Managing Workplace Conflicts

Practical and effective conflict resolution skills for managing everyday workplace disputes
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources (HR), labour relations, (LR) and organizational development (OD) programs for busy practitioners.

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
Every workplace experiences conflicts. How we respond to and handle these issues is an important measure of our effectiveness as managers and leaders. *Managing 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, you will learn how to anticipate and better understand the dynamics of workplace conflicts. This highly interactive program features practical tools and 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. You will leave with a number of tools and techniques to assist you to deal with challenging situations.

**Learning Objectives**

- Analyze conflicts to determine root causes, opportunities, and appropriate responses
- Respond to different types of organizational, interpersonal, intra-team, and inter-team conflicts
- Increase the types of strategies and responses available for conflict situations
- Factor in the many organizational dynamics that impact conflict (e.g. power, gender, culture etc.)
- Manage conversations with people demonstrating high emotion or difficult behaviours
- 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
- Improve your own reflective and self-care practices

**Organizational Benefits**

- An enhanced capacity to deal with everyday work conflicts using proven strategies
- Increase in skills to understand, prevent and de-escalate in-person and digital media conflicts
- Coaching tips for guiding team members to take a constructive approach to conflict
- Approaches for analyzing conflictual situations and 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

**Takeaway Tools**

- Conflict manual with toolkit
- Dynamics of Conflict by Bernard Mayer
- Action and analysis worksheets
- Tools for analyzing potential and actual conflict
- Tools for dealing with high emotion and difficult behaviours
Our program includes discussions, case studies, role play, tools and reflective exercises to develop skills that you can apply directly in your workplace.

a) Understanding Conflict
Learn about how conflict can lead to positive learning and growth, how our brains respond in conflict, how to distinguish between different sources of conflict, how to leverage positive features of conflict and what motivates people in conflict through discussion, interactive presentations and simulation exercises. We'll discuss interpersonal conflict and the impact of power, gender, culture and generational dynamics. Additionally, we will address a wide range of intervention tools and how to select an appropriate option. You'll also learn about the conflict triggers that result in escalation, tools to identify root causes of conflicts and ways to improve interpersonal communication both in person and using digital communication.

b) Difficult Conversations, Difficult Behaviours
Conflict avoidance is sometimes a viable and strategic option. However, it can also lead to never-ending festering problems or even escalated conflicts. We need to know how to raise difficult issues and to respond effectively when others challenge or confront us. We'll examine why certain types of conflict are challenging and discuss different approaches for engaging difficult conversations, especially with people exhibiting difficult behaviours.

c) Coaching
Conflict coaching is about learning and growth. It helps a person to build capacity to prepare for and deal more effectively with a wide range of conflicts. We'll teach you when to use coaching, how to use powerful questions to prepare people to engage in conflict more effectively, and how to prompt others to take constructive approaches to resolving conflicts. Part of being a great manager and leader is empowering and teaching others to engage in a conflict on their own, rather than handling it for them, and we will prepare you to do just that.

d) 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 the source of the problem which could be a particularly difficult individual, a lack of direction and leadership, interpersonal conflict, or an organizational issue. You'll learn and practice effective facilitation skills among people with varied issues, needs, and wants. You'll also learn how group dynamics in team meetings can both work to escalate and de-escalate organizational conflict in order for the team to work better together and improve decision making.

e) Structural Conflict
Your organization’s structure may be unintentionally contributing to conflict dynamics. We'll review several potential structure sources of conflict – for example, how decisions are made, or how co-ordination takes place between two units or teams, and discuss how to focus on what can and cannot be changed.

f) Self Care
Dealing with conflict in the workplace is stressful. We will discuss and practice reflective strategies and techniques to improve how you respond and react to conflictual situations.
Facilitators and Speakers

Wylie Burke (Lead Facilitator)

Wylie is an innovation consultant, facilitator, and leadership coach. She has over 15 years of experience in business administration, human resources, strategic and operational planning, and leading high performing teams. She brings a unique perspective to her work, having had the pleasure of working for a diverse range of organizations including United Way Toronto, CIBC, SickKids, WSIB, and Toronto Metropolitan University.

Having led large-scale merger and integration initiatives, cultural transformation, and change strategies, she is recognized for taking a people-centred and creative approach to her work and is inspired by helping people and organizations realize potential and reach new heights.

As a sought-after coach, consultant, and facilitator, Wylie is recognized for creating inclusive environments that inspire insights, connection, fun, and shared learning, that result in personal and organizational integration. She thinks of her work as community building and recognizes that there is never a one-size-fits-all approach. It’s about learning and applying concepts in an adaptive way that brings about sustainable change, taking into account the dynamic, unique, and varied needs of individuals and organizations while also nurturing a shared understanding and appreciation of differences.

Wylie is passionate about her work with clients in reimagining the overarching HR function, turning it from a process heavy one into a strategically designed talent hub. Employing a design thinking methodology, Wylie helps to evolve talent models, programs, and strategies into innovative, agile, flexible, relevant assets that connect talent decisions to value-creating outcomes.

Wylie holds an MBA from Queen’s University, an Honours Degree in Sociology from York University, and she is an Adler Trained Coach.

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