

# PREVIEW GUIDE



## What to Do When Conflict Happens

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## **BACKGROUND**

### **INTRODUCTION**

Workplace conflict haunts organizations every day – it leads to lost productivity, diminished morale, and decreased performance. And, it is very expensive – it will have a negative effect on your organization's bottom line through increased employee absenteeism, decreased job performance, and poor customer service. If employees escalate their conflict to combat status, the entire organization is affected.

If you wait to discipline employees after interpersonal conflict grows, their conflict may start to affect the performance of others in the group. Waiting is an unproductive, reactive approach. Instead, what you need as a manager is a proactive approach: a method to help your employees learn how to resolve small conflicts and uncomfortable situations before they grow into something requiring your intervention. Many employees do not feel they have the responsibility to resolve conflicts – that solving problems between employees is a manager's responsibility. When employees are given a tool that helps them analyze, discuss, and resolve conflicts in a cooperative and respectful manner, everyone wins.

The CALM model introduced in *When Conflict Happens* is an effective and practical way to meet your real goals: improved performance throughout your department. This workshop will help you mentor your employees through the conflict resolution process, and provide them with the skills to resolve most workplace conflicts on their own.

### **HOW THIS WORKSHOP EXPLORES CONFLICT RESOLUTION**

The *What to Do When Conflict Happens* workshop provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. Most employees do not know they are responsible for resolving their own conflicts, which has often been viewed as a responsibility of management. This workshop will help employees master skills to successfully resolve conflict situations and avoid future ones.

Participants will evaluate the development of conflict, how it affects the workplace, and how to resolve conflicts that occur. Most importantly, the workshop teaches a thoughtful, effective approach using the CALM model to address and evaluate these situations. Examples of conflicts are demonstrated through concise, expressive videos. Participants can role-play situations using the skills they learn, and take those skills back to their desks to apply to their own situations.

Managers and supervisors will develop new skills to mentor their employees through the conflict resolution process, as well as skills in mediating and even mandating resolutions when required.

## Training Design Overview

The *When Conflict Happens* workshop package includes a structured training design to support a 3-hour workshop experience.

- The **video** presentation illustrates the problem of conflict in the workplace, and the use of the CALM model to resolve them. The DVD also includes optional Leadership Discussion Segments.
- This **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs and tactics for conflict resolution.
- **Participant Workbooks** (10 copies) provide worksheets for completing the activities and space for notes.
- A PowerPoint presentation on the CD-ROM includes slides to support the scripted presentation. Slides to support the optional Leadership Module are also included.
- The kit includes 10 copies of the **book** *What to Do When Conflict Happens* by Eric Harvey and Steve Ventura.
- A **Reminder Card** (10 copies) provides a quick refresher of the key points and strategies covered in the workshop.

## Customizing Your Program

Your specific needs and circumstances should determine the workshop agenda. Customize the presentation by supplementing, replacing, rearranging, or removing components.

- Modify activities and discussions to meet your objectives.
- Add information and examples from your own workplace.
- Modify the PowerPoint presentation to add information tailored to your organization or procedures.

## Learning Points

Learning Points for the workshop are listed below.

After watching the video and completing this workshop, participants will:

1. Become more aware of the signs of workplace conflict.
2. Recognize the negative impact conflict has on them, their organization, and others.
3. Recognize that they have a responsibility to resolve conflicts when they occur.
4. Learn and practice a CALM approach to conflict resolution: Clarify the Issue, Address the Problem, Listen to the Other Side, and Manage Your Way to Resolution.

## WORKSHOP FOLLOW-THROUGH

We've all been to training sessions where the energy is high, the progress is tangible, and everyone leaves with new skills and resolve for making changes. And we've all seen how the grind of daily activity can quickly take the edge off new awareness and skills.

Planned follow-through is the best way to ensure that the new perspective and motivation gained from this workshop can be maintained.

- Make arrangements to replay the video for the benefit of individuals who could not attend the training.
- With participants' permission, summarize and distribute key ideas generated during the workshop.
- Email the participants after a few weeks to see if they have had any interpersonal conflicts in their departments and have been successful in using the principles of *When Conflict Happens* to resolve them. Offer to provide any required coaching to help them implement the four steps in the *When Conflict Happens* CALM Model.

