음과 같은 방법으로 갈등을 다룰 수 있다

- 각 당사자에게 분쟁 해결 방법을 묻고 적절한 조치를 취함
- 분쟁에 연루된 직원 또는 고객과의 타협
- 사과 및 다른 문제로 넘어가기
- 아무런 조치도 취하지 않고 문제가 사라지길 바라기
- **이 중 어떤 것이 가장 좋은 선택인가?**

Element 3 갈등 해결 평가



갈등에서 사용되는 대화기법:

- 언어와 비언어
- 경청 및 질문
- 협조적인 언어
- 감정, 목소리 및 바디랭귀지의 적절한 사용
- 건설적인 피드백
- 반영
- 요약

You may address conflict in the following ways:

- Asking each party how they'd like the conflict to be addressed and then taking appropriate action
- Compromising with the employees or customers involved in conflict
- Apologising and attempting to move on
- Not taking any action and hoping that the problem will disappear
- Which of these is the best option?

Element 3 Evaluate conflict resolution



Communication techniques used in conflict may include:

- Verbal and non-verbal language
- Questioning and listening
- Cooperative language
- Appropriate use of emotions, voice and body language
- Constructive feedback
- Reflection
- Summarising

갈등에서 사용되는 대화기법: #2

- 다른 말로 바꾸어 표현하기
- 다양한 방안 제시
- 상대방/당사자와 상황에 맞는 언어 및 개념 사용하기
- 타협하려는 의지 보이기



적극적인 태도 :

- 당신은 존중받고 동등한 대우받을 자격이 있음을 인지
- 불필요하게 사과하지 않음
- 나의 권리를 인식하고 중하게 여김
- 나의 권리와 생각이 다른 사람들처럼 중요함을 인식
- 타인의 권리와 생각 또한 나의 권리와 생각처럼 마찬가지로 중요함을 인식



적극적인 태도 : #2

- 사람들은 자신의 행동에 책임이 있음을 아는 것
- 적절할때 “아니오”라고 말하는 것
- 긍정적인 방식으로 비판과 칭찬을 수용할 수 있는 능력
- 감정을 분명히 표현하고 조절
- 남의 감정을 상하게 하지 않고 필요한 말을 하는 것
- 건설적이고 긍정적인 방법으로 부정적인 의견을 전달

Communication techniques used in conflict may include: #2

- Paraphrasing
- Presenting options
- Using language and concepts suited to the situation and the other person / party
- Showing willingness to compromise.



Assertive attributes:

- Knowing that you deserve to be treated respectfully and equally
- Not apologising unnecessarily
- Recognising and valuing your rights
- Knowing that your rights and thoughts are just as important as others
- Knowing that others rights and thoughts are also as important as your own



Assertive attributes: #2

- Knowing that people are responsible for their own actions
- Saying 'no' when appropriate
- Being able to receive criticism and compliments in a positive manner
- Articulating and controlling your emotions
- Saying what needs to be said, but not in a way that hurts other people's feelings
- Communicating negative comments in a constructive and positive way.

갈등 해결 보고시에는 :

- 상황을 검토하고 성공 수준을 평가한다.
- 아직 해결되지 않은 갈등 영역을 인식한다
- 각 당사자의 관점에 대해 알아보고 진척이 이루어졌는지 확인



직장 내 갈등의 원인:

- (아마 대부분) 대다수의 직장에서 갈등은 의사소통의 부재로 야기된다.
- 이것은 일이 기대에 따라 완료되지 않을 때 오해와 분노로 이어질 수 있다.
- 이로 인해 생산성이 저하되고 조직에 대한 헌신이 감소될 수 있다
- 성격과 신념에도 차이가 있을 수 있다. 어떤 사람들은 사생활과 비밀을 중요시하는 반면, 다른 사람들은 민감한 직장 문제에 대해 공개적으로 말하는 것을 기뻐한다.

직장 내 갈등의 다른 원인 :

- 의견의 차이
- 다양한 작업 방식
- 경쟁 요구 사항
- 문화간의 문제
- 인종적 또는 종교적 문제
- 권력 남용



Conflict resolution debriefing should allow you to:

- Review the situation and evaluate the level of success
- Identify areas of conflict that are yet to be addressed
- Learn about the perspectives of each party and ensure that progress is made



Causes of workplace conflict:

- A lot of (perhaps most) workplace conflict is caused by poor communication.
- This might lead to misunderstanding and anger when tasks aren't completed in accordance with expectations.
- It may result in decreased productivity and decreased commitment to the organisation.
- There might also be differences in personalities and beliefs. Some people value privacy and confidentiality, while others are happy to speak openly about sensitive workplace issues.

Other causes of workplace conflict include:

- Differences of opinion
- Different ways of working
- Competing needs
- Cross-cultural issues
- Racial or religious issues
- Abuse of power



직장 내 갈등의 다른 원인 : #2

- 직장 괴롭힘
- 부실경영
- 고객불만
- 성별 문제
- 세대간 문제



갈등 관리 교육 중에 다룰 수 있는 주제:

- 도전적인 행동의 관리
- 협상
- 왕따 예방
- 중재
- 그룹 관리



이 고객의 불만사항을 어떻게 처리하겠습니까?

www.hospitalitymagazine.com.au/brisbane-venues-hit-scammers-planting-glass-food/?utm_medium=email&utm_campaign=Newsletter&utm_content=Newsletter+Version+A+CID_c18ef49c6b320e780c3abb21e50ca23c&utm_source=Campaign%20Monitor&utm_term=READ%20MORE

Other causes of workplace conflict include: #2

- Workplace bullying
- Poor management
- Customer dissatisfaction
- Gender issues
- Inter-generational issues



Topics that may be covered during conflict management training:

- Management of challenging behaviours
- Negotiation
- Prevention of bullying
- Mediation
- Management of groups



How would you handle this customer complaint?

www.hospitalitymagazine.com.au/brisbane-venues-hit-scammers-planting-glass-food/?utm_medium=email&utm_campaign=Newsletter&utm_content=Newsletter+Version+A+CID_c18ef49c6b320e780c3abb21e50ca23c&utm_source=Campaign%20Monitor&utm_term=READ%20MORE

DVD: 갈등의 긍정적 관리

갈등을 긍정적으로 관리하십니까?

갈등을 관리하는 부정적인 방법의 예 :

- 문제에 초점을 맞추는 대신 적극적으로 상대방에게 대응 (**fight**)
- 잠재적으로 직면할 수 있는 문제를 방지하고 문제를 해결하지 않음 (**flight or freeze**)
- 타협 거부, 중요한 관계 손상 가능성 (**fight**)
- 적극적인 태도를 취하는 않고 다른 사람의 요구에 굴복 (**being submissive 순종적인**)

긍정적인 갈등 관리

- 문제에 직면하라
- 사람이 아닌 문제에 초점을 맞추라
- 실용적인 해결책 모색하라
- "윈-윈" 결과를 얻기 위해 기꺼이 타협하라
- 갈등의 첫 신호에 굴복하지 말고, 자기 주장을 펴라.

