

## NAVIGATING BEYOND CONFLICT

**LEARNING FORMAT:** CLASSROOM (ONSITE ONLY)

The differences people bring to the workplace can promote tremendous creativity and innovation. Those same differences also can contribute to misunderstandings, which can lead to discord and, if left unresolved, dispute. Individual performers need to know how to effectively navigate beyond conflict to prevent damage from occurring.

In this course, individual performers learn how to recognize the warning signs of conflict and take action to prevent situations from escalating or to work out the conflict if it does escalate. This allows them to mitigate any negative impact, thus reducing the cost of conflict and improving business results.

### DO YOU FACE ANY OF THESE ISSUES?

- > Does conflict between employees go unaddressed?
- > Are valuable managerial resources being expended to resolve the conflicts of individual performers?
- > Is conflict affecting the productivity or morale of teams and work groups?
- > Is conflict being addressed inappropriately or unproductively?

### PERFORMANCE OBJECTIVES

#### Helps individual performers:

- > Reduce the cost of conflict to them and their organization.
- > Minimize or prevent conflict by promoting a culture of trust, mutual respect, and collaboration.
- > Make appropriate choices, both in words and actions, to direct situations away from possible damage and toward the discovery of new ideas and solutions.
- > Remove roadblocks to proactively taking action when the warning signs of conflict occur.
- > Successfully plan and conduct conflict resolution discussions.

### PRIMARY COMPETENCY DEVELOPED

- > Managing Conflict

### SECONDARY COMPETENCIES DEVELOPED

- > Building Strategic Working Relationships
- > Communication

### COURSE OVERVIEW

- > **Conflict's Destination—Damage or Discovery:** Learners participate in a simulation that demonstrates the effects of conflict on relationships. Participants work in groups to identify the causes, costs, and benefits of conflict on themselves, their team, and the organization. Learners explore how conflict can escalate in stages from unresolved differences to discord to dispute, and contribute to a list of signs that warn of escalation.
- > **Preventing Escalation:** Participants determine roadblocks to taking action to resolve conflict. They take a self-assessment that reveals their strengths and development areas in using the Key Principles in a conflict situation. The facilitator discusses conflict "crossroads," and volunteers role-play a crossroads scenario, using Key Principles to defuse the situation.
- > **Resolving Conflict—Work It Out:** Learners watch a video of an ineffective approach to resolution, and then are introduced to a better approach by working out the conflict using interaction process skills. Learners view a positive model video of a conflict resolution discussion and discuss the skills that are used effectively.
- > **Applying Your Conflict Resolution Skills:** Learners reprise their roles from the opening simulation and engage in two rounds of skill practicing, using Discussion Planners to conduct conflict resolution discussions. After each round, learners give each other feedback on their use of the skills. In teams, learners discuss how to address challenging conflict situations and share their ideas with the large group.
- > **Removing Roadblocks and Setting Next Steps:** Participants work in groups to formulate suggestions for overcoming another group's roadblocks from earlier in the course. A group spokesperson shares the suggestions with the class. Learners determine their next steps for navigating beyond conflict in the future and building trusting relationships with colleagues.

### VIDEO SEGMENT SUMMARIES

- > **"On the Highway to Damage":** Henry and Jordan, two peers who work for the same organization, are engaged in conflict over delivery dates and decide to "resolve" it in an ineffective and humorous way.
- > **"On the Road to Discovery":** To work things out, Henry initiates a conflict resolution discussion, using a Discussion Planner with the interaction process skills. This discussion is featured in two scenes: The first scene illustrates the OPEN and CLARIFY steps of the interaction process, and the second scene illustrates DEVELOP, AGREE, and CLOSE.

### COURSE DETAILS

- > **Target audience:** All employees, including emerging/frontline leaders.
- > **State-fundable:** Yes (onsite).
- > **Course length:** 4 hours.
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** Communicating with Impact or Communicating for Leadership Success.
- > **Optimal Group Size:** 8 to 16. 20 maximum
- > **Course Prep:** No.
- > **Notes:** Suitable for all environments.

### RELATED COURSES

- > Collaborating & Dealing with Conflict
- > High-Impact Feedback and Listening
- > Resolving Workplace Conflict