## **PRESENTATION SCRIPT: WHEN CONFLICT HAPPENS**



**Note:** This workshop is designed to be presented in a 3-hour session.

### **PURPOSE OF WORKSHOP AND EXPECTED OUTCOMES**

*Time: 11 minutes*



SLIDE #1: WORKSHOP TITLE



INTRODUCE yourself, welcome the participants, and make a brief comment about how excited you are to discuss a subject people don't like to talk about: conflict.

ASK

#### **Kickoff questions:**

- **What's the overall attitude in your workplace? Do people often seem to be at odds with each other?**
- **What's wrong with a little conflict anyway? What are the positive and negative aspects of workplace conflict? (Allow some discussion of this question).**

**Point out that workplace conflict haunts organizations every day; it leads to lost productivity, diminished morale, and decreased performance. And, it's expensive. It can negatively affect the bottom line through employee absenteeism, health issues, legal problems, and poor customer service.**

**Would you agree that it's a good idea to reduce workplace conflict? If so, this workshop will help you develop strategies to do it!**

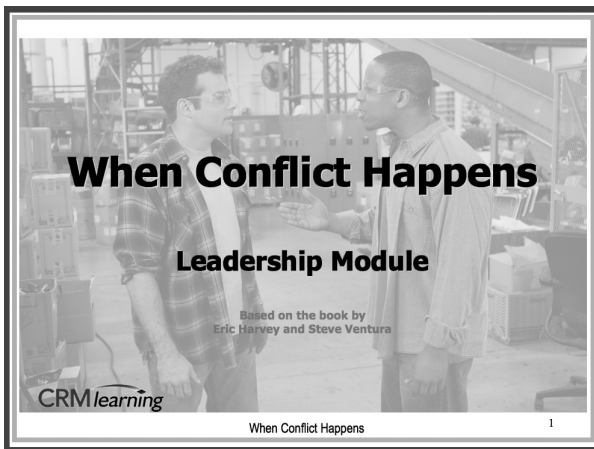
## **LEADERSHIP MODULE (OPTIONAL)**

This optional activity should be used when you are working with a group of leaders, managers or supervisors.

**Note:** There is a separate set of slides for the Leadership Module on your CD-ROM.

*Time: 45-60 minutes*

 LEADERSHIP SLIDE #1: LEADERSHIP MODULE



SAY

**When it comes to interpersonal conflicts, the individuals involved have the primary responsibility to resolve them. But sometimes, the two parties can't find a solution – even if they are using the CALM model. That's when you, as the manager, need to step in.**

**Step 2: Address the Problem****The Opening**

I need your help to solve a problem I'm facing...

**Define the Issue**

Exactly what happened:

How it made you feel:

The negative impacts the situation has caused:

**Other things to remember:**

1. Have a walk-in strategy; you may want to practice what you plan to say.
2. Don't repeat what co-workers have said; this is between the two of you.
3. Keep the end in mind; the goal is not to win an argument. The goal is to reach a respectful, collaborative result.

## Background Information

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The *What to Do When Conflict Happens* training program provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. All employees will develop new skills to help them with conflict resolution in the workplace.

During the workshop, participants will analyze possible situations in their own work environments and develop ways to solve conflict in a constructive way using the C.A.L.M. model. They will learn how to examine why a conflict is happening, why they feel the way they do, and they will also learn what they need to keep in mind as they address a conflict situation.

## Materials Included With *What to Do When Conflict Happens*

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The *What to Do When Conflict Happens* workshop package includes a structured training design to support a 3-hour workshop experience plus an optional 1-hour module for organizational leaders.

- The chaptered **DVD** illustrates the problem of conflict in the workplace, and introduces the C.A.L.M. model to resolve this conflict. The video also includes optional Leadership Discussion Segments.
- The **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs about workplace conflict and teach tactics for conflict resolution. An optional training design is included for leaders, managers and supervisors.
- **Participant Workbooks** (10 copies) provide worksheets for completing the activities and space for notes. Included is a Post-Training Assessment for trainees to rate themselves on different aspects of conflict and where they would like to improve.
- A **PowerPoint** presentation on CD-ROM includes slides to support the scripted presentation. Also included is a PowerPoint for the leadership training design.
- **10 copies of the book** *What to Do When Conflict Happens* by Eric Harvey and Steve Ventura.
- **10 Reminder Cards**, spelling out the C.A.L.M. model, are included for distributing to participants at the workshop's conclusion for their use following the session.



# For more information...

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