



## Training Course Overview

# MANAGING CONFLICT FOR INCREASED PRODUCTIVITY

***I've spent over thirty years starting, building, and running successful businesses. These have included manufacturing, wholesale, retail, and consulting operations, several of which traded internationally. In retrospect I realise the ineffectiveness of short-term workplace dispute resolution and the cumulative effect of mismanaged conflict through those decades. Reduced productivity, waste, demotivated staff, restructuring around problems, lost opportunities, absenteeism, and lowered presenteeism, were but a few of the symptoms of poor conflict management.***

*The knock-on effects (like re-training, staff replacement, or insurance premium increases) were never consciously linked to the mismanagement of conflict.*

*Brand damage, poor customer*

*service and other systemic*

*consequences of unmanaged conflict, were completely*

*unquantifiable and often responded to with incorrect assumptions. Expecting the presence of conflict to change is unrealistic: it is your attitude towards conflict that must change.*

*The far more constructive way of dealing with conflict is to manage it to unlock value. If wastage is reduced through the resolution of disputes; and creativity is generated, sparking innovation - productivity increases, with countless benefits flowing from that.*

*Instinctive and cultural conflict fight-or-flight responses are no longer necessary for survival. Those responses begin with the settlement of disputes based on*

*power,*

***Based on how I would have wanted my own workforces to have been trained, I spent nine months writing "MANAGING CONFLICT FOR INCREASED PRODUCTIVITY".***

*typifying the outdated command-and-control approach which revolved around settlement based on power, or more recently, on rights or rules. Rights based conflict resolution generates win/lose outcomes: not wanting to lose, issues are avoided until some degree of conflict crisis forces itself to the fore. Win/lose outcomes in which the parties have little chance to collaborate or come up with their own solutions, result in sub-optimal performance.*



Outcomes based on interests and needs (with little attention to rights, policies, or procedures) are durable, sustainable, and motivating: all vastly better for the organisation.

It is within this “interests based zone” that opportunity exists. Leaders that recognise this as a strategic competitive advantage are building cultures and systems that reward conflict competence towards improved productivity.

Collective conflict wisdom begins with training to produce a ‘critical mass’ of conflict understanding, and the ability to have ‘successful conflict conversations’. This is the foundation to resolving conflict as early as possible and at the lowest level - by the people involved. Specialised training such as managerial mediation follows – essential tools to equip managers and supervisors to keep disputes from deteriorating to rights driven solutions, where productivity, continuity, and motivation diminishes.

Because these opportunities are so clear, I embarked on a journey to study dispute settlement at post graduate level and became an accredited mediator and trainer in workplace conflict management. I have spent time at multiple organisations with established integrated conflict management systems, learning from experiences within their structures and within their cultures.

**Conflict Management Training Courses are a dime a dozen. It is when employees are engaged in systemic effects and opportunities that training and workshops have lasting value. This is more of a guided think tank than a training course.**

My business experience and street-smarts, over and above the academics and theory, makes this training practical and effective. Moreover, I do not stint on using other peoples work in sections (with permission of course); where it is of benchmark standard.

It covers the basics and also generates a lot of holistic and systems thinking about ways to stop hidden losses in productivity.



Before the course begins, delegates complete the Conflict Dynamics Profile [CDP], an assessment instrument dealing with conflict *behaviours* [not conflict personalities] in the workplace.

CDP provides a powerful way to improve self-awareness of how individuals respond to conflict, and provides practical approaches for improving behaviours that promote more effective workplace conflict resolution.

[ see <http://www.conflictdynamics.org/products/cdp/CDP%20Brochure.pdf> ]

Mervyn Malamed is certified to administer, assess, interpret, and coach individuals on the results.

Delegates use the outcomes to supplement the work in Module 10 'Conflict Behaviour'.

**Up to 30% of a typical manager's time is spent dealing with conflict....**

*"A classic management study ["A Survey of Managerial Interests with respect to Conflict" by Kenneth W. Thomas and W. H. Schmidt, Academy of Management Journal]*



## **Module 1**      **How does this fit**

**...in to typical organisational conflict management protocols?**

## **Module 2**      **The Costs of Conflict.**

*Delegates complete the 'Financial Cost of Organizational Conflict' Calculator...*

*...an eye opening calculator to estimate the financial cost of a specific conflict experienced [or witnessed] within the delegate's organisation. All of the factors and assumptions are those of the delegate, and include consideration of many elements.*

*For example:*

- . actual hours wasted by those directly involved in the conflict*
- . their gross salary and benefits*
- . cost to repair damages to equipment as a result of the conflict*
- . estimate of absenteeism related to the conflict*
- . cost of the time spent on the conflict by others employees, especially management time*
- . what it costs to replace employees that quit because of the conflict, if applicable*

*Exit interviews, which ascertain reasons for terminations, reveal that chronic unresolved conflict acts as a decisive factor in at least 50% of all such departures.*

*The results are generated instantly and the session continues to address:*

- 2.1 Primary Costs of Conflict
- 2.2 Secondary Costs of Conflict.
- 2.3 Systemic Costs of Conflict
- 2.4 Poor customer service is a manifestation of conflict.



