

Managing Conflict and its Costs in the Workplace

Course Summary

Description

Conflict is inherently human but when it interferes with the management of the human resource, it presents a significant challenge to Managers and HR Professionals. Unresolved conflict, even at the seemingly unimportant level, such as a personality conflict, may actually cost thousands of dollars in lost productivity and strained resources. Research has shown that unresolved conflict may cost organizations \$50,000 - \$500,000 for a single instance of conflict. Conflict Resolution is a vital competency in the Manager and HR Professional's toolbox.

Through open discussion, scenario exercises, role play, and creative brainstorming, this workshop will show you how to control and resolve conflict and turn it into a positive workplace catalyst. You'll learn how to identify different types of conflict, disputant power dynamics and negotiations; develop plans for resolution; build mediation structures, policies and procedures; understand the legal impact of your actions; maintaining a principled approach.

Objectives

At the end of this course, students will be able to:

- Diagnose workplace conflict and its causes.
- Be positively perceived as an effective principled Mediator in the workplace
- Mediate conflict and achieve settlement
- Manage difficult people and situations, using newly acquired conflict resolution skills
- Understand the relationship between internal and external recourse in resolving workplace disputes
- Calculate the cost of unresolved conflict.
- Resolve Conflict in non-union and union environments.

Topics

- Power, Conflict, Society, and the Importance of Cultural Background
- Organization Culture and its Influence on Conflict Resolution
- The Cost of Conflict
- Handling Difficult Situations and People
- ADR and Employee/Labour Relations
- Building a Skill Set To Mediate Disputes
- Building Effective Internal Recourse and Conflict Resolution System Processes

Audience

This course is designed for managers with people responsibilities, Conflict Resolution Practitioners, Human Resources Managers, Labour Relations Practitioners, and anyone who wishes to improve or acquire conflict resolution skills in their workplace, and relate more effectively with others.

Prerequisites

There are no prerequisites for this course.

Duration

Two days

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Course Outline

I. Power, Conflict, Society, and the Importance of Cultural Background

- A. Understanding different types of organizational and personal power and their impact
- B. Mediation, Conciliation, Arbitration

II. Organization Culture and its Influence on Conflict Resolution

- A. Culture and how it influences our resolution choices - conflict as emerging from a social context
- B. Aligning organizational values to resolve conflict
- C. Contentious v supportive climates
- D. The Organizational "Folklore"
- E. Assertiveness v Aggression
- F. Managing conflict
- G. Managing perceptions

III. The Cost of Conflict

- A. Cost of Conflict Worksheet – The actual dollar-cost of conflict
- B. Giving and receiving positive feedback

IV. Handling Difficult Situations and People

- A. Handling kings, queens, and their entourage in the workplace
- B. Clarifying personal values and goals
- C. Re-motivation techniques and self-inspiration
- D. Reducing stressful office environments
- E. Exercising leadership in difficult situations
- F. Using the Four Agreements to maintain personal integrity

V. ADR and Employee/Labour Relations

- A. Unionized and Non-Union Environments
- B. Manager's legal liability in conflict resolution
- C. Workplace Privacy and conflict resolution – PIPEDA and the Privacy Act
- D. Informal conflict resolution systems

VI. Building a Skill Set To Mediate Disputes

- A. Identifying your personal conflict resolution skills
- B. Coaching skills

VII. Building Effective Internal Recourse and Conflict Resolution System Processes

- A. Needs assessments/Audits
- B. Policies and Procedures to resolve conflict
- C. On-Line Dispute Resolution – Pros and Cons
- D. Adapting Restorative Justice principles to the workplace
- E. Internal Conflict Resolution Training
- F. Selected Participant Topics
- G. Learning review, evaluation and closure