긍정적인 갈등 관리의 5단계

Step 1 갈등을 인식하고 정의

- 상황을 확산시키기
- 문제에 동의하기
- 문제 정의하기

DVD: Managing conflict positively

Do you manage conflict positively?

Examples of negative ways of managing conflict:

- **Reacting aggressively to the person instead of focussing on the issue (fight)**
- **Avoiding potentially confronting issues and leaving issues unresolved (flight or freeze)**
- **Refusing to compromise, and possibly damaging important relationships (fight)**
- **Giving in to the demands of others instead of being assertive (being submissive)**

Managing conflict positively

- **Confront problems**
- **Focus on the issue, not the person**
- **Seek practical solutions**
- **Be willing to compromise to achieve “Win-Win” outcomes**
- **Don’t give in at the first sign of conflict, be assertive**

5 Steps to managing conflict positively

Step 1 Identify and define the conflict

- **Diffuse the situation**
- **Agree on the problem**
- **Define the issues**

Step 2 각 당사자의 요구 파악

- 이 문제가 각 당사자에게 어떤 영향을 미치는가?
- 만족스러운 결과는 무엇인가?

Step 3 해결책을 만들어내다

- 브레인스톰
- 장단점을 논의 (?)

Step 4 실행 가능한 해결책 선택

- "윈-윈" 해결책에 합의
- 기꺼이 시도해보기

Step 5 해결책 평가

- 해결책을 시도
- 효율성 평가
- 조정

환불

왜 대부분의 사업체들이 환불을 꺼리는가?
선호하는 옵션은 무엇인가?
환불시 DVD에서 무슨 일이 일어났는가?

• 환불은 손실을 의미한다. 고객이 구매하는 제품은 판매가격의 30%밖에 되지 않는다.

• 대체 상품(고객이 지불한 금액만큼 우리, 사업비가 들지 않는 상품)을 주거나 향후 구매에 대한 신용장을 발행하는 것이 훨씬 바람직하다.

• DVD에서는 손님은 해당 가게에서 다시 샀다: 이것은 실제 생활에서는 일어나지 않을 수도 있다.

Step 2 Identify the needs of each party

- How does the problem affect each party?
- What is a satisfactory outcome?

Step 3 Generate alternative solutions

- Brainstorm
- Discuss **pros** and **cons** (?)

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Step 4 Select a workable solution

- Agree on a win-win solution
- Be willing to give it a try

Step 5 Evaluate the solution

- Trial the solution
- Evaluate its effectiveness
- Make adjustments

Refunds

Why are most businesses reluctant to give a refund?

What is a preferred option?

What happened in the DVD when a refund was given?

- **Refunds represent lost profits. A product that a customer buys may only cost us 30% of its selling price.**
- **It is much preferred to give a replacement product (which does not cost us, the business, as much as our customers have paid) or issue a credit note for future purchases.**
- **In the DVD the guest bought from the business again: this may not happen in real life.**

기억해야 할 중요한 것

갈등을 비인격화해라

- 비난을 피하라
- 명확하고 구체적으로
- 침착하게
- 객관적으로
- 공감을 나타내며
- 존경심을 나타내며
- 헌신적으로

기억해야 할 중요한 것 #2

경청하라

- 호감을 표현하고
- 감정에 반응을 보이고
- 다시 말하고, 분명히 하고
- 질문하기

긍정적이기

- 긍정적으로 생각하고 이야기하기
- 문제 해결에 전념하기

중립적 제 3자

아래 상황에 대해 어떻게 생각하나요?

- 제3자가 기밀 정보(실제로 변경이 이루어지지 않았는데 보고서가 개선되고 오류가 수정되었다는 것)를 공개했다.
- 이는 두 직원의 관계에 심각한 영향을 미칠 수 있었다.

이 여성분은 중립적이었나요?

- 아니요, 그녀는 감독관을 지지하는 것처럼 보였다.
- 그 분석가는 아무런 잘못도 하지 않았지만 자신만만하지 못했다.

Important things to remember

Depersonalise the conflict

- Avoid accusations
- Be clear and specific
- Remain calm
- Be objective
- Show empathy
- Show respect
- Be committed

Important things to remember #2

Listen actively

- Express interest
- Respond to feelings
- Restate and clarify
- Ask questions

Be positive

- Think and talk positively
- Be committed to resolve the issue

Neutral third party

How would you comment on the example shown?

- **The third party disclosed confidential information (that a report was improved and mistakes corrected, when no actual changes were made).**
- **This could have had serious impact on the relationship between the 2 employees.**

Was she neutral?

- **No, she appeared to support the supervisor.**
- **The analyst had done nothing wrong, except he was not assertive.**

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Article 1 호텔 내 객실서비스를 개선하는 4가지 쉬운 방법

고객만족도를 최우선으로 해야하는 3가지 이유 :

1 고객은 가장 강력한 마케팅 도구가 될 수도 있고, 가장 큰 방해자가 될 수도 있다. 만약 고객이 좋은 경험을 한다면, 고객은 당신의 호텔을 친구들과 가족에게 추천할 뿐만 아니라 소셜 미디어에 공유할 것이다. **(이러한 광고 기법을 부르는 말은 ?)**

고객이 만약 나쁜 경험이 있다면, 부정적인 견해와 의견을 나눌 가능성이 더 클 수 있다.



고객 만족도를 최우선으로 해야 하는 3가지 이유 :

2 고객 만족도는 투숙객이 해당 호텔에 숙박 예약을 할 때 기대되는 경험을 제공할 수 있는 직원의 능력을 나타내는 명확한 지표이다.

만약 고객의 만족도가 계속해서 하락한다면, 무엇이 (또는 누가) 문제를 일으키는 그리고 그것을 어떻게 고칠 수 있는지 알아내는 것이 중요하다.



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4



Article 1 4 simple ways to improve guest services in your hotel

**3 reasons why you should make your guest
satisfaction ratings a top priority:**

**1 Your guests can be your most powerful
marketing tool, or your biggest detractors.**

If your guests have a good experience, they are going to share that on social media, as well as recommend your property to their friends and family. **(This is called what type of advertising?)**

If they have a bad experience, they may be more likely to share their negative views and opinions.



3 reasons why you should make your guest satisfaction ratings a top priority:

2 Guest satisfaction is a clear indication of your staff's ability to provide the experience that is expected when a guest books a stay at your hotel.

If your guest satisfaction ratings continue to decline, it's important to figure out what (or who) is causing the problem and how you can fix it.



고객만족도를 최우선으로 해야 하는 3가지 이유 :

3 고객의 긍정적인 경험은 당신의 브랜드를 만드는 가장 좋은 방법들 중 하나이다.

양질의 호텔 브랜드는 ?

호텔의 브랜드는 높은 고객 만족도 없이는 달성할 수 없는 소비자 충성도에 달려 있다.

어떻게 하면 고객에게 훌륭한 경험을 제공할 수 있는가 ?