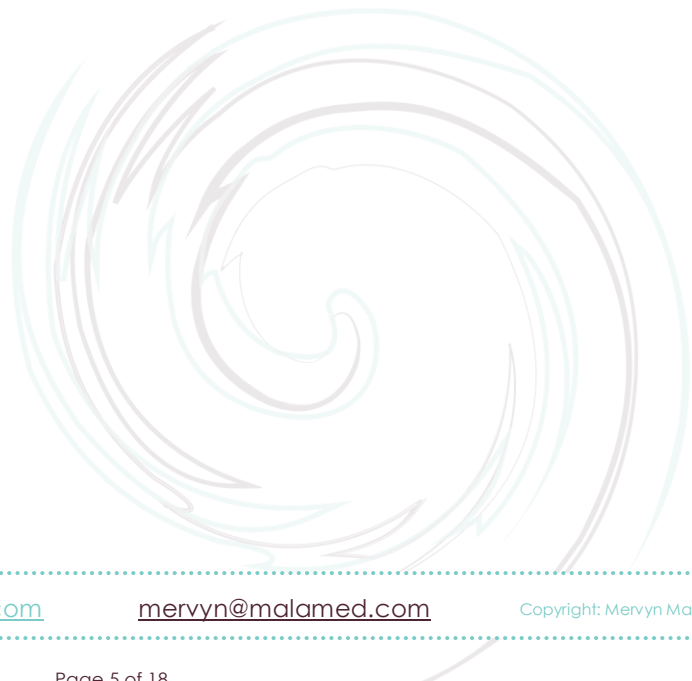
## Module 3 Conflict Management

- 3.1 What is conflict? / What is a dispute?
- 3.2. Resolution addresses the conflict that gives rise to the dispute.
  - 3.2.1. Sustainability
  - 3.2.2. The seven pillars of sustainability
- 3.3. Transformation
  - 3.3.1. Opportunities from conflict.

### EXERCISE

## Module 4 The Phases of Conflict

- 4.1 Prelude
- 4.2 Emergence
- 4.3 Differentiation
- 4.4 Escalation
- 4.5 Stalemate
- 4.6 De-Escalation
- 4.7 Settlement
- 4.8 Resolution
- 4.9 Transformation



### EXERCISE



## Module 5 Conflict as zero-sum game

5.1 Each party's gain is exactly balanced by the other party's losses.

5.2 Conflicts are not one dimensional. There are many variables.

### EXERCISE

## Module 6 Power, rights and interests:

6.1. Power

6.2. Rights

6.3. Interests

### EXERCISE

## Module 7 Interests vs. Positions

7.1 Positions are often based on power or rights.

7.2 Interests describe what needs to be satisfied.

### EXERCISE

## Module 8 Conflict personalities

8.1 Conflict personality is not the same as conflict behaviour

8.2 Personalities drive behaviour. Behaviour derives from personality.

8.3 Thomas Kilmann Conflict Mode Instrument [the **TKI**]:

### EXERCISE



## Module 9 Transactional analysis [TA]

Parent, Adult and Child as **ego states**

- 9.2 Examples
- 9.3 Emotional Intelligence

### EXERCISE

## Module 10 Conflict Behaviour:

- 10.1 Responses
  - 10.1.1 Constructive Responses
    - . Active
    - . Passive
  - 10.1.2 Destructive Responses
    - . Active
    - . Passive

- 10.2. Hot Buttons
  - 10.2.1 Unreliable
  - 10.2.2 Over analytical
  - 10.2.3 Unappreciative
  - 10.2.4 Aloof
  - 10.2.5 Micro-managing
  - 10.2.6 Self-centred
  - 10.2.7 Abrasive
  - 10.2.8 Untrustworthy
  - 10.2.9 Hostile
- 10.3 Owing one's own hot buttons

### EXERCISE



## Module 11 Types of conflict

- 11.1 Values conflict
- 11.2 Relationship conflict
- 11.3 Data conflict
- 11.4 Interest conflict
- 11.5 Structural conflict

