Supervisor/Manager Assessment: Resolving Conflicts and Negotiating with Others

Instructions: Please rate your staff member on how he/she demonstrates each of the expected behaviors. With your staff member, compare, discuss, and determine the individual's strengths and opportunities for improvement. It is recommended that the supervisor and staff provide examples to support ratings. Please see the Competency Assessment Supervisor Guide for further instruction on using this assessment tool.

Rating Scale	Definitions
N/A	Not applicable; He / She has not had the opportunity to demonstrate this behavior
1	He/ She rarely demonstrates this behavior; He / She needs improvement in this area
2	He / She usually demonstrates this behavior; He / She meets expectations in this area
3	He / She consistently demonstrates this behavior; He / She exceeds expectations in this area

Behaviors	Rating
Does He/She...	*How Frequently Does He/She Do This...*
A. Anticipate and identify potential work group conflict situations before they arise or escalate by observing staff interactions?	
B. Ask customers and staff to voice their complaints, attentively listen to complaints, and ask follow-up questions to clarify issues and understand the source of the complaint?	
C. Recognize and acknowledge the differences between parties to the conflict, and continue to facilitate parties' ability to voice and/or validate cause(s) of concern?	
D. Remain calm throughout conflict situations while using a calming voice when speaking with involved parties and present a confident, capable, and professional demeanor?	
E. Deal with work group conflicts quickly and efficiently, and provide a resolution to the conflict that is agreeable to all parties?	
F. Develop standard conflict resolution procedures for use by division/bureau/office staff in dealing with conflict situations, and actively pursue feedback?	
G. Provide leadership and effective supervision of conflict resolution by work group staff through recognition, feedback, coaching, modeling, and performance management when/if necessary?	
Rating Scale Average	

For additional information and resources related to competencies, please refer to the Competencies tab on the Performance Management & Development page.

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