Employers Group®

RESOLVING WORKPLACE CONFLICT

LEARNING FORMATS: CLASSROOM (ONSITE & PUBLIC), VIRTUAL, & WEB COURSE

Today's business environment challenges organizations to increase productivity, improve quality, shorten cycle time, and reduce costs. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships.

This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—and practice using the Interaction Essentials as they coach then mediate to resolve a conflict.

DO YOU FACE ANY OF 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 a conflict when emotions are strong?

> Are your leaders able to help employees take accountability for their role in conflict?

PERFORMANCE OBJECTIVES

Helps leaders:

> Reduce the damaging effects of workplace conflict on individuals, groups, and the organization.

> Effectively address workplace conflict and enhance productivity, efficiency, and morale.

> Help others take responsibility for resolving their own conflicts.

> Promote a culture of trust and mutual respect within their work group.

PRIMARY COMPETENCY DEVELOPED

> Managing Conflict

SECONDARY COMPETENCIES DEVELOPED

> Coaching

> Gaining Commitment

COURSE OVERVIEW

> **Accountability and Conflict:** Facilitator introduces the course and leads a discussion of the stages of conflict. Learners build the Accountability Matrix, a construct that identifies behaviors that help leaders to either facilitate or enable conflict, and employees to either take ownership or avoid resolution of conflict. Learners reflect on a series of questions about how well they facilitate conflict resolution.

> **Coaching to Meet Personal Needs:** Facilitator explains when to coach an employee and when to step in and mediate. The role of the Key Principles, especially Empathy and Involvement, in addressing people's personal needs during conflict is emphasized. Learners watch a video leader who defuses emotions and meets the personal needs of an employee who is involved in a conflict. Learners discuss how asking powerful, open-ended questions can involve people and strengthen their commitment to resolving conflict.

> **Coaching to Meet Practical Needs:** Facilitator leads a discussion on how the Interaction Guidelines can help leaders work through people's practical needs in conflict discussions. Learners watch the leader from the previous video as she coaches her employee to resolve the conflict.

> **Coaching Skill Practice:** Participants conduct two prepared skill practices using the coaching resolution tactic.

> **Mediating Toward a Common Goal:** Participants discuss the difference between coaching and mediating and are given a list of tips for a successful mediation. They then conduct a prepared mediating skill practice where two partners play the role of the people in conflict.

> **Session Close:** Learners reflect on their course experience and how they can use the skills and techniques to successfully resolve conflict back in the workplace.

VIDEO SEGMENT SUMMARIES

> A leader relies on the Key Principles, particularly Empathy, to defuse emotions and meet the personal needs of a team member who is involved in a conflict with a coworker. A leader coaches a team member on how to resolve his conflict, leading to various discoveries and building his confidence in his ability to handle the situation himself.

> The conflict from Part 1 has inched closer to Dispute, and the leader must conduct a structured coaching discussion to build her team member's skill and confidence for resolving it. She does this by using the Key Principles, combined with Powerful Questions.

COURSE DETAILS

> **Target audience:** Informal, frontline and mid-level leaders.

> **State-fundable:** Yes (onsite and public only)

> **Course length:** 4 Hours (onsite); 3.5 hours (public); 3 hours (virtual), 2 hours (web)

> **Facilitator Certification:** Certified facilitator required

> **Prerequisites:** Communicating for Leadership Success

> **Optimal Group Size:** 8 to 16. 20 maximum.

> **Course Prep:** Yes. 15 minutes.

> **Notes:** Module 4 of 10 in the Leadership Academy. Suitable for all environments; however, a healthcare and industrial version is available for onsite training. Onsite training available in Spanish. Collaborating & Dealing with Conflict may be substituted in the public Leadership Academy.

OTHER COURSES TO CONSIDER

> Collaborating & Dealing with Conflict

> Navigating Beyond Conflict (for non-leaders)

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