### EXERCISE

## Module 12 Positive and negative conflict

- 12.1 Conflict is neutral.
- 12.2 Negative Conflict between Individuals
- 12.3 Conflict managed positively:

### EXERCISE

## Module 13 Sources of Conflict

- 13.1 Perceptions & Assumptions
- 13.2 Assumptions that drive attitudes and behavior.
- 13.3 Managing conflict before it emerges as a dispute.
- 13.4 Primary Conflict Sources: **systemic [of the organisation]**
- 13.5 **Intra**personal/Conflict Within
- 13.6 Sources of interpersonal and intergroup conflict:
- 13.7 Email

### EXERCISE





## Module 14 Group Conflict

- 14.1. There are two types of group conflict.
  - 14.1.1 Horizontal conflict
  - 14.1.2 Vertical conflict
- 14.2 Groupthink
- 14.3 When group conflicts are poorly managed.
- 14.4. Group leadership that contributes to destructive escalation
- 14.5. Signs of latent conflict among groups

### EXERCISE

## Module 15 Latent conflict

- 15.1 Prelude to a dispute.
- 15.2 Uncovering conflict in non-crisis conditions.
- 15.3 Exposing latent conflict in ways that add value.

### MODE©

- 15.3.1 Measure
- 15.3.2 Observe
- 15.3.4 Discuss
- 15.3.5 Envision

### EXERCISE



## Module 16 Conflict escalation and de-escalation

### 16.1 Destructive Conflict escalation [Glas]

### 16.2 Types of Escalation

16.2.1 Aggressor-Defender

16.2.2 Conflict Spiral

16.2.3 Structural Change

### 16.3 Provocations contributing to destructive escalation

16.3.1 Entrapment

16.3.2 Multiple Issues

16.3.3 Intensity

16.3.4 Past grievances

16.3.5 Selective Perception

16.3.6 Negative Attribution

16.3.7 Partialisation

16.3.8 Stereotyping

16.3.9 Victimhood

### 16.4 Deliberate escalation of conflict

16.4.1 The conflict mountain.

16.4.2 Catharsis.

### 16.5 Stimulation creates anger, and anger breeds inventiveness.

### 16.6 Altering destructive escalation

### 16.7 De-escalation

16.7.1 Cognitive dissonance

16.7.2 Waning active support

16.7.3 Changes in the psyche

16.7.4 Importance

16.7.5 Buying time

16.7.6 Stalemate - also referred to as *the hurting stage*

16.7.7 Tactics used are now considered to have been mistakes.

## EXERCISE



## Module 17 Management of workplace conflict in stages

17.1 In the workplace power is needed to manage effectively  
*Interests → power → rights* rather than *interests → rights → power*

17.2 Interests-based & controlled by the parties

- . Brave Discussions
- . Whisper tools
- . Peer Mediation

17.3 Conditionally interests-based & controlled by the parties

- . Managerial Mediation

17.4 Rights based & controlled by a third party:

The Formal Process

- . Internal policy
- . Public mandate [like the Labour Relations Act]

17.5 FIRST PHASE: Self-management of conflict

*80% of all workplace conflict should be self-managed*

17.5.1 A Brave Discussion: the first step.

17.5.2 Whisper Tools:

17.5.2.1 Peer Review

17.5.2.2 Neutral Evaluation

17.5.2.3 Open Doors

17.5.2.4 Conciliation

17.5.2.5 Investigation

17.5.2.6 Peer Mediation

17.6 SECOND PHASE: Managerial Mediation

17.7 THIRD PHASE: The formal processes.

17.7.1 Formal in-house grievance protocols:  
the organisation's policies and procedures

17.7.2 Formal external grievance protocols:

### EXERCISE



## Module 18 Organisational conflict strategies

Delegates do the  
'Dana Survey of  
Conflict Management  
Strategies Model'

***“All organisations have conflict management strategies whether by intent or by default”***

exercise to assess the conflict management strategy in their own organisations.

This is an instrument that identifies the blend of four conflict management strategies that are currently imbedded in the structure and culture of an organisation. It is based on:

### 18.1 Behaviour:

how *engaged*...

the organisation is in dealing stakeholders

### 18.2 Attitude:

how *adversarial*...

the organisation is in dealing stakeholders

## EXERCISE



## Module 19 Integrated Conflict Management Systems [ICMS]

19.1 The four pillars of a system are:

19.1.1 The Conflict Management Specialist [CMS]

19.1.1.2 A Conflict Management Specialist's [CMS] function is different from a Human Resource Professional.

19.1.1.3 The office of the CMS supplements HR, but does not replace, the organisation's existing resources for formal conflict resolution.

