

## **Managing Conflict At Work** **2 days, non-residential.**

### *Overview*

Preventing, minimising and containing conflict is an essential part of any manager's role, and one which when performed effectively can radically impact on an organisation's bottom line, not to mention saving energy, reputations and time, and in helping to build better teams.

The intended purpose of the training is to give delegates exposure to a wide range of techniques, case scenarios, 'know-how' and reflective practice to enable managers to develop their ability to minimise, contain and resolve unhealthy conflict, as well as to know how to identify and channel constructive conflict.

### *Course content (key themes)*

- Legal and business contexts: why conflict management matters
- Why conflicts begin
- Recognising conflict triggers
- Containing conflict
- Managing constructive conflict
- Micro-tools for managing conflict
- Managing the aftermath of a dispute
- Managing conflicts in teams
- Managing conflict between teams
- Attending employment tribunals
- Minimising/preventing conflict.

### *Who should attend?*

'Managing Conflict at Work' is aimed at line managers and others in the 'front-line' who are responsible for managing teams.

No prior exposure to conflict management is expected, however delegates will benefit from the opportunity to optionally perform realistic actor-led role-plays, which may be based on delegate experiences or current scenarios.

### *Integration with other training*

The course programme can stand-alone or be integrated with established management development programmes or other training.

### *Benefits for delegates*

By attending the course, attendees will be able to:



- Spot the early signs of a potential conflict
- Develop a strategy to minimise the risk of conflict occurring
- Use a wide range of techniques to diffuse an emerging dispute before it escalates
- Manage a way through the ‘conflict forest’
- Understand the regulatory environments in which organisations need to operate
- Know how to prevent their own interventions from helping conflicts to grow.

#### *Deliverables*

- Delegate Notes (A4 or A5 filofax format and/or CD-ROM)
- ‘Managing Conflict at Work’ (pending publication, one copy per delegate)
- Book: ‘Managing Conflict at Work’ (one copy per delegate)
- Delegate Certificates
- Courseware: Course Hand-outs.

#### *Prerequisites for delegates*

Some prior knowledge or experience of dispute resolution would obviously be an advantage, however the course will take complete newcomers from a ‘blank page.’

#### *Assessed Coursework*

The programme involves completion of the following assignments:

- Observed mediation role-play.

#### *Course syllabus*

### 1. THE NATURE OF CONFLICT

- Healthy and unhealthy conflict
- Understanding why disputes often arise and how they typically develop (the conflict life cycle)
- Channelling healthy conflict

### 2. THE ‘GOLDEN HOUR’

- Recognizing indicators of conflict
- Stemming the growth of unhealthy conflict: informal interventions and micro tools/dealing with unexpected conflict “in the moment”
- Containing emerging conflicts

### 3. MANAGING ESCALATING AND ONGOING DISPUTES



- Diagnosing the anatomy of a dispute: perspectives, causes, real motivations and drivers of the parties involved
- Diffusing raw emotion, managing outbursts
- Situation interventions: management styles and choices

#### 4. 'RESOLVE': A MODEL FOR MEDIATION

#### 5. THE MANAGER AS MEDIATOR

- The role of the manager as a mediator: boundaries, risks of exposure, legal contexts, manager responsibilities
- Principles of mediation: what mediation seeks to achieve
- Common challenges in mediation and how to handle these
- Managing the interests of the team and organisation

#### 6. MANAGING TEAMS IN CONFLICT

- Conflict within a team
- Conflicts between teams and between individuals across teams (including upward and downward disputes)
- Being an agent of change: the manager as a third-party

#### 7. ESCALATION AND BEYOND

- Escalation options, when to escalate, escalation process and interfaces (e.g. grievance procedures), HR and mediation resource support
- Managing the aftermath of a dispute (including managing disappointment and re-motivating those who feel disappointed by the outcome of a dispute)
- Escalation to litigation: brief introduction to Employment Tribunals (optional, to introduce managers to what they might expect if they are called to attend an ET)

#### 8. PREVENTING/MINIMIZING UNHEALTHY CONFLICT

- Creating the conditions to limit unhealthy conflict
- A manager's contribution to conflict emergence and development
- The power of language
- Transference and implicit bias
- Action planning (option: action learning set).

