

RESOLVING CONFLICT

COURSE DETAILS:

- **Learning Format:** Classroom
- **Target audience:** Frontline leaders through mid-level managers
- **Course length:** 3 hours 30 minutes. Course can be lengthened with optional activities.
- **Facilitator Certification:** DDI certified facilitator required.
- **Prerequisites:** Essentials of Leadership
- **Series:** Suitable for all environments. Manufacturing and health care positive model also are available.
- **Group size:** 9-15 people.
- **Pre-work:** Optional
- **Credit:** 3.5 CEU's toward HRCI, SPHR, PHR, and GPHR Certifications.

PERFORMANCE OBJECTIVES:

- Effectively resolve workplace conflict and enhance productivity efficiency, and morale
- Help others take responsibility for resolving workplace conflict
- Reduce the negative effects of workplace conflict on individuals, groups, and the organization.

PRIMARY COMPETENCIES DEVELOPED:

- Managing Conflict
- Building Strategic Working Relationships
- Coaching

ADDRESSES THESE ISSUES:

- Does conflict escalate because leaders fail to recognize the signs?
- Do leaders know what to do when a conflict is affecting productivity or morale?
- Do leaders have the skills to mediate conflict when emotions are strong?
- Are they aware of the real cost of conflict to the work group and the organization?

COURSE SUMMARY: Differences of opinion can quickly escalate into an out-and-out battle. In the workplace, it's the leader's role to recognize the signs of conflict and then quickly choose the appropriate level of involvement to help solve the issue. This course teaches leaders how to recognize the a conflict is escalating and minimize damage by using the most appropriate resolution tactic – regardless of which stage a conflict is in. Leaders also learn the true cost of conflict to an organization and techniques for handling even the most challenging conflict related discussions effectively.

COURSE OVERVIEW:

When It Rains, It Pours: A video illustrates the escalation of conflict, and participants identify behavioral signs of escalation and learn about the stages of conflict. Learners discuss the obvious and hidden costs of conflict in the workplace. Team tables identify a situation when it was appropriate to use one of the four resolution tactics.

Using the Interaction Process to Solve Conflict: Learners use a Discussion Planner to analyze a positive model video of a leader using the coach resolution tactic to help someone resolve his own conflict. Participants discuss the leader's effective use of the Interaction Guidelines and Key Principles.

Working It Out I: Participants conduct two prepared skill practices using the coach resolution tactic.

Working It Out II: Learners watch a video meeting focusing on people's emotions and behaviors and discuss ways to defuse strong emotions and balance the discussion. Participants conduct two prepared skill practices using the mediate resolution tactic.

Session Close: Volunteers respond "on the spot" to challenging conflict situations. Learners complete an action plan for applying their new skills on the job and identify activities for continued development.

Video Segment Summaries: A discussion between two coworkers about whether the production group can fulfill a customer's order several weeks sooner escalates from a difference of opinion to a dispute. A leader coaches a team member on how to resolve his conflict with a coworker, leading to various discoveries and building his confidence in his ability to handle the situation himself. People in a meeting exhibit different emotions and behaviors, exacerbating their conflict about shift coverage.

RELATED COURSES:

- Adaptive Leadership
- Mastering Interaction Skills
- Navigating Beyond Conflict (for workforce)