#1 고객의 경험은 고객 도착 전에 시작된다

- MOT에 대해 수업할 때 나눴던 이야기 (?)
- (Moments Of Truth).
- 시각적 매력을 제공하고 호텔에서 즐길 수 있는 경험을 보여주는 모바일 친화적인 웹 사이트를 만드십시오. 하지만 지나치게 약속하지 마라: 진실하라.

#1 고객의 경험은 고객 도착 전에 시작된다 #2

- 사이트의 모든 페이지에 값지고 매력적인 콘텐츠를 포함
- 정보가 최신 내용인지, 모든 링크가 작동하는지 확인
- 여행자가 당신의 브랜드와 온라인으로 연결되면, 그들은 즉시 의견을 개진할 것이다. (그들의 첫인상이 될 수도 있음) 이것은 그들의 가질 호텔에서의 궁극적인 경험에 영향을 미칠 것이다.

3 reasons why you should make your guest satisfaction ratings a top priority:

3 A positive guest experience is one of the best ways to build your brand.

What are some examples of high quality hotel brands?

A hotel's brand depends on consumer loyalty, which cannot be achieved without high guest satisfaction ratings.

How you can provide a great experience for your guests

#1 The guest experience begins before they arrive

- We talked about this when discussing MOT (?)
- (Moments Of Truth).
- Create a mobile-friendly website that offers visual appeal and indicates the experience that they will enjoy at your hotel. However don't over-promise: be truthful.

#1 The guest experience begins before they arrive

#2

- Incorporate valuable and attractive content into every page of the site.
- Ensure information is current, and that all links work.
- When a traveller connects with your brand online, they will immediately develop an opinion (which may be their first impression): this will impact the ultimate experience that they have at your hotel.

#2 고객 피드백에 응대

- 적극적으로 고객 피드백을 요청하고 응대해라.
- 온라인 리뷰를 받아들이고 홍보할 때, 다른 잠재적인 고객들에게 당신이 고객의 의견을 소중히 여긴다는 것을 보여준다.
- 당신이 고객 만족도 조사에 응답하여 이메일을 보낼 때, 당신은 당신의 고객들에게 당신이 그들의 체류에 대한 더 많은 정보를 원하며 당신이 고객의 기대를 능가하기 위해 노력한다는 것을 증명하고 있다.

#3 고객과 개인적으로 연결하라

- 특화된 예약 서식을 사용하여 호텔에 묵을 사람들에게 대한 통찰력을 얻으라.
- **(어떤 질문들을 해야하나요?)**
- 고객이 머무르는 동안, 그 경험을 개인화하는 세세한 손길과 세부사항을 추가해라.
- 고객들은 그런 경험들을 기억할 것이고, 그들은 당신의 호텔에 대한 전반적인 의견을 상당히 향상시킬 것이다.

#4 향후 의사결정시 고객 피드백을 참고하라

- 고객 피드백을 모니터링하고 이에 응답할 때, 향후 어떤 개선을 이룰 수 있는지 주목하는 것이 중요하다.
- 이는 두 가지 이점을 제공한다. :
 1. 당신이 최선의 결정을 내리고 당신의 자원을 현명하게 사용하는데 도움을 줄 것이다
 2. 당신의 과거, 현재 그리고 미래의 손님들에게 고객의 의견을 진정으로 소중히 여긴다는 것을 보여줄 것이다.

#2 Respond to guest feedback

- Actively ask for and respond to guest feedback.
- When you accept and promote your online reviews, you are showing other potential guests that you value their opinion.
- When you send emails responding to guest satisfaction surveys, you are proving to your guests that you want more information about their stay and that you strive to exceed expectations.

#3 Connect with your guests on a personal level

- Use a customised booking form to help you gain insight about the people who will be staying at your hotel.
- **(What questions could you ask?)**
- While your guests are staying with you, add small touches and details that personalise the experience.
- Guests will remember those experiences, and they will significantly improve their overall opinion of your hotel.

#4 Use guest feedback to make future decisions

- When you monitor guest feedback and respond to it, it's important that you take note of what improvements you could make in the future.
- This serves 2 benefits:
 1. It will help you make the best decisions and use your resources wisely; and,
 2. It will show your past, present and future guests that you genuinely value their input.

고객 서비스 중심 직원에게서 찾아야 할 사항

- 호텔에 직원을 고용할 때, 기본적인 자격과 경험을 넘어서 직원의 성격을 탐구할 필요가 있다.
- 고객 서비스 직원들 사이에서 찾아야 할 구체적인 것들이 있다.
- **당신은 당신의 직원에게 당신이 원하는 속성, 특성 또는 자질을 어떻게 묘사할 것인가?**
- 예 : 친절함, 환영하는, 말 붙이기 쉬운

고객 서비스 중심 직원에게서 찾아야 할 사항 #2

- 당신의 호텔에 머무는 모든 고객들은 "집에서 멀리 떨어진 집"을 즐기고 있다고 느껴야 하며, 그것은 그들이 언제든지 도움이나 도움을 요청할 수 있어야 한다는 것을 의미한다

고객 서비스 중심 직원에게서 찾아야 할 사항 #3

- 당신의 직원들은 의사소통을 잘 할 필요가 있다. 직원이 고객의 문의에 응할 때, 심지어 대립적인 만남에서도 당신의 브랜드의 정서를 정확하게 묘사하고 표현할 수 있어야 한다.
- **“A People Person”이라는 문구는 무슨 뜻입니까? 당신은 사교적인 사람입니까 ?**

What to look for in customer service focused employees

- When hiring an employee for your hotel, you need to look beyond their basic qualifications and experience and delve into their personality.
- There are specific things you should be looking for in your customer service employees.
- **How would you describe the attributes, traits or qualities you want in your staff?**
- EG: friendly, welcoming and approachable.

What to look for in customer service focused employees #2

- Every person who stays at your hotel should feel like they are enjoying a “home away from home”, and that means that they should be able to ask at any time for help or assistance.

What to look for in customer service focused employees #3

- Your employees need to be good communicators. They need to be able to accurately portray and express the sentiments of your brand when responding to guest's enquiries, even during confrontational encounters.
- **What is meant by the phrase “A People Person”? Are you a people person?**

고객 서비스 중심 직원에게서 찾아야 할 사항 #4

- 또한 당신의 직원들은 인내심을 갖는 것이 중요하다. 화난 손님들을 대하는 것은 좌절감을 줄 수 있지만, 그들은 침착하게 그 문제를 해결하기 위해 열심히 일하는 것이 필요하다.
- 호텔에서 직원들은 각계각층의 사람들과 세계 각지의 사람들을 상대하게 될 것이다. 인내는 미덕 그 이상이다. 그것은 필수사항이다.

고객 서비스 중심 직원에게서 찾아야 할 사항 #5

- 필요한 시간과 조치를 취하여 좋은 고객 서비스 직원이 될 적절한 직원을 고용하십시오..
- 호텔에서 일하는 모든 사람들은 그들이 팀의 일원이라는 것을 알아야만 하며, 함께 각각의 개별 호텔 손님들에게 특별한 경험을 제공해야 한다.