19.2 A Supportive Infrastructure

19.2.1 A conflict-wise ethos

19.2.2 A philosophy that facilitates *disruptions*.

19.2.3 An ICMS should be treated as a cost centre.

19.2.4 Collaboration amongst the executive, accounting, HR and the ICMS Champion

19.2.5 A Steering Committee of stakeholders

19.2.6 In-house marketing

19.3 Training

19.3.1 Core proficiencies:

19.3.1.1 Foundation Training in the nature of conflict

19.3.1.2 The ability to discuss based on interests: to have 'Brave Discussions'

19.3.2 Concentrated training:

19.3.2.1 Managerial Mediation

19.3.2.2 Peer Mediation

19.3.2.3 Becoming Conflict Competent

19.4 Intervention

This means a lot more than dispute resolution. For example:

19.4.1 Contributors

19.4.2 Reactive Interventions

Responses to the needs and interests of contributors.

19.4.3 Conflict must be welcomed

19.4.4 A call-centre-style, bureaucratic, unreliable...

19.4.5 Proactive Interventions: Looking for conflict

### EXERCISE



## Module 20 Listening

### *Listening is not waiting to talk!*

- 20.1 Passive listening
- 20.2 Active listening
  - 20.2.1 Body Language
  - 20.2.1 Paraphrasing
- 20.3 Tips for active listening
- 20.4 Considerations and practicalities associated with active listening
  - . time
  - . relationship
  - . conditions

### EXERCISE

## Module 21 Framing and Reframing.

*Saying the same thing in different ways to improve cooperation.*

- 21.1 Framing
- 21.2 Reframing

### EXERCISE

## Module 22 Conflict avoidance

- 22.1. Secondary conflict ensues, and secondary conflict is defined by mismanagement, or lack of management, of primary conflict.
- 22.2 Denial, as a form of avoidance, is acted out in several ways. For example...
- 22.3 How do you deal with an avoider?

### EXERCISE



## Module 23 Attributes of a successful conflict manager

- 23.1 Everyone is a conflict manager
- 23.2 Instinct
- 23.3 Quoting directly is not a good idea.
- 23.4 Contentious statements or words
- 23.5 Remember what annoys you the most in *other* people.
- 23.6 Remember that others also have hot buttons
- 23.7 Respect is required for effective conflict management.
- 23.8 Empowerment
- 23.9 Do's and Don'ts – Conflict Resolution at Work

### 23.10 Competence at having Brave Discussions





## Module 24 Brave Discussions

24.1 A Brave Discussion...

24.2 The model below covers the full progression –

24.2.1 A workplace conflict exists when:

24.2.2 A conflict conversation should be successful when:

24.3 The progression of a Brave Discussion:

Stage 1

A conversation about a conversation

- i. The approach to the other party
- ii. The issue statement
- iii. The request
- iv. The sale [if needed]
- v. The cardinal rules
- vi. The time and place

S1	Video Stage One	FIRST	The Request for a Meeting
S2	Video Stage One	SECOND	No Walkaways & No Power Plays - 1 of 3
S3	Video Stage One	THIRD	Arrange the Time and Place

Checklist: Remove land mines





## Stage 2

## Talking it out

- i. Setting the tone
- ii. Defining the problem
- iii. Venting
- iv. Dialogue
- v. Exploring solutions

S4	Video Stage Two	FIRST	Expressing Appreciation & Optimism
S5	Video Stage Two	SECOND	No Walkaways & No Power Plays - 2 of 3
S6	Video Stage Two	THIRD	Open Ended Questions to Stimulate Venting - 1 of 2
S7	Video Stage Two	FOURTH	Open Ended Questions to Stimulate Venting - 2 of 2
S8	Video Stage Two	FIFTH	Support Conciliatory Gestures - 1 of 2
S9	Video Stage Two	SIXTH	Support Conciliatory Gestures - 2 of 2
S10	Video Stage Two	SEVENTH	Interests Defined
S11	Video Stage Two	EIGHTH	Offer Conciliatory Gestures & Take Risks
S12	Video Stage Two	NINTH	No Walkaways no Power Plays - 3 of 3
S13	Video Stage Two	TENTH	Keep Talking [no sound]



Working out an implementation plan

Backup

*What might happen if we don't make an agreement?*

These are the three ATNAs:

BATNA                      Best  
alternative to a negotiated  
agreement.

WATNA                     Worst  
alternative to a negotiated  
agreement.

MLATNA                  Most likely  
alternative to a negotiated  
agreement.

**EXERCISES AND EXTENSIVE ROLE PLAYS**