Strategies for Workplace Conflicts

Practical and Effective Conflict Resolution Skills for Managing Everyday Workplace Disputes
Queen’s IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.
Every workplace experiences conflicts. How we respond to and handle these issues is an important measure of our effectiveness as managers and leaders.

*Strategies for Workplace Conflicts* focuses on how managers and leaders approach common workplace disputes in a constructive and effective way. Using case studies, hands-on exercises and small group work, participants will learn how to anticipate and better understand the dynamics of recurrent workplace conflicts. This highly interactive program features multiple exercises that build on one another as well as extended opportunities to practice different intervention strategies and conflict resolution skills in the context of common everyday workplace interactions.

**Learning Outcomes**

Learn how to:
- Respond to different types of online, interpersonal and inter-team conflicts
- Manage conversations with especially difficult or emotional people
- Identify specific implications of different types of conflict
- Understand, prevent and de-escalate digital media conflicts
- Handle spontaneous conflictual interactions
- Analyze whether your organizational structure is contributing to conflict

**Program Benefits**
- An enhanced capacity to deal with everyday work conflicts using proven strategies
- Skills to understand, prevent and de-escalate personal and digital media conflicts
- Coaching tips for guiding team members to take a constructive approach to conflict
- Approaches to raising difficult issues
- Skills and tools for handling spontaneous conflict situations
- Tools and processes for working with team conflicts, and developing an effective response
- Analysis to help you assess whether organizational structures may be contributing to conflict in your workplace
Strategies for Workplace Conflicts includes discussions, case studies, role play and reflective exercises to develop skills that you can apply directly in your workplace.

a) Understanding Conflict
Learn how to distinguish between different sources of conflict and what motivates people in conflict through discussion, interactive presentations and simulation exercises. We’ll discuss interpersonal conflict and the impact of gender, culture and generational dynamics. You’ll also learn about the conflict triggers that result in escalation, and tools to help improve interpersonal communication.

b) Difficult Conversations, Difficult People
We all sometimes avoid conflict. Sometimes the issue is sensitive or hard to raise, and sometimes the individual(s) involved are especially difficult to deal with. We’ll examine why certain types of conflict are challenging and discuss different approaches for having difficult conversations, especially with difficult people. You’ll also learn how group dynamics in team meetings can both work to escalate, and de-escalate, organizational conflict.

c) Group Conflict
Some of the most difficult conflicts arise within teams, and sometimes between teams or units. We’ll talk about how to identify early problems with team collaboration, and how to evaluate whether the source of a team problem is a particularly difficult individual, or a lack of direction and leadership, interpersonal conflict, perhaps an organizational issue – or something else.

d) Structural Conflict
Your organization structure may be unintentionally contributing to interpersonal, group and intergroup conflict. We’ll review several potential structure sources of conflict – for example, how decisions over bonuses get made, or how co-ordination takes place between two units or team – and discuss how to focus on what can (and not what cannot) be changed.
Implement.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions

Call toll-free: 1-888-858-7838
Facilitators and Speakers

Julie Macfarlane (Lead Facilitator)
Dr. Julie Macfarlane is Distinguished Professor and Professor of Law at the Faculty of Law of the University of Windsor. She has received a number of professional honours in the course of her career, including the David Mundell Medal for Legal Writing (2016), the Institute for Social Policy Understanding Scholar of the Year Award (2012) and the International Academy of Mediators Award of Excellence (2005).

Julie has researched and written extensively on dispute resolution and in particular the role of lawyers. Her best-selling 2008 book The New Lawyer: How Settlement is Transforming the Practice of Law (University of British Columbia Press) is based on hundreds of personal interviews with lawyers and their lawyers (a 2nd edition is forthcoming). Julie was also the editor of Dispute Resolution: Readings and Case Studies (Emond Montgomery) a student text used widely in ADR courses in Canadian and US law schools for its first three editions (published in its 4th edition in 2015).

In 2011, Julie completed a four-year empirical research project examining the use of Islamic family law principles and values in divorce processes conducted by third parties in North American mosques. Islamic Divorce in North America: Choosing a Shari’a Path in a Secular Society was published by Oxford University Press in April 2012. Julie’s current research and advocacy focuses on the experiences of the increasing numbers of self-represented litigants in family and civil courts in Canada (The National Self-Represented Litigants Research Project: representingyourselfcanada.com.)

Julie is an active mediator, and consults regularly on conflict resolution interventions, training, program evaluation and systems design for a range of public and private sector clients. Over the past 25 years, she has provided conflict intervention training for legal practitioners, law students, civil servants, union and management groups, aboriginal council members, legal aid workers and health care professionals in North America, the UK, Australia, Africa and South-East Asia.

Bernard Mayer (Lead Facilitator)
Bernie Mayer is a Professor of Conflict Resolution at the Werner Institute for Negotiation and Dispute Resolution at Creighton University in Omaha, Nebraska. He is also a founding partner at CDR Associates, based in Boulder, Colorado. Since the late 1970’s, Bernie has mediated or facilitated the resolution of labour management, public policy, ethnic, business, family, community, and intergovernmental conflicts.

Bernie is internationally recognized as a trainer and an innovative leader in applying mediation and conflict resolution to human service arenas and particularly to disputes between public agencies and involuntary clients. He has consulted on conflict management procedures and trained mediators, negotiators, and conflict interveners throughout the United States and Canada, and in Australia, Bulgaria, Bosnia, Indonesia, England, Ireland, Moldova, Poland, Hungary, and New Zealand.


Bernie is the recipient of the 2015 John M. Haynes Distinguished Mediator Award, presented by the Association for Conflict Resolution and the 2013 President’s Award presented by the Association of Family Conciliation Courts.

He received his M.S.W. degree in 1970 from Columbia University in psychiatric social work and his Ph.D. degree in 1987 from the University of Denver in social work, with an emphasis on conflict resolution.

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

Telephone: Reserve by calling toll-free: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy

Substitutions are permitted with no penalty 8 days or more from the program start date.

Substitutions 7 days or less before the program start date will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.

Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.