Article 2 호텔 고객 서비스를 개선하는 5가지 방법

1. 직원 교육
2. 팀원들의 행동 살펴보기
3. 고객에게 문의하기
4. 직원 인식 프로그램 구축
5. 추가 마일 이동

What to look for in customer service focused employees #4

- It's also important for your staff to be patient. While it can be frustrating to deal with upset guests, it's necessary that they stay calm and work hard to address the issue.
- At a hotel, staff members will be dealing with people from all walks of life and from all corners of the world. Patience is more than a virtue — it's a necessity.

What to look for in customer service focused employees #5

- Take the time and necessary steps to hire the right people who are going to be good customer service employees.
- Everyone who works in a hotel should recognise that they are part of a team, and that together, they must provide an exceptional experience for each individual hotel guest.

Article 2 Five Ways to Improve Customer Service at Your Hotel

1. Train Your Staff
2. Watch Your Team in Action
3. Ask Your Guests
4. Establish an Employee Recognition Program
5. Go the Extra Mile

Article 3 환대산업의 3개 고객 서비스 비결

1. 직원 권한 부여
2. 올바른 사람의 고용
3. 진심 어린 서비스

Article 4 호텔 서비스 품질 향상을 위한 7가지 팁

1. 모든 손님을 귀빈처럼 대하라.
2. 훈련을 일상적인 우선 순위로 삼아라
3. 맞춤형 고객 서비스 제공
4. 신입사원에게 긍정적인 출발 만들기
5. 기술 업데이트
6. 고객 서비스 성과 측정
7. 호텔 전반적인 성과에 직원 행동을 연계

Week 8 Theory Test

- Based upon material covered in lessons 1 to 7 (including the site visit).
- 2 hours, Open Book.
- Divided into the 2 units. For each unit there are 6 short answer questions and 10 multiple choice questions.

Assignment

- Due in class of week 8 (next Friday)

Article 3 Three Customer Service Secrets of the Hospitality Industry

- 1. Employee empowerment**
- 2. Hiring the right people**
- 3. Sincere service**

Article 4 7 Tips to Improve Service Quality at Your Hotel

- 1. Treat every guest like a VIP**
- 2. Make training an everyday priority**
- 3. Provide personalized customer service**
- 4. Create a positive start for new employees**
- 5. Update your technology**
- 6. Measure your customer service performance**
- 7. Tie your staff's actions to the hotel's overall performance**

Week 8 Theory Test

- Based upon material covered in lessons 1 to 7 (including the site visit).**
- 2 hours, Open Book.**
- Divided into the 2 units. For each unit there are 6 short answer questions and 10 multiple choice questions.**

Assignment

- Due in class of week 8 (next Friday)**



School of Business, Innovation and Entrepreneurship

Department of Hospitality

Course Title:

Diploma of Hospitality Management

National Course Code: SIT50416



SITXCOM005 - Manage conflict

INTERNATIONAL PROGRAMS



Faculty: School of Business, Innovation and Entrepreneurship

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Student Name: _____

Student Number: _____

Teacher Signature _____

Final Mark this Assessment task 1 N P

Instructions:

Students must complete all activities and questions in this workbook.

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Manage Conflict:

What is conflict?

Conflict is normal and inevitable:

- It is a part of all human situations. People will have conflicting ideas, opinions, and personalities.
- Happens frequently in stressful situations.
- Happens during periods of change, e.g. organisational restructure.
- A certain level of conflict is good.

Conflict can bring forth new ideas, force people to question their own beliefs and values and look at things from another's point of view.

It is not good in the workplace for staff to be 'yes' people, that is always agreeing with the boss. mistakes are made this way.

It is how conflict is handled that is the key.

It is how differing ideas, opinions, personalities are expressed and managed that is important. All people need skills in handling conflict situations.

Conflict occurs in stressful situations, Hospitality staff are frequently called upon to handle conflict situations. It is an important skill.

ACTIVITY 1

In pairs, discuss the types of conflict situations you may have been involved in.

What type of conflict situations could you image yourself possibly experiencing in the workplace?

Conflict, when handled appropriately, can lead to:

Identify Conflict Situations

What Types of Conflict are there?

Conflict within ourselves

This type of conflict arises when we are 'in two minds' about something.

ACTIVITY 2

The following are examples of internal conflict situations.

How would you deal with them?

You are aware of fraud/theft being committed at work by a work colleague.

You are aware of illegal, immoral, and unethical business practices.

Conflict between you and a Colleague:

This type of conflict frequently arises in the workplace. It may result from any number of issues including:

Conflict between you and a Customer:

Conflict between us and a customer is likely to arise because of an inability to meet customer expectations.

ACTIVITY 3

In pairs or small groups, discuss the following:

Have you ever made a complaint? If so, what was it about, how was it resolved?

Conflict between Organisations

One type of conflict between organisations is sometimes referred to as competition (when it is between two similar organisations). This type of conflict can be positive.

Conflict between the organisation and other organisations may also include conflict with:

- ✓ Suppliers
- ✓ Unions

Conflict between customers

ACTIVITY 4

How would you deal with a complaint from a customer about another customer?

Causes of conflict:

How does involvement in conflict make you feel?

Discuss the following:

How do you feel when you are in a conflict situation?

How do you act or behave?

What are some of the things you have observed with the way others act or behave in conflict situations?

How do you recognise a potential conflict situation?

Conflict left unresolved or badly handled can cause:

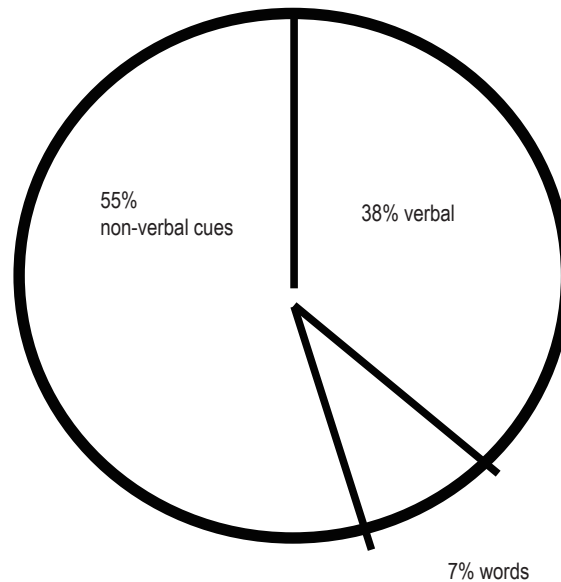
In the workplace, results of conflict can mean:

Recognising potential conflict

General Communication Skills:

Remember the following

Total impact of a message in one-to-one communication



Non-verbal cues (55%)

This includes body language, facial expressions, personal space and appearance.

Write some examples of negative non-verbal cues that may be 'read' in a conflict situation.

Vocal (38%)

It can be not what you say, but how you say it. eg. a 'yes' can mean a 'no' depending on how it's said.

Describe some examples of negative vocal cues that may be used in a conflict situation.

