

# Managing Conflict in Working Relationships

## What is it about?

Positive and constructive behaviours reduce the cost of conflict. Direct benefits include performance and quality; indirect benefits are the feel and culture of the workplace. Resolving conflict at an early stage gives those involved the best possible chance of success. Good line management and informal discussion reduce the risk of conflicts escalating into stressful and time consuming formal procedures. This course supports action at an informal stage, at a local level, directly involving the people affected. These skills plug the gap between no action and formal action. Skills in this area help people initiate and lead positive responses to difficult situations. The Employment Bill 2008 and the ACAS revised COP on Disciplinary and Grievance emphasise early, informal resolution as a best option.

*'When people have a problem or disagreement, they want to talk and sort it out. Some of our natural ways of trying to achieve this work against us. We give people the skills and techniques to move people to mutual gains. Our approach encourages people to step back from formal procedures and work with each other to achieve win-win outcomes.'*

### What does this course offer?

This one day course offers key skills and approaches from mediation to help you manage your own and others conflicts. Releasing the energy, drive and resources that are tied up in conflict is hugely liberating. The course aims to help you develop

- A skill set to positively respond to conflict
- An approach to prevent, de-escalate and resolve interpersonal conflict
- A set of strategies to deal with difficult conflict behaviours

### Who is it for?

For all staff who want to

- Respond constructively to conflict
- Feel more confident in tackling difficult issues
- Limit the impact and damage on important working relationships
- Manage, structure and control difficult and emotional conversations
- Be able to address both the practical and emotional issues that arise in conflicts
- Resolve difficulties and move forward to solutions
- Re-build working relationships

## Managing Conflict in Working Relationships (1 day)

By the end of the programme participants will be able to

- Understand conflict theory and how it influences people's behaviour
- Apply communication skills to build rapport with people in conflict
- Overcome resistance and engage people in a win/win approach to their conflict
- Understand the benefits of impartiality in managing their own and others conflicts
- Assess and address practical and emotional issues
- Access underlying issues and the drivers behind conflict behaviour
- Work with people in conflict in a fair and structured way
- Control difficult conversations and heated exchanges
- Use positive communication to move people forward
- Constructively challenge unacceptable behaviour and set boundaries

### Quality

The course is restricted to eight delegates. This allows us to individually tailor attention and support. We are interested in securing change and development in delegate's behaviours on the day.

### Your Trainer

Steve Hindmarsh has been training organisations in conflict resolution and management for 7 years. He has trained mediators on accredited courses for 10 years. Steve was formerly director of a large multi-mediation service. Steve has provided training for the civil service, the NHS, local authorities, the private sector, the criminal justice sector, and the voluntary sector. Steve is an independent mediator and trainer as well as an associate with Conflict Management Plus.

### Course Materials

A delegate's workbook is provided with supporting information, phrase lists, question lists, exercises, models, theory, and links to further resources.

### Delivery

Your live issues and personal experiences are the raw material for our courses. Pre- course questionnaires allow us to adapt the content to your situation. The trainer works flexibly and responsively on the day to address live issues and maximise relevance.

## How will I learn?

The trainer will introduce you to a range of models and theories that will help you understand how conflict affects people's behaviour, communication and thinking.

*"This has made me look at situations differently and think about how I handle them."*

The trainer will demonstrate the skills, tools and techniques of a mediator.

*"Staff now feel confident to tackle difficult issues."*

*"The conflict management training was a good insight into managing conflict between staff. The trainer was confident and knew his stuff whilst keeping the whole group involved."*

You will have a chance to practice techniques in small groups working on your own scenarios. You will receive coaching and be given insightful and supportive feedback on your skills, qualities and learning.

*"The training provided was excellent both in terms of the content and the trainer who was professional and very knowledgeable. Some aspects of the training were specifically tailored to meet our particular needs and the feedback received by our staff who attended the courses was extremely positive."*

## Programme Outline

### Day 1

Conflict - theory and behaviour  
Conflict management styles  
Working with conflict on 3 levels – managing issues, behaviour & feelings and process  
The 3 conversations of conflict  
Working to a structure – How to manage a difficult conversation  
Principled negotiation and Win/Win outcomes

Managing and resolving conflict – Defuse, Control, Challenge

1. Defuse – Staying calm and neutral. Reframing for win/win outcomes. Overcoming resistance and mistrust.
2. Control – Influencing positive behaviours, setting boundaries, working with strong feelings and anger.
3. Challenge – Challenging unacceptable behaviour constructively: giving choices, alternatives or consequences.

Responding to conflict – five practical scenarios to develop skills:

1. Someone approaches you with a problem they have with a colleague and they want you to take action and sort it out.
2. Someone approaches you, and you are the problem.
3. Someone approaches you, and you are the problem, you have issues with them and it's non-negotiable.
4. Colleagues fall out and you bring them together to resolve it, the mediator in the middle.
5. A staff member displays unacceptable behaviour – challenging them constructively.

### How to book

Call or email to request a booking form

Course Title	Managing Conflict in Working Relationships
Duration & Cost	1 day £160 + VAT
In house rate	Please contact
Location	Please see website
Dates	Please see website
Contact Details	029 2021 4129

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