



Strategies for Workplace Conflict

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, labour relations, and organizational development programs for busy practitioners.

Get the Queen's IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- 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.

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, 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 Outcomes

Learn how to:

- Analyze conflicts to determine root causes, opportunities, and appropriate options/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

Essentials

3 Days / 3 Credits

Date & Location

Nov. 19-21, 2019: **Halifax**
Mar. 30-Apr. 1, 2020: **Toronto**
Oct. 27-29, 2020: **Calgary**

Fee: \$3,795

Who Should Attend

HR and LR professionals, managers/supervisors at all levels, labour leaders, lawyers and mediators, employees who would like to learn how to deal with conflict more productively

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

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

Learn. Design.

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.

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



Facilitators and Guest Speakers

Kari D. Boyle (Lead Facillitator)

Kari is a conflict engagement practitioner, consultant, trainer and retired lawyer. She served as Executive Director of Mediate BC Society for ten years followed by one year as its Director of Strategic Initiatives. She enjoys using her legal, mediation and management experience to improve citizens' access to viable and affordable conflict management options in the workplace and beyond. Previously, she practiced corporate commercial litigation in Vancouver for 14 years, worked in-house for 6 years specializing in legal services management, led mediation research initiatives at UBC, served as an adjunct professor at UBC Law School and provided support to the Civil Justice Reform Working Group and the initiative to create a new set of Supreme Court Civil Rules in British Columbia.

<https://irc.queensu.ca/facilitators/kari-boyle>

Joan Sabott (Lead Facillitator)

Joan Sabott is a practitioner, consultant, trainer, teacher, and coach in conflict engagement and resolution. Currently, she is an adjunct faculty at Creighton University in Omaha, NE, USA, on leadership and conflict. Joan is an Affiliated Practitioner and former Senior Program Manager with The Langdon Group. She has consulted on various projects in the organizational sector for businesses and public agencies, and on environmental projects in the substantive areas of water, transportation, and land use and planning. Project experience ranges from high-level water negotiations in California, to the use of snowmobiles in Yellowstone National Park, to the dissolution of firms, to the team management and development alongside major technology improvement projects.

<https://irc.queensu.ca/facilitators/joan-sabott>

The roster of guest 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**.

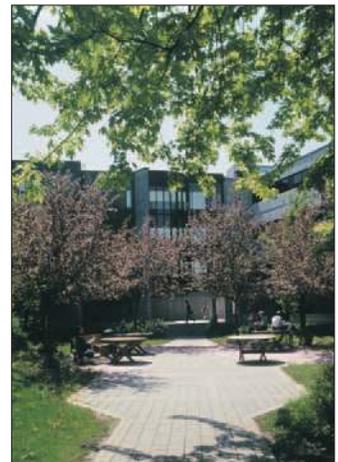
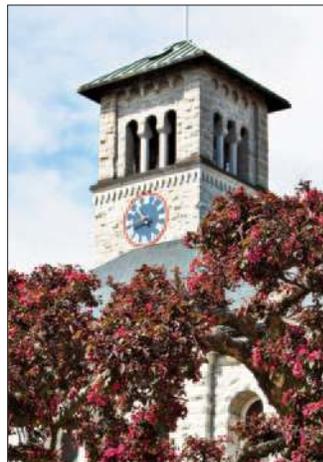
Substitutions **7 days or less before the program start date will be subject to a \$500 charge**.

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.





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