Words (7%)

Describe some examples of negative words that may be used in a conflict situation.

Unhelpful responses to conflict

Handling Conflict: Personality Styles

- People tend to have a personality style that shows through when handling conflict.
- These styles are
 - ✓ Passive
 - ✓ Aggressive
 - ✓ Assertive
- It is helpful for us to recognise our own personal style.
- Your style may change depending on the conflict situation.
- We can learn to better manage our responses to conflict.

Non-assertive behaviour; is another term for aggressive or passive behaviour. By behaving this way we fail to express honest feelings, thoughts and beliefs. Non-assertive behaviour often creates a 'fight or flight' response.

Aggressive: *(I win, you lose):*

Passive: *(I lose, you win):*

~~Passive / Aggressive~~

~~What do you understand by this personality type?~~

Assertive behaviour (win-win)

This kind of behaviour is constructive and helpful when conflict arises because the needs of both parties are acknowledged and dealt with. Both parties are also more likely to understand one another and the situation.

Being assertive in a conflict means standing up for your rights and expressing what you believe, feel and want in a direct, honest and appropriate way that respects others' rights.

Benefits of assertive behaviour

- Increases our self-esteem
- Develops respect for each other
- Helps us achieve our goals.
- Allows us to express our feelings in a way that is unlikely to make others feel defensive or aggressive.

Assertive people focus on the issue/behaviour, rather than a personal attack.

For example:- you discuss the issue of Sally arriving late and how this can be resolved rather than telling Sally that she is lazy.

Assertive people manage to allow others to save face, so that they don't feel threatened, angry or stupid.

You can do this by using the positive –negative-positive approach.

For example:-You've made a good start here, this section over here needs some more work so how about I give you a hand and help so we can make it into an excellent job.

Being assertive makes us feel better about ourselves, develop respect for others and helps us achieve our goal, involving both parties.

Levels of conflict

- Discomfort
- Incident
- Misunderstanding
- Tension
- Crisis

Resolve Conflict

Resolving conflict situations

- If conflict arises, it is important that action be taken that satisfies all parties.
- The quicker a problem is addressed, the quicker it is likely to be resolved and there is a better chance the conflict will not grow into a potentially harmful situation.

Conflict Outcomes

- ~~There are usually three possible outcomes from conflict:~~
 - ~~○ Lose-lose~~
 - ~~○ Win-lose~~
 - ~~○ Win-win~~

~~Win-lose Conflict~~

~~Win-win Conflict~~

~~To get to win-win~~

Taking Responsibility for Conflict Resolution

- Responsibility for resolving a conflict usually begins with those directly involved.
- However, in some instances conflict resolution may depend on:
 - ✓ Our position in the workplace
 - ✓ The people involved
 - ✓ The nature of the conflict

Our position in the workplace

Our ability to resolve conflict may be limited by the scope of our responsibility. For example, minor conflict situations (a small disagreement between colleagues) within our responsibility, can be resolved by us. However more serious conflict may need to be referred to a higher level within the organisation.

The people involved

Conflict with far more significant consequences is more likely to be referred to a supervisor.

If the conflict is between us and a colleague, it is preferable that we attempt to resolve the conflict ourselves.

Conflict between us and a customer and us and an external party (such as a supplier) should be resolved by us (and the customer or external party), if within the scope of our responsibility or ability.

The nature of the conflict

A conflict may relate to safety or security such as violence, physical damage or theft.

In these situations, it is preferable that the conflict be referred to a supervisor to resolve.

Conflict resolution techniques

To resolve conflict situations, there are several techniques we can use. Not all techniques lead to win-win. Some are effective in the short term, but not beneficial in the long term.

Accommodate

Avoid

Collaborate

Communication skills in conflict resolution

People, who demonstrate effective conflict resolution, also demonstrate effective communication skill.

Diplomacy

The ability to tactfully and intelligently manage personal relations.
The diplomat is able to be sympathetic, empathetic and tactful.

Interpersonal Skills

In conflict situations, people with excellent interpersonal skills are much more effective.

What other resources/ people can we use to assist us to manage conflict?

Assertive statements

Assertive statements have three parts to them

The goal of assertiveness is to be caring, honest and accepting in our relationships with others. The basic message has three parts:

1. This is what I think
2. This is what I feel
3. This is how I see the situation

eg:

"I know we're really busy, but I feel stressed when everything is given equal importance and I would like some way of grading the work from most important to least important."

Alternative behaviour can then be suggested or discussed together.

"I" messages are assertive statements that help to send a clear message, particularly in a conflict, about what you want or how you feel. It increases other people's understanding and your point of view. It is a non-accusing approach, yet doesn't avoid the issue at hand.

eg:

Eg. I feel upset when you don't let me know when you'll be late, as I worry that something has happened to you - and I cannot properly plan for dinner to be ready. Can you please call me next time you think you will run late?

ACTIVITY 5

Change the following aggressive statements to assertive statements.

1. "You're late again today. You seem to have a real problem with getting here on time!"

2. "You really annoy me with the way you look over my shoulder when we're busy. I know what I'm doing, I don't need you to pressure me."

3. "Make sure you clean up properly tonight. I'm sick of having to finish your cleaning duties when I open up in the morning."

ACTIVITY 6

In pairs, role play resolving the following scenarios using an assertive approach and briefing explain how you achieved it.

- Your flat mate is late in paying you the rent. This is not the first time it has happened.

- Your flat mate is leaving dishes in the sink each night, so you end up doing them.

Mediating conflict

- Mediation is the process by which a neutral third party steps in to assist the conflicting parties resolve the issue.
- Mediation is likely to be required if the conflict reaches stage 4 (stress).
- A skilled mediator remains neutral, is diplomatic, allows both parties to be heard and may offer unbiased views, when necessary.

Mediators are used in situations where there is a high level of emotion on one or both sides and the negotiation process has broken down, e.g. divorce, pay disputes in the workplace, etc.....

How to implement a conflict resolution

- To get to win-win, we need to implement the conflict resolution technique that best fits the situation. To implement the resolution:

Effective Listening Skills

Good listening is crucial to resolving conflict effectively. Listening is an active, not passive process. We must listen to understand the real message.

1. Pay close attention to the other person

2. Encourage the other person

3. Reflect or mirror the message

4. Listen actively to the whole message

This allows the listener to relay the total message (content and feelings) back to the speaker. The speaker can then confirm or correct the feedback.

Dwyer, The Business Communication Handbook, 7th Ed.

ACTIVITY 7

What personal skills and qualities are needed to deal with conflict situations & customer complaints.

General tips for dealing with conflict situations

Evaluate Conflicts and resolutions:

We should view conflict as an opportunity to learn and hopefully be able to avoid a similar situation from occurring again.

When we evaluate , we can review our policies and procedures and see where they can be improved.

Depending on the situation, we can evaluate a number of situations

eg:

- How effectively we deal with customer complaints
- Cancellation policy- is it clear to customers who make bookings for accommodation.
- Refunds- Could the procedure be improved when a cash deposit is paid?
- Can we improve our serving of alcohol at function events to reduce or prevent intoxication and hence potential conflict?

