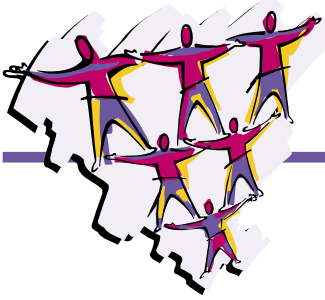


# Dealing with Conflicts

## SUPERVISORY TRAINING



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*Helping organizations create a stronger workforce, and coaching people to perform at their best!*

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In any organization or any group of people, conflicts occur. Good people disagree, so conflicts are unavoidable.

Some team leaders see conflict as useful, because it keeps people on their toes. They think conflict sometimes leads to useful improvements. However, most team leaders believe that the negative effects of clashes between team members far outweigh any positive advantages.

Because conflicts happen, you need to know how to deal with them. It is never pleasant, but it is always important.

Conflict is a major source of stress. It also works against cooperation, which is so important to effective work teams. Conflict destroys morale.

Most importantly, conflict can consume enormous amounts of time and energy. People concentrate on the disagreement instead of productive work.

Dealing with conflicts is a basic skill team leaders need. Without effective conflict resolution, you can't build effective work teams.

As soon as a conflict is recognized, it should be faced head-on. The faster the conflict is resolved, the faster the work environment will improve.

Resolving conflict is not easy. You need to find a way to reach agreement that is fair and acceptable to all parties concerned. You need to be a negotiator, not a referee.

## **Who In Your Organization Will Benefit?**

Team leaders and first-line managers in both office and industrial locations.

### **Objectives**

Managers and team leaders will learn to:

- Distinguish between the two main causes of team member conflicts: personality clashes and work structure problems.
- Be aware of the positive and negative byproducts of conflicts on the job.
- Accept conflict as an inevitable part of all work situations—one that must be dealt with, not ignored.
- Establish a cooperative atmosphere for resolving conflicts when they arise.
- Help team members involved in conflicts to understand each other's point of view.
- Lead them to agree on the facts.
- Help them to agree on a solution.

## Description

Wherever people work together, conflicts arise. They may be simple misunderstandings that managers and team leaders can clear up. Or they may reveal subtle, but pervasive, morale problems that threaten to tear the delicate fabric of your organization. This module shows managers and team leaders how to explore a conflict and get to the heart of the problem to correct it before it's too late.

## Course Length and Format

*Dealing with Conflicts* is an interactive, 4-hour group workshop designed for 6 to 18 participants.

The workshop includes:

- Video presentations of case studies.
- Group discussions that open opportunities to exchange views, experiences, and ideas.
- Exercises to develop and transfer skills.
- Extensive practice and role-plays.
- Immediate feedback and critique of the team leader's use of the skills and techniques taught in the workshop.

## Course Materials

**Facilitator's Guide**—Contains complete instructions on how to facilitate the workshop. It includes explanatory text for the trainer, sample trainer narrative, transcripts of visual segments, and annotation notes.

**Participant Workbook**—Contains pre-workshop cognitive exercises, forms for workshop activities, skill practice aids, and a video synopsis. A section to help participants transfer skills back to the workplace includes a skill application plan, a troubleshooting guide, and a general review.

**Video component**—Contains an introductory segment and a traditional behavior scenario, followed by a behavior model.

**Overhead transparencies**—Provide critical skills analysis.

**Trainer audio cassette**—Contains a recording of the explanatory text and sample narrative for each module.

**Participant practice audio cassette**—Offers additional skill-building exercises for workshop participants. It can be used during the workshop session or for self-study later.

**Self-Assessment Profile**—Facilitates the transfer of learned skills to the workplace.

**Memory Jogger Card**—Provides a handy, succinct reminder of each module's skill points. This card is to be handed out at the end of each workshop, so participants can use it on the job as a reminder of the skill points they have learned.

## Course Content

A presentation on the objectives of the workshop, and why implementing these new skills will benefit the team member, the organization, and the team leader.

### Fundamental Skills of Managing and Communicating

An overview of the importance of effective interpersonal skills in managing and communicating with people, and how these skills support the step-by-step methodology.

A review of pre-workshop exercises designed to start the learning process before the participants arrive at the session.

### The Principles of Behavioral Modeling

- Traditional Models
- Positive Models
- Discussion
- Behavior Modeling
- Job-Specific Practice

### Dealing with Conflicts Workbook

Used to help transfer the step-by-step skills of the behavior modeling process, with job-specific case studies emphasizing on-the-job aids and resource material supplied within each workbook.