We may need to undertake some research in order to gain feedback from our staff or customers.

There are a number of ways to gather feedback so we can evaluate and resolve issues.

Some examples of gaining feedback include:

- Customer satisfaction surveys
- Looking at sales of certain items and seeing if customers are happy with menu choices.

- Staff meetings provide an opportunity to discuss any concerns and misunderstandings so staff can have duties clarified and this can reduce conflict.
- Open communication- when staff feel they can discuss issues of concern with their manager, supervisor or colleagues, it means that conflicts can be reduced.
- Team meetings- where different departments within the organisation look at any conflicts or misunderstandings and seek to resolve issues

ACTIVITY 8

Dealing with difficult customers & Handling customer complaints

In pairs, or small groups, discuss the following:

Have you ever made a complaint about a product or service? If 'yes', discuss the situation and what you did. How did you feel about complaining? Was the issue resolved to your satisfaction?

If 'no', you've never complained. Why not? Have you always had excellent service and products? Discuss.

What benefits can there be in a business receiving complaints from customers? Discuss.

Benefits of customer complaints

- Although negative, it is still a valuable form of feedback
- Allows you to correct a problem and potentially have the customer return to the business.
- Allows a business to focus on critical areas that require improvement.
- Customers often have good ideas on how a business can be improved.

- Satisfied customers will be good ambassadors for your business.

ACTIVITY 9

Anticipating Customer Needs

In small groups, identify special needs each of the following customer types may have.

1. Families

2. People with a disability

3. Elderly people

4. The business traveller

5. People with special dietary requirements, e.g. allergy, coeliac, diabetic, low fat, etc.

Customer Complaints - Prevent or Perish!

If customer complaints are growing in number, if people are spending more time correcting and re-correcting errors and if you have more people handling repairs than building products, the business is doomed. It is critical today for every business to anticipate and try to prevent customer complaints.

How can your business prevent customer complaints?

How customers express their complaints

- Immediately the problem arises to the first staff member they see
- After they have left
- To another department
- Aggressively or pleasantly

Remember, it has probably taken a lot of courage for the customer to complain.

When customers complain, they expect to be taken seriously and that their complaint be managed effectively.

Complaint Handling Strategy: 6 step method

Most complaints are satisfactorily resolved when an appropriate complaint handling strategy is used. Successful strategies often include the following steps.

Listen:

Respond and/or Apologise:

~~Agree on a course of action:~~

~~Implement a solution:~~

~~Follow up:~~

Case Studies

Case Study 1: Missing Towels.

A customer has just arrived, after a long trip, at your establishment and been shown to their room by the porter. On entering their room they noticed that there are no towels in the bathroom and ask the porter if some towels could be brought to their room as soon as possible. The porter replies, "Yes certainly, I will arrange to have them brought up."

Half an hour later the customer rings reception and says, "I requested upon arrival for towels to be brought up to my room and as yet they have not arrived. I have a meeting to attend, so I would like the towels now please." The receptionist replies "Yes, certainly, I will arrange to have them brought up straight away."

Another 20 minutes passes before the housekeeping staff member arrives with the towels. "Here is your towels sir." The customer replies, "It's about time, I requested these towels over an hour ago and now I will have to catch a taxi so that I can make the meeting on time. The service here is simply not good enough; I will be making a formal complaint."

Questions:

1. As the Housekeeper, explain how you would handle the situation, applying the '6 steps to handling complaints' method.

2. How could this complaint have been prevented?

3. Suggest improvements this hotel could make to prevent situations like this occurring again.

Case Study 2: Lunchtime complaint.

It is a busy lunch time period in your restaurant. A customer orders a rice dish, and asks if any nut products are used in the dish. You reply no, as you think it does not and you then send the order back to the kitchen.

Soon after delivering the order to the table, the customer calls you over and tells you he can see what looks like crushed peanuts sprinkled over the top. He is angry and says that he is allergic to peanuts and they can make him very ill.

You check with the kitchen and they tell you that the dish is garnished with crushed peanuts, although it is not mentioned on the menu.

The customer is very angry and beginning to make a scene.

Questions.

1. How would you handle this situation. Apply the complaint management techniques.

2. What should have been done to prevent this situation from occurring?

3. Discuss the requirements/obligations the business has in making meals for people with serious allergies

Case study 3: Conflict Resolution

Simon Hathaway is a 25 year old restaurant supervisor in a four star hotel in a large city. Simon has worked for the hotel for 3 years and started as a waiter. He has been the supervisor for twelve months. He is very good at his job. He works hard and expects all of his staff to do the same.

A vacancy comes up in the restaurant and a young lady called Sally applies. Sally has not had much experience but she has a very bright personality, a good figure and is very attractive. Simon recommends Sally and she gets the job.

Simon is attracted to Sally and after she has been working in the restaurant for a week Simon asks her out. Sally refuses saying that she has a boyfriend and is not interested. Simon is upset and keeps asking Sally for a date.

Simon starts to treat Sally badly in the restaurant. He gives all of the bad jobs and changes her shifts to nights and weekends. He also criticises her work to the Food and Beverage manager

1. What has caused this conflict between these colleagues?

2. How could it have been prevented?

3. What can Sally do now?

Case Study 4: Conflict with a Supplier

Tony works in stores and is responsible for accepting deliveries for the restaurant. Joe, the delivery driver, has just arrived with the daily fruit and vegetable order.

Tony inspects it and is not happy with the quality of tomatoes and strawberries. He immediately starts to yell at the Joe “What’s this rubbish? Look at these! The tomatoes are already soft and the strawberries are squashed! You are trying to rip me off! I’m not paying you for these.”

Joe tries to say something, but Tony just keeps yelling.

1. Is there anything wrong with the way Tony is handling this situation.

2. How would you recommend the situation be handled?

Conflict with Irate People

You may come across a conflict situation or customer complaint where a person becomes irate. This means they may be:-

Steps to Dealing with Irate People

Everyone has the right to work in a safe environment and you do not have to put up with abuse. However, if possible, try to diffuse the situation before it becomes serious.

Potentially dangerous and threatening situations

There are times when the personal safety of customers and colleagues may be threatened and assistance may be required. These are:

In addition to these instances, do not attempt to resolve conflict situations when you feel threatened or unable to cope with the situation.

Call a supervisor or manager.

Call security or another staff member if you do not have security staff nearby.

Security and management will escort the person/s from the property.

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Department of Hospitality

Course: SIT50416 Diploma of Hospitality Management

Unit: SITXCOM005 Manage Conflict

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In the event of any dangerous or potentially dangerous situation, call the police.

Additional Exercises

Revision Case Study 1:

You work on Reception in a 5 star hotel and have just started your shift. Guests, Mr & Mrs Battison approach you and explain that they have just checked in and were given room 711. They went to the room and found luggage belonging to someone else already there. It appears the room is still occupied.

Mr & Mrs Battison are tired and frustrated. The porter is already on route delivering their luggage to room 711.

What would you say to Mr & Mrs Battison? How would you resolve the problem? Within your answer, refer to the 6 complaint handling steps.

Revision Case Study Two:

You work as a Head Bar Attendant in a hotel bar. Geoff, one of the Bar Attendants, seems to be letting his work slip. Several times in the last two weeks when you opened the bar, there were duties not completed from the day before, e.g. some equipment not cleaned and the stock requisition not completed. This has meant delays in being ready to serve customers. You decide to talk to Geoff.

How would you handle this situation? Explain within your answer and make reference to the use of the assertive "I" messages.

Customer service articles

Article 1 Five Ways to Improve Customer Service at Your Hotel

They don't call it the hospitality industry for nothing – if your customers don't like the way they're being treated, there's another hotel just down the road. To ensure this doesn't happen to your establishment, here are 5 ways to improve customer service:

1. Train Your Staff

- Train your managers according to your own standards.
- Managers then instruct their staff to provide the same hospitality standards you've instilled in them and you've created a system-wide mission.
- Devote employee meetings to service, and tell your staff in advance so they have time to bring their ideas too.



2. Watch Your Team in Action

- Spend time at the front desk, hang out in the lobby, observe interactions — are your employees friendly, or are they curt?
- Do they do just enough, or do they go above the basic expectations?
- By observing first hand, you can get a better sense of customer satisfaction and target the specific areas that need improvement.

3. Ask Your Guests

What is the best way to do this?

- Interacting personally (talking) with guests is the best way to find out what needs attention.
- Unfortunately, you can't see and talk with everyone, so use guest feedback forms or online surveys
- You want to get honest, unbiased, actionable feedback for your business and former guests are the best people to give this.

4. Establish an Employee Recognition Program

- Give your employees a reason to do better, an incentive to improve.
- Do you think employee of the month is valued by staff?
- These programs should be based upon customer feedback and the service your staff provides.
- The employee could receive money, a bonus or some other reward.
- Consider an internal (or peer-based) system in which your staff vote on who they think is the best.

5. Go the Extra Mile

What does this mean?

- To go the extra mile means that you provide additional services, or try harder to provide something more than the guest expects.
- If you go the extra mile with your guests they'll be happy and keep coming back.
- Introduce yourself, ask about their stay, and offer to do whatever it takes to make them as comfortable as possible.
- That effort alone might be enough to win their loyalty.
- By making their experience memorable, you can turn a one-time hotel guest into a customer for life, and your WOM advertising will be positive.

Final Thoughts

Every problem is an opportunity, and despite your efforts, patrons will inevitably complain. Instead of seeing problems as hassles or failures, use them as an opportunity to improve your customer service and your bottom line.

Address the complaint and exceed the guest's expectations. If they demand a free night, give them two.

If they just wanted to voice their opinion, let them know you appreciate it by leaving a bottle of champagne in their room.

These small gestures will leave a big impression, and you'll notice it when those guests book their next stay with you.

Article 2 Three Customer Service Secrets of the Hospitality Industry

Do you want to bring your company's customer service up to a truly five-star level?
Here are 3 customer service secrets you can borrow:

1. Great customer service depends on empowering your employees, according Ritz-Carlton Hotel Company President and COO Herve Humler.

Great hotels and restaurants empower their frontline employees to proactively fix customer problems *without* waiting on management approval. This employee empowerment—the permission to be creative, and even spend money, on behalf of customers, is a master stroke in hospitality. A standout example here is The Ritz-Carlton Hotel Company, where even hourly employees have permission to spend up to \$2,000 per guest to solve any problem or dissatisfaction that may arise, “*without* needing to ask permission, *without* needing to involve management or worry that they’re going too far,” as President and COO Herve Humler puts it.

(If discretionary spending of up to \$2,000 per employee per guest sounds impossible, then look to the more modest example of Wyndham Hotels, which permits compensation up to the value of one free night by frontline employees without management approval. The amount of money involved isn't the point; the instant, non-defensive, no-need-for-approval empowerment is.)

2. Great customer service depends on hiring for customer-friendly traits.

In a customer-focused field like the hospitality industry, it's essential to hire the right people: employees with the necessary *traits*—empathy, warmth, and conscientiousness, to name a few—that equip them to serve customers successfully, day in and day out.

Trait-based hiring means considering more than the technical skills and training that an applicant brings to the table. While technical skills can (almost) always be taught, personality traits are generally set in stone, and without these personality traits, hospitality becomes very difficult to provide.

3. Scripted, insincere customer service is an ultimate turnoff for today's customers, says Richard Branson.

Today's customers, including the important millennial demographic, demand a customer service style that feels authentic and unscripted. They're looking to be served by a fellow human being who speaks authentically rather than following a script.

Legendary businessman Richard Branson has built his new Virgin Hotels brand expressly on this principle, avoiding what he calls “Stepford customer service,” the rigid, phony, scripted service style that today's guests find to be such a turnoff. Because Sir Richard knows that if you treat customers robotically, they'll run, not walk, to somewhere that feels more “at home” to them.

Article 3 7 Tips to Improve Service Quality at Your Hotel

A hotel that is truly striving to build a “world-class” service culture will make every effort to develop service standards that emphasize exceptional service for every customer. One of the key factors that separate good service from truly exceptional service is consistency. Consistency means repeatable.

A successful hotel general manager needs to be confident that in any given situation, the hotel staff knows how to respond and act appropriately. We have highlighted 7 ways to improve service quality at your hotel and ensure you provide exceptional service to your hotel guests each and every time:

1. Treat every guest like a VIP

We can't all be celebrities, CEO's, or royalty, but treat every guest like a VIP and we guarantee it will be a memorably positive experience they will want to repeat. Coach your staff to be attentive, responsive and have a sense of urgency for everyone, regardless of their status. In return, your guests will reward you with their patronage, loyalty and – even better - referrals. An added bonus: when guests are feeling wonderful and special, secondary complaints may become much more minor (e.g., a small room, mediocre location, etc.).

2. Make training an everyday priority and not just a one-time event

This can seem like mission impossible in an industry where most staff already work above and beyond reasonable hours. Coming to the rescue are new technologies that offer high-quality training that doesn't require a lengthy time-commitment.

3. Provide personalized customer service

Consistency does not mean that every guest should get the same service. True service excellence requires personalization and making each customer feel as though there is no one else, at that moment, more important than him or her. Front desk attendants that recognize you or call you by name, that are eager to help, that remember your preferences, and that are able to provide valuable information are a huge asset that make a big difference.

Property Management Systems analyse the guest's profile and help make knowledge and information extremely accessible. This allows staff to focus on engaging with guests on a personal level...to create lasting impressions.

4. Create a positive start for new employees

Recent studies show that employee turnover is among the highest in the hospitality industry with the average employee turnover in the US reaching 31 percent and as high as 34 percent in the UK. This is very disruptive and leads to loss of productivity, low morale and poor customer service - not to mention hurting the bottom line. To combat this ensure new staff are well inducted, trained and supported.

5. Update your technology toolbox

Hospitality may be one of the oldest businesses in the world, but in this day and age it should come as no surprise that hotel efforts can only reach their fullest potential by using modern technology. Use a PMS which streamlines the check-in and check-out process, generates financial reports, manages staff and automates routine tasks – saving time, relieving the hotel staff of the more tedious responsibilities and improving the guest experience.

6. Take measure of your customer service performance

Make efforts to determine how quickly you are able to address your guests' requests and issues. According to one survey, 69% of customers define "good" customer service as having their issue or problem addressed quickly and efficiently.

7. Tie your staff's actions to the hotel's overall performance

Ensure your staff know the importance of their role. Show them that what they do every day in the workplace has a big effect – such as impacting the guest experience and the hotel's revenues. By tying individual behaviour to a system, you will give your employees a sense of how important it is that they practice good quality service every day.

Article 4 How To Deal With Online Reviews

Hospitality Magazine

04 July, 2018 by **Annabelle Cloros**

Whether you like it or not, online reviews aren't going anywhere, in fact, the number of platforms that encourage customers to post about their experiences are growing. Zomato, Google, Facebook, Yelp and TripAdvisor are just some of the many websites that rank and rate venues according to consumer opinions.

Online platforms give operators an inside look at what diners really think about their food, service and hospitality — which is no doubt valuable information. But these platforms almost discourage patrons from raising issues on the spot as they can easily type their experience from behind their phone rather than speak about it.

It begs a number of questions — what are the real intentions of people who post negative reviews? Are they interested in helping the venue improve, receiving a comped meal or permanently damaging a venue's image?

Online reviews have the power to make or break a venue, so it's wise to monitor online feedback, take the time to address complaints and compliments and most importantly, keep your cool when crafting responses; after all, the customer is still king and you're in the business of hospitality.

THE ONLINE EFFECT

Michael Luca from Harvard Business School conducted a case study called Reviews, Reputation and Revenue: The Case of Yelp.com on the impact of Yelp reviews on restaurant demand. Luca combined reviews from Yelp and restaurant data from the Washington State Department of Revenue and found a one-star increase in a Yelp rating leads to a 5–9 per cent increase in revenue in independent restaurants.

There's no denying high ratings are a drawcard for customers. Most people jump online to check out a restaurant's star rating before they commit to a booking. However, a few negative reviews can drastically reduce a venue's rating and ultimately render them as a no-go.

Restaurateur Sally Galletto from Lucio's in Paddington has worked in the industry for over 35 years and has seen a number of changes when it comes to dealing with customers. Galletto actively keeps track of reviews, especially on TripAdvisor and Dimmi.

"We take reviews very seriously," she says. "It's great because it's immediate feedback — especially if the customer doesn't say anything on the night. But a lot of people don't understand the type of restaurant they're going to. If they come in expecting a heavy lasagne with lashings of sauce, they're not going to find it here. People write negative reviews immediately; they're even doing it on their phones as they walk out the door — it's extraordinary!"

Shayne McCallum from Melbourne's 8bit used to be an avid review reader but has now made a conscious decision to avoid them all together. "I used to read every single one religiously, but I've stopped," he says. "I used to judge everyone and everything based on a lot of those reviews. If there was a good or bad one, I would bring it up with staff and post it on our system for everyone to read." But I think a lot of reviewers don't give constructive criticism and are inexperienced to make a comment. They will complain about a flavour or ingredient that's not even in the dish. A place could be awesome, but sometimes people just don't want to have a good time or are pissed off they missed out on a milkshake."

FOSTERING NEGATIVITY

One of the most common frustrations among operators is the focus on the negative, rather than the positive. If a patron regularly frequents a restaurant, chances are they're not going to write about it each time they dine. Galletto has witnessed a number of repeat diners at Lucio's who will not post a review until the venue fails to meet their expectations.

"One of the most annoying things is when people say, 'I've been going to this venue for years, but last night was terrible'," she says. "They've never once written a good review but will write a negative one straight away."

When McCallum expanded 8bit to Sydney in April, customers didn't hesitate to vent their frustrations, with the venue receiving complaints on their launch day. "We opened and had an email from a guy who had to wait a long time for his food," says McCallum. "He sent a 12-paragraph email about how disappointed he was, which sucks — you don't want someone to have a bad time at your venue. But come on, man, it was our first day."

Time spent indulging in negativity is incredibly unproductive and can be a kick to the ego for staff —especially if it's unwarranted. "It's another thing we shouldn't have to worry about," says McCallum. "We should just worry about good food and good customer service. Who wants to get bogged down in other people's opinions? I miss the old days where an actual food journalist would write a review, but now everyone's a critic."

RESPONDING TO REVIEWS

No matter how frustrating it is to read bad reviews, it's important to try and keep a level head, even if it means sleeping on it for a few days or discussing a response with staff. Most of the time, customers won't continue the dialogue about their experience, but it's beneficial for potential patrons to see an acknowledgement of the comment.

"I don't pick and choose, I respond to everyone on Dimmi and TripAdvisor except the anonymous ones," says Galletto. "The most important thing in reacting to and responding to any negative reviews is to put yourself in their shoes and try to understand it from their side. Generic responses such as, 'We take your feedback on board', doesn't really cut it and is somewhat dismissive."

Lucio's received a recent review that tested Galletto due to its insulting nature and inaccuracy. "A woman came in and said the restaurant was three-quarters empty on a Saturday night and it was just the 'old owner and his son on the floor'," says Galletto. "The restaurant was packed and we had seven staff on the floor. I've spoken to TripAdvisor about taking it down but they say she's within guidelines. I just posted a response pointing out her inaccuracies."

If McCallum receives a direct email regarding a negative customer experience, he will respond, but doesn't engage with reviews written on online platforms. "I just don't bother and I'd probably say something I'd regret," he says. "I'd rather them contact us so we can fix it instead of putting it on a public form. If it's something we've done wrong, I'll reimburse them and send them a voucher for more than what their meal cost. But it has to be just — I can't throw in free burgers everywhere."

In an ideal world, people would write balanced reviews or perhaps not write them at all. At the end of the day, everyone has different tastes, expectations and opinions, and a negative experience could easily be regarded as a positive by a different customer. Keep a watchful eye on reviews, but pay just as much attention to the good ones as the bad.

https://www.hospitalitymagazine.com.au/how-to-deal-with-online-reviews/?utm_medium=email&utm_campaign=July_5_2018_Newsletter&utm_content=July_5_2018_Newsletter+Version+A+CID_a5f697dee9db56b622ce07e49ee8f0ec&utm_source=Campaign%20Monitor&utm_term=READ%20MORE

Sourced: July 5, 2018

Questions

1. Why do online platforms reduce the number of face-to-face comments from customers where they raise issues "on the spot"?
2. What is a comped meal?
3. Are online reviews important for a restaurant business?
4. If you were a restaurant manager would you respond to all online reviews? Why/why not?
5. What is meant by "now everyone's a critic"?
6. What motivates people to post online reviews?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

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